## HUMAN RESOURCES REPORT 2020



## 2011-2021 EUROPEAN UNION EXTERNAL ACTION SERVICE



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## HUMAN RESOURCES REPORT 2020

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# FOREWORD

## FOREWORD

The global COVID-19 crisis presented a critical moment for the international community and the EU's role in the world. It was a stress test for the EEAS and its network of Delegations ten years since its creation. In this context, I would like to take this opportunity to say a few words about how we worked in this extraordinary last year.

Firstly, I am sincerely impressed, and grateful for the way colleagues stepped up and helped our organisation to continue functioning, no matter the circumstances. Our priority has been ensuring support to our colleagues, especially those in Delegations, since the early days of the Coronavirus outbreak. Working remotely was key: videoconferences with the Delegations were organised on almost a daily basis to cover our extended network. These meetings proved to be helpful to inform our colleagues posted in third countries and consolidated a muchneeded direct link with Headquarters during this crisis. I would also like to thank the medical team of the EEAS for taking care of our staff, helping us trace the infection and coordinate with the other Institutions to build a common approach.

To keep a 24h line open for our colleagues, we created two functional mailboxes that have been of great support to help with many questions from colleagues. With teleworking becoming the norm in our daily work, I must also thank all the colleagues in charge of our IT; when we had to request most staff to work from home, I was grateful that the EEAS had already begun to equip colleagues with laptops. We were able to ensure business continuity without experiencing any significant issues.

Lastly, focusing on human resources, the challenges were many, but we managed to ensure the smooth running of the rotation exercise; the targets on the Local Agent Reform were respected, and the Certification procedure was on time, to name a few. Overall, we managed to succeed in providing services without disruption and compromising quality, which proved to be a success for the Institution.

The start of 2021 and the arrival of the long-awaited vaccines gives us hope that we finally begin to see the light at the end of the tunnel. However, we must continue pulling together to ensure that we can overcome the ongoing crisis.

As I said, 2021 also marks the tenth anniversary of the creation of the EEAS. In this Report, you will be able to see how the EEAS, throughout the years, worked towards ensuring a more inclusive institution, focusing on diversity, gender equality and inclusion of persons with disability. At the same time, parallel work has been done to ensure a more respectful institution by improving its anti-harassment and ethics policies. The EEAS improved its career exercises and modernised its training opportunities to advance staff career development, offering more online training to allow even higher participation for staff in Delegations.

Gender equality remains a paramount goal for the EEAS, and active work with concrete actions to address gender parity is ongoing. A key priority remains to encourage Member States to nominate women candidates for all posts in the EEAS, including for senior management positions.

As the EEAS strives for a meaningful presence of nationals from all the Member States, we particularly looked into ensuring a balanced representation of countries that joined the EU after 2004. As a result of our efforts, the number of staff from these Member States at the end of 2020 had increased by 6% compared to the previous year. In addition, their share of staff in EEAS nearly reflected their share in the overall EU population. This positive trend has continued throughout the year 2020 and at the beginning of 2021. It is, of course, still work in progress, and our efforts will continue to ensure equal opportunities and diversity in the EEAS.

Anniversaries are good moments to reflect on the lessons learned to improve the organisation's structure and functionality. The new EEAS Secretary-General, Stefano Sannino, has started his mandate with the ambition to reflect on the past and plan the future, through the launch of a Participatory Leadership exercise where he will collect ideas from all staff, in HQ and Delegations, and from external stakeholders, to make the service more agile and ready to face the challenges that lie ahead. The COVID crisis proved how quickly we might be asked to reinvent and adapt our working ways, and this is the right moment to start designing the EEAS of the future.

#### Gianmarco Di Vita

Director-General for Budget and Administration

# ORGANISATIONAL DEVELOPMENT

## ORGANISATIONAL DEVELOPMENT

### Organisation and structure

The year 2020 was a year of tremendous change and challenge due to the COVID-19 pandemic, the coming into full force of telework, using online technologies, travel restrictions and work from home like never before. Duty of care for -and the health of our staff in HQ and Delegations worldwide, was our main priority in human resources management. In a broader sense, the question of what diplomacy should look like in times of heavy restrictions on physical contact came to the fore. The effects of this technological and professional shift will keep the EEAS busy as HR policy develops to adapt to the "new normal".

Apart from organisational change due to COVID-19, the EEAS faced several other challenges, not least of which Brexit at the end of January 2020, the continuous difficulties for our communications to the outside to tackle disinformation and fake news, the growing importance of agility and flexibility of the workforce to react faster to emerging geopolitical challenges, the creation of the European Peace Facility and its management, as well as minor adaptations of the EEAS organisation chart to better address political priorities. Working closely with the European Commission in managing our 143 Delegations remained a priority in 2020, as ever.

In 2020, three Divisions within the Directorate-General for Budget and Administration changed their mandates in an attempt to enhance their support to both HQ and Delegations. This minor reorganisation, which did not involve the creation of new structures, focused on the support to the administrative sections of Delegations and on a centralised procurement approach.

The name of the Finance and Contract Division changed to Public Procurement, Contracts and Finance. The Division centralises all high value procurement files, both for HQ and Delegations, thus ensuring consistent and rigorous application of public procurement rules and procedures. Simultaneously, the Information Technology Division was renamed Digital Solutions to better reflect its current mandate. Lastly, as the new Support to Delegations Division, the Regional Centre Europe Division received additional resources and responsibilities through the transfer of the Heads of Administration floaters' posts from the Horizontal Coordination and Protocol Division.

In February 2020, in the light of considerable growth in staff, responsibilities, tasks and budget over the past two years, a reorganisation took place in the Strategic Communications Division with the split of the current Division into two distinct, but closely interconnected entities. The Communications Policy & Public Diplomacy Division focuses on communications policy and global campaigns while developing and implementing public diplomacy actions with the support of Delegations. Strategic Communications as defined in the Action Plan against Disinformation and the management of the Rapid Alert System remain the responsibility of the Task Forces and Information Analysis Division, which includes the East StratCom, as well as the South and Western Balkans Task Forces.

In May 2020, the EEAS created the new European Peace Facility Division in view of assisting the High Representative/Vice President (HR/VP) in exercising his responsibilities following the establishment of the European Peace Facility (EPF) in 2021. The European Peace Facility will be set up to finance the European Union's actions under the Common Foreign and Security Policy in cases where the operating expenditure of those actions is not charged to the European Union's budget. As a result of this decision, the EEAS needs to generate a new capacity to deal with the planning and execution of EPF-related activities.

In July 2020, following the agreement of the HR/ VP, the EEAS created a new Managing Directorate within the Managing Directorate for Europe and Central Asia. The responsibilities for this geographical area were distributed as follows: the EURCA. WEST Managing Directorate is responsible for Western Europe, Western Balkans, Turkey and the United Kingdom, while the EURCA.EAST Managing Directorate covers Russia, the Eastern Partnership, Central Asia, Regional Cooperation and the Organisation for Security and Cooperation in Europe. The reorganisation took into consideration the size of the department, the political importance of the relations between the European Union and countries in the region, as well as the consequences of the withdrawal of the United Kingdom from the European Union.

## Network of EU Delegations

In 2020, the EEAS strengthened the EU presence in the Middle East and around Europe with the opening of Delegations in Turkmenistan and in the United Kingdom.

Following the entry into force of Brexit on the 31st of January 2020, the EU completed its diplomatic presence around Europe by opening a fully-fledged Delegation to the United Kingdom, in close cooperation with stakeholders in the European Commission and the European Parliament, on 1st February 2020.

#### Annual Review Mechanism

An annual review mechanism (ARM) of resources and scope of our network of delegations was established in 2017 with the view to adopt a more strategic approach to post management in delegations reflecting the political priorities of the HR/VP. This ARM focuses on addressing structural needs, bringing all Delegations to the acceptable level of staffing allowing for full functionality, and to ensure that all Delegations dispose of at least the minimum staff required to function.

In consultation with geographic MDs, the exercise in 2018 allowed for 38 posts to be redeployed (from HQ; from other delegations; and from additional budget). The second exercise started in 2019 and targeted the presence of a "minimal kit" of two Administrators and two Assistants or contract agents in all Delegations to ensure business continuity and autonomous administrative sections. In collaboration with the departments concerned, the HR Directorate identified a deficit of 13 posts in 11 Delegations<sup>1</sup>. The EEAS successfully completed the exercise in September 2020 with the identification and redeployment of all the posts needed via transfers between Delegations and from HQ as well as reinforcements received in the 2020 budget.

#### 10 YEARS EEAS - Evolution of the EU Delegations' network

In 2011 the EEAS took over 136 European Commission foreign Delegations. Since then, the Delegations' network has evolved with the EU Foreign Policy, shifting priorities have resulted in either the opening of new Delegations and antennae, or the closure of others. By the end of 2020, the EEAS was responsible for the management of 143 EU Delegations and Offices around the world:

- **2020**: Opening of the EU Delegation to the United Kingdom.
- **2019**: Opening of the EU Delegation to Kuwait and the EU Delegation to Turkmenistan and closure of the Suboffice in Banja Luka. Assignment of an EU Liaison Officer to the International Organisations in The Hague.
- **2018**: Opening of the EU Delegation to Panama and closure of EU Delegation to Solomon Islands.
- **2017**: Opening of the EU Delegation to Mongolia.
- 2016: The regionalised EU Delegations of Ecuador, Laos, New Zealand and Trinidad & Tobago become fully-fledged Delegations with the appointment of Heads of Delegation. The Working Group on the Network of Delegations is established to develop a more strategic EEAS policy on human resources allocations in Delegations in the medium to long term (2 to 5 years).
- **2015:** An office was set up in Erbil (Iraq) operating under the authority of the EU Delegation in Baghdad.
- 2014: An office was set up in Turkmenistan operating under the authority of the EU Delegation in Kazakhstan. The EEAS contributes to setting up a common office with Member States in Gaziantep (Turkey). HRVP Decision to re-open EU Delegation to Somalia
- 2013: Opening of EU Delegation to the United Arab Emirates. The EU Office in Yangon became a fully-fledged EU Delegation to Myanmar. Closure of the EU Delegation to Vanuatu, the EU Delegation to New Caledonia, the EU Delegation to Surinam and the EU Delegation to Croatia (the day before accession).
- **2012**: Opening of the EU Office in Yangon (Myanmar).

<sup>1</sup> Lesotho, Eswatini, Costa Rica, Panama (2 posts), Trinidad and Tobago (2 posts), Honduras, Guatemala, El Salvador, Taiwan, New Zealand, Holy See/UN Rome.

• **2011**: Opening of the EU Delegation to Libya, and the EU Delegation to South Sudan.

#### Support to Delegations

To further enhance support to Delegations, the EEAS decided to adapt the mandate of the Regional Centre Europe, based on the conclusions of a regionalisation project that was launched in 2016. Therefore, as of April 2020, the EEAS extended the responsibilities of the division, making it the focal point for the administrative support to all Delegations around the world, under a new name 'Support to Delegations'. This change immediately improved the workload in administration sections in Delegations and helped streamline the way HQ supports and interacts with Delegations.

In August-September 2020, the 'Support to Delegations' division, in collaboration with other EEAS services organised an extensive hands-on training for newly recruited Heads of Administration. The purpose of this training was to complement the theoretical knowledge they received from their pre-posting seminar and prepare them to be operational from the moment of taking-up their duties in the field. The EEAS plans to continue offering these trainings for all first-time Heads of Administration. The training is also coupled with a mentorship programme for Assistants to Heads of Delegation, through which appointed mentors will continue to advise their mentees during their first year of duty.

In 2020, the Support to Delegations Division processed 2,198 accommodation payments, 2,935 medical claims, processed 639 removal and 440 take-up duty files in the context of the 2020 rotation, completed 18 salary reviews, and optimised the functioning of payroll for 19 Delegations, resulting in 33.8 % more transaction processes than in 2019.

## Cooperation and synergies

#### Cooperation with Member States-HR Network

In 2020, the EEAS continued to cooperate closely with the Ministries of Foreign Affairs (MFA) of EU Member States on HR related matters through the HR Directors' Network. During interactive policy debates, the meetings of the network gave the EEAS the opportunity to present to Member States its latest HR projects and developments, and at the same time, allowed for feedback from and exchange of best practices with Member States.

In 2020, the HR Network held two regular and one ad-hoc meeting where the most widely discussed topic was the management of COVID-19 situation and its impact on the network of Delegations. Other topics included the rotation 2020 and 2021 exercises and medical insurance for Local Agents. In addition, the EEAS took the opportunity to present its ongoing work in the area of diversity and inclusion and launched discussions on strategies applicable in each Member State. The EEAS also presented the final version of the decision on accumulation of contracts. This decision had been earlier discussed (in its draft form) at the HR Network meeting on 11 May 2020 and presented the main findings from the Human Resources Report 2019. Finally, the European Commission was invited to join one of the meetings and present ongoing work on the new HR Strategy.

