

EUROPEAN EXTERNAL ACTION SERVICE

# 2022

**HUMAN  
RESOURCES  
REPORT**

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**2022**

**HUMAN RESOURCES REPORT**  
**European External Action Service**

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## About this report

This is the annual Human Resources Report of the European External Action Service (EEAS) for the year 2022. This report provides an overview of the main administrative and policy developments as regards human resources as well as detailed statistics on the EEAS population.

To access previous reports you can visit the [EEAS website](#) or [the EEAS report 2021 can be found here](#).

July 2023

# FOREWORD

2022 was marked by the end of the COVID-19 pandemic and the progressive return to the office, as well as the evolving geopolitical context due to Russia's war of aggression against Ukraine and crises in other regions of the world. All of these impacted the way we manage and allocate our resources.

To respond to this, the European External Action Service (EEAS) adapted its administrative policies, processes, procedures and working spaces with the goal to further define the "new normal". It also redesigned its organisational structure in response to increasing responsibilities and changing political priorities. It consolidated its crisis response capacity and reshaped the Directorate-General for Resource Management. These reorganisations aimed at making the EEAS more agile and efficient by clearly defining responsibilities, improving communication and reporting lines and coordination with the EU institutions. Additionally, the EU Network of Delegations and Offices reached 145 with the opening of the Delegation in Doha, Qatar in September 2022.

By the end of the year, 5,188 people were working in the EEAS, employed either directly by the EEAS or through external contractors.

22% of EEAS staff was composed of Temporary Agents or Seconded National Experts from EU Member State administrations. 3,316 staff members from the European Commission also contributed to the work of the EU Delegations.

We continued our close cooperation with Member States on administrative matters through the Human Resources Network.

We delivered on several one of the priorities of the Secretary-General and in line with the EEAS Mission Statement adopted in 2022. We increased our efforts to achieve our com-

mitments in the area of gender balance. At the end of 2022, 44.4% of Middle Managers in EEAS Headquarters and 40% of Heads of Delegations appointed during the 2022 rotation were also female. We kick started work on the new Agenda for Diversity and draft action plan (2023 – 2025) on staff related matters concerning diversity and inclusion. On top of this, the European Diplomatic Academy pilot project was launched in September 2022.

Looking ahead to 2023 and beyond, the EEAS faces an increasingly difficult budgetary situation due to inflation and the weakened exchange rate of the Euro, combined with lack of additional budget resources. The EEAS will have to focus on meeting its legal obligations, delivering on its core responsibilities and where it will have the most impact.

This report contains a wealth of information and statistics on the EEAS staff population and resource management.

*“ The EEAS remains transparent and open about the way we design and implement our Human Resource policy.*

I would like to express my gratitude to all colleagues who made 2022 a successful year.

**Gianmarco Di Vita**

Director-General for Resource Management



# ORGANISATION AND STRUCTURE

## EEAS' ORGANISATIONAL STRUCTURE

In 2022, the EEAS implemented a number of organisational changes in order to respond to the recent political developments as well as to improve the efficiency of its entities. In order to ensure budget and post neutrality, these changes were implemented by streamlining existing resources.

Russia's war of aggression against Ukraine, the crises in Afghanistan and Ethiopia and elsewhere, enhanced the need for a permanent crisis response mechanism within the EEAS. To address this, the EEAS created in May 2022 a permanent Crisis Response Centre (CRC) Directorate reporting directly to the Secretary-General. Its mission is to identify upcoming crisis, provide an immediate response and coordinate the EEAS diplomatic and security capabilities in support of EU Delegations and Member States, when facing man-made crises or other complex security threats to EU citizens and EEAS staff abroad.

The situation in the Europe and Central Asia region highlighted the need for a more distinct structure within the responsible Managing Directorate, MD EURCA. As a result, two Divisions were created in June 2022, one for Ukraine and

one for South Caucasus, Moldova and Belarus.

With the aim to improve the efficiency and internal communication of the Civilian Planning and Conduct Capability (CPCC), a Managing Directorate was created in September 2022. The new structure of the CPCC will enhance its ability to support the diverse needs of the civilian missions operating in increasingly complex settings, and following the adoption of the Strategic Compass in March 2022.

Finally, the EEAS reorganised its Directorate-General for Resource Management in November 2022, with the aim of establishing a leaner structure. This was achieved by clarifying the responsibilities within its entities and by matching the general objectives of the EEAS with appropriate policies and administrative support. The reorganisation resulted in suppressing one Directorate (from 3 to 2) and reducing the overall number of Divisions (from 16 to 13) by grouping similar and related functions. The new structure ensures better overall coordination between different entities, and swift follow-up of administrative decisions, notably in crisis situations in Delegations.

## NETWORK OF EU DELEGATIONS

At the end of 2022, the EEAS managed a total of 145 EU Delegations and Offices. The most recent Delegation to be opened was in Doha, Qatar in September 2022, following the signature of the Establishment Agreement in February 2022.

In September 2022, an office was opened in San Francisco, formally attached to the EU Del-

egation to the United States in Washington. It is staffed by two AD posts from the European Commission, supported by two local agents from the EEAS.

Several changes in the staffing and presence in EU Delegations took place in 2022. In the EU Delegation to Afghanistan, eight EEAS local agent posts were re-opened initially with one-

year fixed term contracts, in agreement with the EEAS Field Security Division.

Following the war in Ukraine and the deterioration of the security situation in Russia, the de-

cision was taken in March 2022 that all non-essential staff and dependants of all expatriate staff working in these Delegations should leave the country.

## COOPERATION AND SYNERGIES

### Cooperation with Member States – Human Resources network

In 2022, the EEAS continued to cooperate closely with the Ministries of Foreign Affairs (MFA) of EU Member States on Human Resource related matters through the Human Resource (HR) Directors' Network. Through 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 exchange best practices with Member States.

The HR Network held two meetings. The first meeting, in February 2022, was devoted to the launch of the pilot project for the establishment of a European Diplomatic Academy, including the preparation of the feasibility study and the pilot academic programme. Member States were also informed of a new call for expressions of interest for 56 Seconded National Expert (SNE) positions at the EEAS Headquarters.

At the second meeting in September 2022, the EEAS presented the 2021 HR Report to Member States and briefed them on external recruitment procedures for Administrators for external relations and Heads of Administration for Delegations. Other topics included the preliminary statistics of the 2023 rotation exercise and the recently undertaken Workload Assessment in Delegations. The EEAS also proposed to establish a network of Mediators and boost the

employment possibilities for spouses amongst EU diplomats posted abroad. Finally, the EEAS informed about the official launch of the Women Diplomats Network ("WEDIN EU"), which is a network of networks of EU Member States and EEAS women diplomats.

### Cooperation with the European Commission – EUDEL Steering Committee

As part of the overall efforts to organise the network of EU Delegations in such a way as to effectively implement the priority tasks of the European Agenda, cooperation with the Commission on matters of Human Resources policy was of great importance during the reporting year. Throughout 2022, the EEAS and the European Commission continued their close collaboration under the common goal of ensuring equal support for all staff in Delegations, irrespectively of their institution of origin. The cooperation between the two Institutions continued through the Steering Committee on EU Delegations (EUDEL), which maintained its quarterly meetings in order to discuss matters regarding the management of Delegations.

EUDEL meetings focused on the preparation and implementation of decisions in several areas of Human Resource Management.

**Implementation of the “14 actions towards Geopolitical Delegations”**

Following the adoption of the “Matrix of 14 actions towards Geopolitical Delegations” by the Senior EUDEL meeting at the end of 2021, the EUDEL committee monitored the implementation of the agreed actions. The goal is to deliver on a transformative and ambitious European agenda and react to evolving geopolitical challenges and transform EU Delegations into modern and flexible diplomatic missions with adequate human resources and other means. The working methods and internal structures need to be adjusted to fit EU interests and objectives, using existing instruments in a comprehensive way.

**Work-Load Assessment in Delegations (WLAD)**

The most important deliverable of the “Matrix of 14 actions towards Geopolitical Delegations” was the Workload Assessment in Delegations, which focused on the adequacy of resources’ allocation to geopolitical and policy priorities in Delegations. The EEAS and European Commission services launched in February 2022 a Workload Assessment in Delegations (WLAD) in the context of a larger reflection linked to the policy coherence between the external and internal dimensions of EU policies, their geopolitical impact and the added value that Delegations can bring in this respect; including operational, administrative and financial effectiveness of Delegation functioning.

The WLAD was composed of a quantitative and a qualitative analysis and focused on the adequacy of resource allocation to geopolitical and policy priorities and high value-added Delegation tasks. Its aim was to recalibrate resources among geographical regions, assess whether the right staff profiles exist in view

of changing priorities (climate change, digital, energy, migration, security, conflict resolution, etc.). Next to that, it looked into how Delegations should act more as one and less along silos created by institutional structures in HQ, as well as cooperation with Member States to deliver on the European Agenda using the Team Europe approach. In a context of zero-growth environment for human resources, the EU needs to focus its resources on areas where it has clear priorities and can have the most impact.

