

EUROPEAN EXTERNAL ACTION SERVICE

HUMAN RESOURCES REPORT

2019



European Union
EXTERNAL ACTION

2019

HUMAN RESOURCES REPORT

European External Action Service

About this report

This is the annual Human Resources Report of the European External Action Service (EEAS) for the year 2019. This report provides an overview of the main administrative and policy developments as regards human resources as well as detailed statistics on the EEAS population.

To access previous reports you can visit the [EEAS website](#).

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FOREWORD

In 2019, following the European Parliament elections, the EEAS welcomed the appointment of Mr Josep Borrell Fontelles as High Representative of the Union for Foreign Affairs and Security Policy/Vice President of the European Commission (HR/VP). I would like to take this opportunity to express to him my sincere congratulations and a warm welcome. The EEAS Directorate-General for Budget and Administration (DG BA) is committed, more than ever, to maintaining its high standards of performance in the service of the HR/VP and the European Union (EU).

In 2019, the EU also has had to prepare itself for becoming a Union of 27, following the departure of the United Kingdom (UK). Among one of its most important tasks, DG BA addressed the human resource (HR) challenges this imposed, and launched preparations to ensure the EU diplomatic presence in the country. At the same time, the EEAS successfully expanded the representation of the EU in the world, with the opening of the Delegation to Kuwait and the Delegation to Turkmenistan.

Throughout these fast changing political priorities, the need to ensure a respectful working environment for our staff, one that fosters creativity and innovation, remains high on our agenda. In 2019, we built further on our ambition to become a gender-balanced service and successfully decreased the gender gap in decision-making positions. But, we are not there yet. We need to continue to challenge ourselves and to reinvent ways to become a service of equality, not only as regards gender, but also on all fronts. In 2019, we launched new initiatives towards inclusion, with a focus on persons with disabilities, as we believe that embracing diversity is a key to success.

Once again, we fully committed ourselves to investing in the development of our staff, both personally and professionally. We further advanced on the implementation of the roadmap on equal opportunities and career development, and we appointed a career advisor at the service of staff. Specialised career guidance and training maps are now available for different categories of staff, to improve and support their career prospects. Linked to this, we launched new training initiatives, beyond classroom learning, to enable the active participation of our colleagues in Delegations through online training.

I recognise that we ask a great deal from our staff, and I would like to thank them for their continued effort and dedication. Not least of all, I would like to thank our partners in other EU institutions, without whose unfailing support many of the achievements in this report would not have been possible.

We will continue to work with the same dedication and energy, and look forward to launching future initiatives with the same creativity to support the work of the HR/VP and the EEAS in representing the EU and its citizens around the globe.



Gianmarco Di Vita

Director-General for Budget and Administration

ORGANISATIONAL DEVELOPMENT

ORGANISATION AND STRUCTURE

2019 brought several organisational improvements to the EEAS. Particularly noteworthy were the advances in the EU common security and defence policy, which required an administrative reform of its Crisis Response and Common Security and Defence Policy structures (CSDP-CR), restructuring the existing Directorates along the following three pillars: policy, planning and operations. The resulting CSDP-CR Department under the Deputy Secretary-General CSDP-CR has two new Directorates: the Directorate for Security and Defence Policy (SECDEFPOL) and the Directorate for Integrated Approach for Security and Peace (ISP). The reorganisation did not affect the Civilian Planning and Conduct Capability (CPCC) Directorate, nor the European Union Military Staff (EUMS).

With the new SECDEFPOL Directorate, the EEAS has established a single-entry point for all security and defence issues, facilitating interactions with the European Commission, the EU Member States and external partners. The role of the new ISP Directorate is to facilitate the implementation of the integrated approach and to ensure continuity and coherence of engagement throughout the conflict cycle.

Within the same reorganisation, the Space Task Force was placed directly under the EEAS Secretary

General to acknowledge its specific, and broader, relevance beyond security and defence, and the Sanctions Policy Division was placed under the Directorate for Inter-institutional relations, policy coordination and public diplomacy (SG.AFFGEN). In addition, the Intelligence Analysis and Reporting Directorate (INTCEN) was directly attached to the HR/VP to better reflect its role as main source of intelligence-supported strategic situational awareness, analysis and forecasting for the EEAS and other EU institutions.

In July 2019, the EEAS created the new Mission Operational Support Division (CPCC.4) under the CPCC Directorate to reflect commitments under the Civilian Compact and the relevant Action Plan in the human resources area of Civilian Missions.

Another noteworthy organisational innovation was the decision of the EEAS Secretary General in September 2019 to create a Career Adviser entity under the DG BA, as well as the appointment of an EEAS Career Adviser/Talent manager. The new Adviser is responsible for advising colleagues of all categories and functions, both in headquarters (HQ) and in Delegations, on their career and professional development options, in close cooperation with the Career Advisory Service available in the HR Directorate.

RESOURCE ALLOCATION

In 2019, efforts to optimise resource allocation within the organisation continued and included a series of actions.

The Annual Review Mechanism, initially launched in 2017 to improve the function of the organisation and ensure adequate resourcing of political priorities, turned its focus to improving the functioning of EU Delegations. In 2019, to ensure business continuity and autonomous administrative sections, the Annual Review Mechanism targeted the presence of a “minimal kit” of two Administrators (AD) and two Assistants (AST) or contract agents in all Delegations.

Since posts can only be mobilised via transfers between Delegations, redeployments from HQ or increased budget allocation, the HR Directorate coordinated closely with the departments con-

cerned and identified the need for 13 new posts in 11 Delegations. All agreed that these posts should be established and filled, at the latest by the 2021 rotation exercise.

Meanwhile, and with the view to reduce reliance on seconded national experts with a generalist profile, the EEAS adopted a policy to limit the proportion of seconded national experts outside the specialised departments of crisis management and strategic communications or in other highly specialised fields.

Given the current scarcity of human resources, the HR Directorate carried out a screening of the distribution of secretarial support at HQ with the view to optimising the functioning of the organisation and better distributing scarce administrative resources with the aim to distribute resources fairly

and provide adequate support for all services. The screening provided the basis for some redistribution of administrative support amongst departments and between HQ and Delegations.

Finally, the EEAS is operating in an unpredictable political context and with significant budgetary constraints. With this in mind, a policy for more ag-

ile management of resources was launched. This provides a framework for improving response capacity and agility to face extraordinary situations of a temporary character, such as specific crises, intense negotiation phases, or summits. This policy should facilitate swift and flexible mobilisation of resources in the short, medium and longer term, as required.

NETWORK OF EU DELEGATIONS

“ In 2019, the EEAS strengthened the EU presence in the Middle East and in Central Asia with the opening of Delegations in Kuwait and Turkmenistan.

The EU established its presence in Kuwait in July 2019. This decision was based on the shared interest in a substantial upgrading of bilateral relations, and on the fact that the Gulf countries are not only important economic and trade partners for the EU, but also central actors in the EU neighbourhood policy. The presence in Kuwait also allows the EEAS to distribute better the tasks of representation and presence in the region, as the new Delegation also covers Qatar, whilst the Delegation in the Kingdom of Saudi Arabia had hitherto been responsible for both countries.

In addition, following a continued strengthening of the partnership and cooperation with Turkmenistan, the EU opened its 142nd Delegation there during the second semester of 2019.

As regards the opening of a Delegation to the UK following Brexit, preparations continued in 2019 in close cooperation with stakeholders in the European Commission and the European Parliament.

Finally, there were some adjustments to the network of Delegations in the Africa region. Accreditation to Equatorial Guinea was transferred from the Delegation to Gabon to the Delegation to Cameroon, allowing for improved connections to the country. Furthermore, efforts towards ensuring the opening of an EU office in Saõ Tomé and Príncipe continued.

ADMINISTRATIVE SUPPORT

PLANNING AND REPORTING

In 2019, the EEAS introduced a number of new approaches to support the modernisation of the administration and its functioning.

The new Internal Control framework, officially adopted in October 2018, entered into force in 2019. The added value of the new framework is its increased flexibility and capacity to focus on the role of individuals as first line of defence against wrongdoing, serious irregularities and bad management. It also provides important contributions to strategy setting, planning and operational performance, and the framework principles contribute to the reduction of internal and external risks,

including fraud, associated with achieving organisational objectives.

The EEAS has stepped up analysis of the content of Annual Management Plans (AMP) and has improved follow-up and assistance. AMPs often contain early warnings about resource issues and risks, and the DG BA followed up any salient information with the divisions concerned. This was an important opportunity to reach out to both Managing Directorates and Delegations and allowed for providing support and guidance on a wide range of issues (infrastructure, information security, physical security, resource allocation, administrative support, training etc.).

One innovation of the AMPs for Delegations was

to introduce a way to measure the performance of diplomatic activities carried out by Delegations under the Lisbon Treaty, such as demarches, coordination with Member States, and visits. These measurements can help quantify the assets used and time spent implementing these responsibilities, a key aspect of the activities on the ground.

Innovation also means new tools: in November 2019, in view of simplifying the reporting system and guaranteeing easier analysis of data, the EEAS launched a new reporting portal for the annual Declaration of Assurance. With this portal, Delegations were able to complete the internal control questionnaire, the registration of non-compliance and exceptions, and the declaration of assurance for the year.

SUPPORT TO DELEGATIONS

The internal evaluation of the Regional Centre Europe (RCE) in July 2018 triggered a wider internal reflection exercise within DG BA regarding possible ways to modernise and simplify the overall model of administration and increase efficiency. DG BA launched an exercise, named "Innovative 2019", in December 2018. Approximately 20 working groups worked to determine methodology, establish risks and opportunities, and propose roadmaps for implementation on a series of issues. The RCE led several of these working groups, including on global procurement procedures, and the centralisation

of Art.23 of the Staff Regulations of Officials and the Conditions of Employment of Other Servants (Staff Regulations / CEOS).

In June 2019, each working group submitted conclusions to the Directors of DG BA and a concrete action plan was drawn up, which included implementation deadlines and resource requirements.

In addition, the RCE contributed to the work of the Delegations beyond its strict geographical mandate, by actively supporting the creation of merged administration sections (Common Administrative Sections) for the Delegations of Jordan/Yemen and Lebanon/Syria. The RCE also provided support on human resources, finance and procurement tasks to the Delegations in Trinidad and Tobago, Congo-Brazzaville, Lebanon and the United Arab Emirates.

With regards to its support to regionalised Delegations, in 2019 the RCE processed 1,918 Art.23 accommodation payments, 2,362 medical claims, completed curriculum vitae (CV) screenings for 28 posts, processed five end-of-contract calculations and performed three establishment of rights for newly recruited local agents or end of contracts, completed 10 salary reviews, and optimised the functioning of payroll for 11 Delegations. The RCE also managed 20 high value procurement procedures and 70 low or medium value tenders and provided assistance on 69 different topics. In total, the RCE processed 7,296 transactions in 2019, 17.3% more than in 2018.

COOPERATION AND SYNERGIES

HR NETWORK

In 2019, the EEAS cooperated closely with EU Member States on human resources matters via the HR Directors' Network. This forum provided an excellent opportunity to exchange ideas and learn from other HR professionals, and to address HR related challenges faced by diplomatic services.

To revitalise the Network and better draw on the expertise of its members, the format of the meetings was adjusted to a more policy-focussed debate. In 2019, the Network concentrated on the issue of improving conditions for spouses accompanying staff posted abroad.

The Network had several group discussions with

Member States on options for spouse employment, administrative conditions (e.g. work visa for spouses) and access to information/support structures. The HR Network agreed on a draft action plan on options for spouses in December 2019, with volunteering Member States leading on several actions.

EUDEL STEERING COMMITTEE

The combined force of the EEAS and the European Commission staff in Delegations advances EU interests as a whole. Nearly two-thirds of the more than 6,000 staff members employed in EU Delegations are from the European Commission. As decisions on the network of EU Delegations affect

staff members of both institutions, it is essential that the EEAS and the European Commission cooperate closely on HR management. The role of the Steering Committee for EU Delegations (EUDEL)¹ is to ensure that policies and decisions that apply separately to the two populations ideally mirror one another, or that they are at least coherent and consistent, and that decisions and policies take into account the interests of both populations.

The EEAS attributes great importance to a consistency of rules, tools and support, to ensure that all staff in Delegations benefit from the best possible conditions within existing budgetary and regulatory constraints, so that they can perform their tasks effectively. To achieve this, cooperation between the EEAS and the European Commission develops at different levels during the lifecycle of policy making through the EUDEL, allowing for discussion, finalisation and endorsement of decisions affecting Delegations. The EUDEL met four times in 2019 at Director level and once at Head of Division/Head of Unit level.

In 2019, EUDEL meetings focused in particular on the reform of conditions for local agents. The aim of the reform is to redefine and harmonise local agents' conditions of employment across the world. To ensure that Commission and EEAS had a shared understanding of the objectives of the reform, and with a view to implementing it effectively, several joint working groups and informal consultation mechanisms were used throughout the process, from the drafting to the finalisation phase.

The EEAS and the European Commission also cooperated closely on issues such as implications of Brexit/opening of the new Delegation to the UK, teleworking, anti-harassment policies, home leave, and on the planning of transfer of regional cooperation functions from the Delegation to Nicaragua to the Delegation to Costa Rica.

¹ The EUDEL is chaired by the EEAS and brings around the table representatives from: the Directorate-General for International Cooperation and Development (DG DEVCO), the Directorate-General for Trade (DG TRADE), the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), the Secretariat-General of the European Commission, the Directorate-General for Budget (DG BUDG), the Directorate-General for Human Resources and Security (DG HR), the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and the European Commission Service for Foreign Policy Instruments (FPI).

TALENT MANAGEMENT

EEAS staff is comprised by five main categories: officials, temporary agents, contract agents, local agents and seconded national experts, who oversee or assist in the daily work of the EEAS in HQ and in Delegations. At the end of 2019, 1,252 officials, 1,058 local agents, 497 contract agents, 461 seconded national experts and 333 temporary agents were working in the EEAS.

The work of the EEAS is complemented by other support personnel, like external staff, trainees and junior professionals. Together, a total of 2,082 personnel in HQ and 2,392 in Delegations were working in the EEAS at the end of 2019.

Detailed reporting on the nationality, gender, age and evolution of EEAS staff is available in pages 37 - 53 of this report.

ATTRACTING AND SOURCING TALENT

OFFICIALS AND TEMPORARY AGENTS

— *Publication of posts*

In 2019, the EEAS published 162 posts outside the mobility exercise in the AD, AST and AST/SC categories, including 21 AD positions at management level. Out of the 1471 applications, 42,2% for non-management posts and 31,3% for management posts were women.

Out of the applicants to AD posts, 25% were from the EEAS (including temporary agents from Member States working in the EEAS), 43% were diplomats from Member States, 27% from the European Commission and other EU institutions and 5% from a reserve list of the European Personnel Selection Office (EPSO). For the AST and AST/SC posts, 19% applicants were from the EEAS, 49% from other EU institutions and 32% from an EPSO reserve list.

39% of the candidates selected for these posts were women. As regards the origin of the selected candidates, 33.3% came from the EEAS, 27.5% from Member States 19.6% from other institutions and 19.6% of them from an EPSO reserve list.

In Delegations, the EEAS published 69 positions outside the rotation exercise (below), including nine at management level. Out of the 789 applications the EEAS received for these posts, the proportion of female applicants was 46,5% for non-management posts and 24,8% for management posts.

23% of the applicants to AD posts were from the EEAS (including temporary agents from Member States), 35% were diplomats from Member States, 41.6% from the European Commission, the European Parliament and other EU institutions and 0.4% from an EPSO reserve list. 26.5% of the newly-recruited AD came from the Member States who joined the EU in 2004 or later (EU13) bringing their

overall proportion to 21.8%, slightly above their share in the EU population (20.2%).

For the AST and AST/SC posts, 29.4% applicants were from the EEAS, 58,4% from other EU institutions and 12% were from an EPSO reserve list.

Out of the candidates selected for these posts, 47% were women. As regards their origin, 43% were from the EEAS, 31% were diplomats from Member States, 22% from other EU institutions and 4% from an EPSO reserve list.

— *Temporary agents*

Successful candidates on AD posts from the National Diplomatic Services are recruited as temporary agents (Member States' diplomats).

Four temporary agents occupying management positions and 25 in non-management positions who finished their contracts in 2019 received a second contract after succeeding in a selection procedure. Through external publications and the 2019 rotation exercise, the EEAS recruited 57 new diplomats from Member States, including 13 on management posts.

In 2019, the distribution of temporary agents on management posts remained imbalanced between HQ and Delegations. In order to address the imbalances, the EEAS aims at recruiting more temporary agents on middle management positions in HQ.

“ For the 2019 rotation exercise, 168 candidates from Member States applied to management posts. 57 of them came from the EU13 Member States. ”

— *Mobility exercise*

The mobility exercise allows for staff members to change post in HQ, in principle after four years in the same post and for the reintegration of staff members returning from Delegations. Mobility can be anticipated or postponed for one additional year considering the needs of the service, the overall HR situation and planning of the department. AST officials may take part in the mobility exercise on a voluntary basis.

In the framework of the 2019 mobility exercise, the EEAS published 66 AD, 32 AST and eight AST/SC posts. A total of 87 candidates applied, among which, 81% of the AD and 83% of the AST got a post among their six priorities.

Furthermore, the EEAS also undertook a management mobility exercise in 2019, with the participation of 10 returning Heads of Delegation, seven Deputy Heads of Delegation, one manager in HQ and 11 former managers who were also eligible to participate. 14 of them were appointed Heads of Division, and eight were appointed to different advisor or equivalent posts.

— *Rotation exercise*

The rotation exercise enables the EEAS to fill positions in Delegation and organise the movements between Delegations. 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 Delegations.

The 2019 rotation exercise was launched on 13 July 2018. A total of 930 candidates applied to 181 posts: 400 candidates to AD management, 317 to AD non-management, 125 to Head of Administration and 88 to assistant to Head of Delegation posts.

Regarding the origin of the candidates applying to AD posts in Delegations, 51% applications for management and 50.6% for non-management positions came from Member States (applications from temporary agents already serving with the EEAS included). In addition, applicants to management and non-management posts respectively included 28.5% and 29.4% from the EEAS, 11.5% and 16% from the European Commission and 2.5% and 4% from other EU institutions.

Regarding gender, 23% of applicants for management posts, 33% for AD non-management posts, 46% for Heads of Administration and 82% for assistant to Head of Delegation were women.

As a result of the rotation exercise, 148 candidates were appointed: 50 in management positions of Head and Deputy Head of Delegation out of which 28% were women, 59 in non-management posts positions with 30.5 % women, 22 in Head of Administration posts with 27% women and 17 in assistant to Head of Delegation posts with 94% women. Among the AD appointees, 50% were EEAS officials, 47.2% Member States officials including temporary agents and 2.8% from other EU institutions. Finally, the European Commission seconded four officials to occupy a Head of Delegation position.