## Cooperation with the European Commission – EUDEL Steering Committee

Cooperation with the Commission on matters of Human Resources policy and management has been more important than ever to face the unprecedented challenges of the COVID-19 crisis. Throughout 2020, the EEAS and the European Commission collaborated closely to ensure that staff in Delegations would be supported similarly, irrespective of their institution of origin. The cooperation between the two institutions continued unabated through the steering committee on EU Delegations (EUDEL), which continued to meet on a quarterly basis to discuss matters regarding the management of Delegations.

EUDEL meetings focused on the preparation and implementation of decisions in all areas of Human Resource Management. Among them, four topics stood out for their specific importance:

#### Follow-up to the joint survey of staff in Delegations

Following a long process of consultations between the EEAS and the Commission that started at the end of 2019, the EUDEL endorsed in July 2020 a series of concrete short-term and medium-term measures to address the concerns expressed by staff in three main areas: information and communication, well-being and work-life balance, and learning and development.

#### **Reflection on the future of Delegations**

The EUDEL initiated a process to review the management and functioning of Delegations with the objective of moving towards a more crisis-proof, agile and efficient network. The aim of this review is to be able to better support the geo-political objectives set out by the new European Commission.

#### Transfer of staff between Commission and EEAS

With a view to simplifying and improving staff and financial management, the EUDEL initiated the transfer of 546 Commission staff in the administrative sections in Delegations to the EEAS, in order to facilitate the management of admin staff in Delegations, ensure equal rights and obligations, and capitalise on synergies. The transfer was implemented at the end of 2020.

#### IT governance

Recognising that the interoperability of EEAS and European Commission IT tools and solutions is of critical importance, EUDEL members decided to have the issue of coordination on IT issues as a standing point in EUDEL meetings. These discussions will take place without prejudice to other more specialised fora where these issues and their technical implications are discussed in detail.





# TALENT MANAGEMENT

## TALENT MANAGEMENT

EEAS staff is comprised of 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 2020, 1,277 officials, 1,091 local agents, 539 contract agents, 472 seconded national experts and 370 temporary agents were working in the EEAS.

The work of the EEAS is complemented with the valuable knowledge and experience of other support personnel, like external staff, trainees and junior professionals. Together, a total of 2,286 personnel in HQ and 2,357 in Delegations were working in the EEAS at the end of 2020. In addition, 3,757 staff members from the European Commission were posted in EU Delegations.

Detailed reporting on the nationality, gender, age and evolution of EEAS staff is available on pages 45–70 of this report.

## Officials and Temporary Agents

#### Publications of posts

In HQ, 266 EEAS Establishment Plan posts were published: 24 management, 114 AD non-management, 102 AST, and 26 AST-SC. The EEAS received 1958 applications to the publication of these posts, 274 of them to management posts and 1684 to non-management post. Overall, the number of women applicants was 41% for non-management posts and 25.5% for management posts.

Out of the applicants to the AD management posts, 40% were from the EEAS (incl. temporary agents from Member States), 38.4% were diplomats from Member States, 21.6% from the European Commission, the European Parliament and other EU Institutions. Out of the applicants to the AD non-management individually published posts, 28% of them were from the EEAS (incl. temporary agents from Member States), 43% were diplomats from Member States, 23% from the European Commission, the European Parliament and other EU Institutions and 6% laureates. As per the origin of the appointed candidates to AD management and non-management posts respectively: 60% and 25% came from the EEAS, 40% and 41% from the EU Member States. In addition, in the case of non-management posts, 20% from other Institutions and 14% of them were EPSO laureates.

As regards the AST and AST-SC posts, 27% applicants were from the EEAS, 51% from other institutions and 22% EPSO laureates (mainly to the Head of Administration posts in Delegations).

35%, 44% and 62% of the appointed candidates to the AD management, AD non-management and to the AST/AST-SC posts respectively were women.

In Delegations, the EEAS published 66 posts: 11 management posts, 25 Heads of Political section/ political officers, 22 Heads of Administration, 8 assistants to Heads of Delegation. For these posts, the EEAS received 613 applications.

Overall, the proportion of women applicants in Delegations was 20.2 % for management posts, 30% for AD non-management posts, 29% for Heads of Administration and 82% for assistant to Heads of Delegation. 29% of the applicants for AD management posts were from the EEAS (incl. temporary agents from Member States), 55 % were diplomats from Member States, and 16% were from the European Commission, the European Parliament and other EU Institutions.

Concerning AD non-management posts, 19% of the applicants were from the EEAS (incl. temporary agents from Member States), 35% were diplomats from Member States, 45% from the European Commission, the European Parliament and other EU Institutions and 1% were EPSO laureates.

As per the candidates to Heads of administration and assistants to Head of Delegation posts, 16% and 33% of the applicants were from the EEAS respectively, and 37% and 67% from other institutions. In addition, 47% of the applicants to head of administration posts were EPSO laureates.

Out of the candidates appointed to these posts, 30% for AD management, 48% for AD non-management, 25% of Heads of Administration and 100% of the assistant to Head of Delegation were women.

As per the origin of the appointed candidates to AD management and non-management posts

respectively: 40% and 36% came from the EEAS, 30% and 36% from the EU Member States, 10% and 20% from other institutions and 4% (non-management) of them were EPSO laureates.

## Temporary Agents from national Diplomatic Services

Successful candidates on AD posts from the national diplomatic services are recruited as temporary agents.

9 out of 95 (9,5%) of the temporary agents occupying management positions and 46 out of the 261 (18%) in non-management positions who finished their contracts in 2020 were offered a second contract after succeeding in the new selection procedure.

In 2020, through external publications and the rotation 2020, the EEAS recruited 100 new diplomats from Member States, including 11 of them for management posts.

In Rotation 2020, there were 178 candidates from Member States (out of a total of 330 applications) to management level posts. 50 of them came from the 13 Member States which joined most recently.

#### Mobility exercise

The "mobility" exercise allows staff members to change posts in headquarters, as well as allows for the reintegration of staff members returning from Delegations. In the context of the mobility exercise, administrators in headquarters are in principle required to change jobs after four years in the same post, and EEAS staff members returning from delegations participate automatically in the exercise. Mobility can be anticipated or postponed for one additional year considering the needs of the service, the overall human resource situation and planning of the department. AST officials may take part in mobility on a voluntary basis.

In the framework of the 2020 internal mobility exercise for AD non-management and AST/AST-SC, there were 89 posts published: 62 AD posts, 21 AST and 6 AST/SC. A total of 67 candidates applied: 48 AD (39 officials and 9 Temporary Agents 2e) and 19 AST. Among the AD, 96% of them got a post among their six priorities Among the AST officials, this percentage was 89%. The EEAS also undertook a management mobility exercise in 2020. A total of 8 returning Heads of Delegation and 9 Deputy Heads of Delegation participated, as well as 3 managers in Headquarters who have been on their posts for 4 or more years. In addition, 12 former managers were also eligible to participate. As a result: 4 returning managers, 1 Head of Division was appointed as Head of (another) Division as well as 4 managers who were not assigned to a management position from previous mobility exercises were also appointed to Heads of Division posts. The others (14) were appointed to different advisor posts (or equivalent).

The rotation exercise allows the EEAS to fill positions in Delegations and organise the staff movements between Delegations. The rotation exercise is guided by similar principles as the mobility exercise, specifically to allow EEAS staff to develop a mix of competences through posts in various fields and geographic areas, in both HQ and Delegations.

The 2020 rotation exercise was launched on the 12th of July 2019. It included 147 posts: 34 Head of Delegation, 11 Deputy Head of Delegation, 54 Head of Political Section or Political Officer, 33 Head of Administration, 14 Assistant to Head of Delegation and 1 AST-SC post as Assistant to Deputy Head of Delegation.

A total of 745 candidates applied for those posts: 330 candidates to AD management posts, 246 to AD non-management, 95 to Head of Administration posts and 57 to Assistant to Head of Delegation, and 17 to the AST-SC post.

In 2020, the calendar for the rotation exercise was fully aligned with the exercise launched by the Commission in line with the ongoing joint efforts to develop a career in external relations.

#### Applications

Regarding the origin of the candidates applying to AD posts in delegations, 54% applications for management and 42% for non-management positions came from Member States (applications from temporary agents already serving with the EEAS included).

As regards to the rest of the applicants for AD management and non-management posts respectively, 28% and 32% came from the EEAS (not counting the temporary agents and Member States' diplomats), 14% and 20% from the Commission and 3% and 6% from other EU institutions.

Regarding gender balance, of the applications for management posts, 27% were from female applicants, 40% for AD non-management positions, 53% for Heads of Administration, 82% for Assistant to Head of Delegation and 100% of Assistant to Deputy Head of Delegation.

#### Selection

Due to the restrictions and practices imposed by COVID-19, selection procedures including all interviews for the 2020 rotation were all conducted virtually.

Regarding management positions, starting with rotation 2018, the EEAS introduced a new interview concept for posts of Head and Deputy Head of Delegation. The interview process is split into two parts, including a simulation in the first part of the interview, aimed at assessing several behavioural competencies deemed important for management posts in Delegations.

The 2021 Rotation selection process started in 2020 because of restrictions linked to COVID-19. Interviews were conducted via video streaming. As a result, candidates couldn't do the simulation to evaluate relevant competencies. After the interview, shortlisted candidates were therefore invited to an assessment centre to test their management capabilities. Candidates who were already Heads of Delegation or had occupied a post as Head of Delegation in the past were exempt from the assessment centre. However, their last appraisal as Head of Delegation was shared with the panel members for the latter population.

#### Outcome

As a result of the rotation 2020 exercise, 120 candidates were appointed: 31 in management positions of Head and Deputy Head of Delegation (32 % female), 54 in non-management posts positions (44 % female), 20 in Head of Administration posts (50% female) and 15 in Assistant to Head of Delegation posts (93 % female).

Among AD appointees to management posts, 55% were EEAS staff members (officials), 42% Member States officials (incl. temporary agents) and 3 % joined from other institutions.

Two officials were seconded from the European Commission to occupy a post of (deputy) Head of Delegation and two were transferred.

#### **Contract agents**

Throughout 2020, the EEAS published 69 contract agent posts in HQ and 26 posts in Delegations, and recruited 117 new contract agents, 85 in HQ and 32 in Delegations. In July 2020, the EEAS adopted a new mobility decision for contract staff. It replaces the 2017 mobility decision and aligns with the main points of the Commission Decision on the mobility of European Commission contract staff posted to European Union Delegations, adopted in February 2020. The 2021 CA mobility launched in July 2020 and will be the first mobility exercise to apply these rules under the new EEAS Mobility Decision.

The 2020 mobility exercise for contract agents in delegations was the third compulsory exercise. In order to ensure a more predictable, fair and transparent system of transfers of contract agents between Delegations and in order to align to the compulsory scheme adopted by the Commission, the mobility for EEAS contract agents in Delegations became mandatory in 2018. The normal duration of an assignment is fixed for 6 years. Flexibility is foreseen as regards the duration of the posting for reasons linked to the interest of the service, the hardship of the post or for other personal reasons.

In 2020, 19 contract agents were transferred/ recruited in the framework of the annual mobility exercise. The 2020 mobility exercise marked very positive results despite the limited number of participants/ available posts.

Recruitments/mov of Contract agents		2014	2015	2016	2017	2018	2019	2020
Newly recruited	HQ	41	44	51	57	94	77	85
contract agents	DEL	15	22	27	22	23	23	32
Contract agents transferred betwe Delegations	en	41	22	43	14	49	16	55

## Local Agents

#### Local agents' reform

The reform of the EU's employment conditions and social security schemes for local staff in EU Delegations took effect on 1st June 2020, marking the first and most important reform in 30 years.

The reform introduced a new and stronger legal basis for the EU's scheme of complementary medical insurance for local agents (LA-Medical). This also brought improved medical benefits to everyone affiliated to it, both newly recruited local agents and those affiliated to its predecessor.

The reform also includes a stronger legal basis for the EU's system of complementary provident savings for local agents (LA-Provident Fund). This allows affiliates to increase their financial contributions over time, up to a maximum of 10% of basic salary, to be matched by the EU as an employer.

Finally, it also introduces new EU conditions of employment applicable worldwide, improving working terms for all local agents. These include doubling of the value of a promotion, extended paid maternity leave, new special paid leave possibilities, increased leave carryover rights, better financial compensation for contract termination due to medical incapacity, and better financial protection for dependents in case of death in service. Accompanying these benefits, is access to a set of even more generous medical benefits under LA-Medical.

The new employment conditions apply automatically to all new local agents recruited since the 1st of June 2020, while local agents already employed by the EU on the 31st of May 2020 have to sign an addendum to their contract by 30 June 2021, in order to benefit from it.

## 10 YEARS EEAS - SUPPORTING LOCAL AGENTS

Since assuming responsibility for managing the policy for employment of local agents in EU Delegations, the EEAS's goal has been to ensure that the EU offers competitive remuneration and other employment benefits geared to attract and retain highly qualified staff. In its efforts to simplify the process for setting and adjusting local agent salaries worldwide, the EEAS adopted a new streamlined Salary Method in 2014. Its objective was to keep the salaries of local agents competitive with those of the chosen reference employers in the Delegation's local market (international organisations and comparable embassies). Over the course of the past 10 years, the EEAS adopted an average of 141 new and interim salary grids for 104 different places of employment per year.