Data collected allowed a thorough analysis which was summarised in a report adopted by the College of Commissioners in 2023.

**IT Governance**

Recognising that the interoperability of EEAS and European Commission IT tools and solutions is of critical importance, the EUDEL Steering Committee maintained the issue of coordination on IT issues as a standing point in EUDEL meetings. The main points covered under the IT framework were adequate technical and communication equipment, collaborative platforms, the roll-out of the Qualified Electronic Signature (QES) in EU Delegations as well as telework in Delegations.

**Follow-Up to the Joint Staff Opinion Survey**

At the end of 2022, the EUDEL Steering Committee adopted a joint action plan as a conclusion of the inter-institutional work and discussions about how to best address the main findings of the Staff Opinion Survey: the focus was on learning and development, career opportunities, work-life balance and well-being, vision and feedback from management, corporate knowledge and culture.

The action plan was structured in four main

axes as follows:

1. My Job - Proposed actions:

- Target and update the Learning and Development offers
- Focus on Career Needs and Opportunities

2. My working environment - Proposed actions:

- Boost well-being actions and frame the new ways of working
- Strengthen our commitment to a dignified workplace
- Put Diversity and Inclusion in the centre of our work
- Strengthen access to our common IT

resources

3. Senior Management - Proposed actions:

- Encourage more regular and better communication from Senior Management

4. Communication and Collaboration - Proposed actions:

- Establish solid and direct communication channels

The EEAS has launched a series of initiatives to implement the Action Plan. A dedicated Intranet page allows staff to follow the progress made.

# TALENT MANAGEMENT

## OFFICIALS AND TEMPORARY AGENTS

### Individual Publication of Posts

#### Headquarters

In EEAS Headquarters, 200 Establishment Plan posts were published individually, outside the mobility exercise: 14 management, 71 AD non-management, 88 AST and 27 AST-SC. The EEAS received 1,046 applications following the publication of these posts, 119 for management posts, 321 for non-management posts and 606 for AST/AST-SC posts.

Overall, the number of female applicants was 32% for management posts and 35% for AD non-management posts.

26% of the applicants for the AD individually published posts originated from the EEAS (including temporary agents from Member States), 38% were Member State diplomats, 30% from the European Commission, the European Parliament and other EU Institutions, and 6% laureates of EPSO competitions.

Regarding the AST and AST-SC posts, 23% applicants were from the EEAS, 50% from other institutions (European Commission and Parliament), 10% EPSO laureates and 17% from outside the Institutions (Executive and decentralised agencies, national public sector, private sector).

43% of candidates appointed to AD management posts, 30% to AD non-management and 53% to AST/AST-SC were female.

42% of the candidates appointed to AD management and non-management posts came from within the EEAS, 37% were EU Member States TAs, 13% from other Institutions, 8% were EPSO laureates.

#### Delegations

In Delegations, the EEAS published internally and externally 43 posts outside the rotation exercise including four management posts, and received 298 applications.

Overall, 24% of the applicants for management posts were female, as well as 36% for non-management AD posts, 40% for Head of Administration and 87% for Assistant to Head of Delegation posts.

39% of applicants for individually published management posts were from the EEAS (including temporary agents from Member States), 37% were EU Member State diplomats and 24% from the European Commission, the European Parliament and other EU Institutions.

14% of applicants for individually published non-management AD posts were from the EEAS (including temporary agents from Member States), 39% were Member State diplomats, 34% from the European Commission, the European Parliament and other EU Institutions, and 13% were EPSO laureates.

Regarding candidates for Head of Administration and Assistant to Head of Delegation posts, respectively 48% and 42% of the applicants were from the EEAS, and 39% and 58% from other Institutions, 13% of applicants to Head of Administration posts were EPSO laureates.

47% of candidates appointed across all above listed staff categories were female.

As regards the origin of AD management and non-management appointments, 47% were from the EEAS and 27% were EU Member State diplomats, 20% from the European Commission, the European Parliament and other EU Institutions, and 6% of them were EPSO laureates.

## Mobility in EEAS headquarters

The "mobility" exercise allows staff members to change posts in HQ as well as for the reintegration of staff members returning from Delegations. In the context of the mobility exercise, AD staff in Headquarters are in principle required to change job 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 by one year considering the needs of the service, the overall human resources situation and planning of the department. AST officials may take part in mobility on a voluntary basis.

In the framework of the 2022 mobility exercise, there were 71 posts published: 48 AD posts, 20 AST and 3 AST/SC. A total of 70 candidates applied: 47 AD level (33 officials and 14 Temporary Agents 2e) and 23 AST. 79% of ADs received an offer for a post among their first three priorities. Three posts were filled administratively in the interest of the service. Four posts were published later in the year.

The EEAS also undertook a management mobility exercise in 2022. A total of ten returning Heads of Delegation and four Deputy Heads of Delegation participated, as well as eight managers in HQ who had been on their posts for four or more years. In addition, nine former managers were eligible to participate. As a result: three returning managers, one manager in mobility and three Heads of Division were appointed as Heads of other Divisions. Also, for the first time, one returning manager and one manager who was not assigned to a management position from previous mobility exercises were seconded to the Commission on Heads of Unit posts in the context of an ad hoc arrangement between the EEAS and Commission. The others (22) were appointed to different advisor

posts (or equivalent) or remained in their current positions.

## Rotation Exercise for Delegations

Within the Rotation Exercise, the EEAS fills positions in Delegations and organises staff movements between Delegations.

The Rotation Exercise is guided by similar principles as the mobility exercise, namely to allow EEAS staff to develop a mix of competences through posts in various fields and geographic areas, in both Headquarter and Delegations.

The 2022 Rotation Exercise was launched on 13 July 2022. It included 139 posts: 35 AD management posts, 52 AD non-management posts, 51 AST posts and 1 AST-SC post.

A total of 608 candidates applied for these posts: 241 candidates for AD management posts, 256 for AD non-management, 62 for Head of Administration posts and 49 for Assistant to Head of Delegation (44 to AST and 5 to AST/SC posts).

The calendar for the rotation exercise was fully aligned with the exercise launched by the European Commission as part of the joint institutional efforts to develop careers in External Relations.

## Applications

Among the candidates applying for AD posts in Delegations, 44% applications for management and 50% for non-management positions came from Member States (including applications from temporary agents already serving with the EEAS).

As regards the rest of the applicants for management and AD non-management posts respectively, 40% and 29% came from the EEAS (not counting the temporary agents Member States' diplomats), 15% and 16% from the Com-

mission (and 1.7% from other EU Institutions).

56% of Head of Administration and 59% of Assistant to Head of Delegation posts applicants were from the EEAS, and respectively 44% and 41% from other Institutions.

22% of the applications received for the management posts were from female candidates, as well as 33% for AD non-management positions, 53% for Head of Administration and 84% for Assistant to Head of Delegation (AST1-9).

## Selection

Due to the restrictions imposed by COVID-19, as well as budgetary and environmental concerns, the selection procedures, including all the interviews for the 2022 Rotation Exercise were performed online.

The EEAS introduced a new interview concept for posts of Head and Deputy Head of Delegation in 2018. The interview was split into two parts. The first part was a simulation/ case study aimed at assessing several behavioural competencies deemed important for a management post in a Delegation. The second was a structural interview focused on the specific position.

In the 2022 Rotation Exercise, the interview process for Head and Deputy Head of Delegation was adapted to be performed online. Panels continued to conduct structural interviews online remotely via videoconference. However, as panels were not able to process the simulation/ case-study stage of the selection procedure, candidates who had not previously been a Head of Delegation had to instead go to an assessment centre with an external consultant in order to assess their behavioural competencies for a management post in an EU Delegation.

As a result of the rotation exercise, 118 candidates were appointed: 34 in management po-

sitions as Head or Deputy Head of Delegation (46% female), 52 in non-management positions (44.2% female), 18 to Head of Administration posts (39% female) and 14 to Assistant to Head of Delegation posts (93% female).

Among AD appointees, 38% were EEAS staff members (officials), 41% Member States officials (including temporary agents) and 21% joined from other Institutions.

Five officials were seconded from the European Commission to occupy a post of Head of Delegation.

## Temporary agents from national Diplomatic Services

Successful candidates on AD posts from the national Diplomatic Services of EU Member States are recruited as Temporary Agents (TAs) 2e.

One out of the four TAs occupying management positions and 26 out of the 74 in non-management positions who finished their contracts in 2022 were offered a second contract after succeeding in a new selection procedure. 14 TAs in non-management positions received an extension of their contract.

In 2022, through external publications and the Rotation Exercise, the EEAS recruited 67 new diplomats from Member States, including 15 on management posts.

By the end of 2022, there were 388 TAs from Member States' diplomatic services working at the EEAS, maintaining their proportion of 37% of EEAS AD staff.