CONTRACT AGENTS

Throughout 2019, the EEAS recruited 102 new contract agents, 78 in HQ and 24 in Delegations. Under an agreement with the European Commission, and in the spirit of loyal cooperation between the institutions, the EEAS undertook to finance 11 new contract agent posts in 2019, to reinforce services at HQ dealing with disinformation. Moreover, four non-military seconded national experts' posts were replaced by contract agents.

Through the 2019 mobility exercise for contract agents in Delegations, the second compulsory mobility exercise, 16 contract agents moved to a new post. Despite the challenges posed by the limited number of participants and available posts, the exercise was assessed as overall positive.

LOCAL AGENTS

In 2019, 197 local agents joined Delegations, mainly in function groups² 1 and 3. In the same period, 170 local agents left Delegations after spending an average of 10 years working for the EU. Out of 2,295 eligible local agents, 354 were promoted (113 from the EEAS and 241 from the European Commission), and 30 local agents moved to a higher function group by applying for a vacant position.

² 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.

A new concept for the selection of Heads and Deputy Heads of Delegation

Starting with the 2018 rotation exercise, the EEAS introduced a new concept for the selection of Head and Deputy Head of Delegation. The selection is split into two parts – a simulation exercise and an interview. For the simulation exercise, candidates are given a file with information on a complex situation in a fictitious context. The candidates have one hour to prepare a presentation on their analysis and action plan, which then have to present to the panel and answer to their questions. The purpose of the simulation exercise is to assess the following competencies based on the EEAS management competency framework: decisiveness, organising & prioritising, motivating and inspiring others, and effective delegation. The simulation exercise is followed by an interview on the professional expertise of candidates, during which they were assessed on the following criteria: motivation, specific knowledge of country and region, knowledge of EU external relations, general knowledge of EU policies with external impact and staff management skills.

In the preparations undertaken in 2019 for the 2020 rotation exercise, the EEAS introduced a number of compulsory training modules for panel members taking part in interviews for management positions, for example, a training on unconscious bias and a training to familiarise panel members with the details of the respective simulation exercises. Panel members from the EEAS, the European Commission, the Council and Member States participated in the training.

SECONDED NATIONAL EXPERTS

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 2019, Member States financed 43% of the seconded national experts in HQ and 77% in Delegations.

“ In order to address the concerns expressed by the European Parliament the EEAS adopted a policy that allows for gradual reduction of seconded national expert positions.”

More specifically, the EEAS adopted the following measures:

- The EEAS will maintain seconded national experts' positions for specialised positions like tackling disinformation and counter terrorism, while more general profiles will be evaluated at the end of the secondment. This phasing-out could take place over a four-year period from 2018 to 2021.
- All cost-free positions that remained vacant for more than one year, and are not essential for business continuity, will be cut.
- Entities with more than three seconded national expert positions will have the possibility to reduce them when a post becomes vacant.
- The EEAS will assess the suppression of seconded national experts' positions that will become vacant following Brexit.
- For transparency and fairness reasons, the EEAS advertised all vacant seconded national expert positions, inviting Member State to show interest in any position.

The EEAS converted in 2019 four cost-shared positions of civilian national experts into contract agents while two remaining conversions will be implemented in 2020.

TRAINEES AND JUNIOR PROFESSIONALS

Every year, junior professionals and trainees join the EEAS through different programmes to support its work in HQ and in Delegations.

In 2019 the EEAS recruited 60 remunerated Blue Book trainees, in cooperation with the European Commission Traineeship Office, for a 5-month traineeship in 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.

At the same time, the EEAS employed 555 trainees in 114 different Delegations. The EEAS was able to finance 447 of them, thanks to the budget provided by the Budgetary Authority dedicated to trainees in Delegations, 36 were paid by other EU institutions and 72 were unpaid. The average duration of the 2019 traineeships was 156 days.

In addition, 80 Junior Professionals in Delegations (JPD) were posted in 70 Delegations for the round 2019-2021. 43 of them are working in EEAS sec-

tions and 37 in the European Commission sections. 20 of the JPD positions are funded bilaterally by Denmark, Ireland, Luxembourg and Sweden.

Finally, in cooperation with the European Commission, the EEAS manages the recruitment of National Experts in Professional Training (NEPT) coming from public administrations of Member States. This specific training gives NEPTs an insight into the EEAS working methods and policies. In 2019, nine NEPTs from Germany, the Netherlands, Lithuania, Greece, Romania, Czech Republic and Estonia benefited from their assignment to different EEAS services in HQ.

ACTIVE SENIORS

In 2018, the EEAS launched the 'Active senior' programme in order to enable retired EU officials to share their expertise and contribute to a wide range of activities within the EEAS. In 2019, the EEAS hosted four volunteer active seniors in both geographical and horizontal Divisions. This exercise proved to be very beneficial both for the active seniors and for the services they worked with.

EXCHANGE PROGRAMMES

The EEAS has over the years developed different secondment and exchange programmes in cooperation with Member States, EU institutions, third countries and international organisations, that enable the joint exchange of expertise and experience.

DIPLOMATIC TRAINING SECONDMENT PROGRAMME

In 2015, the EEAS launched a training programme addressed to diplomats from the Ministries of Foreign Affairs of the EU Member States with up to three years of professional experience. The aim of the programme is to provide junior diplomats with the opportunity to become more familiar with EU foreign policy and better understand the working methods and decision-making process in the EEAS.

In 2019, the EEAS hosted six junior diplomats in HQ. Three of them came from Germany, one from the Netherlands, one from Denmark and one from Austria.

SHORT-TERM SECONDMENT PROGRAMME WITH THE EUROPEAN PARLIAMENT

In June 2019, the EEAS launched the 6th consecutive edition of the short-term secondment programme between the European Parliament and the EEAS. This program offers staff members the opportunity to get an insight into different working methods and to develop closer professional links, thus strengthening ties between the two institutions.

Fifteen staff members from the European Parliament benefitted from their assignments in HQ and in Delegations, including for the first time two AST. Five of them combined assignments in geographical or horizontal divisions in HQ and postings to the corresponding Delegations in AU in Ethiopia, Norway, Brazil and Saudi Arabia.

DIPLOMATIC EXCHANGE PROGRAMMES WITH THIRD COUNTRIES AND INTERNATIONAL ORGANISATIONS

The EEAS has put in place several administrative arrangements to improve mutual knowledge and share expertise in sectors of common interest. By hosting diplomats from non-EU countries, the EEAS works on the development of a common diplomatic culture not only in Europe but also beyond its borders. So far, the EEAS established such arrangements with Switzerland, the USA, Australia, Argentina, New Zealand, Tunisia, the League of Arab States, the Gulf Cooperation Council and the African Union Commission. In summer 2019, the EEAS signed a new administrative arrangement with the Ministry of Foreign Affairs of Canada.

The EEAS also established an internal security policy for diplomats coming from non-EU countries, to

mitigate any potential risks of leaks or loss of sensitive information or documents.

In 2019, the EEAS hosted one diplomat from the US State Department, two diplomats from Tunisia and one diplomat of Saudi Arabian nationality from the Gulf Cooperation Council.

TRAINEESHIP PROGRAMMES WITH PUBLIC ADMINISTRATION SCHOOLS

The EEAS regularly welcomes students and officials for short-term traineeships based on Memorandums 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 2019, the EEAS hosted one student from KSAP in HQ.

DEVELOPING AND RETAINING TALENT

TASK FORCES: 'GENDER AND EQUAL OPPORTUNITIES' AND 'CAREER DEVELOPMENT'

The year 2019 saw continued implementation of the roadmap³ on equal opportunities and career development, coordinated by the EEAS Advisor for Equal Opportunities and Careers. Interim reporting showed actions on the majority of commitments made in the roadmap and implementation of a number of initiatives and practical measures during the year, notably:

- More predictability and coherence in careers, through dedicated career advice, including the creation of the EEAS Career Advisory Service and the nomination of an Advisor for Career and Talent Management;
- Adoption of papers on standard career paths and training maps as tools for career advice;
- Adoption of tools for an EEAS management culture through the creation of handbooks, guides, training and peer coaching;
- Creation of a social policy with an inclusive approach to the question of work/life balance, including in Delegations;
- Development of policies to support partners of staff in Delegations, to facilitate for colleagues to opt for a post abroad;
- Roll-out of compulsory training on unintended bias and interview techniques for selection panels;
- Advancement towards a disability action plan encompassing HQ and Delegations;
- Support to contract agents at the end of their contract through dedicated training;
- Improved training to ensure better preparation for taking up posts in Delegations, like a pilot project on pre-posting language courses;

³ In February 2017, the EEAS Secretary General launched the task forces on 'Career development' and 'Gender and equal opportunities'. Based on the reports published by the two Task Forces, the EEAS Senior Management endorsed a roadmap with recommended actions for implementation.

- Development of new mentoring systems, inter alia for all newcomers in the EEAS HQ;
- Improvement of dedicated training, talent-spotting, coaching and mentoring for women who are new to management or in pre-management positions.

More information on these developments is available in the next chapters.

“ In addition to efforts within the service, the EEAS intensified cooperation with Member States, with equality as a standing agenda point for each meeting with State Secretaries and Secretaries-General, as well as with Member States' HR directors.

On an inter-institutional level, the EEAS continued coordinating action and outreach, notably to improve diversity in recruitment and inclusion in the workplace.

TRAINING AND DEVELOPMENT

— Launch of the first EEAS Training Maps

“ With a view to facilitating career planning for staff, the EEAS started working towards tailored training maps, a set of minimum skills and knowledge that a staff member has to acquire through training immediately before or soon after moving to a different job profile.

As such, they contribute to professionalising and strengthening the esprit-de-corps of the EEAS, as well as to fostering career development and mobility. The EEAS adopted training maps for the following functions in December 2019:

- Political officer / Diplomat
- Assistant to Head of Delegation

- Budget, Finance, Contracts Assistant
- Newly-appointed manager

— Training aligned with EEAS priorities

The EEAS operates in an increasingly complex environment, but its learning and development offer has to stay aligned with current diplomatic affairs. To achieve that, the EEAS designed new courses covering a range of different topics, including: 'Islam, politics and power in the Gulf', 'Reforming, deepening and creating multilateralism', 'Partnering with Africa', and 'the Common security and defence policy'. Furthermore, reflecting the EU's ambitions to pursue more strategic, political and interest-driven external action, a new programme called "Toolkit 4 Programming" was launched to equip EEAS diplomats with the tools to play a political steering role throughout the cycle of external programmes. Finally, the EEAS, in cooperation with the European Commission, organised a new series of courses on disruptive technologies featuring the political economy of Big Tech, cybersecurity, tackling disinformation online and artificial intelligence.

— Going digital and bringing more training to HQ and Delegations

Throughout 2019, the investment in new forms of learning has delivered positive results: EEAS participation in e-learning activities reached 41% of total EEAS training participation in 2019. The EEAS expanded learning offer for colleagues in Delegations further, notably with video-supported training on political reporting and management training available to Heads of Delegations, Deputies, and Heads of Section. The EEAS published new e-learning modules, on the new EEAS secure communications devices and on EEAS internal control standards, amongst others. In addition, several financial and procurement e-learning courses were made available in French. Several events were also organised with high-level speakers on topics such as 'Power and politics in the digital age', 'The colour of communication', 'Thinking environment', 'Powerful tools to transform meetings and 'Personal and organisational resilience'.

To modernise its training offers, the EEAS introduced new tools and learning formats allowing for engaging with larger audiences inside and outside the training room, as well as to allow for webinars to be organised for Delegations.

— Strengthening peer-to-peer support

80 to 90% of workplace learning does not happen in training rooms but through first-hand experience on the job, or by informal exchanges with colleagues.

“*In order to better reap the benefits of peer learning, the EEAS has further expanded its mentorship programmes to cover all newcomers, women managers and newly-appointed Ambassadors, as well as Heads of Administration and Assistants to Heads of Delegation.*”

The EEAS has also strengthened its structure of career advice with the nomination of more specialised personnel and introduced new ways to support and advice contract agents at the end of their careers in the EEAS. Finally, peer coaching offered for managers was expanded to include exchanges on management challenges with the support of a professional coach in a safe space.

— Taking people-management seriously

Managers play a crucial role in the professional development of staff and in their performance and should be role models when it comes to developing a common managerial culture. The EEAS developed several new training formats in 2019 focusing on key people-management topics such as 'Managing local agents', 'Dealing with poor performance' and 'Unconscious bias for managers' in selection panels.

“*It is now obligatory for EEAS managers to follow performance management-related courses.*”

In order to highlight good management practices, the EEAS has also developed its first 'EEAS Management handbook', which was published in April 2019 and is based on the input of over 70 EEAS managers. It features concrete case studies, useful management tools and numerous tips and tricks on all 14 EEAS management competencies. The handbook brings the EEAS a step closer to a

common management culture and illustrates an increased focus on strengthening people-management skills.

Finally, DG BA implemented a department-wide 180° feedback exercise for its managers, a promising pilot to further increase awareness of managerial performance. During the exercise, DG BA invited all staff members to assess their managers and provide developmental feedback.

— Learning from and with Member States, and a jubilee

The gradual opening of EEAS courses to participants from Member States' Ministries of Foreign Affairs and vice-versa continued in 2019. The EEAS opened 17 residential and five online courses to Member States. In turn, 10 Member States opened 18 residential, five online courses and 25 videoconferences, featuring topics including science diplomacy, cyber diplomacy and women in foreign policy.

The EEAS also coordinated the European Diplomatic Programme (EDP) together with the EU Presidencies, the Council and the European Commission. In 2019, the 20th jubilee edition was launched with some seventy junior diplomats from Member States, as well as EU officials from the EEAS, the European Commission and the Council. Since its inception 20 years ago, over 1,000 alumni have participated in the EDP. The jubilee edition focused on "The future of Europe: facing global challenges as global opportunities" and featured several modules organised by the Finnish and Croatian Presidencies of the Council, the EEAS in Brussels, and exchange visits in the foreign ministry of each of the participating Member States.

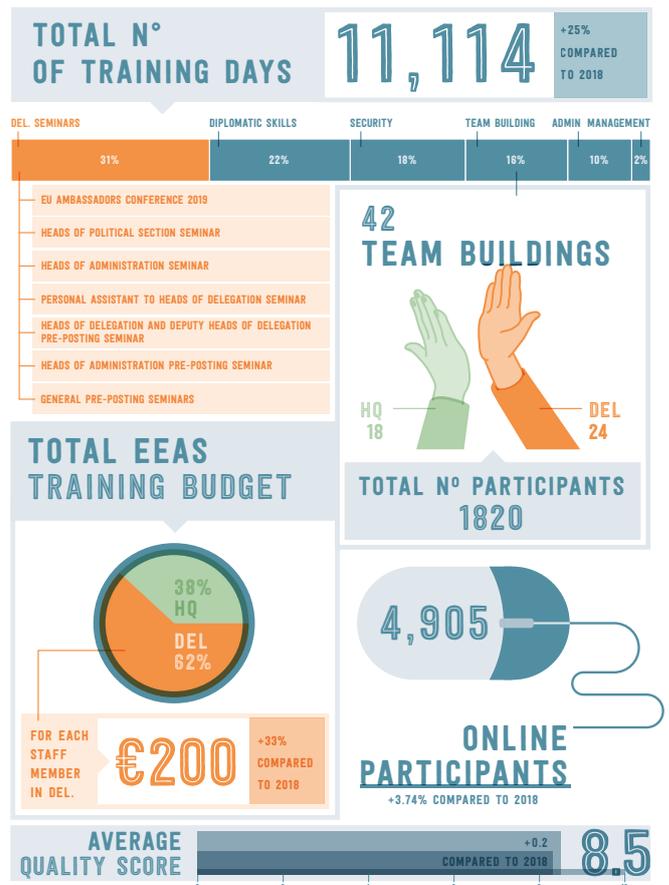
— Language learning

In 2019, the EEAS launched a pilot programme on pre-posting language training to strengthen the capacity of EU Delegations to perform their diplomatic duties. The programme involved the selection of a small number of officials to serve in non-management posts in Delegations and to undergo intensive language training before taking-up duty in 2020 or in 2021. The linguistic offer included Russian, Mandarin and Arabic. In 2019, French and Portuguese were added in the form of conversation tables for staff working in HQ.

— *College for future Heads of Administration*

The role of the Head of Administration is pivotal for the good functioning of EU Delegations, both in terms of overall efficiency and work environment. To help potential candidates acquire the necessary skills before applying for Head of Administration posts, and to build a pool of colleagues with the skills and ambition to follow this specialised career path, the EEAS has set up a College for future Heads of Administration. The pilot phase of the College started in March 2019 and the cycle of training will span three semesters.

Information on the different training courses, quality score and number of participants is available in the following infographic:



CAREER DEVELOPMENT

LAUNCH OF A FULLY-FLEDGED CAREER ADVISORY SERVICE

“Following a recommendation by the EEAS Career Development Task Force, the EEAS created a Career Advisory Service in January 2019, to support staff in their efforts to develop different competencies and to manage their career efficiently and proactively.”

Through different coaching methods and tools, three accredited part-time career advisors help staff to increase their self-awareness and focus on concrete steps towards their professional goals.

In 2019, 78 confidential sessions took place at the initiative of interested staff.

APPOINTMENT OF AN EEAS ADVISOR FOR CAREER AND TALENT MANAGEMENT

On 1 July 2019 the EEAS Secretary General appointed an EEAS Advisor for Career and Talent Management, to provide extra support to the existing career advisory and selection and recruitment services. The Career Advisor's purpose is to contribute to better use and enhancement of staff potential, support staff in their efforts to meet their career expectations and improve career predictability.

The Career Advisor will support staff from all categories both in HQ and in Delegations by providing advice and guidance, along with practical measures, thus helping to plan and manage their careers better. In addition, the Career Advisor will develop practices that build on existing support services and seek to establish a more comprehensive culture of career development counselling in the EEAS by offering staff opportunities to discuss

career options, amongst other things. As well as responding to staff needs, the Career Advisor will respond to the needs of the service by giving informed advice on where colleagues could best fit with organisational needs according to their specific strengths and experience. Advice may also indicate what kind of training/experience would be appropriate for future career steps. The Career Advisor will work closely with other HR services dealing with rotation and mobility, career development, mentoring/coaching and training maps.

Over the first six months of activity, the number of requests for advice grew rapidly, peaking at over 100. In addition, the Career Advisor made a number of interactive presentations which allowed for question and answer sessions on the topic.

APPRAISAL AND PROMOTION/RECLASSIFICATION

As in previous years, the EEAS carried out the appraisal and promotion/reclassification exercises for three groups of staff at the same time - officials, temporary agents and contract agents with indefinite contracts.⁴ For the second time, an appraisal exercise was launched in May for contract agents with contracts limited in time.⁵

The EEAS made further efforts to ensure the highest possible level of comparison of merit.

“ *In 2019, training on performance management of staff became compulsory for all managers and reporting officers in HQ as well as in Delegations.*

As a new element, the EEAS presented two information sessions for members of the two Working Groups, responsible for examining the promotion proposals of EEAS entities, on the purpose and content of the performance management training for managers.