Since it took over responsibility for the social security system for local agents in 2011, (then comprising a complementary health insurance scheme and a provident fund set up provisionally by the European Commission), the EEAS has worked consistently with the European Commission towards putting these schemes on solid, statutory bases. These efforts began in 2011 with an important amendment to the Conditions of Employment of Other Servants of the European Union, followed in 2015 by a Joint Decision of the European Commission and the HR/VP. The joint decision clarified the role of the EEAS as the administrative manager of the two schemes and the role of the European Commission as the asset manager responsible for investing the schemes' surplus assets. In 2019, further Joint Decisions were adopted creating new and stronger legal bases for the two schemes, which entered into force on 1 June 2020 along with a number of accompanying decisions completing the schemes' reform into 'LA-Medical' (health insurance) and 'LA-Provident Fund' (pension benefits), respectively.

#### In numbers:

Over the past 10 years:

- the complementary medical insurance scheme for local agents, which covers periods of incapacity for work exceeding 30 days as well as medical expenses, has reimbursed more than EUR 15 million to its affiliated local agents.
- the Provident Fund, an instrument which allows local agents to constitute savings

for the end of their employment through employer and employee contributions, has paid more than EUR 38 million to departing local agents. At the end of 2020, the total funds held in the Provident Fund on behalf of local staff amounted to EUR 88.5 million.

• 3,486 local agents have benefited from a promotion, marking an average of 349 per year.

Between 2013 and 2020, 2,079 external candidates were recruited as new local agents in EU Delegations and 319 existing local agents succeeded in being recruited into a higher function group, latterly by competing successfully with external candidates for vacant posts. Over the same period, 2,235 local staff left Delegations after spending on average 10 years working for the European Union.

### Seconded National Experts

In order to address the EU Parliament's concern regarding the equilibrium between AD-level staff from EU Member States and EU officials, the EEAS converted in 2020 two co-financed posts of civilian national experts into contract agents (function group IV). The EEAS continued to implement the four recommendations on the SNE strategy issued following the internal audit in 2014 (SNE strategy, conflict of interests and security, recruitment and monitoring of performance, payments to SNEs). The EEAS also ensures that every job description is checked before each publication, in order to guarantee that the job profile is specialised enough.

For transparency and fairness reasons, the EEAS advertised all vacant SNE posts (co-financed or financed by EU Member States). This consolidated approach serves a transparency goal and, as much as possible, aims at inviting all EU Member States to show interest in any position.

## Blue Book Trainees at HQ

As in previous years, in 2020 the EEAS recruited remunerated Blue Book Trainees, in cooperation with the European Commission Traineeship Office. In March 2020, 30 trainees from EU Member States benefited from a 5-month traineeship at the EEAS HQ. Their daily work consisted of researching and compiling documentation, drafting reports and analysis, preparing briefings and answering queries as well as attending and organising meetings, working groups and public hearings. Due to COVID-19 circumstances and the limitations imposed on the trainees, the same group of trainees was offered the possibility to take a second session of their traineeship for another 5 months starting in October. Finally, 19 of them opted for repeating their traineeship while 11 were newcomers for the October 2020 Session.

## National Experts in Professional Training

In cooperation with the European Commission, the EEAS manages the recruitment of National Experts in Professional Training (NEPT) coming from public administrations. This specific training gives NEPTs an insight into the EEAS working methods and policies. In 2020, 7 NEPTs were assigned to different EEAS HQ services. 6 from Member States (Czech Republic, France, Germany, Romania and The Netherlands) and one from Norway.

## Junior Professionals in Delegations

For the fifth and current round 2019-2021 of the JPD Programme, there are 80 junior professionals in 70 Delegations: 43 in the EEAS sections and 37 in the European Commission sections. 20 of these positions are funded bilaterally by Member States (Denmark, Ireland, Luxembourg and Sweden).

Due to the Covid-19 crisis the number of JPDs fluctuated in 2020: 9 JPDs (5 EEAS and 4 EC) did not accept a second year of traineeship. Luxembourg and Denmark decided to not replace 4 bilaterally funded JPDs who ended their traineeship after the first year.

However, 7 new JPDs were recruited in 2020 (3 EEAS and 4 EC) with the consequence that 74 JPDs remain in the 2019/2021 round ending December 2020.

COVID-19 often put JPDs in challenging situations, in terms of travelling and insurance. The EEAS considered those situations on a case-by-case basis and assisted all its JPDs during this challenging period.

## **Trainees in Delegations**

Following the EU Ombudsman's recommendation in 2017 to pay all the trainees an appropriate allowance so as to avoid any discrimination, the EEAS restructured the training programme and adopted its implementing Decision.

The programme was launched in 2018 when the budget was allocated to the delegations selected by the geographical Managing Directors. In 2020, upon the EEAS request, the Budget Authority provided 1,863 M€ for traineeships in EU Delegations.

Currently, the EEAS offers 4 types of traineeships:

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

In 2020, the EEAS employed 385 trainees in 101 EU Delegations (331 of them funded by the EEAS, 15 paid by other institutions and 39 unpaid). Thus, 86 % of the trainees were funded by the EEAS. In 2020, the average duration of the traineeships was 170 days. Due to COVID-19 restrictions, the EEAS issued specific instructions to handle the traineeships in Delegations in order to protect and maximise the training benefits for candidates. 236 traineeships were offered to EU citizens which represents 61.3% of Delegation trainees in 2020.

#### Active Seniors

In 2018, the EEAS launched the 'Active Senior' programme in order to enable former EU officials to share their expertise and contribute to a wide range of activities within the EEAS. In 2020, the EEAS hosted two volunteer Active Seniors both in geographical and horizontal divisions. These experiences proved to be very beneficial both for Active Seniors and for the services they worked with.

### **Exchange Programmes**

The EEAS offers various secondment and exchange programmes in cooperation with EU Member States, EU institutions, third countries and international organisations.

## Diplomatic exchange and secondment programme

The EEAS launches the Diplomatic Exchange and Secondment Programme (DESP) on a yearly basis with the aim of contributing to the creation of a shared diplomatic culture between different actors in EU foreign policy, notably between the EEAS and Member States.

The DESP takes place between EEAS officials and diplomats from the Ministries of Foreign Affairs of Member States. The secondment period of EEAS staff is two years, which can exceptionally be extended to three. As a general rule, exchanges should be simultaneous, reciprocal and involve officials of an equivalent level. In 2020 two exchanges took place in the framework of the DESP programme, with Spain and Finland.

## Short-term secondment programme with the European Parliament

In June 2020, the EEAS launched the seventh consecutive edition of the short-term secondment programme between the European Parliament (EP) and the EEAS. This programme offers colleagues the opportunity to be assigned to different divisions in the EEAS Headquarters and Delegations.

Due to uncertainty caused by COVID pandemic, it was decided to postpone the 2020 session.

## Diplomatic Exchange programmes with third countries and international organisations

The EEAS has concluded several Administrative Arrangements with a view to improve mutual knowledge and share expertise in sectors of common interest. So far, the EEAS has signed such arrangements with the following countries/organisations: Switzerland, USA, Australia, Argentina, New Zealand, Tunisia, the League of Arab States, the Gulf Cooperation Council, the African Union Commission and Canada. Through these Administrative Arrangements and by hosting diplomats from non-EU countries, the EEAS works on strengthening mutual understanding and the development of a common diplomatic culture not only in Europe but also beyond its borders.

Given the fruitful collaborations and the increasing number of exchanges, the EEAS established an internal security policy for diplomats coming from non-EU countries. These rules aim to mitigate, by preventive security measures, any potential risks of leaks or loss of sensitive information and/or documents.

In 2020, the EEAS was not in measure to host diplomats from third countries due to the COVID-19 pandemic.

## Traineeship programmes with Public Administration Schools

The EEAS regularly welcomes students and officials for short-term traineeships based on Memorandums of Understanding with two Nationals Schools of Administration: the French École Nationale d'Administration (ENA) and Krajowa Szkoła Administracji Publicznej (KSAP, Polish National School of Public Administration). In 2020, the EEAS hosted one Polish student from KSPA at HQ.

#### National Experts in Professional Training

In cooperation with the European Commission, the EEAS manages the recruitment of National Experts in Professional Training (NEPT) coming from public administrations. This specific training gives NEPTs an insight into the EEAS working methods and policies. In 2020, 7 NEPTs were assigned to different EEAS HQ services. 6 were from Member States (Czech Republic, France, Germany, Romania and The Netherlands) and one from Norway.

#### Leave in the interest of the Service

Leave in the interest of the Service is a provision introduced by Article 42c of the Staff Regulations. It foresees that, at the earliest five years before the official's pensionable age, an official with at least ten years of service may be placed by decision of the appointing authority on leave for organisational needs linked to the acquisition of new competences within the institutions. In 2020, for the fifth consecutive year, and following a call for interest among concerned staff, the EEAS assigned one AD and two AST in a situation of leave in the interest of the service.

## Geographical and gender balance

EEAS recruitment is based on merit; however, the EEAS strives to ensure a meaningful presence of nationals from all the Member States in the service as well as a balance between men and women. To ensure adequate geographical and gender balance, the EEAS:

- Monitors carefully the information on gender and geographical origin per type of post. Monthly statistics on staff distribution and the annual HR report outline these figures.
- Informs Member States regularly about staff statistics, the profile of candidates and vacancies with the view to promote applications from adequate candidates.
- Promotes, through institutional, formal and informal activities, both within the organisation and in its contacts with the Member States and other stakeholders, the need to attract a wide range of competent candidates and encourages underrepresented Member States to propose qualified candidates.

In 2020, in order to further improve gender balance, the EEAS undertook dedicated actions in three fields: gender equality, open and inclusive working environment and result-oriented, flexible working conditions incorporating work-life balance, as per the recommendations by the task forces on gender and career development, launched by the former Secretary General in 2017.

While acknowledging that gender equality needs both gender balance and gender mainstreaming, the EEAS has given particular focus to increasing the number of women managers. Dedicated actions and networking are provided to women in pre-management, and tailored programmes are developed for women in middle-management positions, as they represent a significant talent-base for future senior management posts.

Furthermore, recruitment panels have been further improved with compulsory bias training, using positive action for all appointments, i.e., favour to the under-represented gender when merit is equal, and if all applicants are of the same gender, the vacancy notice is extended, Vacancy notices are also screened to ensure language used is not unconsciously "masculine".

To facilitate for women to take up posts in Delegations, the EEAS is working with Member States on an action plan to improve employment opportunities for spouses at post.

The COVID pandemic lay the grounds for a more flexible work in the future. (For more information and details, please refer to chapter "Diversity and Inclusion" page 31).

Working closely with Member States is key as one third of the EEAS AD colleagues come from Member States. Therefore, EEAS regularly invites Member States to put forward qualified women for management positions. In addition, equality was a standing agenda point at the meetings of State Secretaries and Secretaries General.

The EEAS will continue to strive for significant advances in the coming years. It is important to ensure gender balance, not only for reasons of rights, representativity and resources but also to ensure that all teams work in an optimal manner and provide the best possible result, which, according to studies, is better achieved within gender balanced and diverse teams.

More information on the EEAS gender action can be found under "Gender and Equal Opportunities" section pp. 31-32.

#### 10 YEARS EEAS - ATTRACTING AND RETAINING TALENT

During its 10 years of existence, the EEAS has further developed its selection, recruitment, mobility and end of career practices:

An open institution: All vacant posts are published and open to external candidates

• The EEAS has consolidated the principle to publish all its vacant posts, open to other institutions and EU national diplomatic services or to CAST registered colleagues, as appropriate. The number of posts filled in internally is extremely limited to motivated cases in the interest of the service.

- Vacancy notices have been updated to provide clear and complete information to candidates, to ensure that they are not unconsciously gendered and to encourage diverse candidates and people with disabilities to overcome any potential barrier for the selection process.
- The practise to extend publication deadlines in case only candidates from one gender have applied has been adopted.

A transparent, fair and merit-based institution: All selection processes have been progressively developed to secure the highest possible standards

- Panels to fill in vacant management posts have been established in line with the Decision on Consultative Committee of Appointments (CCA), with participation of other institutions and EU Member States. Compulsory training on unconscious bias and on interview techniques have been established for all panel members.
- Panels to fill in non-management AD, AST and contract agent posts have also evolved: panels are chaired by the line manager, always include a minimum of 3 members of both genders, from a minimum of 2 Divisions and are monitored by the HR directorate.

#### A dynamic and cross-fertilising institution: An active policy for staff mobility.

- The EEAS has made significant efforts to learn from experience and consolidate best practices in implementing its policy on mobility of staff: it adopted in 2020 a new mobility decision for contract agents in Delegations and is in the process of preparing a rotation decision for officials and temporary agents in Delegations.
- Mobility in HQ is ruled by the 2015 Decision, and best practices for its implementation have also been consolidated in the corresponding implementing guidelines.
- Jointly with the European Commission, the EEAS is pursuing "A career in external relations". Both institutions have been working on a plan of action for the near future in order to allow EU staff to develop

a career in external relations across both institutions.