Further efforts are needed to ensure a more equal representation of Member States and a more uniform distribution of the TAs on different levels (including Head of Delegation posts and middle management positions in HQ). Moreover, the unequal number of applications



between EU13<sup>1</sup> and EU15 (or EU14 for Delegations) Member States is still an issue.

During the 2022 rotation, at management level, 106 candidates came from EU Member States (from a total of 241 applications), of whom 58 came from the EU13 Member States.

**Contract agents**

Contract Agents (CA) constitute an important part of the EEAS staff population. In 2022, Contract Agents increased by 5% reaching 11% of

Recruitments/movements of contract agents							
		2017	2018	2019	2020	2021	2022
Newly recruited contract agents	HQ	57	94	77	85	81	74
	DEL	22	23	23	32	31	23
Contract agents transferred between Delegations		14	49	16	55	27	30

the total staff. As of December 2022, 596 CAs worked in the EEAS, 342 worked in EEAS Headquarters (HQ) and 254 in Delegations. The EEAS published 87 CA posts in Headquarters and 34 in Delegations. In 2022, the EEAS recruited 97 new CAs, 74 in HQ and 23 in Delegations.

The 2022 mobility exercise for contract agents in Delegations (launched in July 2021) was the first one applying the new rules of the Mobility Decision of CAs of 2020<sup>2</sup>. It was the fourth compulsory exercise. In 2022, 19 CAs were transferred/recruited in the framework of the annual mobility exercise. The 2022 mobility exercise marked very positive results despite the limited number of participants/available posts.

<sup>1</sup> EU13 = Member States joined the European Union since 2004: Czech Republic, Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovak Republic and Slovenia, Romania, Bulgaria, and Croatia  
 EU14 = Member States joined the European Union prior to 2004: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Republic of Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain and Sweden

<sup>2</sup> In July 2020, the EEAS adopted a new Mobility Decision for CAs. It replaces the 2017 Mobility Decision and aligns with the main points of the Commission Decision on the mobility of European Commission CAs staff posted to European Union Delegations, adopted in February 2020.

**Local agents**

**Key figures**

By the end of 2022, 3,219 local staff members were working in EU Delegations as technical and support staff, of whom 51% were employed on a post financed by the EEAS and 49% on a post financed by the Commission. The largest population of local agents occupied posts in Africa (35%), followed by Asia and Pacific (17%), Americas (15%), Europe (14%), Middle East and

North Africa (11%), and Eastern Europe and Central Asia (8%). Women represented 59%. The average age was 47 years old.

213 new local agents were engaged and 224 local agents left the Delegations after spending on average 10 years working for the European Union.

The following tools continued to improve the working and living conditions of local agents in 2022:

- 351 local agents benefited from promotion in addition to the automatic salary step progression they enjoy each year, while 29 local agents were recruited into a higher function group

through competing successfully with external candidates for a vacant post;

- 137 new salary grids were applied for 107 Delegations, resulting in an average increase of 3.5% and a weighted average increase of 3.3% in global salaries.

- EUR 2.7 million in medical expenditures was reimbursed to local agents through their dedicated insurance scheme (LA-Medical);

EUR 5.5 million was disbursed under the LA-Provident Fund to local agents whose contracts ended. This instrument allows local agents to constitute savings in anticipation of the end of their employment through employer and employee contributions.

**Reform of the conditions of employment for local staff**

Local agents are employed by the EU on contracts governed by the local law of the country hosting the Delegation in question, complemented by EU minimum employment conditions. In 2022, the EEAS continued implementing the reform of the conditions of employment for local staff, which had entered into force on 1 June 2020. The deadline for local agents recruited before 1 June 2020 to sign up for the reform was extended until 31 March 2022 to accommodate the complex process of producing local practice decisions as well as securing sufficient time for local agents to accept new conditions of employment. By 31 December 2022, more than 70% of local agents were covered by the new conditions of employment.

In parallel, the EEAS conducted the preparatory work in order to review the Salary Method, its salary methodology for adjusting the remuneration of local agents serving in Delegations.

The EEAS engaged in a number of exchanges with comparable employers, providing an outside perspective on potential innovations and improvements to the current Salary Method.

**Streamlining of IT tools for managing local staff rights and obligations**

In 2022, the EEAS launched the development of an IT platform that will increase consistency and efficiency in executing a significant number of employment-related actions for local agents. This platform will reduce the number of IT applications and manual actions required to manage their rights and obligations, thereby improving overall performance.

**War of aggression against Ukraine**

Following Russia's war of aggression against Ukraine, the EEAS has done its utmost to address the security needs of the local staff members of the EU Delegation to Ukraine. The measures adopted by the EEAS under its duty of care towards local staff members included (i) salary advances, (ii) authorization to telework in Ukraine or in a third country during a period, and (iii) an ex gratia one-time allowance in order to support the staff members' efforts to find security solutions.

**Seconded national experts**

At the end of 2022, there were 491 Seconded National Experts (SNEs) in the EEAS: 433 (88%) in Headquarters and 58 (12%) in Delegations. The very large majority of the Brussels-based SNEs worked in the crisis management structures.

44% of SNEs in Headquarters were entirely paid by their Member State (except for mis-

sion expenses and security costs). The EU MS financed 44% of SNEs in Delegations.

In 2022, 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).

For reasons of transparency and fairness, the EEAS continued its policy of advertising all vacant SNE posts (co-financed or financed by EU Member States). This policy aims at inviting as much as possible all EU Member States to show interest in any position.

## TRAINEES IN DELEGATIONS

In 2022, upon request of the EEAS, the Budget Authority provided EUR 2 million for traineeships in EU Delegations. Currently, the EEAS offers four types of traineeship in Delegations:

1. Paid traineeship for young graduates with less than one year of professional experience. The monthly grant corresponds to 25% of the basic monthly salary of a Local Agent group 1 with a ceiling of EUR 1,200 per month.

2. Compulsory traineeship for students already residing and studying in the host country.

3. Traineeship for students of national administration schools of Member States or of a candidate country after signing the accession treaty.

4. Traineeship for trainee civil servants of an administration in a Member State as part of professional compulsory training.

### Blue Book Trainees at HQ

As in previous years, in 2022 the EEAS recruited remunerated Blue Book Trainees, in cooperation with the European Commission Traineeship Office. In March 2022, 29 trainees from EU Member States benefited from a five-month traineeship at 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. In October 2022, 34 more trainees from EU Member States had the possibility to start their five-month traineeship. This increase in the number of trainees aimed at recruiting candidates from under-represented Member States for the October 2022 – March 2023 session.

In 2022, the EEAS had 438 trainees in 109 EU Delegations (394 of them funded by the EEAS, 21 paid by other Institutions and 23 unpaid). Thus, 95% of the trainees were funded. In 2022, the average duration of the traineeships was 168 days. 290 traineeships were offered to EU citizens, which represents 66% of all trainees in Delegations in 2022.

### Junior professionals in delegations

For the sixth round of the programme (2021-2023), 89 JPDs were posted in 70 Delegations: 43 in EEAS sections and 46 in European Commission sections. 29 of these positions are funded bilaterally by Member States (Denmark, Finland, Ireland, Luxembourg, the Netherlands and Sweden). The war in Ukraine led to the evac-

uation of two JPDs from Kiev and one JPD from Moscow. The EEAS, Commission and Member States decided exceptionally to increase the contributions for JPDs mid-round (with effect

## 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 2022, the EEAS hosted four volunteer Ac-

at the start of the 2nd year of the traineeship). The contribution for the JPD medical insurance also increased.

tive Seniors in DG.RM and in ASIAPAC.1. These experiences proved to be very beneficial both for the Active Seniors and for the services they worked with.

## EXCHANGE PROGRAMMES

### Short-Term Secondment Programme with the European Parliament and the European Commission

In 2022, the EEAS and the European Parliament (EP) resumed the short-term assignment programme that had been suspended in 2020 due to the COVID-19 pandemic.

11 EP and nine EEAS colleagues took part in the programme. In 2022, the EEAS and the European Commission also established a programme of short-term study visits, in which five Commission and four EEAS colleagues participated. The programmes are an opportunity for colleagues to gain an insight into priorities and working methods of each service and develop closer professional links, thus strengthening ties between the two services.

### Diplomatic Exchange Programmes with Third Countries and International Organisations

In 2022, the EEAS continued exchanges with

Third Countries and International Organisations based on Administrative Arrangements with a view to improve mutual knowledge and share expertise in sectors of common interest. The EEAS has signed such arrangements with the following countries/organisations: African Union Commission, Argentina, Australia, Canada, the Gulf Cooperation Council, the League of Arab States, New Zealand, Switzerland, Tunisia and the USA. 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 the European Union but also beyond its borders. Given 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 risk of leaks or loss of sensitive information and/or documents.