The information sessions emphasised the essential role of EEAS managers, and especially of senior managers, in the successful running of the appraisal exercise, and in facilitating a common EEAS perspective on performance. EEAS managers were

requested to coordinate the appraisal process in their departments, provide guidance to their line managers, and ensure coherence and quality control of staff reports.

CERTIFICATION

As part of its constant efforts to improve development opportunities for staff in the AST category, the EEAS 'pooled' the related training possibilities for 2019 and 2020 and organised one certification exercise in 2019. Two information sessions for staff were organised before the launch of the exercise.

HARMONISATION OF JOB TITLES

During 2019, the HR Policy Division coordinated the revision and update of job descriptions for almost all staff members, an operation that started in 2018. During the second phase of this exercise, the HR Policy Division assisted services with a more detailed analysis of job descriptions, which allowed for the identification of possible errors and areas for improvement. Equally, all information material on job titles, job families and guidelines on job descriptions were updated and new documents were created in 2019 on relevant knowledge and competencies for different functions. 120 staff members attended information sessions on the new rules and processes while JIS representatives and Heads of Administration in Delegations received all relevant documents.

⁴ Contract agents in Delegations have indefinite contracts under the provisions established in Art. 3a of the CEOS.

⁵ Contract agents in HQ have contracts under the provisions established in Art. 3b or Art. 3a of the CEOS, within the time limits set in Article 88.

WORKING ENVIRONMENT

DISABILITY POLICY

Based on the Staff Regulations, which prohibit any discrimination based on disability, and in line with the [UN Convention on the Rights of Persons with Disabilities](#) (UNCRPD), the EEAS, as all EU institutions, has the duty to provide reasonable accommodation to staff with disabilities.

“Developing a policy on how to address and accommodate disability in the workplace was one of the priorities of the EEAS in 2019.

In October 2018, the EEAS set up a working group to coordinate EEAS's Disability Policy, involving all relevant services. It included representatives from HR, Infrastructure, Information Technology, Security, as well as medical professionals and the Adviser for Equal Opportunities and Careers.

MAPPING OF DISABILITY POLICIES IN EU INSTITUTIONS

Before preparing its own disability policy, the EEAS undertook a mapping of policy frameworks, practical measures and best practices implemented by other EU institutions concerning reasonable accommodation, access to buildings, work environment and information, awareness-raising and communication, recruitment and integration. The European Commission, the European Parliament, the General Secretariat of the Council, the Committee of the Regions and the European Economic and Social Committee were all involved in this exercise and provided an overview of their respective methodologies, decision-making structures, human and financial resources, communication means and deliverables. Furthermore, the EEAS gathered input on experiences inform both HQ and Delegations. The EEAS presented the mapping to the Joint Committee on Equal opportunities of EU institutions in June 2019.

EEAS ROADMAP FOR ACTION ON DISABILITY

“In order to identify new actions to be implemented and taking into consideration timeframes, feasibility and budget constraints, the EEAS initiated a roadmap for action on disability, that will be finalised in 2020

The roadmap will be based on a combination of contributions, input and feedback from several sources including relevant EEAS services in HQ and Delegations, colleagues living with a disability, other EU institutions and specialists working in this field. Considering the importance of learning from and exchanging with Member States, the EEAS also engaged in dialogue with Member States, with a view to comparing approaches and best practices.

THE FIRST STEPS TOWARDS A MORE INCLUSIVE WORKPLACE

Already in 2019, the EEAS was able to implement a number of actions. These actions included establishing new channels for communication, procedures and structures to facilitate the welcoming of visitors with disabilities, dissemination of useful information, and development of relevant training courses.

In addition, to mark the International Day of Persons with Disabilities on 3 December 2019, the EEAS organised a lunchtime awareness-raising event. Staff from the EEAS and other EU institutions living with a disability or working in this field shared their experiences, perspectives and best practices during a web-streamed conference.

The EEAS will continue its efforts to benefit from a diverse workforce, notably by improving its capacity to provide reasonable accommodation to staff with a disability and to welcome visitors in an appropriate manner.

ANTI-HARASSMENT POLICY

The anti-harassment awareness-raising initiative launched by the EEAS Secretary General in 2018 successfully concluded in June 2019.

“EEAS managers delivered over 200 presentations on the EEAS anti-harassment policy and on the support structures in place, both at HQ and in Delegations.

This exercise enabled the EEAS to collect a series of comments and suggestions through exchanges with staff members, as well as proposals from staff representatives, who also provided useful feedback on possible preventive measures.

The reactions shared by stakeholders laid the foundations for reviewing and further developing policy and actions, also taking into account developments in the field. The HR Policy Division, in

cooperation with the EEAS Mediation Service, continued to give presentations on the topic to colleagues posted in Delegations and on an ad-hoc basis. Moreover, additional training courses for EEAS staff and managers were developed and will be available in 2020.

In the context of this review process, the mandate of the EEAS Mediation Service was also revised. The objective of the update was to reflect the independent nature of the Service – directly attached to the Secretary General – and to better clarify for which staff categories the Mediation Service is available.

Lastly, throughout 2019, EEAS services actively contributed to the update of European Commission Decision C(2006)1624/3 on protecting the dignity of the person and preventing psychological and sexual harassment, whose adoption is foreseen in 2020. In particular, it remained the priority of the EEAS to ensure the preservation of equal treatment of staff in Delegations and due consideration of the specific setup of Delegations.

MEDIATION

Following the awareness-raising campaign on anti-harassment launched in 2018, the number of cases reported to the EEAS Mediation Service continued to increase, reaching 183 in 2019.

“The anti-harassment initiative is believed to have contributed to better communication regarding the support structures, and possibly increased staff confidence in them, as the EEAS staff was more willing to seek support in 2019.

Out of the total number of cases reported in 2019, 22% concerned conflicts related to rights and ob-

ligations, and 69% concerned interpersonal conflicts, including alleged harassment (four of them concerned allegations of sexual harassment).

In 2019, the EEAS continued to raise awareness of the tools available to staff in case of conflict. In addition to the awareness-raising initiative on anti-harassment, which continued in 2019, the Mediation Service gave 16 seminars and presentations to all EEAS staff categories, both in HQ and in Delegations.

Complementing the work of the Mediation Service, a network of 13 voluntary EEAS Confidential Counsellors is present in HQ and in a number of Delegations.

SOCIAL POLICY

In September 2019, an EEAS Social Team was set up to cater for the needs of EEAS staff in HQ and in Delegations. So far, the EEAS has mainly relied on social policies developed by the European Commission, and while those policies remain valid points of reference, it was deemed appropriate to develop a social policy adapted to the specificities of the EEAS population.

The new policies will build upon the best practices of EU institutions, and the annual staff surveys will help monitor progress.

ETHICS

The EEAS places great emphasis on raising awareness of ethical procedures amongst staff by encouraging participation in relevant training sessions. In 2019, new classroom and on-line training modules were developed, and ethics was included on the agenda of pre-posting sessions for all staff categories.

In 2019, the EEAS applied new rules on a system-

“ In addition to measures to improve work-life balance, the EEAS Social Policy will introduce more consistency in existing methods and will develop new initiatives aimed at improving the working environment, social integration/reintegration and social support, and at promoting physical and leisure activities.

atic basis with regard to outside activities and assignments, aligning these with the 2018 Commission rules. In this respect, the EEAS examined 108 requests for authorisation, including 20 notifications of intention to engage in an occupational activity after leaving the Service. In 2019, the EEAS also started working on an implementing decision to cover the sensitive political and representative functions of Heads of Delegation.

RIGHTS AND OBLIGATIONS

In 2019, the Rights and Obligations Division, in cooperation with the Heads of Administration, processed individual entitlements for 839 movements, an increase of 27% compared to 2018. Movements took place from HQ to Delegation, from Delegation to Delegation, and from Delegation to HQ or to place of origin.

The EEAS plans to speed up and to simplify procedures for granting these entitlements. However, there are constraints, both in terms of the Staff

Regulations and related to IT tools. In 2019, in order to maintain equal treatment between EEAS and European Commission colleagues, the Rights and Obligations Division ensured that staff concerned were informed of the amount of the travel flat rate and that it was paid before their take-up duty date. In addition, 98% of all installation allowances files of staff members departing from HQ to a Delegation or from one Delegation to another, were paid within seven weeks of the start of their new assignment.

WORK-LIFE BALANCE

Improving work-life balance, increasing well-being of all EEAS staff, and making EU Delegations an even better workplace, are priorities for the EEAS.

In 2019, the most notable area of progress was flexible working and leave arrangements. Flexitime was further generalised, both in HQ and in Delegation.

tions. Teleworking has become a common practice in HQ, and a pilot project in Delegations, launched in 2018, was followed up in 2019 with a view to accommodating specific work, personal, weather or transportation conditions. In 2019, 23 Delegations participated in the pilot project with overall positive results. In parallel, the EEAS tested broader teleworking arrangements to grant limited periods of teleworking in agreement with line managers and to promote flexibility in exceptional situations related to health and family issues. The results will serve as the legal basis for an EEAS decision on teleworking. In addition, throughout 2019, the EEAS encouraged managers to distribute workload among staff in a more balanced way.

Another cornerstone of the EEAS work-life balance policy in 2019 was conditions for spouses and partners of staff members posted abroad. In particular, the EEAS focused on measures that facilitate spouses' employment. These included the recognition of accompanying spouses and partners, the facilitation of double posting and instructions to Heads of Delegation to support staff members in finding job opportunities for spouses.

“ *In spring 2019, the EEAS launched a more in-depth dialogue with Member States on spouses' employment, through the HR Network of Directors, which resulted in the adoption of a joint action plan for 2020.*

The action plan includes initiatives to improve the quality of post reports, exchange information with Member States, and publish joint vacancy notices for local agents. It also encourages sharing good practices on support measures for spouses (e.g.

training). The action plan also addresses facilitating administrative formalities for same-sex partners.

As regards the network of EU Delegations, in line with the commitment made at senior level in 2016, the EEAS started to implement specific work-life balance proposals in 2019, such as the increase in the number of special leave days for removal and administrative formalities and for medical appointments. In 2019, 490 requests were authorised for colleagues in Delegations, for a total of 634 days of special leave.

In the context of the duty of care towards staff serving in hardship postings⁶, Delegation staff and their families in 54 countries benefitted from at least one rest leave in 2019. Furthermore, 15 Delegations were granted one additional rest leave period for exceptional circumstances (in comparison to 10 Delegations in 2018). Finally, 57 Delegations applied a specific working pattern to better adapt to local conditions.

— *Leave in the Interests of the Service*

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, by decision of the appointing authority, be placed on leave for organisational needs linked to the acquisition of new competences within the institutions. In 2019, for the fourth consecutive year, and following a call for interest among concerned staff, the EEAS assigned one AD and one AST in a situation of leave in the interest of the service.

MEDICAL ASSISTANCE

In January 2019, the EEAS adopted the mandate of the EEAS Medical Service, the official medical advisory body of the EEAS, to meet the specific needs of staff serving in Delegations.

The Medical Service continued to handle medical evacuations and to provide assessment of opera-

tional health risks in the places of posting, as well as medical and psychological care to staff posted abroad. Based on the new mandate, the EEAS Medical Service also initiated work on a programme for reintegration at work after long-term sick leave, as well as on a policy for hardship postings.

⁶ The duty of care is a moral or legal obligation under Annex X of the Staff Regulations on special and exceptional provisions applicable to officials serving in a third country to ensure the safety or well-being of the employees.

In 2019, the Medical Service provided assistance to colleagues in the form of medical examinations, consultations, first aid treatments, psychosocial support, medical and travel advice, pre-deployment advice, occupational health advice, reintegration after sick leave and other duties to protect the health of staff and dependants. During the year, the Medical Service processed 140 requests for medical repatriations. 24 were refused because they did not fulfil the required criteria (seriousness, emergency or absence of appropriate care locally). 114 medical repatriations took place via commercial flights (level 2) and two required the intervention of an air ambulance (level 1). 57% of medical repatriations involved staff posted to Delegations in Africa. Given that 23% of medical repatriations

concerned returns for obstetrical care, the Medical Service is preparing specific guidelines for pregnancy and delivery.

Placing great attention on epidemics and other emergencies that might occur in Delegations, the Medical Service also facilitated the establishment of contingency plans, as well as standard operating procedures for Ebola medical evacuation. It also developed health promotion tools, such as a brochure on Post-Traumatic Stress Disorder, which is available for staff in need. In addition, the Medical Service organised various training sessions on travel advice and psychological support, including tension and trauma releasing exercises and self-care techniques, and supported the implementation of a yoga pilot programme in Mali.

WORKING CONDITIONS FOR LOCAL AGENTS

In 2019, the process for improving the employment conditions of local agents, notably with regard to social security, advanced with the adoption in August of three Joint Decisions on the conditions of employment, medical coverage and the Provident Fund. In addition, a number of subsidiary implementing decisions will elaborate on the details of the reform.

“These Joint Decisions are due to enter into force on 1 June 2020, marking the first reform concerning the working conditions of local agents in Delegations in over 30 years.”

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

- Following the Salary Method that provides detailed rules to review and, if necessary, adjust the salaries of local agents, the salary grids for 107 places of employment were revised with an average increase of 3.6%.
- The complementary health insurance scheme for local agents, which covers periods of incapacity for work exceeding 30 days, as well as medical expenses, reimbursed EUR 1.8 million to local agents while the reserve stood at EUR 29.9 million at the end of 2019.
- The Provident Fund, an instrument allowing local agents to constitute savings for the end of their employment through employer and employee contributions, paid out a total of EUR 3.1 million to 120 local agents. At the end of the year, the total funds held on behalf of local staff amounted to EUR 82.8 million.

STAFF MATTERS

SOCIAL DIALOGUE

A frank and open dialogue between the administration and the representatives of the staff organisations is an essential component of policy-making and staff engagement as regards human resources management in the EEAS.

The administration participates in the Staff Committee plenary meetings and provides updates on policy developments and outlook in all matters ranging from security to rights and obligations, training, mobility and budget. This allows for a useful exchange of views where all Staff Committee members, including those posted in Delegations, can express their opinion and thereby provide useful input for the consideration of the EEAS HR services. In 2019, two plenary meetings were organised in April and October respectively, each time with broad-based participation of DG BA.

Beyond this informal dialogue, the EEAS is strongly committed to including input from Trade Unions in EEAS HR policy-making.

“The EEAS pursued an active Social Dialogue throughout 2019 on a vast range of issues, both to consult the Trade Unions when required, and to inform and seek their views on issues even when not mandatory.”

Following discussions with Trade Union representatives during four formal sessions, the administration significantly amended several draft proposals to take into account their views.

Topics discussed in 2019 included the EEAS Mediation Service's new mandate, in relation to which the administration and the Trade Unions shared the objective of providing EEAS staff in HQ and in Delegations with the same high level of protection and access. The Social Dialogue also considered the reform of the conditions of employment of local agents, which was generally welcomed by Trade Union representatives. Following the EEAS' introduction of a new Staff Committee election system in 2018, consultations also took place on the important issue of new rules and procedures for the Staff Committee. This issue was discussed on two occasions, paving the way for the adoption

of a new decision by the HR/VP, laying down the new rules in time for the Staff Committee elections, which took place in November 2019. Other topics discussed included mobility and rotation, home leave, a new methodology to calculate the living conditions allowance, teleworking, principles of professional behaviour, annual travel and Brexit implications.

The EEAS will build on 2019's good practices and accomplishments to continue to foster a fruitful dialogue with Trade Unions to continue developing human resources policies that respond to the expectations of the staff while addressing the needs of the EEAS.

ELECTION OF THE EEAS STAFF COMMITTEE 2019

In 2019, the EEAS organised and held elections for the new EEAS Staff Committee, a statutory advisory body that represents the interests of staff and interacts with the administration to ensure the proper implementation of decisions. The mandate of the EEAS Staff Committee is three years.

The new electoral rules, adopted by referendum in June 2018, were used for the first time during the 2019 elections, and voting took place via an internally developed voting system. Amongst other changes, new electoral rules introduced a reduction in the number of members elected to the Committee (from 20 to 15) and an exclusively proportional system for the allocation of the seats (d'Hondt method)⁷.

In October 2019, the Electoral Office responsible for organising the elections published four lists of candidates from the EEAS Trade Unions - Union Syndicale & Plus, THE UNION, U4Unity, Renouveau et Démocratie (R&D) - and two pairs of independent candidates, for a total of 58 pairs of candidates running for election. The voting period started on 5 November and was extended until 25 November, as the quorum set at 2/3 of the eligible voters (2088 out of 3132) was not reached initially.

On 25 November 2019, the Electoral Office officially declared the election concluded, with 2142 voters having cast their vote, and publicly announced the results. The 15 seats were distributed as follows:

⁷ More information: [https://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI\(2019\)637966](https://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI(2019)637966).

eight seats for Union Syndicale & Plus, three for U4Unity, two for THE UNION and two for Renouveau et Democratie (R&D). The pool of independent candidates did not reach the minimum threshold of 6.67% of the total votes, and therefore, did not receive any seats. In accordance with the electoral rules, the new EEAS Staff Committee includes five

members from Delegations and at least one member per staff category (Administrator, Assistant, Secretary/Clerk, and other agents).

The new Staff Committee will elect its President and Coordinating Bureau during the first plenary meeting of 2020.

INTERNAL COMMUNICATION

In 2019, the Internal Communication cell within the Horizontal and Coordination Division continued to work on key communication activities launched in 2018 and to pay special attention to the initiatives of DG BA. Following the launch of a new approach towards internal communication in 2018, the focus remained on consolidating the new structure and improving the communication products provided to staff.

In June 2019, DG BA organised its first Open Day to inform staff about DG BA activities. More than 20 different information sessions took place and this initiative gave colleagues the opportunity to ask questions on a series of different topics.

The intranet pages in the administration section

remained the key source of information about procedures, announcements and staff rights for colleagues. The staff pages were enhanced with new elements and information to highlight the most recent news and important deadlines. This was in line with the direction set during the creation of the current intranet in 2017, namely to be more service-oriented and to facilitate colleagues in the search for information.

In addition, 'BA matters', the monthly newsletter that highlights the most important DG BA news and achievements, continued to reach all EEAS staff in HQ as well as EEAS and European Commission staff in Delegations. DG BA also used other channels including videos and posters to inform staff about specific news and events.

STAFF SURVEY

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

In the context of the 2018 survey, a joint EEAS-European Commission survey for all staff in Delegations was carried out for the first time, allowing the EEAS to receive global feedback from all staff on how they experience their working environment, current job and career prospects. During 2019, the EEAS worked together with the European Commission for a joint approach on the follow-up to the

2018 Staff Survey, in order to identify a set of common, concrete actions and messages addressing the challenges and expectations of all staff working in Delegations.

Follow-up activities targeting EEAS staff at HQ and all staff in Delegations were organised in three main areas of priority: communication and collaboration, well-being and work-life balance, and career perspectives and learning and development. The final identification of concrete measures and their announcement to Delegations staff is planned for the first half of 2020.

INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS

INFRASTRUCTURE

INFRASTRUCTURE AND SAFETY

2019 was a year of challenges for the EEAS as regards infrastructure and proactive strategies that had to be developed to respond to increasing needs. The aim of the EEAS in the management of its buildings remained to provide a cost-effective, environment-friendly and adequately equipped working environment for all staff placed under its responsibility, whilst ensuring representativeness and visibility.

Office space in HQ came under mounting pressure following an increase in the number of staff in recent years, and demand for support for real estate projects in Delegations intensified. Therefore, the EEAS rented additional office space and explored new ways of managing space, while simultaneously making sustained efforts to strengthen the overall building policy. In parallel, five years after the entry into force of the last EEAS Housing Policy reform in 2013, a new review was launched in early 2019 to identify and correct shortcomings.

In search of more sustainable solutions, the EEAS launched a real estate market survey in 2019 to identify additional space. In parallel, alternative ways of organising the working space were explored on the model of 'collaborative spaces/activity-based working'.

As regards EU Delegations, the EEAS now owns 20% of EEAS real estate outside Brussels, an increase of 7% overall (including accommodation and residences) and 20% when looking at office buildings alone. The latest purchases were in Colombia, United States (Washington), South Africa and Ecuador. Furthermore, relocations of Delegation offices were organised in Kenya, Indonesia and Georgia and approved for Chile, Myanmar, Iceland, Gabon, Gambia, Djibouti and Switzerland (Bern). The EEAS also undertook renovation projects for the residences in Senegal and Rwanda.

Co-location represented 7% of the total office surface in Delegations and involved almost half of the Delegations (68). Over the past two years, the number of co-locations in Delegations increased by 50%. In 2019, 113 individual co-location arrangements were in force (40 with Member States and 73 with other EU partners) and the EEAS concluded three framework agreements with DG ECHO and the EU Intellectual Property Office (UIPO). Progress was also made to improve the legal and finan-

cial framework for co-locations. Consistent colocation cost recovery mechanisms were developed and the recovery system was centralised at HQ.

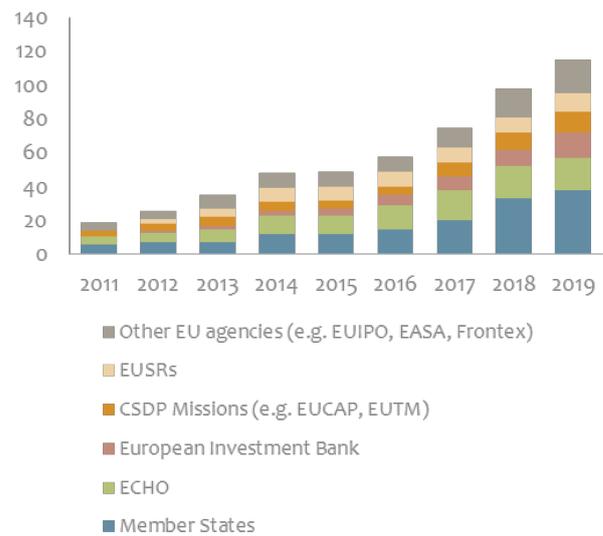


Figure 1: Evolution of co-location since the creation of the EEAS.

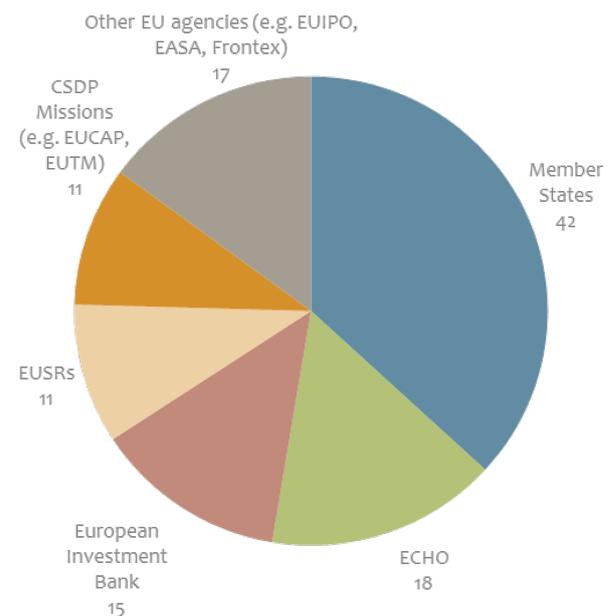


Figure 2: Repartition of co-location in 2019.

SECURITY

HQ SECURITY AND EEAS SECURITY POLICY

In 2019, the EEAS put in place new tools and agreements to further enhance security at EEAS HQ. The EEAS Security Operations and Accreditation services introduced an innovative system, E-visitor, allowing for a more secure and efficient way to manage visitor access to the EEAS.

“The new application, which provides information on persons in need of specific assistance as well as arrival and departure times of visitors, increases the EEAS's capacity to take proper and immediate action in case of emergency.”

In the area of exchange of EU Classified Information (EUCI) with third States, the EEAS finalised the “implementing arrangements” of the Security of Information Agreements with Moldova, Albania and Georgia. With respect to personnel security clearance procedures, the EEAS also introduced a process for the identification of sensitive posts at HQ to establish a list of posts for which a valid personnel security clearance is required, as is already the case in Delegations. With respect to physical security and security installations, the emphasis was primarily on the new EEAS buildings (B100 and NEO) and on the need to implement high-level security concepts to protect staff and classified information. The technical surveillance counter-measures team continued their inspections in Delegations, and additional secure speech rooms were installed at HQ as well as in several Delegations to ensure protection against eavesdropping.

— Raising security awareness

The EEAS ran an institution-wide Security Awareness Programme in 2019 to raise awareness and build a common security culture across the institution. New initiatives included the ‘ABCs of Security Poster Series’ that were prominently placed

at HQ and in Delegations, outlining common misbehaviour and security-conscious alternatives. In addition, 120 staff members attended the interactive EEAS security escape room exercise, through which they learned and reviewed security guidelines and procedures for handling EUCI. Additionally, the EEAS developed an access guide for staff, offering clear guidelines on EEAS access procedures. Furthermore, the Security Awareness Team and the IT Division joined forces to conduct a phishing assessment on all EEAS email users, and more than 5,300 EEAS and Commission staff at HQ and in Delegations completed an e-learning course on how to identify phishing⁸ attempts. Finally, the counter-intelligence team significantly contributed to awareness-raising concerning the risk of sensitive information being compromised.

FIELD SECURITY

As in previous years, 2019 saw an increase in the number of security incidents directly and indirectly affecting Delegation staff, with 443 incidents reported in 2019 compared to 308 in 2016. This called for another increase in Field Security’s resources as well as for further policy developments for the protection of staff, assets and information in Delegations.

— Increased security support and resources

Thanks to the support from the Budgetary Authority, the EEAS further strengthened the Regional Security Officers’ (RSO) network in 2019, and created new RSO hubs in South Korea and Uganda. The EEAS also completed a procurement procedure for the purchase of armoured vehicles (AVs) over the next four years. This will allow for a significant renewal of the AV fleet for Delegations, the CPCC and DG ECHO.

In addition, the EEAS completed the procurement procedure for a new security services provider to the Delegation in Afghanistan, which manages the largest EU bilateral development aid programme in the world. The procurement procedure was un-

⁸ Phishing is the fraudulent attempt to obtain sensitive information such as usernames, passwords and credit card details by disguising oneself as a trustworthy entity in an electronic communication.

precedented in terms of the security budget (EUR 85 million). The process was highly sensitive due to the volatile security situation in Afghanistan and the interest from press, the security industry, political actors and auditors. The transition between the outgoing and incoming contractor took place on 1 March 2019 without incidents - a major exercise involving more than 120 security actors both joining and leaving posts.

For the first time, the EEAS worked with the European Gendarmerie Force⁹ to carry out a security fact-finding mission at the EU Delegation to South Sudan, which allowed the EEAS to obtain additional highly skilled professional advice on security matters affecting this Delegation. The agreement with the EEAS is, amongst others, aimed at collaboration in the framework of security studies, training of staff in security matters and reviews of security incidents and/or potential threats.

In addition, the EEAS signed a Service Level Arrangement (SLA) with the European Court of Auditors to assist its officials in undertaking missions in high and critical threat level countries. This is the second such SLA, the first being with the European Parliament. The EEAS is also in contact with an increasing number of EU Bodies and Agencies who are seeking to formalise support from the EEAS to their staff on missions deployed to high and critical threat level countries.

In 2019, the EEAS managed the Security Committee meeting for EU Member States' Ministries of Foreign Affairs. The meeting focused on security

issues affecting diplomatic protection and allowed for a useful exchange of information on relevant security issues.

On the policy side, the EEAS worked on new internal policies and was involved in discussions for the creation of 'non-child postings' for Delegations in certain threat areas.

— *Enriched security tools*

By 2019, approximately 98% of staff posted in Delegations had completed the EEAS security e-learning courses, "Basic Awareness in Security" and "Security Awareness in Fragile Environments". The security culture in regards to Delegations was further promoted through the establishment of five tailor-made training courses at EEAS HQ for Security Management Team (SMT) members. Half of the Heads of Delegation participated to one SMT training event specifically adapted for them.

In 2019, the EEAS continued to work on the development of a security risk management methodology with the training of the EEAS RSO network and updated annual security reports for Delegations based on the same methodology.

In addition, the EEAS progressed on the development of a new IT tool to provide a more timely retrieval of information to support management decision making on security matters in Delegations.

SECURE COMMUNICATIONS

E-LEARNING TRAINING AND STAFF SECURITY AWARENESS

In 2019, the EEAS continued its efforts to increase security awareness through e-learning courses and security awareness briefings. Staff in Delegations benefitted from a new e-learning course on how to encrypt EU Restricted documents, as well as from the existing e-learning course for Classified Information Management System (CIMS). Following this course, six staff members, newly assigned to Delegations as Registry Control Officers

(RCO), obtained the RCO certificate.

Heads of Delegation were provided with information material to contribute to promoting good practices and raising awareness in the area of EUCI security in Delegations.

Additionally, in 2019 the EEAS delivered three security awareness briefings to over 100 newcomers in the EEAS military divisions and four security awareness briefings to over 40 newcomers working in sensitive environments.

⁹ The European Gendarmerie Force is a multinational initiative made up of seven Member States (France, Italy, the Netherlands, Poland, Portugal, Romania and Spain) able to provide security expertise available from a pool of more than 360 000 Gendarmes across Europe.

READINESS TESTS

In 2019, recurring readiness tests were conducted on the main classified communication tools deployed at the EEAS HQ and in Delegations. These tests ensured that classified tools remained oper-

ational and that all users were familiar with the operating procedures. The EEAS applied these readiness tests to the secure phones network, CIMS and other tools on a regular basis.

INFORMATION SYSTEMS

Throughout 2019, a significant number of projects were initiated or delivered with a view to further enhancing synergy between HR processes and IT services. The EEAS prioritises the need to ensure future maintainability of the existing EEAS portfolio of 16 applications, some of which are shared between the EEAS and the European Commission in the framework of the inter-institutional cooperation on information systems. Data protection remained an important priority, in particular the need to strengthen confidentiality, integrity and security of HR data.

In total, 26% of information systems' activities were dedicated to the maintenance, evolution and development of custom software applications to support EEAS HR processes, 75% of which covered HR management in Delegations. These activities included:

- The HR-Delegations portal, which manages local agents in Delegations, was enhanced to enable the management of local agents' Complementary Sickness Insurance Scheme, as well as Prior Authorisations for medical treatment and submission of medical expenses' claims.
- A pilot project to evaluate the possible implementation of an out-of-the-market En-

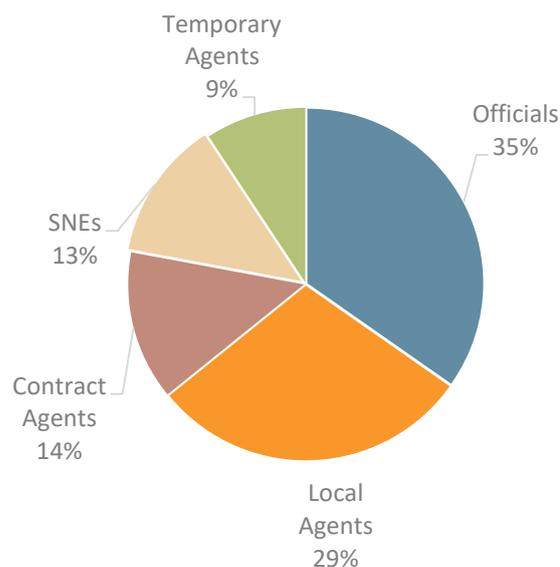
terprise Resource Planning system (ERP) to manage local staff in Delegations. The ERP would replace part of the portfolio of ageing HR applications currently in use.

- A project dedicated to Annex X of the CEOS on Individual Rights of Officials and Contractual Agents assigned in a third country.
- The applications supporting the mobility exercises of the EEAS and the rotation exercises of DG DEVCO were modernised, improving both the submission of applications and the selection process.
- An application to support the elections of the EEAS Staff Committee (e-POLL).
- A virtual assistant in the local agents' time management application, to provide support to more than 2,500 local agents.
- Investigations into software solutions to support the EEAS Medical Cell in its responsibility to advise all Delegation personnel and EEAS management on health issues throughout the world. This application will ensure that EEAS medical support for staff posted in Delegations is appropriate and locally available.

EEAS POPULATION

By the end of 2019, 4,474¹⁰ people were working in the EEAS, employed either directly by the EEAS or through external contractors. 2,082 of them were posted in HQ and 2,392 in Delegations¹¹, while 3,797 staff members from the European Commission also contributed to the work of the Delegations.

This chapter focuses on the main categories of EEAS staff, in particular, statutory staff¹² (officials, temporary agents, contract agents and local agents), and seconded national experts. The EEAS monitors these numbers and their evolution through the years closely, and works towards a balanced representation of gender and nationalities, as well as an efficient distribution of resources between HQ and Delegations, according to evolving political priorities.



DISTRIBUTION OF STAFF BY CATEGORY

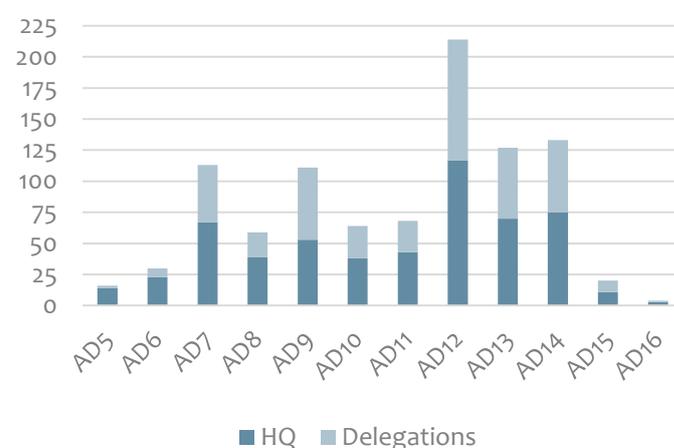
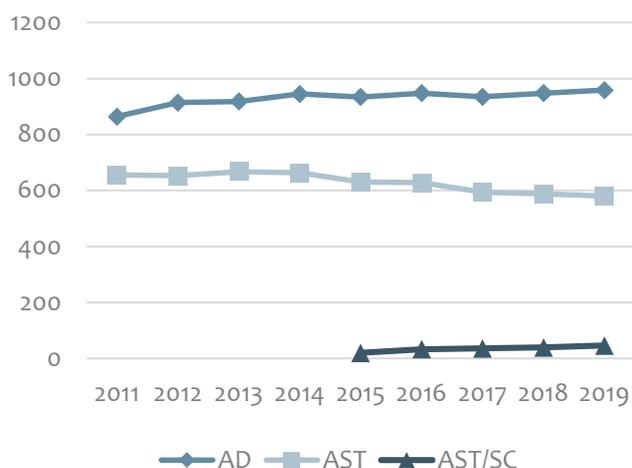
In 2019, the EEAS received additional posts from the Budgetary Authority, which allowed the opening of the new Delegations to Turkmenistan and Kuwait, as well as the reinforcing of the fields of security (RSO) in Delegations and strategic com-

munications. Furthermore, the EEAS was able to finance additional contract agent posts to strengthen its structures at HQ and more specifically, the Disinformation Action Plan.

OFFICIALS AND TEMPORARY AGENTS (AD, AST AND AST/SC)

By the end of 2019, 1,585 staff members were occupying official and temporary agents' posts in the AD, AST and AST/SC categories, the majority of which were assigned in HQ (62%).

The AD population was the second largest staff category, after local agents, with 959 staff members. The majority of them were working in HQ (57.7%) and almost half of the AD population (49.4%) held a position between the grades AD12 and AD14.

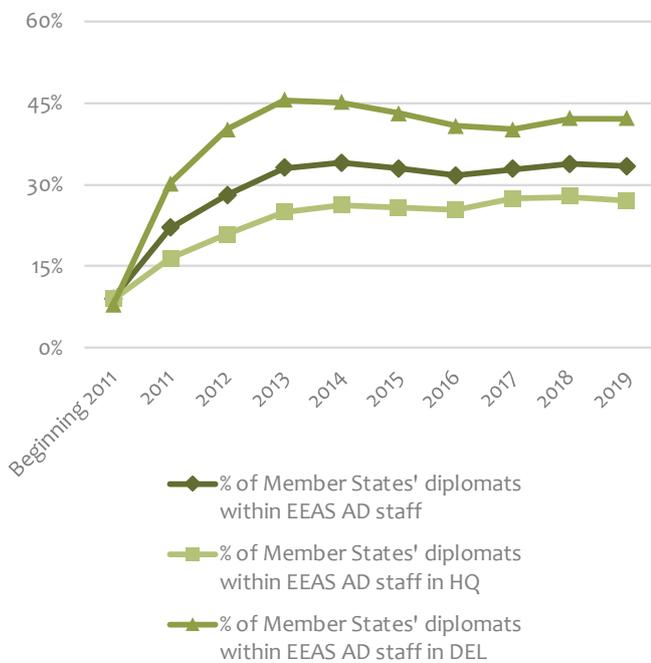


10 The staff numbers reported in the EEAS HR Report 2019 refer to personnel in office on 31 December 2019.

11 Two AD, 11 AST and 19 contract agents were assigned in HQ with the aim to provide administrative support to Delegations and were financed by the Delegations' budget. Therefore, for consistency purposes they were considered as staff in Delegations.