An institution enriched by staff from all national Diplomatic Services

The 2010 Council Decision establishing the EEAS, defines a service enriched by a third of its staff coming from EU national diplomatic services as temporary agents. In agreement with the Member States, the EEAS established in 2015 the principles and guidelines to implement the Council requirement. The experience developed and the lessons learnt during the 10 years of the EEAS, led the Service to launch a review exercise in order to update them according to best practices.

Additionally, to preserve the spirit of the Council Decision, the EEAS has adopted a decision setting a maximum of 8 years of accumulation of contracts in a 13-year period for temporary and contract agents.

An institution ready to be enriched by successful candidates from a junior EPSO competition: the 2020 EEAS competition

After 10 years of existence and in view of its staff needs, the EEAS has decided to launch an EPSO competition on external relations. The exercise will run throughout 2021 and will provide the EEAS with a list of laureates: 50 AD at grade 5 and 30 AD at grade 7. The future generation of EEAS officials will be composed of candidates selected and recruited specifically to respond to the EEAS needs.

## Developing and retaining talent

#### Career development

#### Career advisory service

Despite COVID-19 related restrictions, the Career Advisory Service organised 85 sessions in 2020, representing a 9% increase from the previous year, with the majority of sessions taking place through videoconferencing.

The three accredited part-time career advisors running the service advised staff using coaching methods and tools to assess skills, increase self-awareness and to focus on concrete steps towards professional goals.

#### EEAS Advisor for career

By 31 December 2020, the EEAS Career Advisor had provided advice and guidance to 223 EEAS staff members. More than two thirds of the requests for advice came from staff in HQ, while the rest came from staff in EU Delegations. The main area of advice was on career development and mobility (83 % of the cases), while acquiring skills and requests for coaching made up for 7%, and more general issues accounted for 10% of requests.

Staff from all categories consulted the career advisor, with AD and AST staff making up for the majority of contacts (46 % and 23 % respectively). Approximately 56% of the staff members seeking advice were women and one quarter of the staff who sought advice, had contacted or met with the Career Advisor more than once.

These numbers show that the creation of the Career Advisor position by the EEAS Secretary General in 2019, has responded to a real demand of EEAS staff members and has significantly contributed to putting in place the overall EEAS career development and talent management policy.

#### Appraisal and Promotion/Reclassification

In response to a judgment issued by the General Court of the European Union in October 2019, the EEAS modified its appraisal rules prior to the launch of the 2020 appraisal exercises. The main change concerned the adoption of common EEAS appraisal standards and the introduction of performance levels. As in past years, the EEAS carried out the appraisal and promotion/reclassification exercises for three groups of staff for officials, temporary agents and contract agents with an indefinite contract at the same time. Appraisal for contract agents with time-limited contracts was launched as a separate exercise in May.

The EEAS maintained the measures implemented in earlier years to ensure the highest possible level of comparison of merits. For example, training on performance management of staff was compulsory for all newly appointed managers and reporting officers, in HQ as well as in Delegations. In addition, the introduction of specified levels assessing the overall performance of the jobholders ensured higher comparability, particularly in the context of the promotion and reclassification exercises.

EEAS senior managers had the role to coordinate the appraisal process in their departments, to provide guidance to their line managers and ensure coherence and quality control of staff reports. They played, thus, an essential role in the conduct of the promotion and reclassification exercises.

Due to the COVID-19 crisis, the EEAS postponed the launch of the promotion and reclassification exercises until the end of April. Following an adjustment of the promotion calendar and despite a dense sequence of meetings in autumn, the EEAS managed to finalise the promotion and reclassification exercises in time, and to publish the final lists of promoted and reclassified staff in November as originally planned.

#### Certification

The EEAS finalised the selection of candidates in the 2019/2020 certification exercise despite the measures implemented to fight the COVID-19 spread and identified three AST officials to attend the certification training offered by EPSO. However, final selection interviews were re-scheduled and carried out online for all candidates.

Following the successful completion of the training, the EEAS certified one AST official who was, thus, authorised to apply for AD positions in the EEAS.

#### 10 YEARS EEAS – DEVELOPING STAFF CAREER

The EEAS has put great emphasis in developing its career policies for staff. The main challenge following the establishment of the EEAS was to implement common appraisal and promotion rules for staff joining the EEAS from three different sources - European Commission, Council Secretariat and Member States. From the start, the EEAS opted for a system that defined appraisal and promotion/reclassification as two separate exercises. Elements such as self-assessment, dialogue between the jobholder and the reporting officer as well as setting objectives became substantial parts of the appraisal process while EEAS senior managers were given the central role to compare merits of staff in the promotion and reclassification exercises.

With the objective to ensure equal treatment of staff from the three sources. the first reclassification exercise for temporary agents took place in 2013. Reclassification exercises were gradually extended to all grades in the next years according to the increasing numbers of temporary agents who became eligible for promotion. In 2015, the EEAS adopted two new appraisal decisions – one applicable to officials and temporary agents, and the second applicable to contract agents with unlimited contracts. The timeline of appraisal and promotion exercises for officials, temporary agents and contract agents with unlimited contracts was harmonised in 2017, and appraisal and promotion/reclassification exercises for these three groups have been launched simultaneously since then.

The EEAS also paid great attention to offer development opportunities for staff in the assistant's function group. Seven certification exercises were organised between 2011 and 2020, and 45 certified AST were appointed to AD positions.

## Training and development

2020 was the year of two major shifts in the EEAS learning and development offer, namely the launch of four training maps and the adjustment of trainings to the COVID-19 context.

#### Targeted training maps

The EEAS launched four training maps in September 2020, providing a tailor-made offer for key job profiles at the EEAS:

- Assistants to Heads of Delegation;
- Budget, Contract and Finance Assistants;
- Political Officers / Diplomats;
- Newly Appointed Managers.

For the first time, colleagues setting out to work at the EEAS in these jobs or those aspiring to do so, could find a comprehensive list of available learning formats over a period of 1 to 2 years. This was another step towards the professionalisation of the EEAS training offer, developing the skills and knowledge expected from colleagues and, ultimately, the efficiency of the EEAS as diplomatic actor and the *esprit de corps* of our staff. No less than 68 courses were foreseen in these maps. 265 colleagues had signed up until end of 2020, 53% of which came from Delegations.

#### Learning in times of COVID 19

While until confinement in March 2020, around 43% of courses were already offered online. This number went up to 92% for the rest of the year, following the measures taken due to the COVID-19 pandemic. In 2020, 160 training courses were organised in a virtual format, notably the brand-new courses of the above-mentioned training maps. Other offers focused on wide-ranging themes, from financial systems, to creating a harassment-free working environment, to political analysis and reporting. The same principle applied to a number of Delegation seminars for pre-posting, future Heads of Administration duties, and the annual Ambassadors Conference, that were all made available online. In addition, the Lunch & Learn series was "reloaded", organised fully online and streamlined with EEAS political priorities. Even the first team development events moved online towards the end of the year with two departments focusing on new ways of working in remote teams. Delegations were equally encouraged to plan online

formats for team development events. Only the obligatory *training* for colleagues posted to hostile environments continued to be offered face-to-face, while abiding to a strict COVID-19 conform protocol.

In order to continue offering high level training to its staff, the EEAS continued to work with more agility and flexibility during the COVID-19 crisis. It made relentless efforts to re-design courses and amended countless contracts with providers. Without a doubt, the more than two years' worth of experience in virtual classrooms for training in Delegations contributed to making this shift a success. 193 training courses were delivered in 2020 with 3,250 EEAS colleagues participating.

The shift to online training offers also had other tangible positive benefits: participation from delegation staff reached an overall level of 50%, across EEAS courses. Colleagues had access to formats usually "reserved" to HQ colleagues such as policy-driven programming, thematic courses such as on state, citizenship and religious belonging or indeed the large training offer from the Commission and the European School of Administration – all moving digital. The new COVID-19 and confinement context prompted the creation of a new type of course such as training in virtual classrooms or managing in times of crisis.

New and improved training opportunities

The EEAS launched its first online mentoring platform "MentorcliQ" to scale-up the EEAS mentor programme for newcomers (86 colleagues had signed-up to the platform by the end of 2020) and new rounds of mentoring programme for women managers and newly appointed Ambassadors and deputies took place with a total of 104 colleagues participating.

For the first time ever, the EEAS organised a pre-posting seminar for spouses of colleagues scheduled to take-up duties in an EU Delegation. It took place online and included courses on medical issues, security, protocol and familiarisation with the EEAS and its network of Delegations. The initiative was part of the efforts to ease the relocation of families abroad.

The year 2020 also saw the revision of the EEAS guidelines for team development events, providing advice for departments on how to make best use of this format and ensure sound financial management.

The EEAS also launched an inter-institutional open tender procedure across Member States to procure future training offers for 2021-2025 with a total indicative value of EUR 8 million covering 9 participating EU institutions.

Lastly, the EEAS and Member States Foreign ministries finalised the 20th jubilee edition of the European Diplomatic Programme (EDP) with 68 participants – two out of four modules organised online due to the COVID-19 pandemic. After 20 years, over 1,000 alumni have participated in the programme making it a prime example of creating a European diplomatic network. Germany and Portugal have picked-up the baton in autumn 2020 for the 21st edition.

The EEAS continued the excellent cooperation with Member States' training departments, notably by organising informal meetings of training Directors in the margins of the EDP, an important forum to exchange best practices and trends in diplomatic training.

Finally, the EEAS launched a process for a European Diplomatic Academy programme. Having examined structures and best practices of entities, such as the European School of Administration (EUSA) and the European Security and Defence College (ESDC) and drawing on experiences from diplomatic academies in Member States, the European Diplomatic Academy programme is now under way. It has been designed as a virtual entity, within the existing organisation and budget framework, encompassing all existing and future trainings offers.

#### 10 YEARS EEAS – EXPANDING LEARNING AND DEVELOPMENT

Learning and Development was geared over the 10 last years, in line with the Council Decision establishing the EEAS, to serve the nascent diplomatic service of the EU to reach its full potential, by offering staff the right training at the right time in the right format. In doing this, the learning and development offer has evolved over time, displaying the following trends:

#### A focus on professionalisation

While an ambitious learning offer was put in place right at the start of the EEAS in 2011 with over 70 training formats, it became clear over time that colleagues appreciate clear guidance to excel in their jobs – both as newcomers and to pro-actively prepare for certain jobs. The offer of the EEAS responded by becoming more targeted and geared to key skills and competences needed by the service. Developing a College for Heads of Administration, proposing a targeted pre-posting language training or significantly enhancing the pre-posting preparation led the way in this direction. The recently launched training maps are the culmination of this effort. The EEAS training offers evolved over time to stay tuned with political priorities in and to better focus on preparation to posting in Delegations.

#### A focus on people management

The EEAS has developed a robust offer focusing on management skills: based on a specific EEAS Management Competency Framework identifying 14 key competences, courses focusing on issues such as performance management, motivation of staff, or unconscious bias were set-up over time. Several of these courses have now become obligatory and newly appointed managers are expected to follow a specific training map over 2 years. Executive coaching and 360° feedback exercises are now offered widely, and a unique management handbook was developed with tips and guidance on how to be an effective manager in a diplomatic service.

#### A focus on moving digital and peer-to-peer

The EEAS offer has evolved accordingly by increasing the peer-to-peer learning in form of mentoring (5 programmes have been developed over time), thus allowing training to take place outside of the classroom. It has also increased the number of peer-topeer sessions in seminars and trainings as well as offers such as Lunch & Learn: from colleagues to colleagues. Given the large network of Delegations across the world, over time, e-learning has been significantly rolled-out with online modules, virtual classrooms, web-streaming and learning videos being more and more mainstreamed. COVID-19 accelerated that trend and now nearly all trainings can be organised in virtual classrooms.



# WORKING ENVIRONMENT & EQUAL OPPORTUNITIES

## WORKING ENVIRONMENT & EQUAL OPPORTUNITIES

## COVID-19

The outbreak of the COVID-19 pandemic had a substantial impact on the activities of the EEAS. In January 2020, the first reports of the virus came from EU Delegations in Asia. As a result, the DG BA launched a planning exercise, which quickly evolved in a full-fledged taskforce, in response to the gravity of the outbreak.

The DG BA Core Crisis Team headed by the Director General brought together all relevant actors in the EEAS administration to oversee and address the issues arising from the spread of the pandemic. It provided guidance and support to staff in Headquarters and Delegations on all matters concerning health and safety, working arrangements as well as sound financial management while working remotely. It also ensured close coordination with other European institutions.

The pandemic also posed a significant challenge to the network of Delegations, as the evolution of the pandemic differed greatly from country to country. To tackle the challenges staff faced locally and ensure business continuity, the DG BA Task Force led by the Heads of Division for Horizontal Coordination and Protocol and Rights and Obligations provided direct support to the Delegations through regional video conferences, protocol advice and targeted guidelines and instructions.

#### Selection and recruitment

Despite the particular Covid-19 situation in 2020, the EEAS succeeded in continuing all selection processes without disruption and without compromising on quality.

Particularly challenging have been the recruitment processes of colleagues coming from the national diplomatic services. The challenges included the required medical visit prior to recruitment, conceding with the interruption of the institution's medical service, the travel restrictions, the confinement and quarantine requirements. Despite those adverse conditions, the EEAS carried out most of the recruitments on time thanks to the dedication of the teams in charge and the commitment of everyone involved.