### 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 the EEAS and the Member States.

The DESP takes place between EEAS officials and diplomats from the Ministries of Foreign Affairs of Member States. The secondment period for EEAS staff is up to 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 2022, two exchanges took place in the framework of the DESP programme, with Spain and Germany.

### 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 Member State public administrations. This specific training gives NEPTs an insight into the EEAS working methods and policies.

In 2022, nine NEPTs were assigned to different EEAS HQ services from various Member States (Austria, Czech Republic, Germany, the Netherlands, Poland, Slovakia and Slovenia).

### 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 2022, the EEAS also welcomed a student from the KSAP for one month. The EEAS also hosted one trainee from the College of Europe, based on the Administrative Arrangement between the EEAS and the College of Europe, which establishes an EEAS Award for the best thesis on EU external relations with the possibility of a short-term traineeship. In 2022, the EEAS also concluded an Administrative Arrangement on short-term internships with the European University Institute in Florence.

of staff, the EEAS carried out the annual promotion/reclassification process and published the lists of promoted/reclassified staff on 9 November 2022.

### Certification

Four EEAS candidates successfully completed the certification procedure in 2022 - a 100% pass rate for EEAS candidates. The EEAS continued its close collaboration with the European School of Administration to further develop this training programme.

### Launch of the EEAS Professional Development Hub

In December 2022, the EEAS launched the EEAS Professional Development Hub - a new service under the responsibility of the internal coaching service - to support Officials, Temporary Agents and Contract Agent staff to find the training, mentoring and coaching opportunities in the EEAS best adapted to their individual learning and development needs.

### The internal coaching service

In June 2022, the EEAS issued the first Annual

Report of the EEAS Internal Coaching Service, which offers individual coaching to Officials, Temporary Agent and Contract Agent staff. In 2022, the Service organised 263 one-hour sessions for 131 colleagues (60% in HQ and 40% in Delegations). 47% of the sessions were devoted to career transitions and 53% to professional development.

The Service supported staff ahead of career transitions (internal job openings, mobility and rotation), longer-term career planning and on-boarding of newcomers. It also provided professional development coaching for staff with team management responsibilities in HQ and Delegations, including on key professional relationships, inter-personal skills, planning the first months in a new job, enhancing wellbeing and work-life balance. In cooperation with the European Commission, the Service launched pilot coaching for management teams in Delegations. The results will be analysed in 2023.

Taking into account an increasing demand, the Service recruited and trained four additional part-time coaches in 2022, thereby doubling its capacity.

## DEVELOPING AND RETAINING TALENT

### Appraisal and Promotion/Reclassification

In January 2022, the EEAS adopted new decisions on the appraisal and promotion/reclassification of all statutory staff (Officials, Temporary Agents, Contract Agents and SNEs).

The new appraisal decisions strengthen the "right to be heard" throughout the appraisal process and set performance levels for appraisal of staff, in order to provide a clearer

basis for the comparison of merits. The EEAS accompanied the new decisions with an information campaign and provided extensive training for all newly appointed managers on performance management, both in Headquarters and Delegations. In 2022, the EEAS successfully carried out the first appraisal exercise based on the new decisions.

Based on the new decisions on promotion/reclassification, and the results of the appraisal

## LEARNING AND DEVELOPMENT

### A snapshot of the year

In 2022, the EEAS paid particular attention to supporting the return to the office by supporting a record number of 58 teambuilding events for 2000 staff, and providing learning on wellbeing, resilience and stress management.

The EEAS delivered 8,186 training days in 2022, attended by almost 5,000 staff in HQ and Delegations. EEAS developed e-learning and online learning to ensure equal opportunities for both HQ and Delegation staff, and reached gender parity of training participants. Delegation staff represented 45.5% of participants in trainings organised by HQ and also had access to the on-

line training offer of the Commission and the European School of Administration as well as to local training.

In 2022, more than 50% of the HQ learning offer focused on diplomatic training and training to prepare staff for posting in Delegations. The EEAS started revising the diplomatic training to offer tailored-made, flexible and agile learning. The revamped EEAS Training Maps series: Diplomacy, Management, Administration and Operational Support provides training for key functions and career stages.

The EEAS also organised thematic training on a wide range of topics, including Green Transition and Climate Diplomacy, Digital diplomacy, Conflict Prevention and Human rights. The EEAS also organised 13 Lunch & Learn sessions for 950 staff to raise awareness on issues such as the Strategic Compass, the European Peace Facility and the EU's New Strategy for the Gulf.

The EEAS offered several mentoring programmes at HQ and in Delegations. The Mentorcliq platform matched 156 mentors and newcomer mentees. All newly appointed Ambassadors and Deputy Heads of Delegations who took up duty in 2022 were matched with a mentor.

#### **Focus on people management skills**

Managers had access to a vast learning offer, including the Newly Appointed Managers' training map, coaching and 360° performance reviews for experienced managers. In 2022, almost 200 EEAS managers attended one or more of the five mandatory management courses on anti-harassment, performance management, managing poor performance, manager as a coach and unconscious bias. Am-

bassadors also received training on high-level public speaking, high-level international negotiations and media issues.

#### **New policy – more security training**

The new EEAS policy on Hostile Environment Awareness Training (HEAT), adopted in May 2022, increased the need for HEAT. From March to December 2022, the EEAS organised 11 sessions of with 330 places for HQ and Delegations, a significant increase compared to 2021 (+50%). The EEAS also offered two online Security Management Team courses and a Regional Security Officers' seminar.

#### **Seminars for Delegation staff**

In 2022, the EEAS was once again able to organise most seminars for EEAS Delegation staff in Brussels.

In October, the annual Ambassadors' Conference brought together 134 EU Ambassadors, Heads of CSDP missions and Heads of Commission Representation, for exchanges with the Presidents of the EU Institutions, the HRVP and EEAS senior management and other high level speakers on the EU's internal and external activities, global developments, and the EU's strategic outlook.

The EEAS also organised seminars for 600 staff in other function groups in Delegations (Personal Assistants to Ambassadors, Heads of Administration, Deputy Heads of Delegation and Heads of Political section), to update staff on policy developments. A seminar for Local Agents in EU Delegations around the world took place online with 264 participants.

The EEAS offered five pre-posting seminars (out of which two online) to help staff from EU Institutions and Member States prepare for their assignments in EU Delegations.

#### **Cooperation with and for EU Member States**

In 2022, the EEAS continued to cooperate closely with the Ministries of Foreign Affairs (MFA) of EU Member States on diplomatic training.

The 22nd and 23rd editions of the European Diplomatic Programme gathered 141 participants in in-person format.

The Training Directors from the EEAS and the MFAs met in Paris and Prague to discuss learning and development methods to prepare diplomats for the future, including coaching, mentoring and pre-posting trainings.

Under the Diplomatic Training Programme, the EEAS offered training to 116 Member State diplomats, mainly online. Additionally, the EEAS organised a course on the EEAS selection procedures for 56 MFA human resources experts. Member States diplomats continued to benefit from online learning via the Learning and Development Platform, and five Member State officials completed job-shadowing at the EEAS HQ under the Erasmus for Public Administration programme.

#### **Launch of the European Diplomatic Academy pilot project**

In September 2022, the EEAS launched the pilot project to establish a European Diplomatic Academy. The aim is to build a true European Diplomatic corps that will further strengthen

European global action by adding the European perspective to the skills and knowledge of diplomats.

The project, which is implemented by the College of Europe, gathered 40 junior diplomats from EU Member States, candidate countries and EU Institutions for a nine-month residential academic programme at the College of Europe Bruges/Natolin. The programme includes a mix of skill development and frequent study visits to EU Institutions and international organisations based in Brussels.

Under the pilot project, the EEAS also launched a feasibility study to explore options for the functioning of a future permanent Academy. The study was prepared by the European Institute for Public Administration (EIPA) in Maastricht together with the European University Institute (EUI) in Florence.

# WORKING ENVIRONMENT & EQUAL OPPORTUNITIES

## GENDER, DIVERSITY AND INCLUSION

In 2022, EEAS stepped up its engagement towards Diversity & Inclusion. The EEAS adopted a new mission statement which establishes gender equality and the respect for diversity as core values.

Furthermore, the Mission Letters of EU Heads of Delegations and managers' appraisal criteria now include a reference to Gender Responsive Leadership and the promotion of a harassment-free, respectful, safe and inclusive work environment.

The EEAS published the results of the first joint EEAS–European Commission Diversity, Inclusion, and Respect at the Workplace Survey for staff in Headquarters and expatriate staff in Delegations. The survey provided an opportunity to analyse the composition of staff in terms of diversity.

Furthermore, a **draft Diversity and Inclusion Agenda** and a **draft action plan** (2023 – 2025) on staff related matters concerning diversity and inclusion were consulted with the Joint Committee for Equal Opportunities (COPEC), staff representatives and staff associations, for adoption in early 2023. The Agenda covers all areas of discrimination and brings together both external and internal aspects of diversity and inclusion into one comprehensive document.