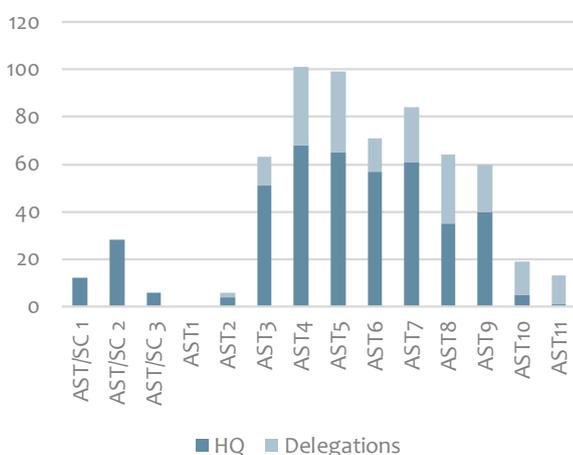
12 Statutory staff refers to staff covered by [Regulation No 31 \(EEC\), 11 \(EAEC\)](#)

In line with the Council decision establishing the EEAS, Member States' diplomats continued to constitute one third of AD staff in 2019, with 33.37%. They occupied 149 of the 553 AD posts in HQ and 171 of the 406 AD posts in Delegations.



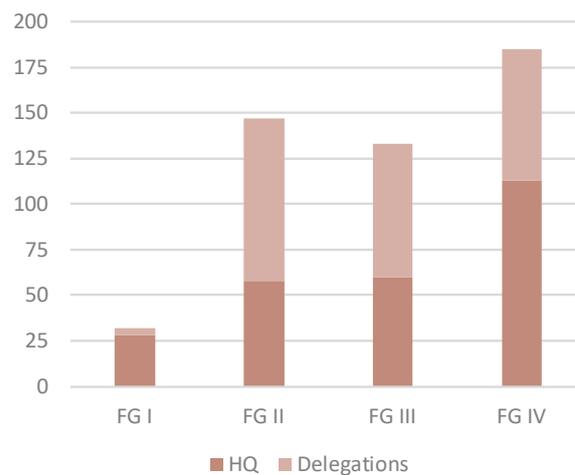
The AST population was the third largest category of staff with 580 staff members at the end of 2019, 66.7% of which were assigned at HQ.

The number of AST/SC staff continued to increase as this relatively new category of staff steadily integrates in the EEAS population. By the end of 2019 there were 46 AST/SC staff members working in HQ, compared to 39 in 2018.



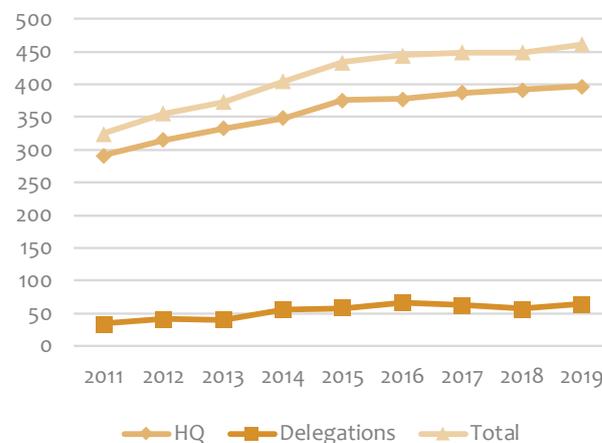
CONTRACT AGENTS

The majority of the 497 contract agents were based in HQ (52.1%) and 37.2% of them held function group (FG) IV¹³ positions, making FG IV the largest contract agents' group by the end of 2019. Likewise, FG IV was also the largest group in HQ alone with 43.63%, while in Delegations, the largest group was FG II with 37.4%.



SECONDED NATIONAL EXPERTS

By the end of 2019, 461 staff members were seconded from Member States' administrations in the EEAS. The majority of seconded national experts were working in crisis management structures and 43.5% of them were military.

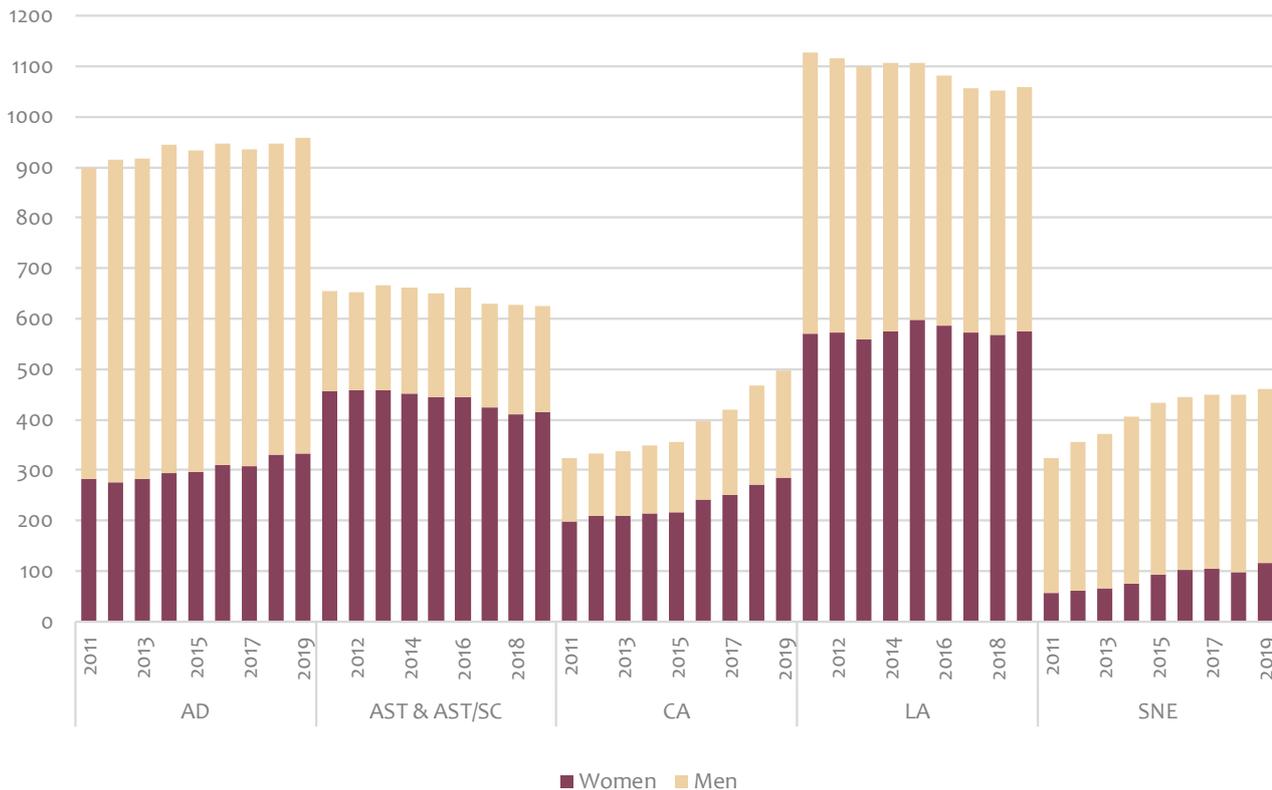


13 The types of duties for the different contract agent function groups are as follows: FG IV – administrative, advisory, linguistic and equivalent technical tasks, FG III – executive tasks, drafting, accounting and other equivalent technical tasks, FG II – clerical and secretarial tasks, office management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

DISTRIBUTION OF STAFF BY GENDER

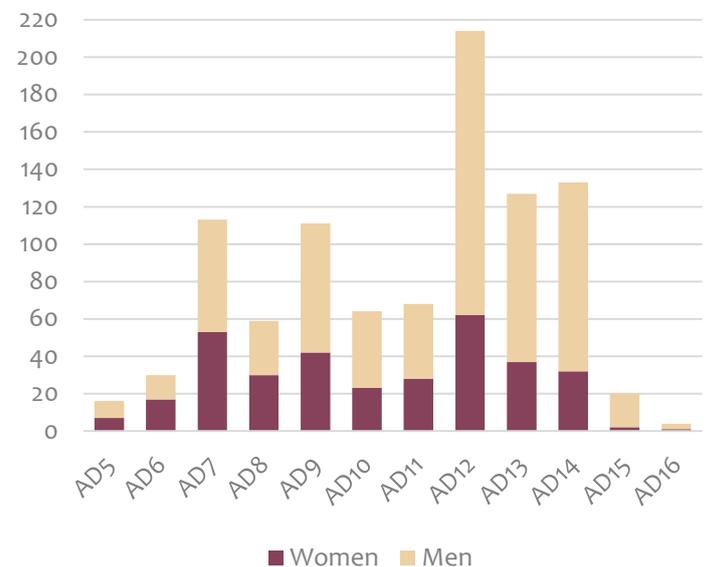
Building on the commitment of the HRVP for a more gender-balance staff composition, the EEAS has put in place different mechanisms over the last years, to further monitor and increase the presence of women in different categories, while preserving its main principle as regards selection and

recruitment: merit. As a result, the upward trend of women among EEAS staff in different categories and grades continued in 2019 and at the end of the year, women represented almost half of the EEAS workforce with 47.7%.

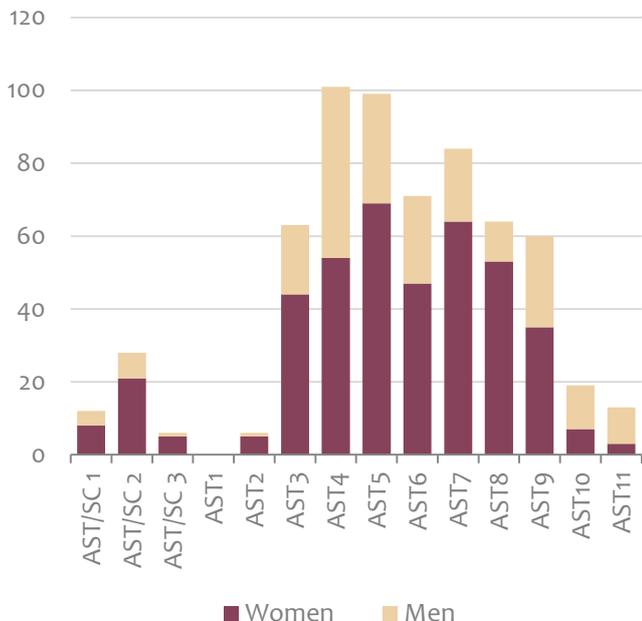


OFFICIALS AND TEMPORARY AGENTS – GENDER

Women represented 34.8% of the AD population with the gender distribution more balanced in the lower grades AD5 to AD8 with 49.1% women. In the grades AD9 to AD13, 32.9% of staff were women while in the highest grades AD14 to AD 16 the percentage dropped to 20.4%. Among the AD Member States' diplomats, 38.8% were women.

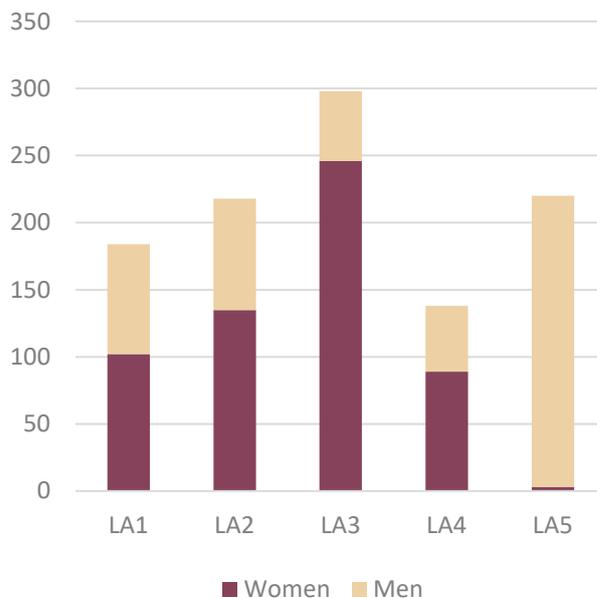


In the AST and AST/SC categories, women represented 66.3% of the population by the end of 2019. Women held the majority of positions in the grades AST2 to AST9 with 67.7%, while men held 68.8% of positions in the grades AST10 and AST11.



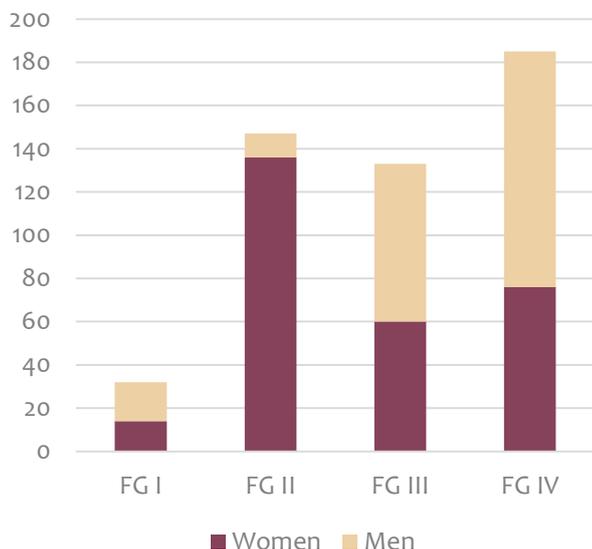
LOCAL AGENTS – GENDER

In the local agents' population, women represented 54.3% and held the majority of positions in almost all local agents' groups, apart from group 5 (used for drivers) where men represented 98.6%.



CONTRACT AGENTS – GENDER

By the end of 2019, the majority of contract agents in the EEAS were women, with 57.6%. Women held the majority of positions at FG II level with 92.5%, while men held the majority of positions at the levels FG I (56.3%), FG III (54.9%) and FG IV (58.9%).



SECONDED NATIONAL EXPERTS – GENDER

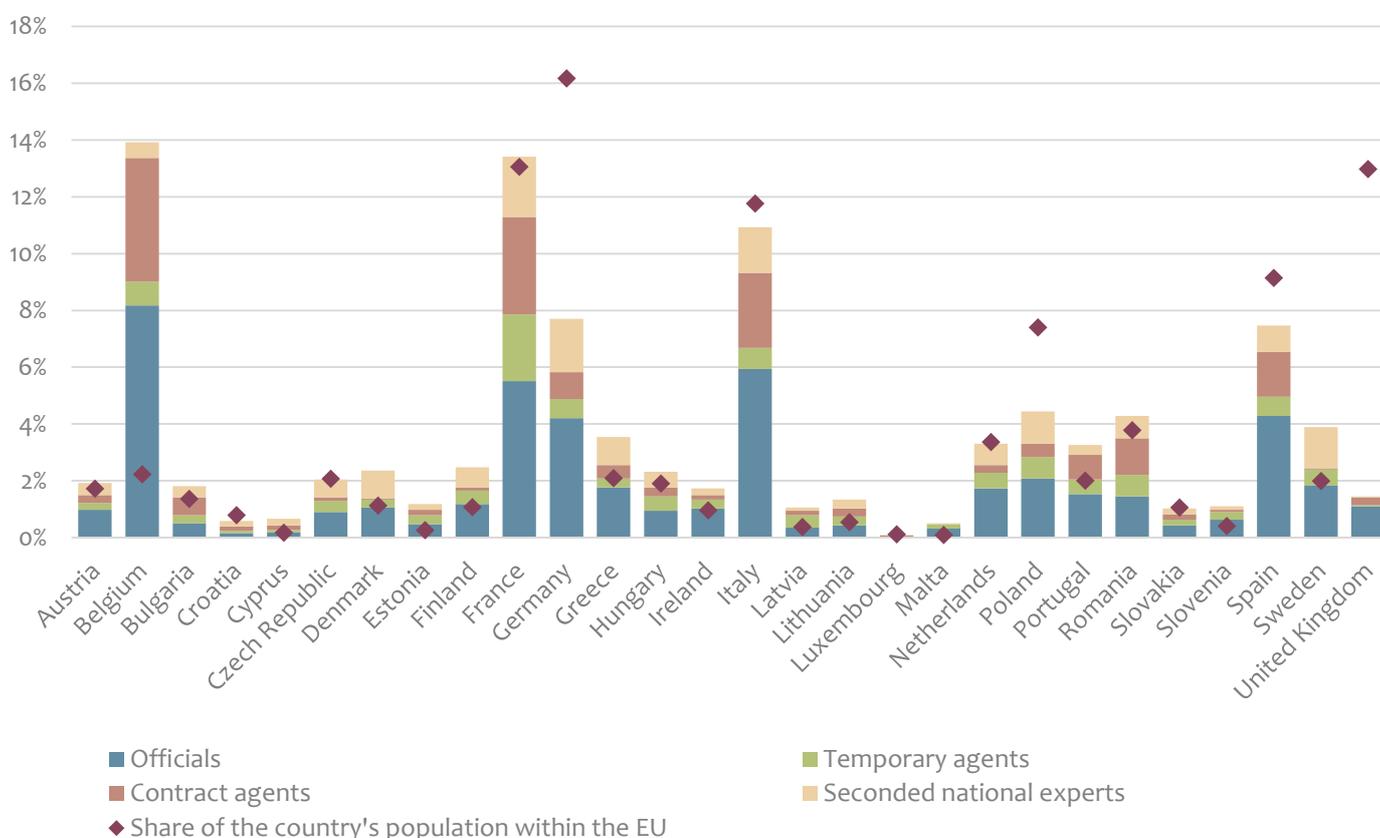
A significant component of the EEAS crisis and response structures are the seconded national experts, often seconded from military services. The majority, 74.8%, were men.



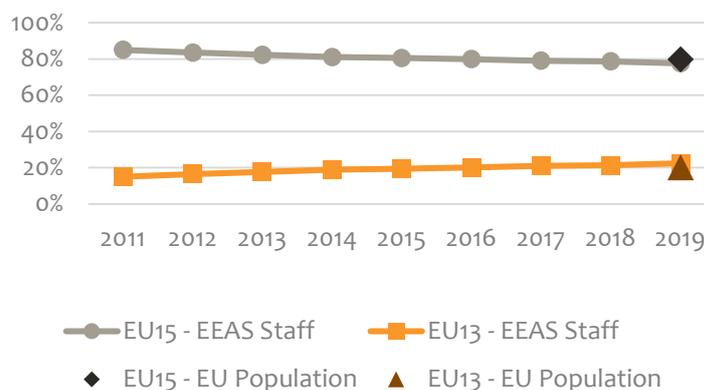
DISTRIBUTION OF STAFF BY NATIONALITY¹⁴

By the end of 2019, the EEAS had a foreseeable, yet big change in the number of staff from a particular country: the UK. The UK's decision to leave the EU, resulted in a reduction in the number of staff with British nationality by 46.4%, mainly through the departure of temporary agents and seconded national experts, since staff seconded from the UK will not be able to remain in the EU institutions following Brexit.

Even so, at the end of the year almost all Member States, including the UK, remained represented in all categories of staff apart from two. Malta, like in 2018, did not have any national in the contract agents' category, and Luxembourg was represented by a total of two nationals and subsequently, was the least represented country in the EEAS population. The most represented countries remained Belgium, France, Germany, Italy and Spain that together made up 53.44% of the EEAS population.



The EEAS continued its efforts for a more balanced representation between EU13 and EU15 countries among its population. As a result, the number of staff from the EU13 Member States at the end of 2019 was 7.2% higher compared to 2018, with an increase in the number of nationals from 10 out of the 13 concerned Member States.



¹⁴ Nationality charts do not take into account the local agents category as it is comprised by nationalities from all over the world.