Particular efforts were required in the case of JPDs and trainees in Delegations, since those groups appear particularly vulnerable to the impact of COVID-19 epidemic due to health and repatriation insurance limitations and the financial impact amongst other reasons. However, the number of JPDs who left the Programme in 2020 and 2021, before the end of the traineeship, was limited.

#### Medical assistance

During 2020, the EEAS strengthen its medical service with the addition of one doctor. The medical team has been mainly involved in the follow up of the COVID-19 crisis with appropriate advice on preventive measures, the establishment of appropriate preparedness plans, individual risk assessments, the follow up of cases and contacts and psychological support in HQ and in Delegations.

Given the partial closure of the European Commission medical service, the EEAS medical service took over the responsibility of the medical check-ups prior to recruitment of EEAS candidates for EU Delegations.

Given the COVID-19 crisis, the EEAS also proceeded with several framework contracts in HQ, to allow for better management of the situation:

- Contract for external analysis required for pre-deployment checks;
- · Contract for the procurement of masks;
- Procurement of flu vaccines;
- Ongoing procurement for PCR Tests;
- Ongoing procurement for appropriate pharmaceuticals.

For Delegations, support was given to the establishment of contracts with local reference doctors and purchase of appropriate protective equipment.

In collaboration with the time management service (teleworking requests), the EEAS medical service made individual medical and psychological assessments to define appropriate risk mitigation measures for vulnerable staff members at risk of complications in case of COVID-19 infection. In addition, the EEAS medical service launched its own flu vaccination for staff in HQ in 2020. For Delegations, and on an exceptional basis where appropriate solutions could not be found, the EEAS provided vaccines for vulnerable staff members. Finally, the EEAS also continued to work on a policy for staff in hardship postings and worked on a pilot project for appropriate pre recruitment psychological assessments.

Given the COVID-19 pandemic, the voluntary evacuation of many staff members/family members and the closure of borders, the number of evacuations dropped in 2020. While the few related COVID evacuations proved to be challenging the EEAS Medical Service together with the contractual operator succeeding in supporting colleagues as they required.

#### Psychological support and mediation

The EEAS offered psychological support and advice to staff (and their family members where necessary) in HQ and Delegations in difficult situations such as work-related problems, family problems, stress or burn out and crisis. It also provided advice to Delegation staff on how to identify appropriate local psychological assistance under particular periods of crisis and organised various training sources on stress management.

To provide staff with more resources to deal with psychological situations, the EEAS developed two brochures, including one on post-traumatic stress linked to the COVID-19 crisis.

In addition, in cooperation with the EEAS Adviser on Equal Opportunities and Careers, the members of the EEAS Mediation Service set up and tended to the help line for colleagues facing hardship postings and seeking support in the context of the COVID-19 confinement, responding to 63 persons from all around the world.

## Communication to and with staff during the pandemic

The COVID-19 pandemic highlighted the importance of clear and coherent communication to staff as well as easy access to information. In addition to regular updates from the EEAS Secretary General, the EEAS ensured that staff had access to relevant information on a daily basis through a dedicated COVID-19 page on the intranet that was set up in the early stages of the pandemic. On that page, staff in Headquarters and Delegations could find all information, instructions, guidelines and reference documents relating to administrative and protocol issues and COVID-19.

Moreover, the Task Force set up and operated two dedicated functional mailboxes on administrative and medical issues.

#### Time management

Due to the outbreak of the COVID-19 crisis, the EEAS exercised its duty of care while ensuring business continuity. Therefore, in March 2020, the EEAS authorised teleworking for the majority of staff in HQ and Delegations.

Staff members with underlying medical conditions posted in Delegations were also instructed to telework from the HQ or their place of origin. Specific personal situations, for both personnel in HQ and Delegations, which did not fall within the above-mentioned conditions, were assessed on a case-by-case basis. In the light of the above, the maximum number of 60 days teleworked per year did not apply in these current exceptional circumstances of "force majeure".

In addition, for individual cases, the hierarchical superior was able to adjust core time at the request of a staff member, if the interests of the service were upheld. In 2020 only one Delegation requested a derogation to the standard work pattern of 5x8. Therefore, in 2020, the requests authorized by the EEAS for exceptions to the standard work model to better adapt to local conditions went from 57 Delegations in 2018 and 2019 to 58 in 2020.

In 2020, in the context of the duty of care towards the staff serving in hardship postings, Delegation staff in 51 countries and their families (except for non-family postings) benefitted from at least one rest leave (in comparison to 54 countries in 2016, 56 in 2017 and 57 in 2018, 54 in 2019). Furthermore, 23 Delegations were granted one additional rest leave period for exceptional circumstances (in comparison to 15 Delegations in 2019).

#### Movements and rotation of staff

In 2020 the EEAS processed individual entitlements for 1080 movements between HQ and Delegations as well as from Delegation to another Delegation or

to the place of origin (in case of end of contract and retired staff). This was a 25% increase in comparison to 2019, combined with the impact of COVID-19 and its severe disruption to the relocation and travel sectors.

#### **Crisis evacuations**

EEAS has evacuated 5 EU Delegation in 2020

- DEL Iraq, Level 3, a short evacuation during a few weeks in January;
- DEL China, Level 1 from 14 February to 15 May;
- DEL Lebanon and DEL Syria as the latter is collocated in Beirut, March Level 1 due to security concerns because of demonstrations, followed by a Level 2 in August after the harbour blast, staff were asked to return as of 1 September;
- DEL Afghanistan has continued to be in evacuation mode until the end of September and reduced level of staff due to the Covid19 and security situation.

#### Security of staff

The EEAS worked to ensure business continuity and security of HQ during the restrictions imposed by the COVID-19 crisis, and a subsequent safe return of colleagues to offices in HQ buildings.

To this end, the EEAS implemented the following protective measures:

Social distancing:

- Separate entrances and exits in the HQ Capital building;
- Presence monitoring of all HQ buildings;
- Wide employment of the teleworking regime ensuring business continuity;
- Reorganisation of staff presence per office to ensure social distancing.

#### Hygiene measures:

- Protective masks were made available to security guards and to staff;
- Warning messages and questionnaires were integrated into e-Visitor registration system on potential exposure to the virus and contact details of visitors were collected for the purposes of traceability;
- The security operations team, the accreditation office and the personnel clearances office

remained open with reduced but regular staff presence to ensure access rights to the premises and deal with urgent matters pertaining to clearances without delay.

#### Adaptation of offices:

- The EEAS had to adapt the office space to guarantee social distancing while at the office, to adjust the operation of technical equipment to the new reality (e.g., air ventilation systems), reinforce cleaning and, where necessary, ensure disinfection of offices;
- At the same time, the EEAS provided advice to the Delegations on how to proceed in the same manner and ensure safety of staff.

#### Working with EUCI

The ability to work with EU classified information remotely, while respecting the security rules, was very limited. The rollout of a new communication system for classified information, and the availability of laptops to staff who regularly produce EUCI, enhanced the resilience of the EEAS with regard to crisis situations.

During the COVID-19 pandemic, the EU institutions observed a 600% increase in cyber-attacks. In order to combat this thread, the HQ Security & Security Policy Division partnered with the Digital Solutions Division to intensify the EEAS Cyber Literacy Programme with frequent phishing campaigns and mandatory follow-up training courses for staff who did not recognise the simulated phishing attacks. The campaign resulted in nearly halving clicks on phishing emails within a year.

#### Network of Delegations

#### Local agents

Despite the unexpected nature and consequences of this crisis, the EEAS coordinated swiftly with the European Commission to ensure that the EU could immediately respond to the needs of the local staff in EU Delegations, through a number of instruments:

- Local agents received salary advances to cover financial needs arising from the crisis, with a total amount of just under EUR 4 million;
- Delegations that were forced to work remotely received extended teleworking arrangements for local staff wherever this was possible. Those

unable to telework, like drivers and receptionists, were able to preserve their contracts and salaries thanks to special paid leave arrangements;

 LA-Medical, the complementary EU medical insurance for local staff, already had provisions in place to reimburse medical costs linked to COVID-19, with a reimbursement ceiling of 95% for medically prescribed COVID-19 tests, up to a cap of EUR 200.

#### **Security in Delegations**

 During the pandemic, the Field Security Division actively supported the Delegations and their staff, through constant monitoring of the situation and advising the Security Management Teams (SMT) in order to fulfil the EEAS' duty of

#### Care;

- . In order to ensure the compliance of all security measures during the pandemic, the Field Security Division established a constant communication flow with the RSO community. As a result, the EEAS was able to reassess the security situation and inter alia to issue clear guidelines for several possible/foreseeable security incidents, communicate instructions from HQ to Delegations and to ensure the exchange of information across the different regions. Moreover, the EEAS established a list of travel restrictions due to COVID-19, for all countries where EEAS has a presence (Delegations or Offices). This list provided an updated state of play of flight restrictions, for the eventual planning of security or medical evacuations and the rotation of staff;
- In addition, the RSO supported Delegations with their repatriation flights, through the monitoring of the concrete situation and by providing support to staff members and their dependents at the airports.

#### **Digital solutions**

In March 2020, the EEAS rapidly responded to the need for digital solutions due to the restrictions imposed by COVID-19 and more specifically, the need for telework due to the lockdown. In order to respond to the large number of teleworking requests from staff, the EEAS set-up an efficient remote digital working environment in just a few weeks and delivered more than 6,000 laptops to staff in HQ and EU Delegations.

The EEAS also deployed digital solutions to manage HR challenges imposed by COVID-19, such as the tracking of COVID-19 cases, based on a voluntary staff self-reporting approach to the EEAS Medical Service, as well as medical prescriptions for COVID-19 testing.

### **Diversity and inclusion**

#### Gender and equal opportunities

Work to implement the recommendations of the Task Forces 'Career Development' and 'Gender and Equal Opportunities' continued throughout 2020 and was marked by the publication of the final report by the EEAS Secretary General in September 2020. The final report covered a long series of changes and initiatives, from training to diversity proposals, from competitions to working conditions, and much more, all of which is reported on at other places in this report. Those changes have one goal in common: their main objective of improving transparency, predictability, equality and fairness – and thereby advancing the professionalism of working culture at the EEAS.

Several of these initiatives and changes also proved very useful in the context of the COVID-19 pandemic, for instance work to take forward a more results-oriented working culture with flexible working conditions, such as rolling out teleworking possibilities in Delegations.

Actions undertaken in the area of gender equality:

- Further improvement of EEAS panels for selection and recruitment, notably in rolling out training on interview techniques and unconscious bias;
- Further development of talent-spotting and the mentoring process;
- Facilitation of a better work-life balance, for instance through improved flexible working arrangements with the introduction of flexitime and teleworking also in Delegations;
- Coordination with Member States on improving possibilities for spouse employment in third countries, so that both persons in a couple can work when one is posted in a Delegation, including a strengthened policy for dual postings;
- Networking for women both at management and pre-management levels as well as continued dedicated training and coaching for women

in management positions or those aspiring to become managers;

- Implementation of deadline extensions when vacancies attracted applications from one gender only;
- Gender-screening of the language used for competitions/vacancy notices to ensure neutrality as much as a broader appeal;
- Gender auditing of various policies.

Actions undertaken in the area of diversity:

- Improved information towards staff with regards to the situation in the countries of posting on legal, social and cultural situation for all LGBTI persons, not only for staff but also their family members;
- events and coordination with EU institutions to mark the International Day against Homo-, Biand Transphobia (IDAHOT) every year around 17 May;
- A joint inter-institutional project on disability with the issuance of a practical guide for newcomers with a disability and discussions with the Brussels authorities on the accessibility of the European quarter;
- The development of a fully-fledged EEAS disability policy, including provision of reasonable accommodation, awareness raising and accessibility to buildings and the work environment;
- The setting up of a COPEC, a joint committee on equal opportunities, with members from both administration and staff representatives;
- Continued work with EPSO (European Personnel Selection Office) on how to ensure a more diverse pipeline of successful candidates.

#### Joint Committee for Equal Opportunities (COPEC)

To continue the fulfilment of the EEAS Gender and Equal Opportunities Strategy 2018-2023 and the work of the Task Forces 'Career Development' and 'Gender and Equal Opportunities', the EEAS adopted the decision for establishing a Joint Committee on Equal Opportunities (COPEC) on 25th June 2020. The decision took place after thorough consultations between EEAS human resources, the Adviser for Equal Opportunities and Careers, legal services, trade unions and the staff committee. In this context, the EEAS also collaborated closely with other EU Institutions and EU Member States in view of exchanging best practises and gathering existing strategies and policies in the area of diversity and inclusion before developing its own strategy. For the establishment of its own COPEC, the EEAS took inspiration from the existing working methods relating to the functioning of COPEC in the European Commission and the General Secretariat of the Council of the European Union, but it also took into account the specificities of the EEAS. This was an important milestone in the area of equal opportunities within the EEAS, as COPEC was entrusted with a mandate to contribute, through proposals, opinions or recommendations to policies relating to gender, equal opportunities, respect for diversity and non-discrimination, anti-harassment, the organisation of flexible work arrangements and a fair, flexible and respectful working environment.