### LGBTIQ+

The EEAS continued to improve information to staff concerning the situation in countries of posting on the legal, social and cultural situations for all LGBTIQ+ persons, not only for staff but also their family members, with dedicated information on the family page and in the post reports.

The EEAS also actively celebrated the **International Day against Homo-, Bi- and Transphobia (IDAHOT)** on 17 May and continued to liaise with the Égalité association for LGBTIQ+ staff working in the EU Institutions.

### Ethnicity

In addition to the compulsory unconscious bias training for managers and selection panel chairs, the EEAS continued the collaboration with EPSO to ensure a more diverse pool of candidates, actively promoting the Heads of Administration competition with testimonials of staff with diverse backgrounds.

The EEAS also engaged with the newly created Diversité Europe staff association raising awareness on ethnic diversity within European Union Institutions and bodies, which was consulted on future initiatives.

### Gender Parity

In the area of gender parity the new role of Deputy to the Director was introduced in the EEAS, and 11 women designated amongst the 14 Deputy appointees. There was also an increase of the share of women in middle management position in Headquarters (to 44.4% by the end of the reporting year). Also, 40% of Heads of Delegations appointed during the 2022 rotation were women. Six EEAS/COM double postings were implemented during the 2022 rotation. There was also coordination with EU Member States in order to secure more applications from women to Temporary Agent posts, within the framework of the Human Resources Network chaired by the EEAS.

An EEAS Gender Parity Report was developed

to analyse and monitor progress, as well as define avenues for action. As regards training, women in pre-management positions are now able to apply for management training. A pilot training course on Gender Responsive Leadership (GRL) was introduced among Senior Managers at EEAS HQ

## Disability

### Awareness Raising

The EEAS ran an **awareness-raising week on disability** from 28 November to 2 December 2022, including a video message of the EEAS Secretary-General, a dedicated screensaver and an Intranet page specially designed for the occasion, so as to address the specific challenges and needs of colleagues with a disability or those taking care of dependents with a disability.

A lunchtime conference **"Disability: what can the EEAS do for us?"** provided practical information on available tools, measures and contacts points for colleagues at Headquarters and in Delegations. A broad range of topics was addressed, such as:

- Tools available (mapping, roadmap for action on disability, guide on Inclusive communication, functional mailboxes);
- Accessibility at Headquarters and in Delegations;
- The results of the staff survey on diversity, inclusion and respect at the workplace;
- Reasonable accommodations and services offered by the EEAS Medical Service, EEAS social worker, as well as the cooperation with the European Commission, for carers of a dependent with a disability.

### Roadmap for Action on Disability

The EEAS roadmap for action on Disability endorsed in June 2020 by the EEAS Secretary-General was updated in 2022, serving as a guide for the EEAS work in this area, including contacts, useful information and new developments.

### Accessibility /Suitability of Delegations for Colleagues with a Disability

The EEAS developed **accessibility factsheets** for its Network of Delegations so that colleagues with a disability could get the necessary information about Delegations, allowing them to make an informed choice when applying for a posting abroad.

All documents have been made available on the Intranet and are readable with a screen reader or a Narrator tool. The factsheets complement the post reports and will be updated annually. A similar factsheet was made available for colleagues who consider applying for a position at Headquarters.

Thanks to the availability and cooperation of a colleague with reduced mobility in a Delegation, the EEAS recorded a video to highlight the importance and benefits of raising awareness on disability and accessibility with the aim to show the value of giving visibility to people with disabilities working with us around the world.

### Provision of Reasonable Accommodation for staff with Disability

Following the adoption of the Decision on the provision of reasonable accommodations for Officials, Temporary Agents and Contract staff with a disability, the EEAS keeps a registry of

the requests for reasonable accommodation.

One of the tasks of the new EEAS social worker is to support and guide colleagues with a disability, including those in need of a reasonable accommodation.

### Aid for Individuals with a Disability

In implementing the new guidelines on supplementary aid to persons with a disability, 22 EEAS colleagues have benefitted from a 100% reimbursement of the incurred eligible costs for their children with disabilities.

### Joint committee for equal opportunities (COPEC)

2022 was a key year for the Joint Committee

for Equal Opportunities (COPEC). Its consultations included draft Decisions on Anti-Harassment, New Ways of Working/Time Management Policy, as well as the Diversity & Inclusion and Hurdles to Rotation surveys, and the draft Diversity & Inclusion Agenda and Action Plan for Diversity & Inclusion at Work.

COPEC also took part in an InterCOPEC event on the impact of Covid-19, Diversity & Inclusion strategies, and work-life balance.

2022 was the second year of COPEC's first mandate. The Committee took the decision to rename COPEC into CODI – Committee for Diversity & Inclusion, in order to align with other Institutions and reflect most recent policy developments. A call for expression of interest for members of the second mandate was prepared for early 2023.

## GEOGRAPHICAL AND GENDER BALANCE

Recruitment to the EEAS is based on merit while ensuring adequate geographical and gender balance. The EEAS works closely with Member States to ensure they put forward candidates from both genders to management and non-management positions. The EEAS strives to have staff population representative of each Member States' share of EU population. To reach those objectives, the EEAS:

- Monitors carefully the information on gender and geographical origin per type of post. Monthly statistics and the annual Gender Parity Report and Human Resources Report outline these figures;
- Informs regularly Member States about those statistics, as well as the profiles of candidates sought to key management and pre-management positions;

· Promotes, through institutional, formal and informal activities, both within the organisation and in its contacts with the Member States, the need to attract a diverse and inclusive pool of candidates to published posts. In particular, the EEAS continues to encourage underrepresented Member States to propose qualified and diverse candidates to Heads of Delegation positions.

While the current data shows that the EEAS suffers less severe imbalances than other EU Institutions, it is important to note that it has limited capacity to regulate imbalances due to its relatively small population and the specificities of the Service, where 38% of EEAS AD population is made up of Temporary Agents from Member States and approximately 9% of total staff are Seconded National Experts.

In December 2022, nine MS were represented below their AD population share (based on the share of each country's population within the EU). Most efforts have been aimed towards countries that joined the EU in 2004 and 2007, as they made up 15% of EEAS staff in 2011. These efforts are paying off and the share of EU13 among the EEAS staff raised to 25% in

## ANTI-HARASSMENT POLICY

Following the results of the joint EEAS-European 'Commission Diversity, Inclusion, and Respect at the Workplace Survey' and the results of the EEAS staff survey, that showed that only half of the participants (51%) felt that they have sufficient information about the EEAS anti-harassment policy, the EEAS paid great emphasis on raising awareness about harassment and the support structures in place for its staff throughout 2022. In this context two main initiatives were launched in 2022: **a campaign 'EEAS anti-harassment awareness week'** and **a new anti-harassment e-learning**.

In October 2022, the EEAS Secretary-General launched a new anti-harassment campaign in the form of an anti-harassment awareness week. The campaign aimed at raising awareness on the anti-harassment policy documents and support structures in place, as well as on the responsibility of every staff member to ensure respect and dignity in the workplace. In the context of the campaign two information sessions were organised for all staff in HQ and Delegations (including Commission staff) and a plenary session was organised for Heads of Delegation during the EU Ambassadors Conference. New information material was also developed and were made available to all staff, including factsheets, presentations and post-

2022. It is now higher than their 20.1% share of the EU population.

The EEAS participated in two discussions in **COREPER** in May and December 2022, and expressed its readiness to engage in yearly discussions, as proposed by the Council presidency.

ers. During the campaign, the new principles of professional behaviour in the EEAS were also launched, a document that aims to ensuring that all staff members are familiar with the standards of conduct expected from them to ensure respect and dignity in the workplace as well as ethical and responsible behaviour.

A new e-learning that will facilitate the participation of staff members in HQ and Delegations (both from the EEAS and the Commission in Delegations), will include definitions on what is harassment, information on the support structures in place and guidance on how to report harassment cases as well as useful contacts.

Throughout the year, EEAS continued to deliver mandatory anti-harassment training courses to all managers, as well as dedicated sessions during pre-posting seminars for both EEAS and Commission staff joining EU Delegations.

Finally, the EEAS continued to work on a dedicated anti-harassment decision for local agents, in cooperation with the European Commission. The adoption of a separate joint decision for local staff will allow the EEAS to ensure equal treatment for all local agents of both the Commission and the EEAS, and ensure that it has the necessary legal structures in place to cater for the different needs of local agents in Delegations.

## ETHICS

EEAS staff must abide by the highest ethical standards as spelled out in the Staff Regulations and CEOS, the EEAS Ethics policy note and the Principles of professional behaviour in the EEAS.

The EEAS places great emphasis on raising awareness of ethical issues and procedures among staff through the Intranet, advice provided by ethics correspondents, and training. In 2022, besides the on-line training modules, the Ethics correspondent team reshaped the presentations for the welcome sessions and pre-posting seminars.