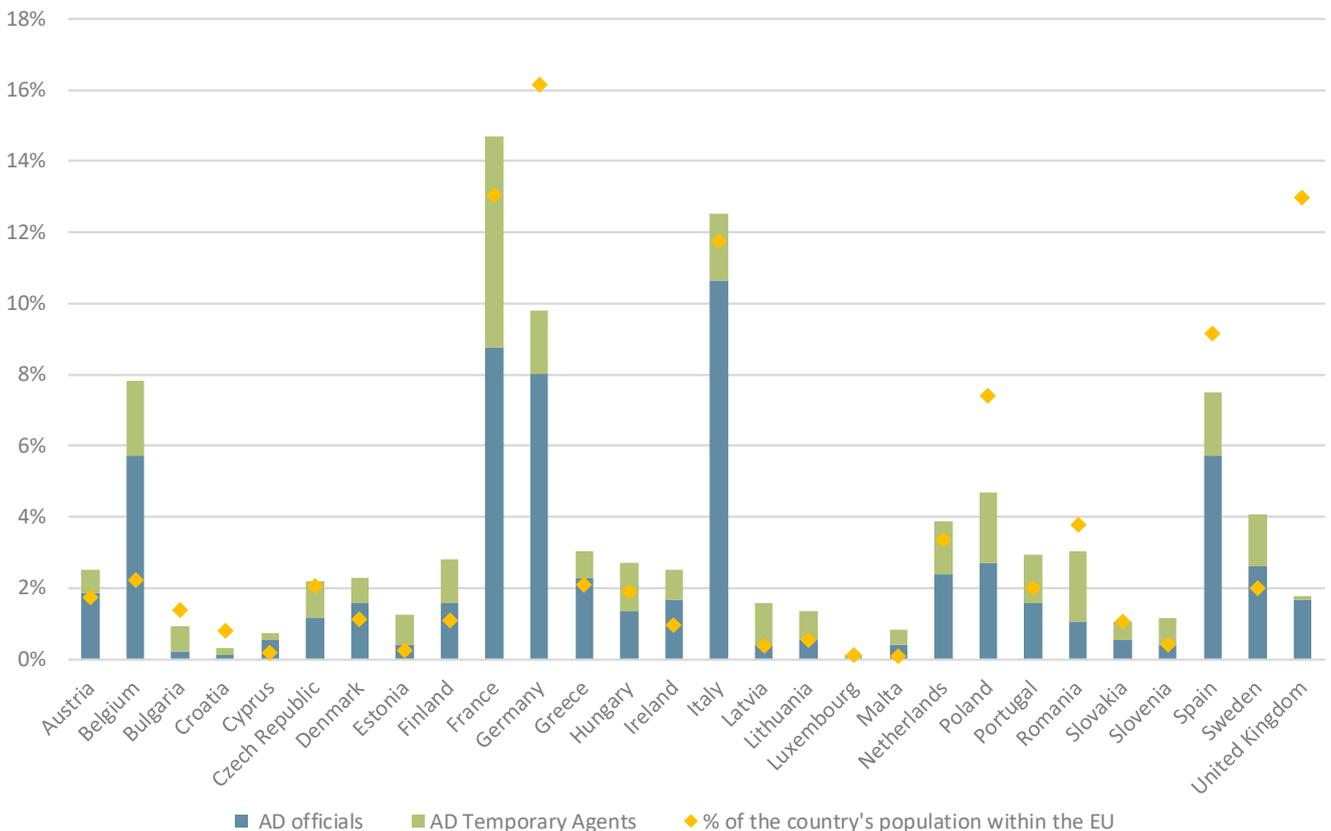
OFFICIALS AND TEMPORARY AGENTS – NATIONALITY

— AD category

All Member States held at least one AD position at the end of 2019. The share of EU13 and EU15 countries compared to 2018 remained stable, with 22% and 78% respectively.

Nationals from France, Italy, Germany and Spain represented 52% of the AD population compared to 50.1% in 2018. France had the highest increase in numbers with 10 additional AD compared to 2018, followed by the Netherlands with six additional AD. On the contrary, UK had the highest decrease with nine less AD members, while Luxembourg was the least represented country with one AD.

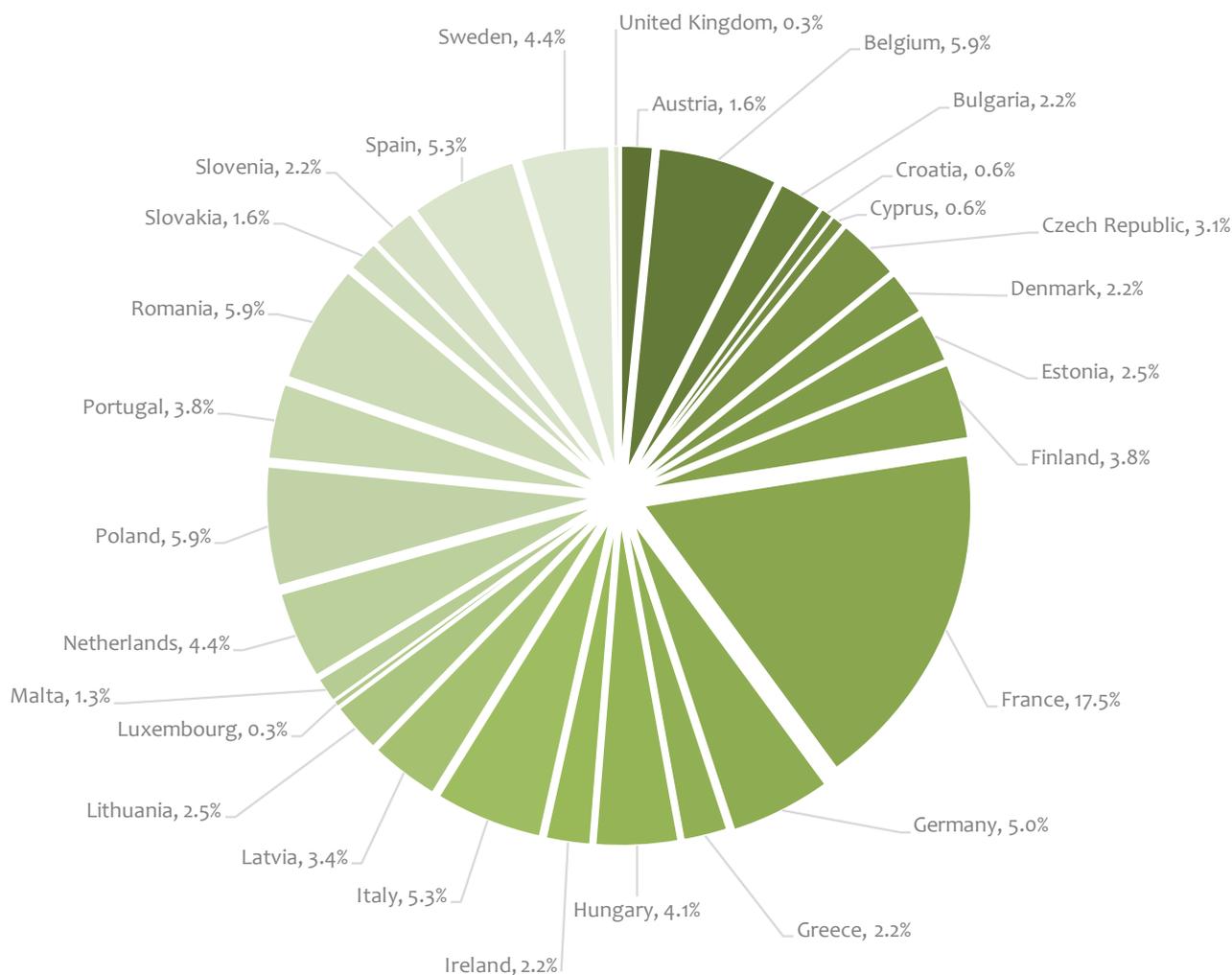
When compared to the share of their population within the EU, seven countries were underrepresented while the rest were overrepresented. Belgium was the most overrepresented country with 5.6 percentage points more compared to the share of the country in the EU population, while the UK was the most underrepresented country with 11.2 percentage points less.



— *Temporary agents Member States diplomats*

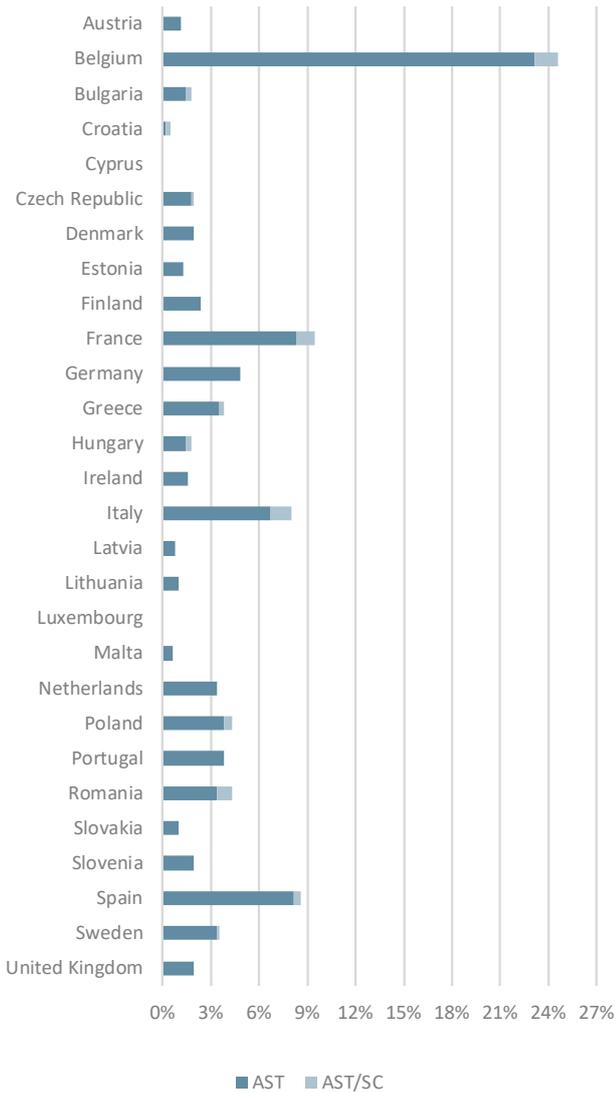
By the end of 2019, all Member States were represented by at least one temporary agent from their diplomatic service (Member States' diplomats). France remained the biggest national group in this category with 17.5% and 2.2 percentage points increase from 2018, while the smallest national groups were Luxembourg and the UK with 0.3%.

The number of AD diplomats from the EU13 Member States decreased for the first time since the creation of the EEAS, while the total number of diplomats remained the same as in 2018.



— AST and AST/SC category

By the end of 2019, two Member States did not participate in the AST or the AST/SC categories: Cyprus and Luxembourg. Belgium remained the biggest nationality group in these categories, representing one quarter of the total population with 25.4%.

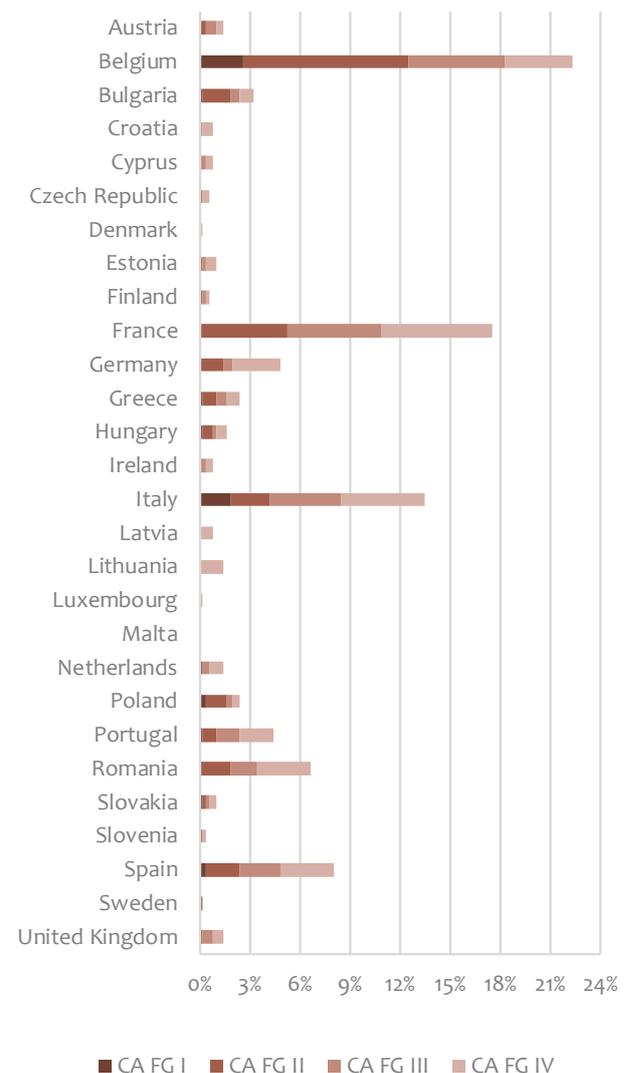


CONTRACT AGENTS – NATIONALITY

The nationality balance in the contract agents' category has improved considerably over the years. By the end of 2019, Malta was the only Member State with no national in this category while at the end of 2016, the number of countries with no nationals in the category was five.

In the lowest categories, FGI and FGII, the nationality distribution was not balanced, however, in the highest FGIV, all Member States with the exception of Malta and Sweden were represented.

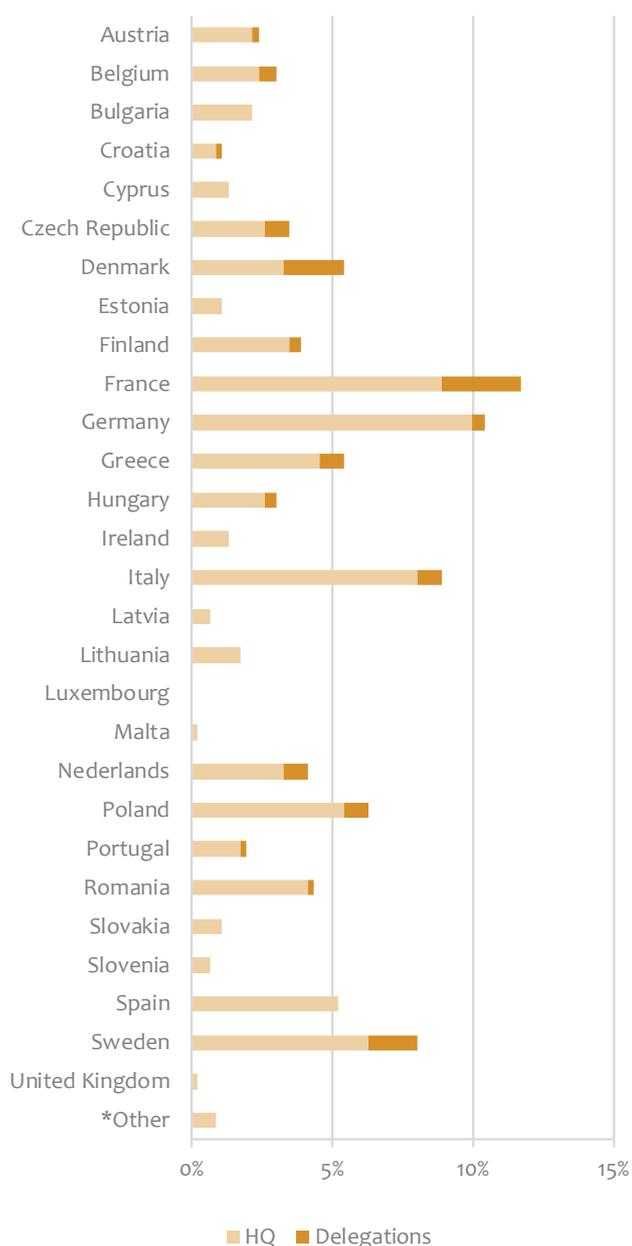
Belgians made up the largest national group in the contract agents' category with 22.3%. Together with France and Italy, they represented more than the half of the contract agent's population with 53.3%.



SECONDED NATIONAL EXPERTS – NATIONALITY

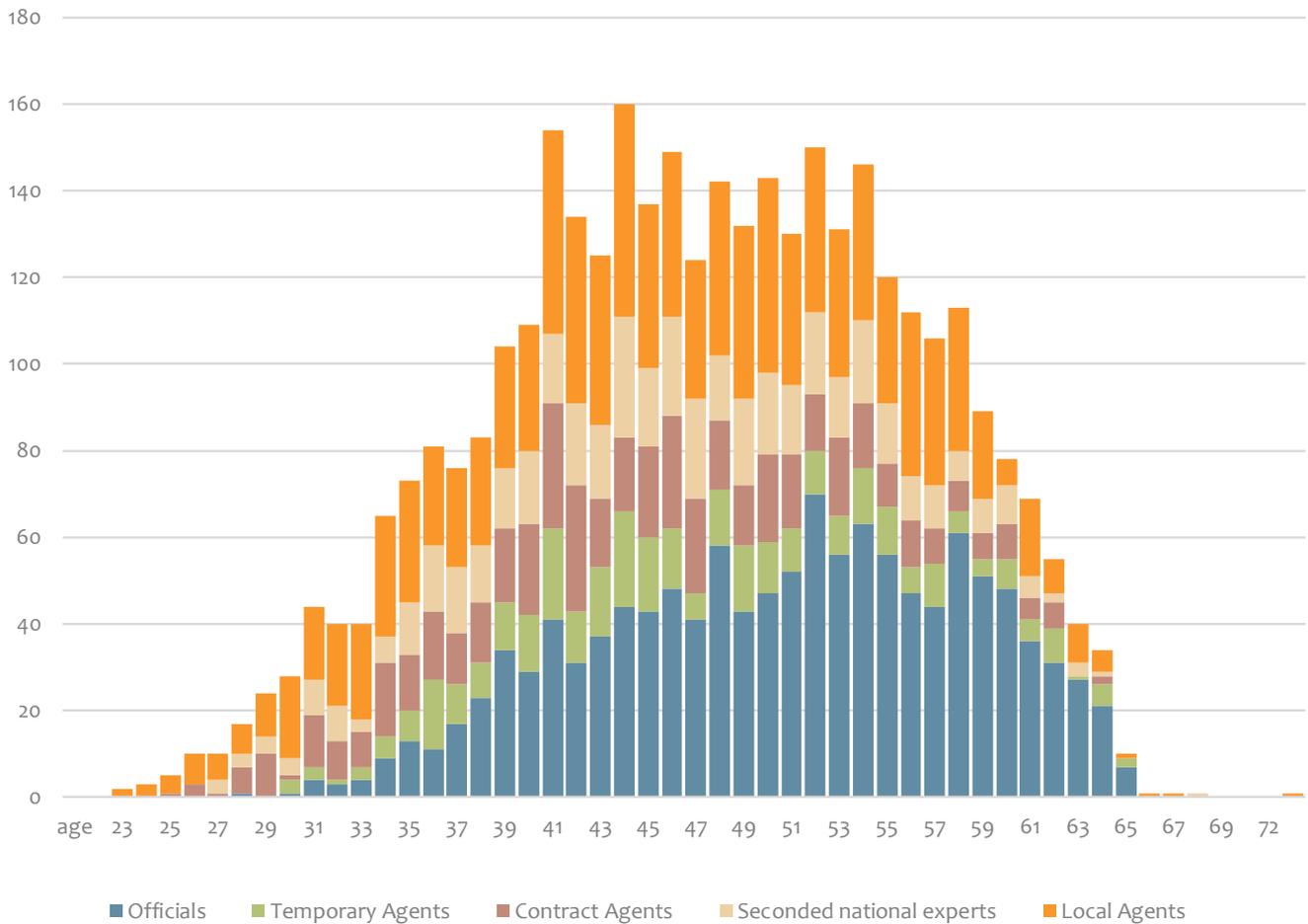
Apart from Luxembourg, all Member States had seconded national experts in the EEAS by the end of 2019. Seconded national experts from all represented Member States held a position in HQ while 16 Member States had seconded national experts posted in Delegations.