## **Disability policy**

#### Roadmap for action on disability

Based on the preparatory work done in 2019, the EEAS Secretary General endorsed in June 2020 the EEAS roadmap for action on disability. The roadmap was prepared in collaboration with relevant EEAS services, other EU Institutions, and consultations with the EEAS Staff Committee. The EEAS also circulated a questionnaire among Member States in order to collect views, best practices and policies as regards to persons with disabilities.

Following its internal publication, the roadmap was updated at the end of 2020 to monitor progress. Among others, updates included new contacts to facilitate communication, information on the recruitment of an EEAS social worker who will provide support to staff members and their families at HQ and in Delegations as well as developments in other areas like infrastructure, digital communications, processes related to the Delegations and others.

#### Inclusive recruitment procedures

As from November 2020, vacancy notices have been improved, offering the possibility for candidates with a disability or with a health condition to ask for special adjustments, if needed.

The EEAS held several discussions on the possibility of organising a positive action programme to encourage and enable the recruitment of persons with disabilities. In this context, the EEAS decided to launch a pilot project for the recruitment of trainees with disabilities in Delegations in 2021.

#### Towards inclusive communication

Considering the importance of combatting stereotypes, prejudices and harmful practices relating to persons with disabilities, the EEAS developed a guide on inclusive communication. This guide was promoted on the 3 December 2020 to mark the International Day of Persons with Disabilities encouraging its use when referring to persons with disabilities in notes, work, publications or day to day life. This document also provided some dos and don'ts for managers or persons involved in recruitment.

#### Provision of reasonable accommodation

In line with the legal obligations of the Staff Regulations, the EEAS initiated a guide on reasonable accommodations for staff with a disability. The purpose of this guide is to explain to all persons concerned the concept of reasonable accommodation, provide more information on the relevant principles and contacts, as well as information on the procedures to follow.

### Anti-harassment policy

In February 2020, in the framework of the ongoing review process of its anti-harassment policy, the EEAS adopted a new decision on the EEAS Mediation Service. In addition to clarifying for which staff categories the Mediation Service is available, the new decision strengthens the mechanisms to ensure that the EEAS is informed about cases of serious or repeated allegations/incidents and establishes that all European Commission staff in Delegations fall under the mandate of the EEAS Mediation Service.

After the Secretary-General endorsed the new career paths and training maps at the end of 2019, the EEAS launched its first-ever mandatory training for managers on how to create a harassment-free work environment. The objective of the training is to help managers create an environment where respect and dignity are valued while raising awareness on psychological and sexual harassment and their impact on staff well-being and team performance. In addition to an external trainer, the course includes presentations on the policy and the support structures available by colleagues in the Directorate-General for Budget and Administration and the EEAS Mediator. Throughout the year, 13 sessions were organised with the participation of about 120 managers.

Work on the revision of the European Commission decision of 2006 on protecting the dignity of the person and preventing psychological and sexual harassment continued in 2020. While the revision of the overall decision involved different EEAS services, the EEAS and the European Commission agreed to prepare a separate decision on the prevention of and fight against psychological and sexual harassment for local staff in Delegations. This decision, part of the package adopted in the framework of the local agents' reform, will establish clear informal and formal procedures to cater for the needs of this category of staff.

### **Mediation**

At the beginning of 2020, the Mediator received a renewed, expanded mandate, stressing the Service's full independence and competence in bringing recommendations to the attention of the institution. The cases reported to the EEAS Mediation Service were still numerous amounting to 176 requests in 2020, reaching nearly the same level as the previous year (183 in 2019).

The anti-harassment initiative and the specific training courses enhanced awareness and communication on support structures, and possibly increased staff confidence in them, as the EEAS staff (as well Commission staff in Delegations) were more willing to seek support when needed in 2020.

Out of the cases reported in 2020, 64% concerned interpersonal conflicts, including allegations of moral harassment, and 30% concerned conflicts related to rights and obligations. In addition, there was one alleged sexual harassment case reported in 2020. Other cases referred to issues like stressful work environment. The EEAS continued to raise awareness of the tools available to staff in case of conflict at work. The Mediation Service intervened in 15 seminars and presentations to all EEAS staff categories, including managers, both in HQ and in Delegations.

Complementing the work of the Mediation Service, a network of 12 voluntary and specifically trained EEAS confidential counsellors both in HQ and in Delegations, are available to staff members who face difficulties in their working environment.

## Work-life balance

In 2020, the EEAS started putting in place flexible working arrangements by authorising, on an ad-hoc basis, teleworking outside of the place of employment for both HQ and Delegations. In particular, this flexibility allowed solving some complex family situations.

The spread of the COVID-19 pandemic forced a larger implementation of this flexible working arrangement, and the EEAS authorised non-essential staff from 78 Delegations with poor health systems to leave the countries of posting on a voluntary basis and telework from Brussels or their place of origin. At the peak of the crisis in these countries, around May 2020, about 41% of Delegation staff had opted for this working arrangement allowing families to reunite, improving well-being and productivity at work.

Furthermore, staff members with a dependent child with a disability at home were able to request special leave if and as far as they were unable to telework due to the care they needed to provide for their child and the unavailability of the usual schooling/care arrangements.

#### 10 YEARS EEAS - IMPROVING WORKING ARRANGEMENTS

In 2011, teleworking in Delegations was not allowed while, in 2020, before the Covid-19 crisis, 97 colleagues teleworked, of which about 30 officials, 20 contract agents and the rest local agents. Until March 2020, and before the spread of the pandemic, 23 Delegations had implemented the pilot project allowing occasional teleworking up to 60 days per year.

In HQ, right after the creation of the EEAS, 10 years ago, only 3 staff members teleworked compared to 558 staff members in 2019, just before the outbreak of the COVID-19 crisis.

### Ethics

The EEAS places great emphasis on raising awareness of ethical procedures among staff. In addition to the information available on the intranet and the advice provided by ethics correspondents, the EEAS encourages staff to participate in training. In 2020, besides the classroom and on-line training modules, the ethic correspondent team prepared and sent to all staff leaving for Delegations a presentation on ethical principles and rules.

In 2020, EEAS the ethics team updated the intranet pages related to ethics, in order to include the legal bases and AIPN table, to simplify accessibility of information while, at the same time, giving the opportunity to the concerned staff to download the correct form to initiate the right authorisation procedure.

Moreover, the EEAS is obliged to publish the list of cases assessed under Article 16.3 of the Staff Regulations. This covers the post-service occupational activities of senior officials having left the EEAS. The obligation to publish annually the list of cases where senior officials engaged in lobbying or advocacy within two years after having left the service was introduced by the 2013 amendment of the Staff Regulations and is effective as from 2014. The objective of this obligation is to increase transparency and avoid any undue influence on EU policymaking by prohibiting lobbying and advocacy vis-à-vis former staff members.

In 2020 the EEAS examined 25 notifications of intention to engage in an occupational activity after leaving the Service, out of which six notifications came from former senior staff. The EEAS automatically imposed a lobbying and advocacy ban on those requests, for the first 12 months of the two-years cooling-off period applied to every official having left the service. All the reports from the 2014 onward are available to the public via the EU Public Register.

The EEAS pays particular attention to the former Heads of Delegations, given their sensitive political role and functions related to the entire range of policies of the whole EU in the hosting countries.

In 2012, a total of 28 declarations were registered. Thanks to the successful implementation and communication of ethics procedures, the number of declarations in 2020 was 176.

## **EEAS social policy**

In 2020, the EEAS adopted a new legal basis to allow for the reimbursement of non-medical costs relating to a disability or to a disability of a dependent with no financial contribution from the staff member. Up until 2020, staff had to contribute between 5 and 35% of the incurred costs, based on their family income. Therefore, this new measure improved wellbeing and eased the process of related files. Around 20 families benefitted from this measure in 2020 for a marginal financial impact to the institution of 30% increase compared to 2019.

The improvement of the conditions concerning the partners of staff members posted in Delegations is one of the main objectives of the EEAS social policy. The Joint EEAS – EU MS Action plan identified, among others, access to information as a way to improve the condition of partners. In 2020, a special training session was dedicated to approximately 30 spouses. With the same objective, the EEAS improved the quality of post reports with the systematic inclusion of information of interest to spouses, like access to employment or LGBTI+ rights in the country of posting.

## Social dialogue

Working closely with the elected staff representatives has remained an important parameter of HR formation in the EEAS. If anything, the special circumstances of the COVID-19 have made consultation with staff organisations an even more indispensable tool not only to develop new policies but also, to ensure cohesion in times of crisis and act as a two-way channel of communication with staff in HQ and in Delegations.

In the context of COVID-19 outbreak, the EEAS trade unions have relayed information from their members from all categories and all places of assignment. This helped the administration understand the mindset across the services, the difficulties encountered by staff and their needs.

Conversely, the administration has kept trade unions informed of its assessment of the situation and its plans to manage different stages of the crisis. Regular teleconferences were organised between the Director General for Budget and Administration and its key staff, and staff representatives in HQ or in Delegations. Where possible, the administration also seek advice from staff representatives, for example, as regards the survey on the staff preparedness to return to the office that the administration launched after the spring confinement.

2020 was the first full year after the last Staff Committee election (November 2019). The 2019 elections brought an important change with the number of representative trade unions growing from 3 to 5. This means that there are now more diverse voices representing EEAS staff and engaging in social dialogue with the administration on measures that affect employment or working conditions.

Social dialogue procedures had to be adapted to the widespread recourse to teleworking throughout 2020 and the prohibition of in-person meetings for most of the year. From March onwards, negotiations/information sessions were organised by videoconference, allowing staff members to connect remotely from virtually anywhere in the world.

One of the most intense and thorough sessions of social dialogue was the series of meetings held to discuss the new conditions of employment for local agents in Delegations. The fact that the EEAS could use a flexible virtual meeting application, allowed a broad and direct participation from staff in Delegations, precisely those susceptible of being affected by the change, alongside HQ-based representatives. The participation of staff having firsthand experience of the measures put for discussion allowed a very rich, detailed and constructive social dialogue, which resulted in substantially improved texts. Other important topics discussed in 2020 included the issue of appraisal and promotion. Following the October 2019 ruling of the Court of Justice, the EEAS reflected on how to improve the EEAS appraisal system to address the criticisms of the Court in particular as regards the need for better comparability of evaluation reports by reporting officers. Several sessions were organised throughout 2020 to collect views and ideas from trade unions and to compare the respective merits and weaknesses of different evaluation methods.

There were also consultations on the establishment of a new Committee on Equal Opportunities and on the adoption of a new decision concerning the mobility of contract agents. 2020 also saw the beginning of important discussions on the future of the EEAS working methods and, on the rules, governing the rotation of officials and temporary
agents between HQ and Delegations. Exchange of views were also organised concerning a new building contracted by the EEAS to host part of its staff.

The EEAS will continue to develop a fruitful dialogue with Trade Unions on these subjects in order to develop human resources policies that respond to the expectation of the staff while addressing the needs of the Service.

## INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS

## INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS

## Infrastructure

#### Ensuring adequate office space for all staff

In 2020, the EEAS occupied four buildings in Brussels, hosting over 2,000 EU staff and representing a total surface of approximately 68,200 m2. This surface, which in 2020 remained the same as in 2019, reached its full capacity in 2020 as a result of the cumulative staff increases of 2019 and 2020. In order to improve office space conditions for staff in HQ, the EEAS identified a larger building that provides adequate office space and will enable the EEAS to avoid multiplication of different small sites which have proven inefficient.

The EEAS also manages the office buildings, official Residences and staff accommodation of the EU Delegations and offices of the EU, hosting around 5,900 staff members from the EEAS and the European Commission. After years of successfully implementing a policy to limit the size of Delegations, in 2019, the ratio of office area to staff in Delegations matched the indicative threshold of 35 m2/staff, and in 2020 it fell slightly below that limit.

#### Table 1: Office buildings in Delegations: Expenditure and Surfaces December 2020

#### Numbers

Office buildings	178	
of which: Owned	38	21%
Rented	140	79%

#### Surfaces

Construction area	275,000 m²	
of which: Owned	55,000 m²	20%
Rented	220,000 m <sup>2</sup>	80%
Usable offices area	218,000 m <sup>2</sup>	79%
of which area in co-location	18,000 m²	8%

#### Costs

Annual cost (rents)	€61.8 M
Annual rent per m²	€281 /m²
Annual rent per staff	€13,300
Cost per staff per day	€36

#### Surface / Post

Staff excluding drivers	5,909	
Usable offices area/staff	34 m²/staff	

The EEAS manages 178 **office buildings in Delegations**, representing a total surface of 275,000 m2, 80% of which is rented. The real Estate owned by the European Union remains stable at around 20% of the total surface (vs. 17% in 2011).

The annual cost of the real Estate rented for Delegations is  $\in$  61.8 million – or  $\in$  281/m<sup>2</sup> on average. This is equivalent to  $\in$  13,300 for each post allocated to the Delegation network and means that every member of staff in a Delegation costs the Union  $\in$  36 per day, in terms of office infrastructure only.