In 2022, the Ethics intranet page was updated with the 2022 Principles of Professional Behaviour in the EEAS and the latest annual reports on the publication of information concerning occupational activities of senior officials after leaving the service. All reports from 2014 onwards are available to the public via the EU Public Register.

In that context, the EEAS is required to publish the list of cases assessed under Article 16.3 of the Staff Regulations. This article covers the post-service occupational activities of senior staff in lobbying or advocacy within two years after having left the service. The objective of this publication obligation is to increase transparency and avoid any undue influence on EU policymaking by prohibiting lobbying and advocacy by former staff members. In 2022, the EEAS examined 14 notifications of intention to engage in an occupational activity after leaving the Service, out of which one notification was

from a former senior staff member.

Regarding conflict of interests (Article 11a of the Staff Regulations), four declarations were submitted, of which three were confirmed by the Appointing Authority.

### EEAS social policy

A new **EEAS social worker** joined the Medical Service in July 2022. Her main role has been to support staff and families in HQ and Delegations. Around 100 individuals received personal assistance from her.

The role of the social worker and the EEAS family officer towards **staff with disabilities** or in charge of dependents with disabilities was explained during the EEAS Conference "Disabilities, what can the EEAS do for us?" on the occasion of the International Day of Persons with Disabilities (1 December 2022). Staff members were informed on the provision of reasonable accommodation for staff and the financial aid<sup>3</sup> to families with dependents with disabilities. 22 families have benefitted from EUR 610,000 in 2022.

**Improving the conditions for spouses of staff posted abroad** continues to be a priority of the social policy team. A new **intranet page dedicated to spouses and families** in Delegations was created in 2022. This page includes a mapping of countries where same sex spouses can obtain a diplomatic visa and a mapping on the possibility of gainful employment for spouses in the receiving State. In 2022, the EEAS con-

<sup>3</sup> EEAS Decision (2021) 6 on the implementation of financial aid to persons. Financial aid implements with the support of the Commission via a Service Level Agreement

cluded its first bilateral arrangement with New Zealand allowing the dependants of the EU Delegation diplomats to engage in gainful employment while retaining their diplomatic privileges and immunities. Work continues to expand the number of agreements.

## WORK-LIFE BALANCE

In 2022, the EEAS continued the implementation of flexible working arrangements through a series of instructions issued by the Director-General of Resource Management while negotiations continued on the draft decisions on working time and flexible working arrangements in Headquarters and EU Delegations. As the pandemic restrictions ended, staff members were encouraged to return to the office. As a rule, teleworking was authorised three days per week in Headquarters and one day in Delegations. Teleworking outside of the place of employment for both headquarters and Delegations staff was also allowed (ten days maximum or more in exceptional circumstances) and special medical or complex family situations were addressed through this means.

### COVID-19

The health and safety of all EEAS staff in HQ and EU Delegations have always been paramount in the

decisions taken during the COVID-19 crisis. In 2022 the Secretary-General and the Director-General for Resource Management continued to regularly update staff on the situation, the decisions taken and the subsequent measures adopted. These messages to all staff, together with a dedicated COVID-19 intranet page,

The EEAS Family Officer engages actively with the network of EU Family Officers who exchange good practices to improve the condition of spouses and families accompanying EU Diplomats posted overseas. The Family Officer also supported around 100 staff members and dependents.

have been used to relay important information and advice to staff such as medical protocols, vaccination updates, teleworking instructions, consular affairs, mission restrictions and social support.

### Medical assistance

Throughout 2022 the EEAS medical team has been mainly involved in the follow-up of the COVID-19

Crisis with advice on preventive measures, individual risk assessments, PCR testing, follow up of

cases and contacts and appropriate recommendations related to vaccinations in HQ and in Delegations.

The EEAS Medical Service offered COVID-19 booster vaccination campaigns as per the BE recommendations for HQ staff in EEAS premises. COVID 19 Pfizer vaccines were also successfully sent to delegations. The EEAS Medical Service also carried out the pre-departure medical checks of EEAS candidates for EU Delegations. In order to allow a better follow up of staff, the EEAS Medical Service has been provided with a new electronic medical record system called 'myC'.

### Medical evacuations

In 2022, we had 54 Level 2 medical evacuations (commercial flight) and 2 level 1 (air ambulance) medical evacuations.

### Psychosocial support

In 2022, the EEAS Medical Service offered psychological support and advice to staff (and their family members where necessary) in Headquarters and Delegations facing difficult situations in their personal or professional life, such as stress and anxiety, burnout, conflicts at work, telework, family issues, deterioration of security.

As mentioned above, a new EEAS social worker joined the Medical Service in July 2022, with the main role of providing psychosocial support to staff and families in Headquarters and Delegations. A new functional mailbox, EEAS Psychosocial Support, was initiated and made it easier for staff to access psychosocial counselling for personal or professional questions. This service is also the focal point for staff with disabilities regarding applications for reasonable accommodation.

In 2022, the Medical Service co-organised a Lunch & Learn conference on How to reduce work stress and avoid burnout with the participation of around 80 staff members from 19 delegations and contributed in promoting the World Mental Health Day on the 10th of October 2022.

The EEAS Medical Service provided also advice to the Delegations on identifying appropriate local psychological assistance for all staff (individual and group debriefing) under particu-

lar periods of crisis.

Due to emerging crisis and their impact on daily lives, the EEAS medical service supported also initiatives from Delegations to organize local psychological group sessions/discussions, with the aim to strengthen internal resources and resilience system and provide practical tools for coping with stress.

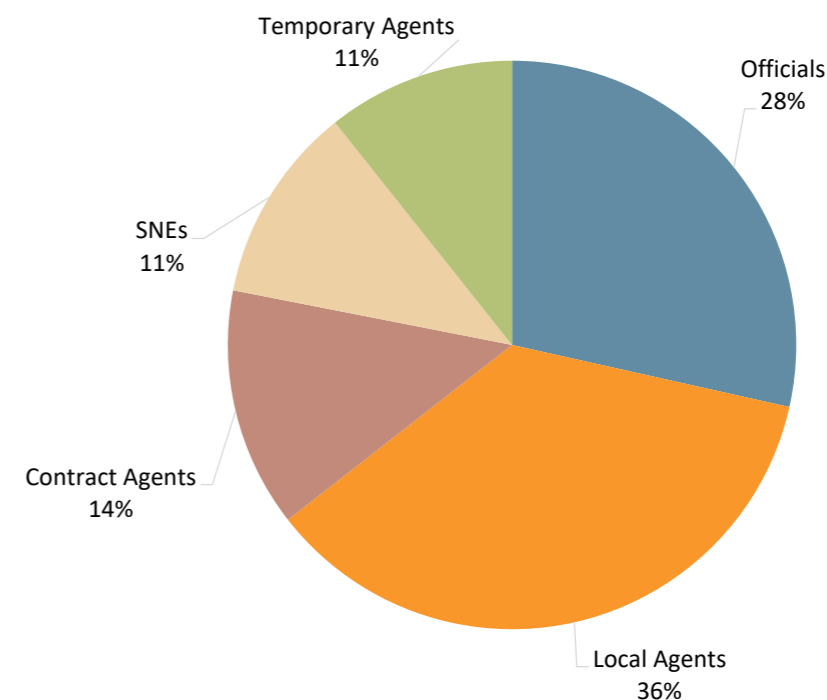


# EEAS POPULATION

## OVERVIEW

By the end of 2022, 5,188<sup>4</sup> people were working in the EEAS, employed either directly by the EEAS or through external contractors<sup>5</sup>. 2,419 of them were posted in HQ and 2,769 in Del-

egations, while 3,316 staff members from the European Commission also contributed to the work of the Delegations. In 2022, the EEAS received 32 additional full-time equivalents from the Budgetary Authority. The EEAS allocated the majority of them to the



egations, while 3,316 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, ac-

ording to evolving political priorities. In 2022, the EEAS received 32 additional full-time equivalents from the Budgetary Authority. The EEAS allocated the majority of them to the European Peace Facility, the Strategic Communications team and the new Delegation in Qatar. In addition, the 2022 administrative budget saw a reduction of three AD posts and one AST post that were transferred to the European Commission to allow it to take over certain files related to the Internal Market.

<sup>4</sup> The staff numbers reported in the EEAS HR Report 2022 refer to personnel in office on 31 December 2022. - Statistics on nationality with reference to EEAS population, include nationals from the United Kingdom as they continue to be members of EEAS staff.

<sup>5</sup> External contractors (excluding trainees) in the EEAS cover approximately 12% of its total population and they are mostly assigned to IT services and security positions.