Four experts from non-EU Member States were also seconded to the EEAS by the end of the year: three from Norway and one from Switzerland (shown in the chart below as *other).

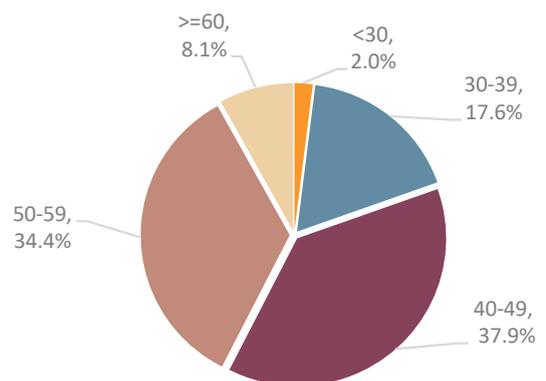


DISTRIBUTION OF STAFF BY AGE

The average age of EEAS staff was 47.3 years by the end of 2019. Staff in HQ had a slightly higher average age than staff in Delegations with 47.4 and 47.2 years respectively.



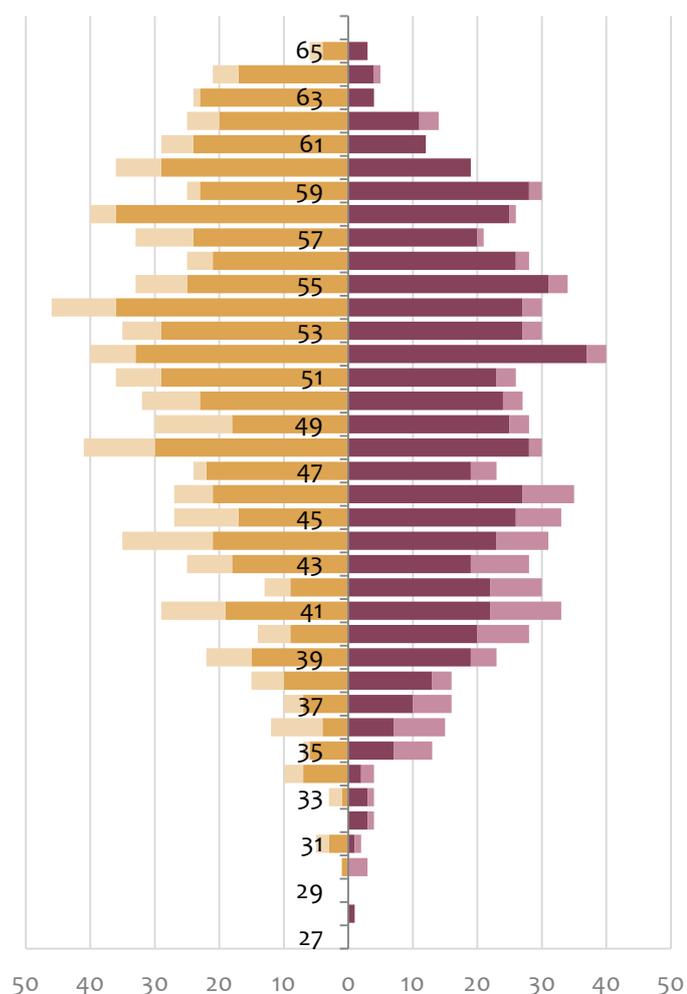
The majority of staff members under 30 years were women with 66.2%, while the majority of staff members older than 60 years were men with 64.5%. 54.9% of staff under 30 years were local agents and 1.41% were officials.



OFFICIALS AND TEMPORARY AGENTS – AGE

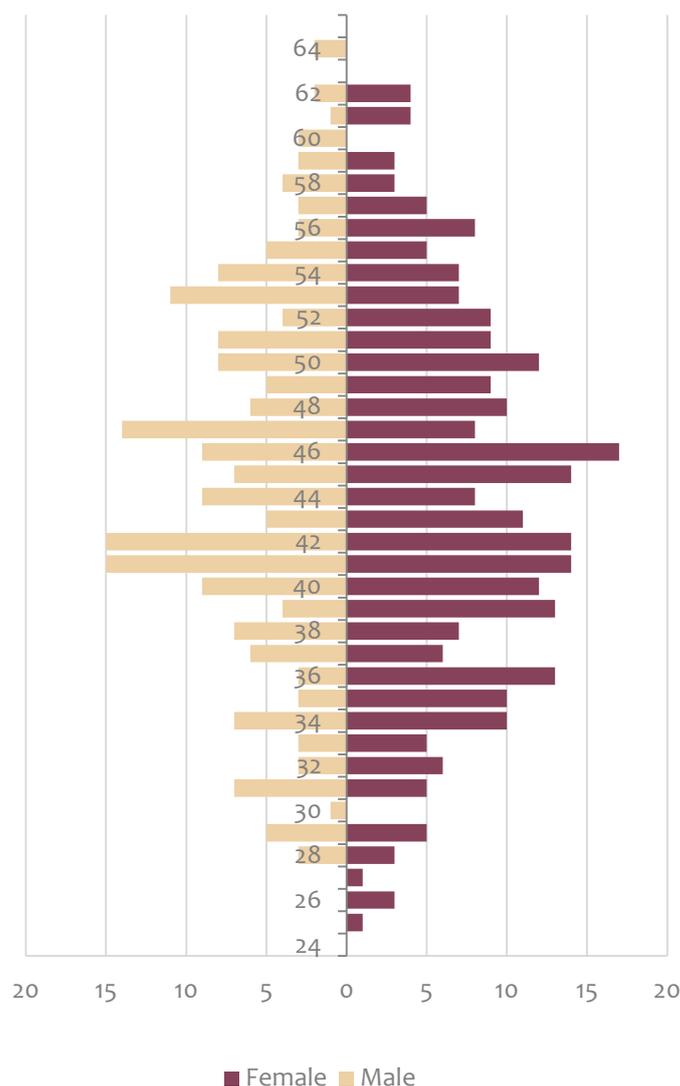
The average age of EEAS officials was 50.6 years and the average age of temporary agents was 46.7 years. There was one official under 30 years, while more than half of officials were 50 years or older (57.3%). The youngest temporary agent was 30 years old and 64.6% of temporary agents were younger than 50 years old.

As regards gender, the distribution was rather balanced for officials under 60 years old, with 52.2% women, while officials of more than 60 years were in majority men with 68.8%. In the temporary agents' category, women made up 41.6% of staff under 60 years and 14.3% of temporary agents of 60 years or older.



CONTRACT AGENTS – AGE

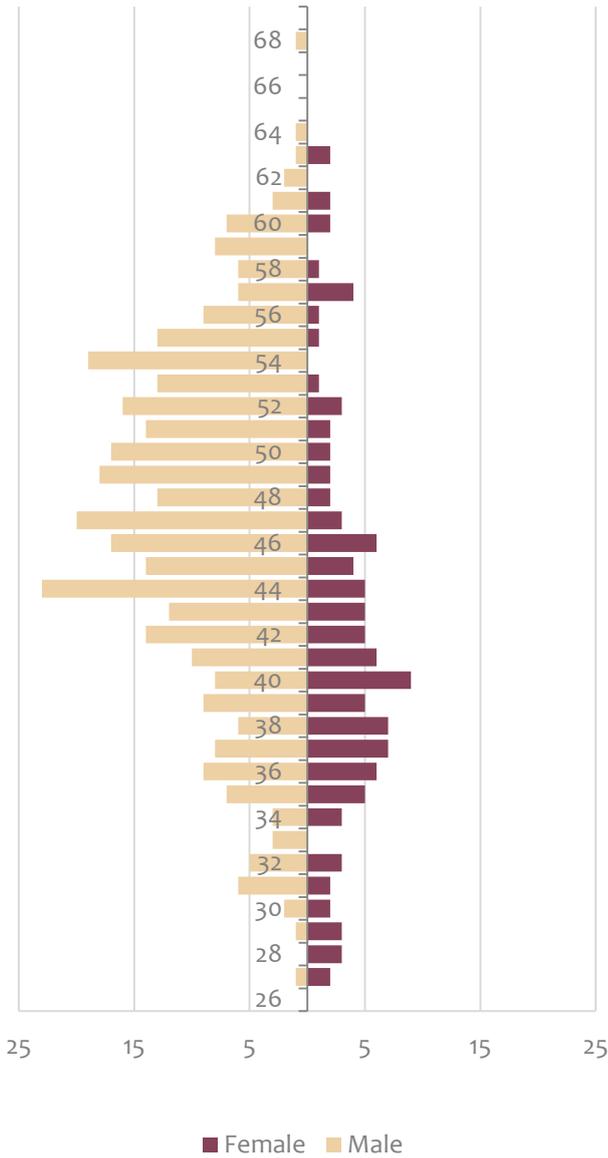
The average age of contract agents was 44.4 years, which made them the youngest category of staff. The share of contract agents below 30 years and above 60 years was the same, 4.2%. The majority of contract agents under the age of 30 were women with 61.9% and 95.2% of them were posted in HQ.



- Officials - women
- Officials - men
- Temporary agents - women
- Temporary agents - men

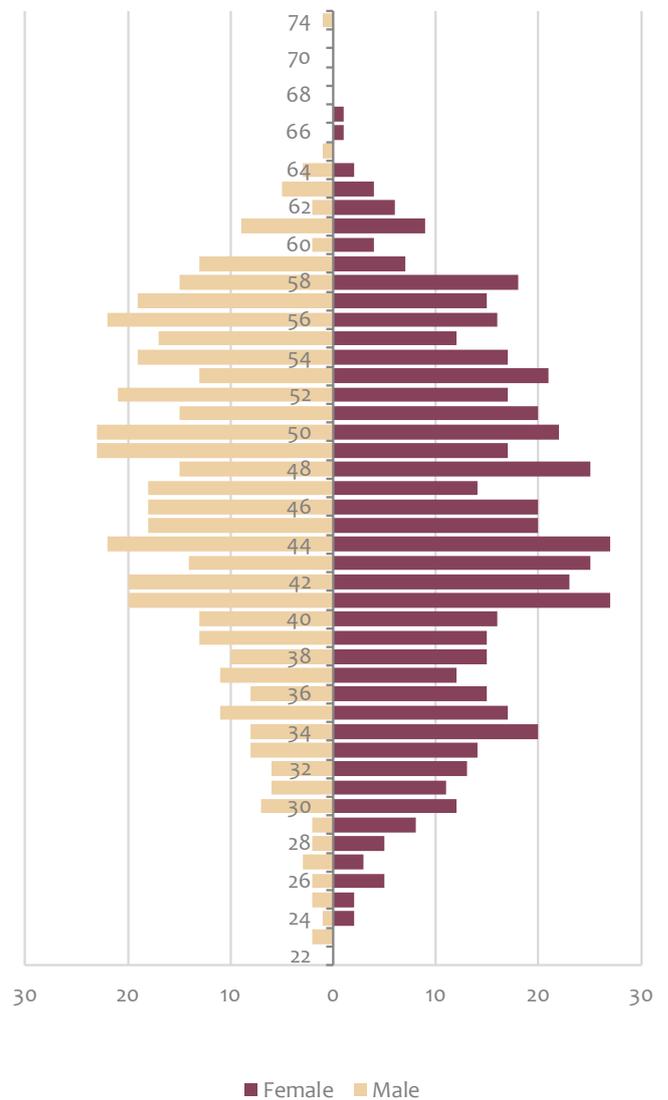
SECONDED NATIONAL EXPERTS – AGE

The average age of seconded national experts was 45.8 years. Almost half of the population, with 46.6%, were between 40 and 50 years old.



LOCAL AGENTS – AGE

In the local agents category, the average age was 45.7 years. 62.9% of local agents were younger than 50 years, while local agents were the only category with staff members younger than 25 years. The distribution among men and women was relatively balanced in the different age groups with 54.5% women in the age group below 60 years and 54% women between local agents of 60 years or older.

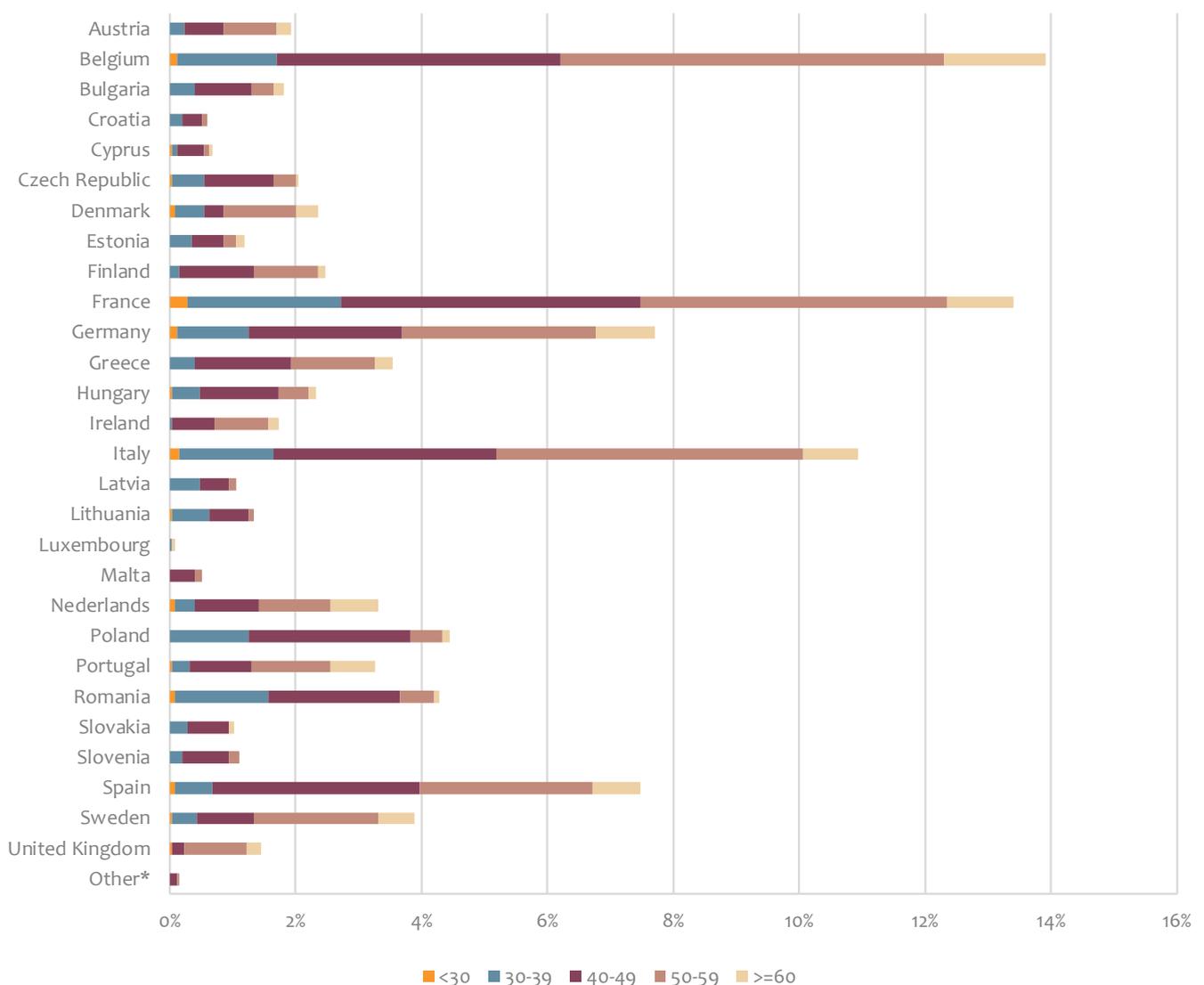


NATIONALITY - AGE ¹⁵

By the end of 2019, 83% of the EU13 population was younger than 50 years and 3.3% was older than 60. More than 70% of the population of each country in the EU13 group was under 50 years, while for Lithuania and Slovakia it reached 94% and 92.3% respectively.

In the EU15 group, 47.2% of the population was under 50 and 11.2% was over 60. For the majority of EU15 countries, more than half of the population was above 50 years, with the exception of Finland, France, Greece, Luxembourg and Spain.

Less than 10% of staff members from Finland, Ireland, Portugal, Spain and the UK were under 40 years, while 15 Member States had staff members younger than 30 years.

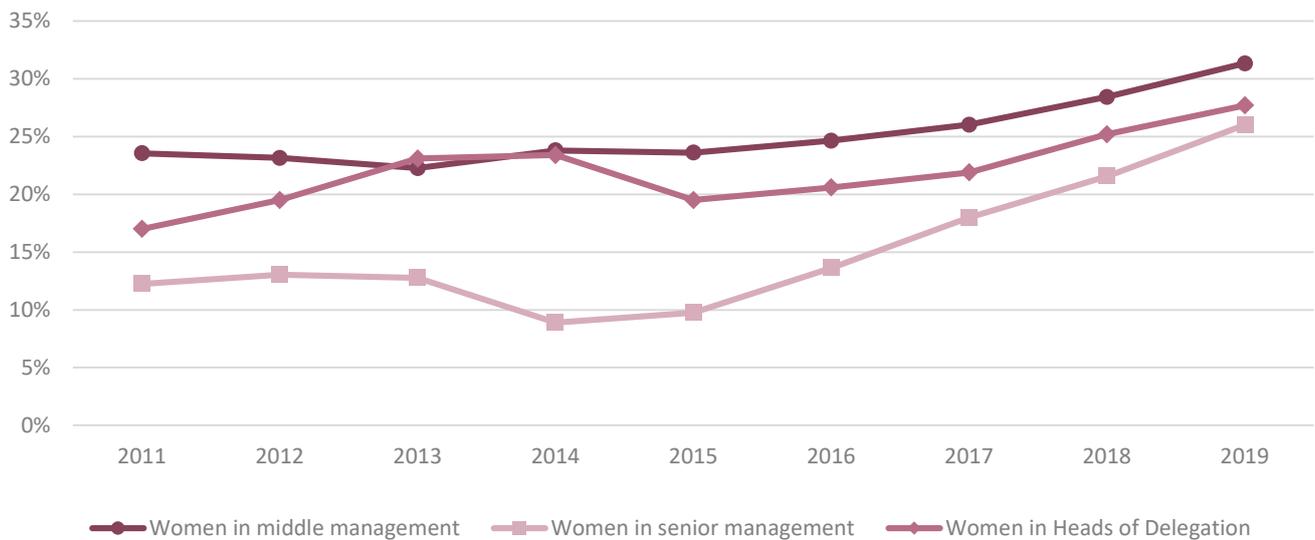
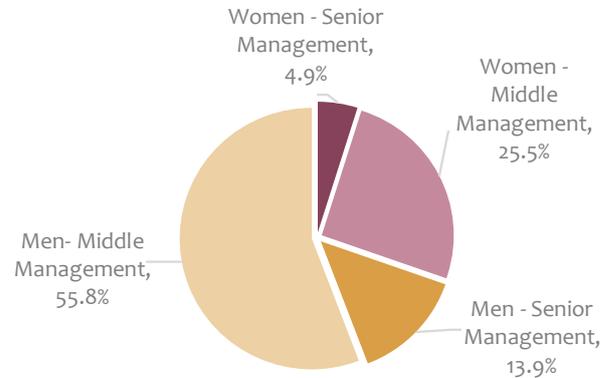


¹⁵ The four seconded national experts from non-EU countries were not counted in these calculations.