#### Table 2. Residences of Heads of Delegation: Expenditure and Surfaces

#### Numbers

Residences	148	
Of which: Owned	28	19%
Other	4	3%
Rented	116	78%

#### Surfaces

construction area	84,000	
Of which: Owned	18,000	21%
Other	1,000	6%
Rented	65,000	78%

#### Costs

Annual cost (Rents)	€12.3 M
Annual cost per m <sup>2</sup> rented	€188 /m²
Annual rent per residence	€106,000
Daily rent per Residence	€290

#### Surfaces

Usable floor area	66,000	79%
Of which: Owned	12,000	18%
Rented	53,000	80%
Average usable area	458	

At the end of 2020, the EEAS managed 148 Residences for the Heads of Delegation with a total construction area of 84,000 m<sup>2</sup>. The owned construction area represented 21% of the total. The annual cost for the 66,000 m<sup>2</sup> rented was  $\leq 12.3$  million or  $\leq 188/m^2$ .

As regards relocations, the EEAS completed its projects in Colombia, Djibouti, Ecuador, Myanmar, Iceland, and Switzerland. Some, projects planned for 2020 were delayed because of the COVID-19 crisis (Chile and Trinidad & Tobago) and others are underway in Costa Rica, El Salvador, Malaysia, Panama, Turkmenistan, Vienna, Gabon, Gambia and South Africa.

Renovation projects are also underway for the offices in Algeria, Ethiopia, Geneva, Liberia, OECD/UNESCO (Paris), United Arab Emirates and Uzbekistan as well as residences in Senegal, Rwanda, Burkina Faso, Guinea Bissau, Kenya and New Zealand.

#### Colocation

The EEAS promotes colocation as it helps achieve Real Estate policy objectives by optimising the use of office space in Delegations; facilitating cooperation and coordination with European partners; and enhancing the visibility of the EU in host countries.

Co-location underwent a remarkable development over the last 10 years. The overall number of co-locations went from 20 in 2011 to 116 in 2020 (42 with Member States and 74 with other EU partners). Over the past 5 years alone, the number of colocations more than doubled. Colocation now represents 7% of the total office surface in EU Delegations and involves almost half of the EU Delegations.

The way colocations are managed has also evolved from local Memoranda of Understanding to centrally managed Framework Agreements with each colocation partner. In 2020, one new framework agreement was signed with the European Investment Bank (EIB), bringing the total to four: DG ECHO, the EU Intellectual Property Office (EUIPO), and the European Aviation and Safety Agency (EASA).

This made it possible to streamline the recovery of costs, which today also includes a fee for administrative overheads. As a result, the EEAS recovered around € 12 million in 2020 (vs. € 1.2 M in 2011).

#### **Housing Policy**

The EEAS Housing policy experienced major transformations over the last decade. In 2011, the rule was that the administration had to provide furnished accommodation to all staff in Delegations. The new policy introduced in 2014, gave staff the choice of their accommodation (and the responsibility of finding it) against reimbursement up to a given threshold. During 2020, the EEAS continued to work on a review of the policy launched in 2019, which will lead to a further modernisation of the policy in 2021.

#### Security

#### HQ security and EEAS security policy

#### **EEAS Security Awareness Programme**

In 2020 the EEAS continued to work on the EEAS Security Awareness Programme, an initiative launched in 2018 to raise security awareness and promote a security culture across the institution. The programme seeks to advise staff on known and emerging threats to security and the role of human behaviour in protecting both themselves and EEAS' interests.

Over the course of 2020, the EEAS expanded the programme's outcomes and further addressed staff needs, including staff posted in Delegations, in particular by making more awareness initiatives available in French and online. This also helped meet the needs of EEAS staff heightened by the restrictions imposed by the pandemic.

In October 2020, the EEAS launched an updated version of the 'Classified Information Mandatory Briefing' and in November a French version of the training became available for the first time. In 2020 the Security and Awareness team also began developing a new training course 'The Human in Security' to be launched in 2021. The course will be available in English and French and will help EEAS staff in detecting security threats such as espionage, cyber-attacks and social engineering, and will instruct them on how to behave in specific situations to mitigate these threats or reduce their impact.

The work continued also on the 'ABCs of Security' initiative launched in 2019, with a series of posters that address critical security topics such as the use of social media, protecting information while working remotely, clean desk policy and espionage. The posters, available in English and French, were distributed both in HQ and Delegations and were also available on the intranet as part of the 6 weeks security campaign.

#### Increased security measures available for staff

2020 marked the initial rollout of the communication system for the transmission of EU Classified Information (EUCI). Throughout the year, the EEAS also worked on the implementation of an access guide concerning EEAS buildings. The document serves as a practical guide for all EEAS staff and covers all aspects of access to EEAS premises and parking. The guide fills the gap of written regulation on access rules of the EEAS, which were lacking since its creation and provides the security team with a solid base of reference.

In 2020, the EEAS continued its efforts to implement the Personnel Security Clearance rules concerning all posts concerned in HQ, with a fullscale follow-up and information campaign. In addition, at the beginning of 2020, a 100% compliance to the EEAS Personnel Security Clearance rules was achieved in Delegations.

## 10 YEARS EEAS-ENSURING SECURITY OF STAFF

On 1 January 2011, EEAS HQ Security counted six staff members plus six more who manned the security dispatching of the Cortenbergh building on a 24/7 basis. Under Service Level Agreements (SLA), the Commission and the Council provided key security services e.g., badge management and communication with the Member States authorities for the Personnel Security Clearances. EEAS staff and services were scattered across Council and Commission buildings.

Ten years later, the EEAS HQ Security and Security Policy Division counts four Sectors and a total of 43 staff. It is responsible for the protection of a total of five EEAS buildings, housing more than 2200 staff members and has long since taken over all accreditation issues and most of the Personnel Security Clearance related activities from the Commission. Existing SLAs are gradually being phased out or renegotiated. The EEAS also expanded its capacities in the remit of protecting (EU classified) information. The HQ Security and Security Policy Division issues Guidelines and Best Practices for protecting sensitive and classified information and plays a key role in the accreditation of Secured Areas where EUCI is handled and stored, both in Brussels and in the EU Delegations. It also coordinates the installation of Secure Speech Rooms in all EEAS premises as well as the Technical Security Counter Measures related to hostile eavesdropping activities. Furthermore, the Division provides Counterintelligence expertise and advice to the organisation and its staff members occupying particularly sensitive positions. Breaches of security rules and compromise of EUCI are investigated by the Division's Security Investigations Sector.

Over the course of these 10 years, the EEAS HQ Security and Security Policy Division considerably increased its efforts in building a security culture among the EEAS staff, both in the HQs and in the Delegations.

Finally, in line with the Treaties and EEAS Security Rules, the organisation took on the role of negotiating Security of Information Agreements with third States and international organisations on behalf of the EU and under the responsibility of the High Representative; these negotiations are coordinated by the EEAS HQ Security and Security Policy Division.

The EEAS HQ Security and Security Policy Division developed a new policy on Security Clearance requirement and procedures, now clearly identified thanks to an ARES note, the DGBA posts which need a PSC in EU Delegations (all) as well as in the EEAS HQ.

An automatic system to manage visitors, e-visitor, was implemented to manage all visit requests except for VIPs at EEAS HQ. An application is now available on the Intranet page and the relevant EEAS staff has been trained. The new system has enormously facilitated the management of visits as well as improved the related security aspects.

An automatic system to manage PSCs (e-clearance) has also been implemented. EEAS staff is now much more aware as the application sends automatic reminders before the PSC allowing staff to ask for renewal timely in advance.

## Field security

#### Reinforced resources and reorganisations

Thanks to the additional support from the Budgetary Authority, the EEAS further strengthened the Regional Security Officers' (RSO) network in 2020 with the creation of 10 additional posts and hubs in Mozambique, Angola, Sierra Leone, Ghana, Saudi Arabia, USA (Washington), Guyana, Bolivia, Peru and Tajikistan.

In terms of security equipment, in 2020 the EEAS purchased 29 new armoured vehicles (AVs) to renew the fleet in Delegations. In addition, the EEAS completed the procurement procedure for a new contract to provide satellite phones to Delegations to ensure continuity of communications in case of crisis.

During 2020, the EEAS devoted considerable time and efforts from its radio technical experts to repair unused radio equipment. Thanks to this recycling of still valid equipment, the EEAS was able to re-dispatch refurbished equipment to Delegations and saved costs that will invest in new installations. Finally, in view of rebalancing the workload amongst members, the EEAS revised the allocation of tasks and responsibilities between Security Management Team members in Delegations in line with a new security risk management methodology.

#### Enhanced security policies and tools

On the policy side, the EEAS rolled out an improved procedure to validate missions of staff to higher threat areas. At senior management level, the EEAS endorsed a new internal methodology on Security Risk Management for the protection of Delegations. Finally, in 2020 the EEAS launched a new IT system to support the management of security in Delegations.

#### Security incidents and evacuations

2020 was an atypical year with colleagues teleworking or staying at home for several months all over the world due to the COVID-19 pandemic. This seems to have had an impact on the number of security incidents reported, which dropped to 322 in 2020 from over 443 in 2019.

As regards evacuations, in 2020 the EEAS withdrew three evacuation decisions in Iraq, Haiti and Afghanistan after the improvement of the security context and the reinforcement of the security set up of these Delegations.

#### Identifying RSOs training needs

In 2020, the EEAS continued working with the European Gendarmerie Force<sup>2</sup> (EGF), who carried out a benchmark analysis on the profile of diplomatic security officers from Member States and other International Organisations. The objective was to compare RSO profiles with similar security officers deployed overseas. Following this analysis, the EEAS prepared a new initiative aimed at the creation of a comprehensive training curriculum for identified competences of RSO. The objective of this training programme is to professionalise and further standardise the level of competences of the RSO in the network.

## Improved dialogue with Member States on security aspects of colocation

In 2020, the EEAS organised an online workshop with Member States to prepare common guidelines for the discussion of different security aspects in case of colocation. The objective was to have a list of key points related to security that the EEAS and each Member State would agree upon when engaging in negotiations for new colocations.

#### **10 YEARS EEAS-SECURING DELEGATIONS**

In the last 10 years, there was remarkable change in resources provided to Security in Delegations going from some 30 RSOs posts in 2011, to 71 in 2020, which represents

<sup>2</sup> 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.

more than a 130% increase. The EEAS is close to achieving its objective of covering on average two Delegations by each RSO. At Headquarters the Division staff increased by 57% (from 21 posts in 2012 to 33 in 2020).

These past 10 years also saw the development of a complete Security Risk Management methodology and the launch of the Security Portal, an IT tool to gather security related information and provide support for decision makers regarding security-related recommendations. Other policies were developed, mostly related to evacuations, the update of travel clearance applications when organising missions to high-risk areas, and security training.

In 2020, despite complex working conditions, the EEAS officially endorsed the New Security Risk Management methodology for EU Delegations and managed to launch a new IT tool for security in Delegations.

**In 2019,** the EEAS signed a new security contract in Afghanistan, which was the biggest in terms of budget amongst Delegations.

**In 2018,** the EEAS signed an agreement with the European Gendarmerie Force. In addition, the security trainings that year reached compliance levels close to 100% for staff in Delegations.

**In 2017,** the EEAS obtained a strong support from the Budgetary Authority in the form of a special Security Package to increase security expertise and presence on the ground. In addition, the EEAS signed a Service Level Agreement with the European Parliament to provide support to MEPs travelling to high and critical threat countries.

**In 2016,** the EEAS launched an advanced security e-learning for staff travelling or posted in Delegations. In the same year, the March terrorist attacks in Brussels, led the EEAS to further develop a series of field security measures and to approve policies enhancing its security tools.

**In2015**, the EEAS created a first basic security e-learning course to raise staff awareness and improve security preparedness of staff posted or travelling to Delegations. In the same year, following the terrorist attacks in Paris, the EEAS reached an agreement with the French Ministry of Foreign Affairs to support the evacuation of Delegation staff in some countries.

**In 2014,** the EEAS launched a new procedure to validate missions of staff to high threat areas and launched a procedure to validate the use of EU Banned Airlines by staff. Finally, the EEAS launched a new Task Force to regulate the Security Contracts in Delegations.

**In 2013,** the EEAS released for the first time its Country Threat Assessment (CTA). It also created the role of the Delegation Security Coordinator and requested the establishment of Security Management Teams in Delegations to support Heads of Delegation on their security related obligations.

**In 2012**, the first RSO seminar took place jointly with the seminar for Heads of Administration.

**In 2011,** after the migration from Relex K8, the new structure of the EEAS Field Security Division in three sectors was established, comprising three sectors: operations, resources and logistics, and strategy).

## **Digital solutions**

Since 2010, the EEAS implemented a number of software solutions to support EEAS multi-layered and challenging HR processes. Those included support applications–HR planning, recruitment and selection, performance management, learning and career development, rights and obligations, among others, with the objective to enable an effective and modern human capacity management.

Today, the HR applications' portfolio consists of more than 14 applications. This includes tailored in-house developed applications, European Commission and EEAS shared applications (inter-institutional cooperation such as SYSPER and MOBILITY applications), as well as subscription-based software license model solutions (also called SaaS solutions like MentorQlick or ZOOM).