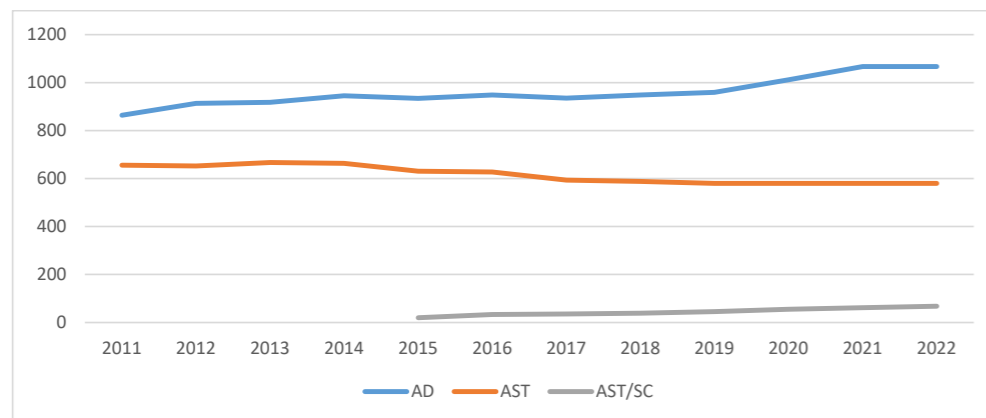
## EEAS STAFF BY CATEGORY

### Officials and Temporary Agents (AD, AST and AST/SC)

By the end of 2022, 1,715 staff members were occupying official and temporary agents' posts in the AD, AST and AST/SC categories, the majority of which were assigned to HQ (65%).

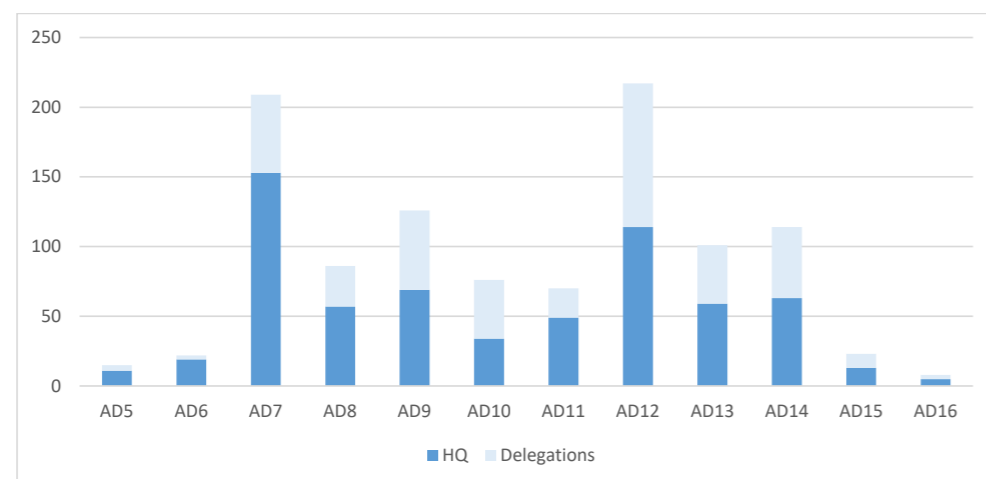
Since the beginning of the EEAS in 2011, the

AD population grew by 23.5%, while the AST population decreased by 11.2% due to the introduction of a new category in 2014, the AST/SC, for staff performing secretarial tasks.



The AD population was the second largest staff category, after local agents, with 1,067 staff members. The majority of AD staff were

working in HQ (61%), approximately one third of which were Member States diplomats.



In line with the Council Decision<sup>6</sup> establishing the EEAS, Member States diplomats should represent about one third of AD staff.

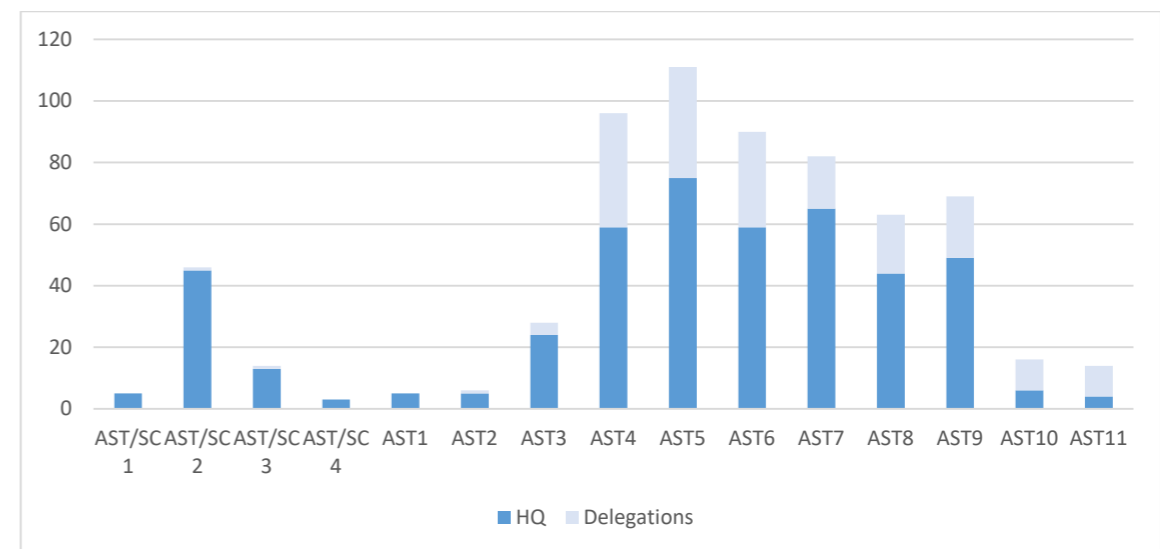
The EEAS reached this target in 2013 and con-

tinued to work towards attracting talent and expertise from Member States since then, reaching a diplomatic representation of 36.3% within its total AD population by the end of 2022.



The majority of the 648 staff members in AST and AST/SC categories were assigned to HQ

(71%). The number of AST and AST/SC staff increased by 0.9% from 2021.



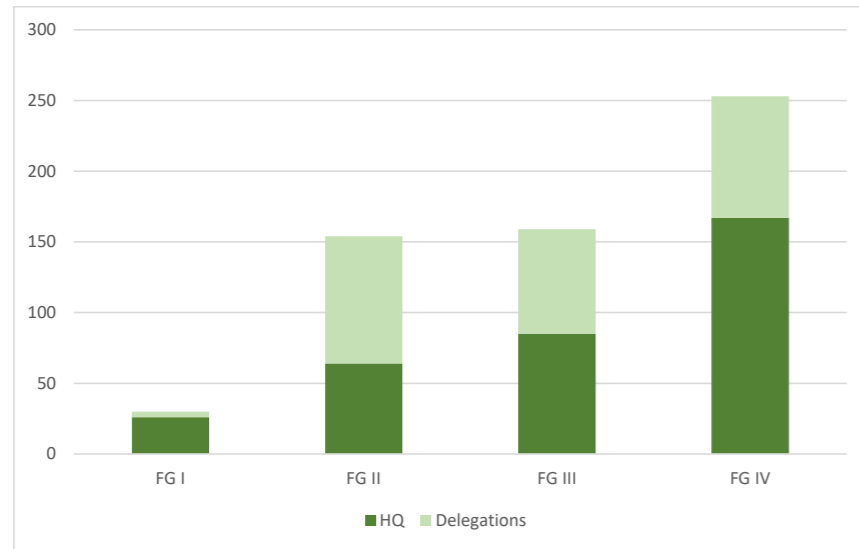
<sup>6</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32010D0427>

### Contract Agents

The distribution of contract agents in HQ and Delegations was relatively balanced, with 57% of the 596 contract agents assigned to HQ. The largest contract agents group was FG IV<sup>7</sup> and

the majority of staff members in this group were working in HQ (49%).

Finally, the total number of contract agents increased by 80% since the creation of the EEAS, as well as by 5% since 2021.

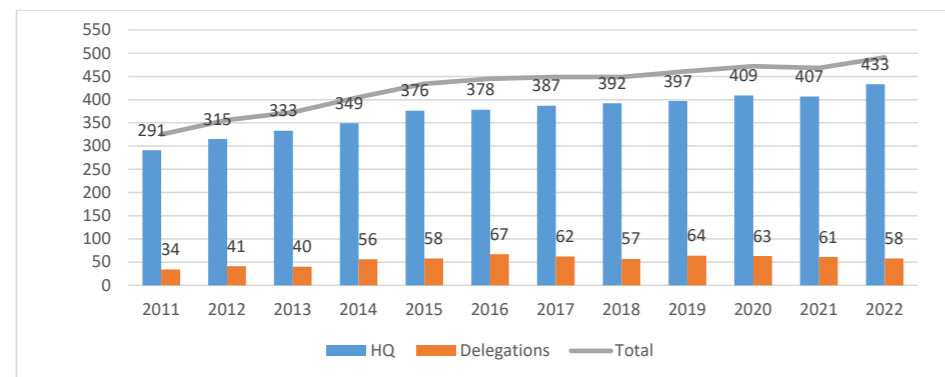


### Seconded National Experts

491 seconded national experts (SNE) were working in the EEAS at the end of 2022 (out of which 215 were military SNEs), 88% of which were assigned to Headquarters, with a majority posted to military support structures. 44% of SNEs in Headquarters were entirely paid by

their Member State (except for mission expenses and security costs). The EU MS financed 44% of SNEs in Delegations.