MANAGEMENT STAFF

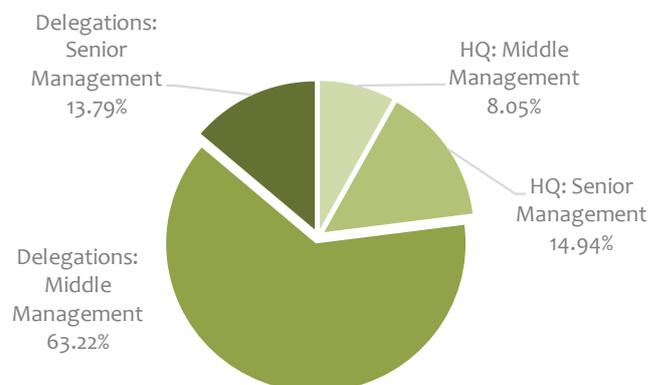
MANAGEMENT STAFF – GENDER

The EEAS continues to work towards gender parity in management positions and the numbers by the end of 2019 reflect the efforts and progress made. At the end of the year, 30.3% of EEAS managers were women, compared to 27.1% in 2018. The upward trend of women in management positions continued at both senior and middle management level, where women represented 26% and 31.3% respectively, compared to 21.6% and 28.4% in 2018. The number of women in Heads of Delegation positions also increased from 25.2% in 2018, to 27.7% by the end of 2019.



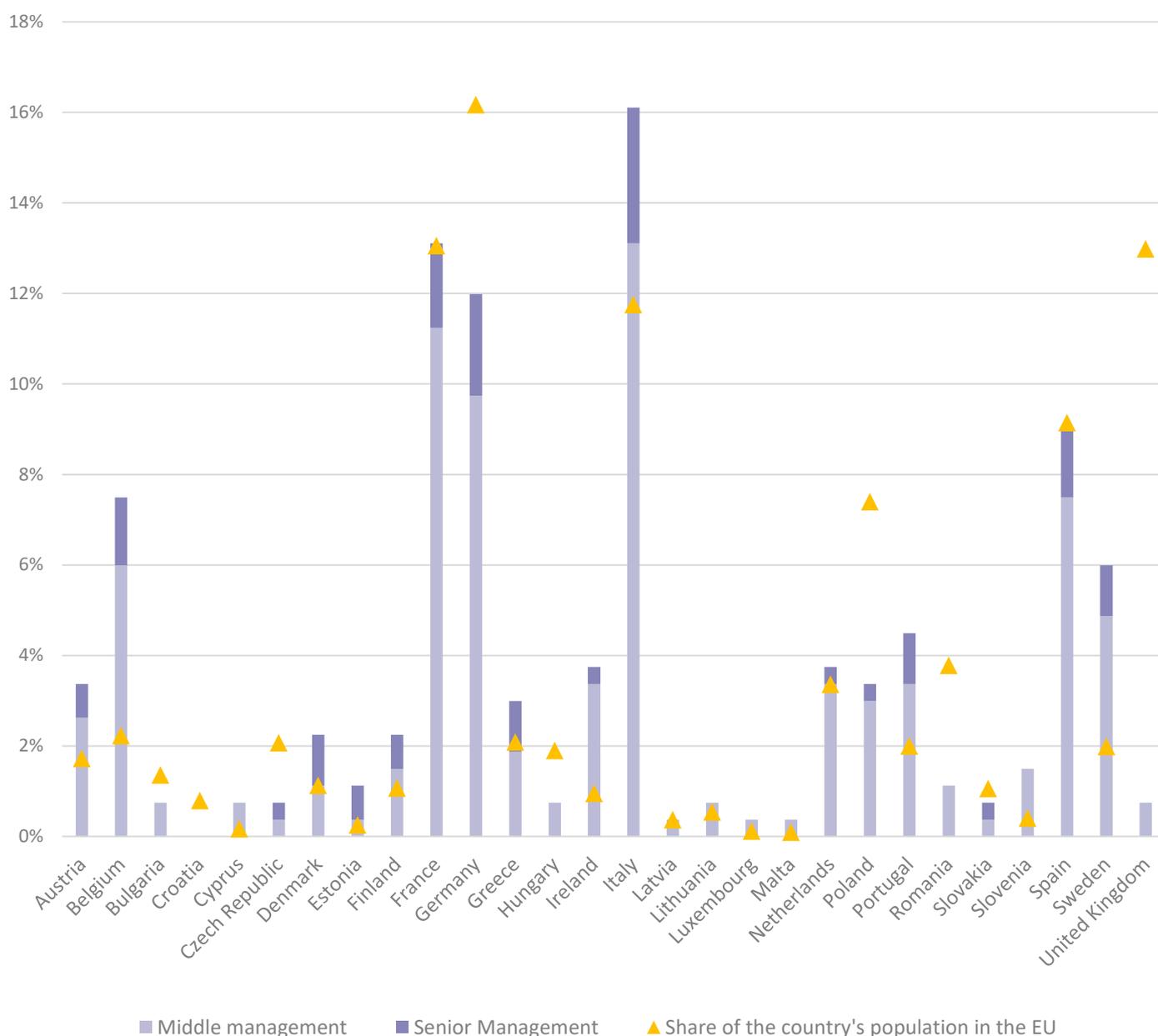
— Member States' diplomats

By the end of 2019, 32.6% of EEAS managers were Member States' diplomats. The majority of them held management positions in Delegations and correspondingly, represented 45.3% of Heads of Delegation. In HQ, most Member States diplomats held senior management positions, while in Delegations the situation was the opposite, as the majority of diplomats held middle management positions.

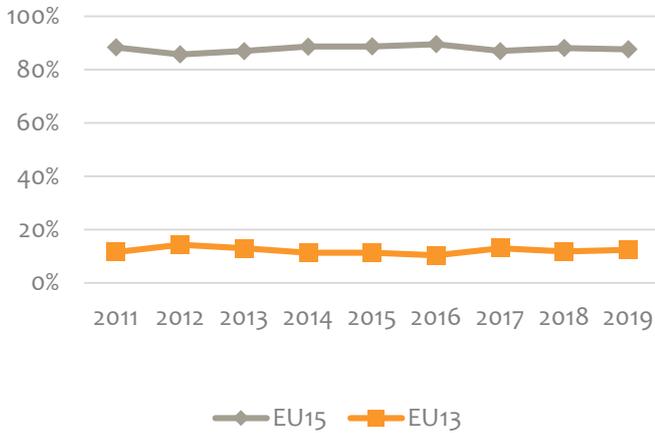


MANAGEMENT STAFF – NATIONALITY

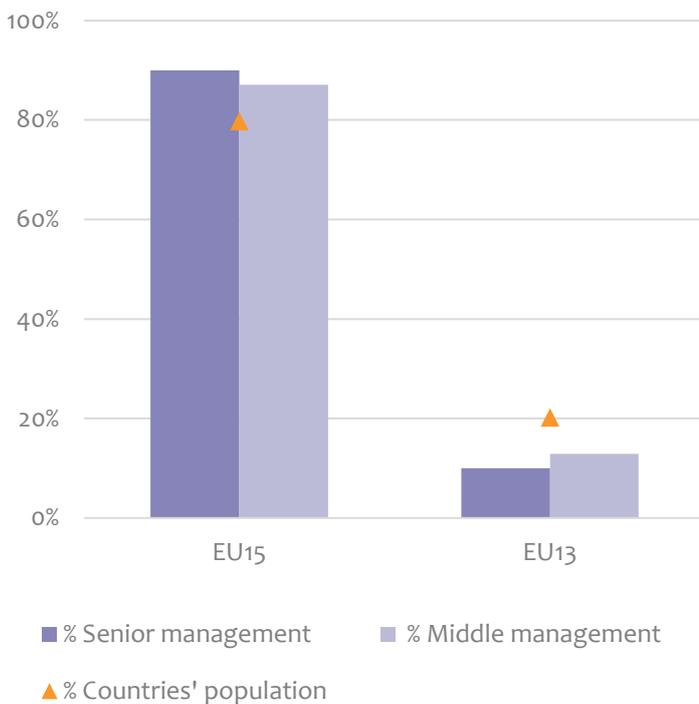
There were 267 occupied management positions in the EEAS at the end of the year. 18.7% were at senior management level and occupied by nationals from 17 Member States. Nationals from almost all Member States held either a senior or middle management position, with the exception of Croatia. For the first time since the creation of the EEAS, Cyprus entered the management category in 2019, with two Head of Delegation positions. More than half of the management population consisted of nationals from France, Germany, Italy and Spain with 51.2%.



The percentage of managers from the EU13 Member States reached 12.4% at the end of 2019.



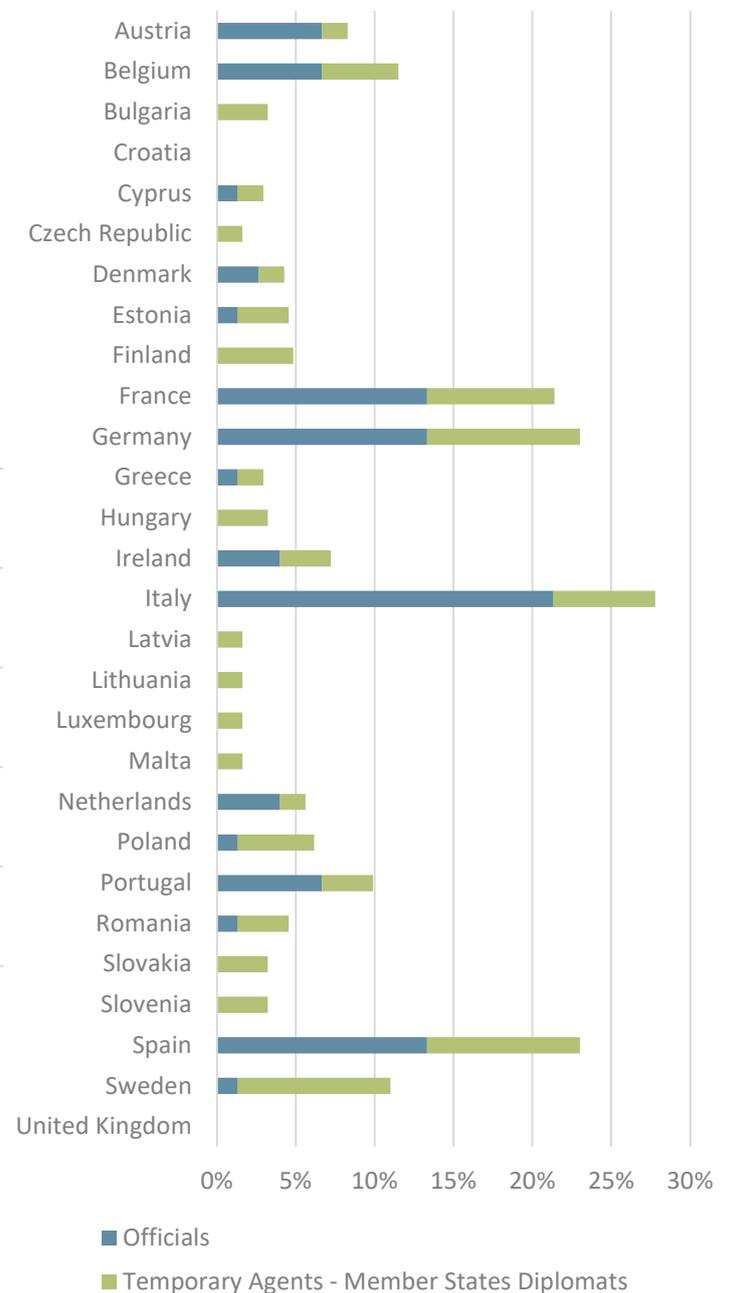
The EEAS continues to work towards a more balanced distribution of management positions between EU15 and EU13 countries, taking into consideration also the representation of these countries in the EU population.



HEADS OF DELEGATION

Two member states were not represented among the Heads of Delegation population: Croatia, that did not hold any management position, and the UK. As a result of the UK's decision to leave the EU, British nationals could no longer represent the EU in management positions in Delegations, and subsequently, had to return to HQ. At least one diplomat represented each Member State that held a Head of Delegation position.

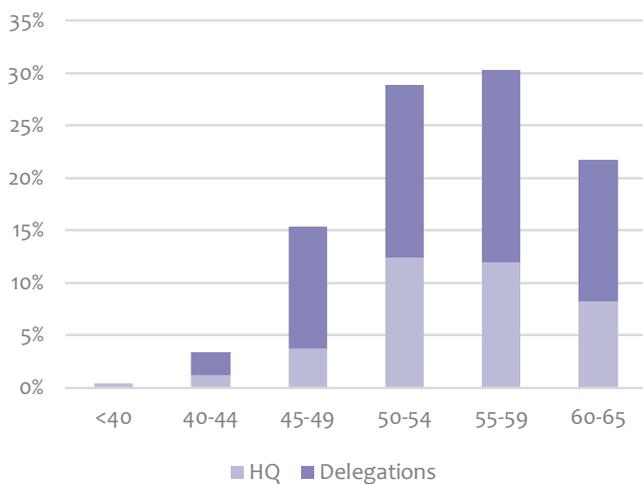
As regards the balance between EU15 and EU13 countries at Head of Delegation level, the trend of EU13 countries rose from 15.6% in 2018, to 17.5% by the end of 2019.



MANAGEMENT STAFF – AGE

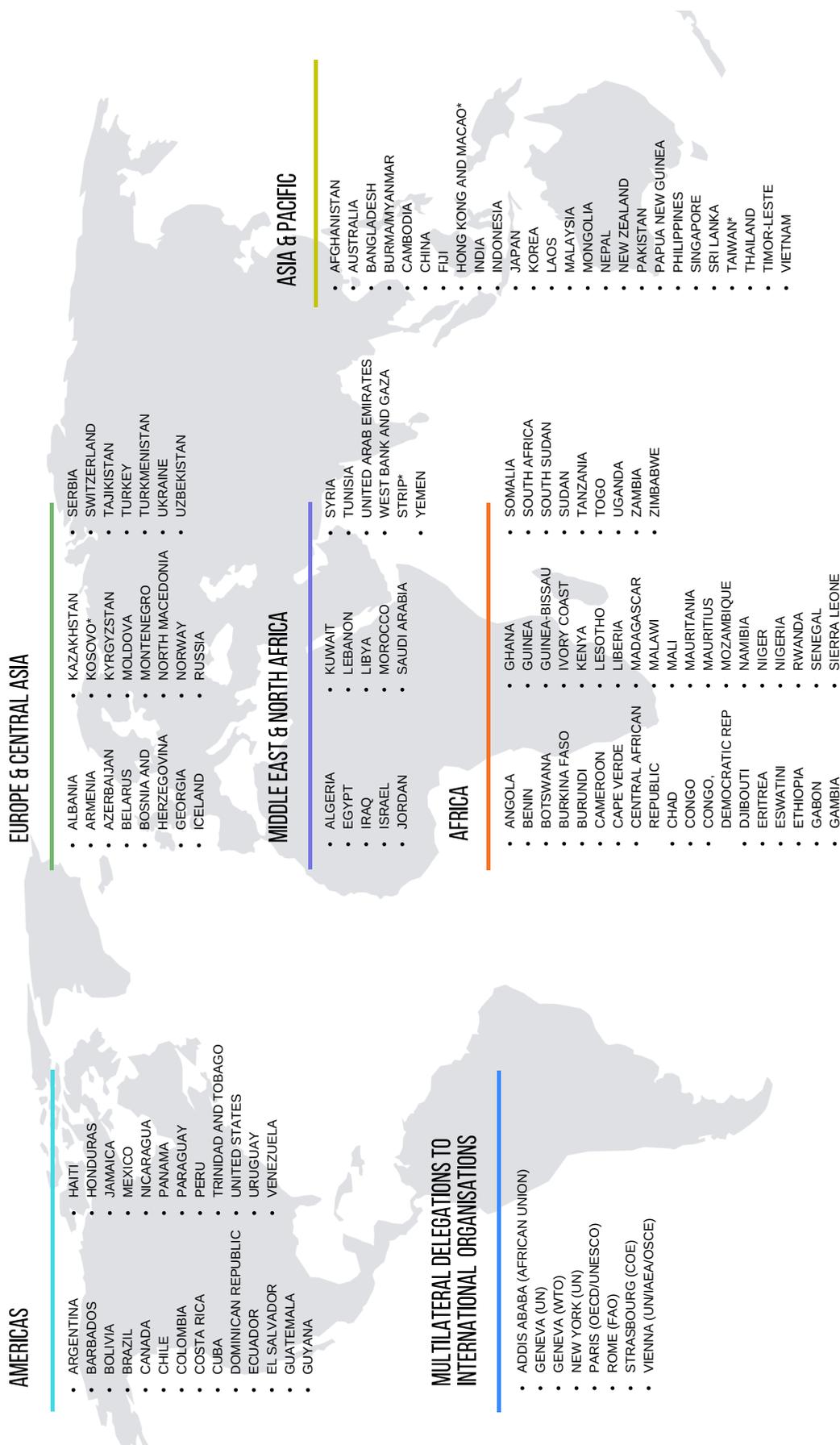
The average age of EEAS management staff was 54.5 years. More than half of the management population was 55 years or older with 52.1%, making the 55-59 years the biggest age group.

Overall, 19.1% of managers were younger than 50 years. Looking at HQ and Delegations separately, managers under 50 years represented 13% of the management population in HQ and 22.8% of managers in Delegations.



ANNEXES

LIST OF EU DELEGATIONS



* Representation Offices

EUROPEAN EXTERNAL ACTION SERVICE

HUMAN RESOURCES REPORT 2019