In 2020 the main effort focused on aligning HR applications to the reform of local agents' employment conditions in EU Delegations. Furthermore, the EEAS invested in the development of the LA Medical application covering the complementary medical coverage and costs reimbursement for local agents. This included the deployment of additional software (SaaS) services to support the EEAS Medical Service in its responsibility to advise and monitor all Delegation statutory staff throughout the world.

#### 10 YEARS EEAS - ENSURING SECURE COMMUNICATIONS

During these challenging elapsed years, the EEAS took over responsibility and ownership for highly classified systems transferred from the Council and the Commission. Since most of these systems were outdated, the EEAS engaged into a huge consolidation exercise which should result by Spring 2021 in the deployment of a Corporate classified systems aiming to provide a common system supporting all EEAS roles (diplomatic, crisis management, CSDP missions, Intelligence related activities and inter-institutional exchanges). This system will replace six outdated systems and will provide the EEAS with a modern and state of the art high classified system for the next decade. The deployment of that new system will impact the way how EUCI are processed. In parallel, a high secure voice system was built and deployed to HQ and 50% of EU Delegations.

Since 2011, the number of staff working on Secure Communications increased from 43 up to 106.



# EEAS POPULATION

## EEAS POPULATION

By the end of 2020, 4,643<sup>3</sup> 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 Delegations, 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 staff (officials, temporary agents, contract agents and local agents) and seconded national experts. The EEAS monitors these numbers and their evolution closely throughout the year 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.

In 2020, the Budgetary Authority granted 178 new full-time equivalents to the EEAS. Most of the reinforcements (125 new posts) were allocated to entities at HQ and covered areas such as disinformation, crisis response and security. In Delegations, the additional staff resources (53 new posts) helped expand the network of Regional Security Officers, counter-terrorism experts and military advisors while allowing advancing work on key files such as Venezuela and the Western Balkans. The considerable increase in the EEAS staff numbers was exceptional and originated from the additional tasks with which the EEAS was charged by the legislator.



### EEAS STAFF BY CATEGORY

## Officials and temporary agents (AD, AST AND AST/SC)

By the end of 2020, 1,647 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 (58.9%).

Since the beginning of the EEAS in 2011, the AD population grew by 17.3%, while the AST population decreased by 11.6% due to the introduction of a new category in 2014, the AST/SC, for staff performing secretariat tasks.



The AD population was the second largest staff category, after local agents, with 1,012 staff members. The majority of AD staff were working in HQ (58.9%) and one third was constituted by Member States' Diplomats.



3 The staff numbers reported in the EEAS HR Report 2020 refer to personnel in office on 31 December 2020.

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In line with the Council decision<sup>4</sup> establishing the EEAS, Member States' diplomats should represent at least one third of AD staff. The EEAS reached this target in 2013 and continued to work towards attracting talent and expertise from Member States since then, reaching a diplomatic representation of 35.8% within its AD population in 2020.



As regards the AST and AST/SC categories, the majority of the 635 staff members were assigned in HQ (68.8%) while for the first time, two AST/SC colleagues were posted in Delegations. Compared to 2011, the number of AST and AST/SC staff decreased by 3.2% in 2020.



#### Contract agents

The distribution of contact agents in HQ and Delegations was relatively balanced, with 51.2% of the 539 contract agents assigned in HQ. The largest contact agent's group was FG IV<sup>5</sup> and the majority of staff members in this group were working in HQ (61.6%).

When EEAS was created in 2011, contract agents represented 9.83% of the EEAS population. With an increase of 66.3% compared to 2011, contract agents made up 14% of EEAS staff in the end of 2020.



#### Seconded national experts

472 seconded national experts were working in the EEAS at the end of 2020. As the majority of seconded national experts work in military structures, 86.7% of them were assigned in HQ. 38% of the seconded national experts in HQ and 65% of the seconded national experts in Delegations were entirely paid by their Member State (except for mission expenses and security costs).

The EEAS administrative budget for 2020 foresaw eight possibilities to transform cost-free Seconded National Experts' posts into Administrators' posts. These conversions, combined with the measures adopted within the new policy on Seconded National Experts of 2019, further reduced the overall number of Seconded Experts posts, as requested by the European Parliament.

<sup>4</sup> https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32010D0427

<sup>5</sup> 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.

The seconded national experts' population grew by 45.23% compared to 2011 and represented 13% of the EEAS population at the end of 2020.



## DISTRIBUTION OF STAFF BY GENDER

Throughout 2020, the EEAS continued to work towards a more gender-balanced staff composition. While at the end of 2020 the gender representation in the EEAS was close to equal with 48.65% women among staff, the EEAS is committed to achieving a more balanced gender representation within the different categories of staff, especially in management positions where imbalances are higher.





#### Officials and temporary agents-Gender

At the end of 2020, women represented 37.3% of AD staff, compared to 34.8% at the end of 2019. In the lower grades AD5 to AD8, the distribution was close to equal with 49.64% women. In the grades AD9 to AD13, women represented 35% which, although a lower percentage, represents an upward trend compared to 32.9% at the end of 2019, the same as in the grades AD14 to AD16 where the percentage of women reached 23% compared to 20.4% in 2019.



Gender representation in the AST and AST/SC categories also improved. Even though women remained the majority, they represented 65.35% of the population compared to 66.3% at the end of 2019. Imbalances also remained among the different grades, with women representing 66.2% of staff in the grades AST2 to AST9, and men representing 66.7% of staff in grades AST10 to AST11.



#### Contract agents-Gender

Women continued to represent the majority of contract agents in 2020, with 59.4% at the end of the year. The gender distribution was relatively balanced within the different function groups, except from FG II were women represented 92.16% of contract agents.



#### Seconded national experts-Gender

The majority of seconded national experts were men and represented 75.2% of the seconded national experts' population. 48.4% of the national experts seconded to the EEAS at the end of 2020 were military.



#### Local agents–Gender

The majority of local agents were women with 54.5%. This trend was reflected also in the different local agents' groups where women held the majority of positions, with the exception of group 5, used for drivers, were 98.6% were men.



## DISTRIBUTION OF STAFF BY NATIONALITY<sup>6</sup>

Recruitment to the EEAS is based on merit whilst ensuring adequate geographical and gender balance. As regards nationality representation, EEAS efforts are focused on a more balanced representation between Member States that joined the EU prior to 2004, and Member States that joined the EU in 2004 or later (EU15 and EU13).

At the end of 2020, EEAS staff included nationals from all Member States. Most countries had at least one national in each staff category, with two exceptions. Luxembourg, which had one seconded national expert in the EEAS at the end of the year, and Malta that held no contract agent position. In addition to EU nationals, staff members with UK nationality continued to work in the EEAS in positions of officials and contract agents.

Throughout the 10 years of the EEAS, the composition of its staff as regards nationality representation fluctuated, with two main reference points: 2014 and the entry of Croatia in the EU, and 2020

<sup>6</sup> Statistics on nationality include nationals from the United Kingdom as they continue to be members of EEAS staff. Likewise, for consistency purposes, UK is included in statistics concerning the EU15/EU13 groups.

with the departure of the UK. As EEAS staff continued to increase throughout the years, the majority of Member States also increased their presence in the EEAS, with Cyprus and Romania marking the highest increase with 280% and 188% respectively. At the same time, three Member States had a decrease in their number of nationals who worked in the EEAS at the end of 2020 compared to 2011: Austria, Ireland and Luxembourg, who had the biggest decrease with 80%. Following Brexit, UK also had a decrease of 72%.



In 2011, Member States that joined the EU in 2004 or later made up 15% of EEAS staff. An upward trend throughout the years led to 23% at the end of 2020, a percentage higher than the share of the EU13 countries within the EU population (20%).



Officials and temporary agents–Nationality

#### AD category

Almost all Member States held at least one AD position in the EEAS at the end of 2020, with the exception of Luxembourg. In addition, British nationals continued to be part of the AD population with 13 members. In the EU13 group, the majority of Member States increased their presence within the AD population, while two remained stable (Malta and Slovakia), and three saw a decrease in their representation within the AD staff (Bulgaria, Estonia and Latvia).

Likewise, the majority of Member States in the EU15 group increased their presence compared to 2019, with the exception of Austria, Italy, Luxembourg, Portugal and the UK.



**Temporary agents Member States' Diplomats** 

By the end of 2020, almost all Member States were represented by at least one temporary agent from their diplomatic service (Member States' diplomats) apart from Luxembourg. The biggest national group was represented by France with 61 diplomats in the EEAS at the end of 2020, while the smallest group came from Malta and Cyprus with 3 diplomats altogether.



The number of Member States' diplomats increased by 11.25% compared to 2019, with an increase in both EU13 and EU15 groups.



#### AST and AST/SC categories

Apart from Luxembourg, all other Member States were represented by at least one AST or AST/SC staff member in the EEAS. Belgium remained the biggest national group in this category with 23.6% of all AST and AST/SC staff members.



#### Contract agents-Nationality

Contract agents from the majority of Member States were working in the EEAS at the end of 2020, with the exception of Malta and Luxembourg. 22.1% of contract agents were Belgians, while together with France and Italy, they represented more than half of the contract agents' population (51.4%).



#### Seconded national experts-Nationality

Seconded national experts was the only category that included staff members from all Member States. In addition, 4 Norwegian and 1 Swiss expert were seconded to the EEAS at the end of the year (shown in the chart below as \*Other).



## DISTRIBUTION OF STAFF BY AGE

The average age of EEAS staff at the end of 2020 was 47.45 years.



In HQ, 18.6% of staff were younger than 40 years and 41.8% were 50 years old or older. In Delegations the percentage was 19.4% and 43.6% respectively for the same age groups.



#### Officials and temporary agents-Age

The average age of EEAS officials was 50.5 years. 2.35% of officials were younger than 30 years while the majority of officials were older than 50 years (56.54%).

In the temporary agents' category, the average age was 46.5 years. There were no temporary agents under 30 years, however most temporary agents were younger than 50 years (64.6%).

#### Contract agents-Age

The average age of contract agents was 45 years, which made them the youngest category of staff. 77.6% of female and 67% of male contract agents were younger than 50 years.



#### Seconded national experts-Age

The average age of seconded national experts was 46.3 years. 85.7% of seconded national experts with 30 years of less, were women.

#### Local agents-Age

Local agents was the only category with staff members younger than 26 years and had an average age of 45.8 years.



■ Female ■ Male

■ Female ■ Male

#### Nationality-Age

At the end of 2020, 81.6% of EU13 and 47.3% of EU15 were younger than 50 years. At the same time 3% of EU13 and 11.3% of EU15 were older than 60 years. Staff members under 30 years came from 11 different Member States, with French nationals representing 30.8% within the same age group. More than 50% of nationals from 16 Member States were under 50 years – those included the EU13 Member States, France, Greece and Spain.



#### MANAGEMENT STAFF

269 staff members held management positions in the EEAS at the end of 2020, out of which 35.3% were Member States' diplomats. The majority of managers were assigned to EU Delegations, either as Heads of Delegation or Deputy Heads of Delegation.



#### Management staff-Gender

Throughout the year, the EEAS continued to strive for a meaningful representation of men and women in management positions, undertaking dedicated actions to promote and support women in management positions, whilst ensuring that recruitments are based on merit.

The upward trend of women in management positions continued in 2020, with a presence of 32% women managers at the end of the year, compared to 30.3% in 2019. This increase was reflected in both senior and middle management positions with women representing 27.3% of senior and 33.2% of middle managers, compared to 26% and 31.3% in 2019.



In 2011, women represented 21.3% of management staff: 23.6% at middle management level and 12.2% at senior management level. In Heads of Delegation positions, they represented 17% compared to 27.4% at the end of 2020.



#### Management staff-Nationality

EEAS managers were comprised of nationals from 25 Member States, with Croatia and Luxembourg being the only Member States that didn't hold a management position at the end of 2020. In addition, two staff members from the UK held management positions at HQ. 20.45% of management positions were at senior level and were occupied by nationals from 16 Member States. French, German, Italian and Spanish nationals occupied almost half of the management positions in the EEAS with 48.7%.



EU13 countries represented 13.08% of middle managers, compared to 12.9% in 2019, and 7.27% of senior management positions, compared to 10% in 2019.



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



#### Heads of Delegation

Croatia, Latvia, Luxembourg and Malta were the only Member States that didn't hold a Head of Delegation position at the end of 2020. EU13 Member States represented 14.1% of the Heads of Delegation, compared to 17.5% at the end of 2019. France, Germany, Italy and Spain represented together 50,4% of Heads of Delegation.



Officials Temporary Agents - Member States Diplomats

#### Management staff – Age

The average age of EEAS management staff was 54.5 years, which remained the same as in 2019. More than half of EEAS managers were between 55 and 65 years old while a bit less than 1% (0.7%) were younger than 40 years old.





# ANNEXES



## List of EU Delegations

#### **AFRICA**

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

#### ASIAPAC

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

#### AMERICAS

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

#### MENA

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

#### **EURCA**

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

#### GLOBAL

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