The seconded national experts' population by the end of 2022 grew by 51% compared to 2011 and 4.9% from 2021. The SNE population represented 10% of the EEAS population at the end of 2022.

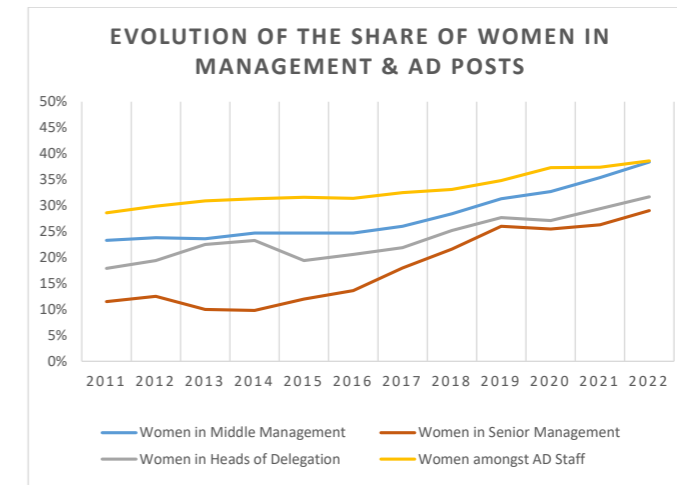


<sup>7</sup> The types of duties for the different contract agent function groups are as follows: FG IV – administrative, advisory, linguistic and equivalent technical tasks, FG III – executive tasks, drafting, accounting and other equivalent technical tasks, FG II – clerical and secretarial tasks, office management and other equivalent tasks, FG I – manual and administrative support service tasks.

### DISTRIBUTION OF STAFF BY GENDER

Work aiming at achieving gender parity remained always at the forefront of EEAS Human Resources policy development throughout 2022. Targeted actions were particularly suc-

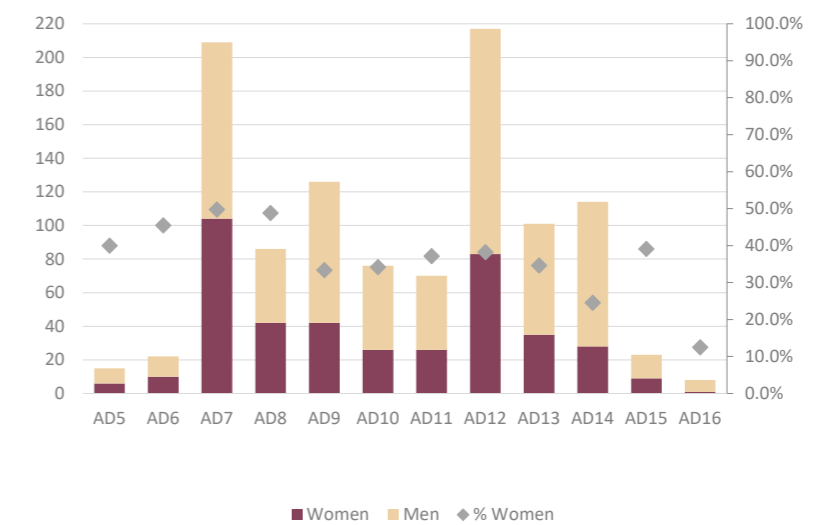
cessful for female middle-managers in Headquarters (44.4% by the end of 2022 instead of 41% in 2021), as well as for female Heads of Delegation (31% by the end of 2022).



### Officials and Temporary Agents – Gender

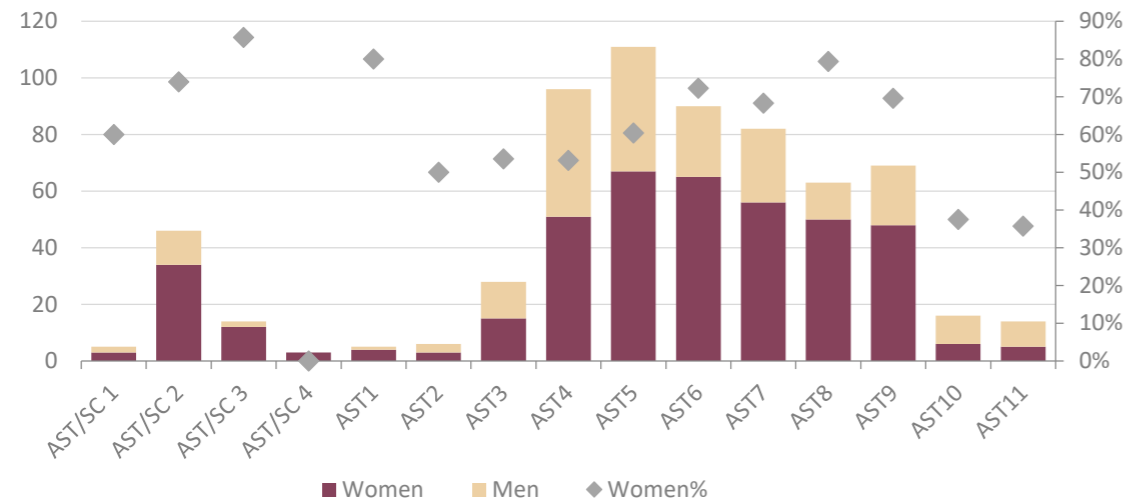
At the end of 2022, women represented 38.6% of AD staff compared to 37.4% at the end of 2021. Numbers were relatively stagnant at the lower part of the grade scale, with 48.8% of women in the AD5 to AD8 bracket (same as in

2021), but with an increase in the middle and higher brackets with 36.2% women in the AD9 to AD12 bracket (35.5% end 2022) and 29.7% for the AD13 to AD16 bracket (26.7% in 2021).



Gender parity in the AST and AST/SC categories somewhat decreased in 2022. At 65% of the population against 66% in 2021, women are still over-represented at 65.3% at the lower

grades (AST2 to AST9), dropping to 36.7% in the AST10 and AST11 grades, which is precisely the same figure as in 2021.

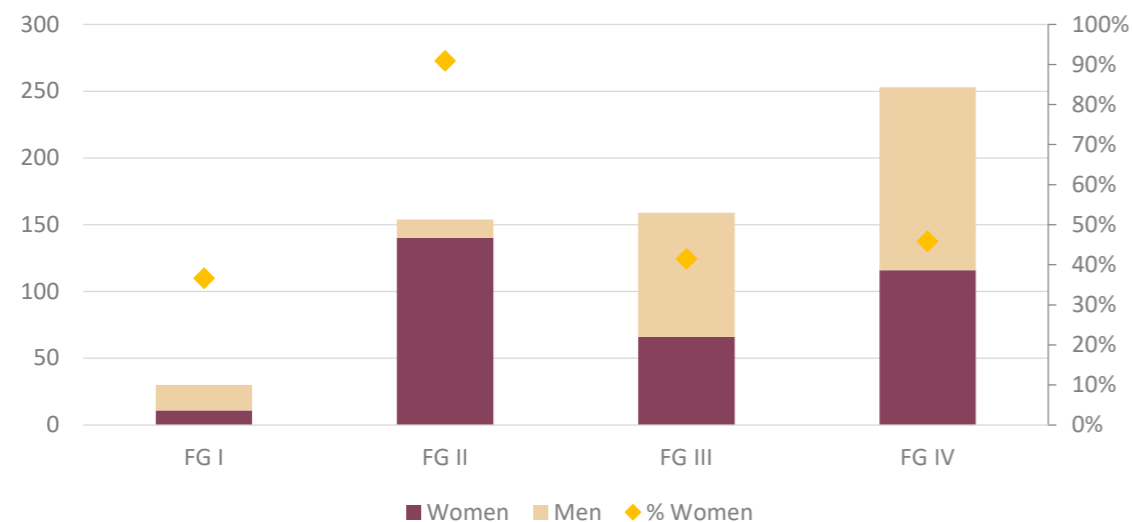


**Contract Agents - Gender**

Women continued to represent the majority of contract agents in 2022 (55.9% over the total), with parity achieved almost at all grades in Headquarters (except from the lowest grade FGI) and even some imbalance in favour of women in FGII, FGIII and FGIV grades, with an overwhelming majority of women in FGII grade category.

overwhelming majority of women in FGII category, which corresponds mostly to Secretary/Assistant to the Head of Delegation positions. In higher grades however, mostly linked with Administration and Political & Information sections, women's representation drops to 27.5% in comparison to 30.1%, in 2021.

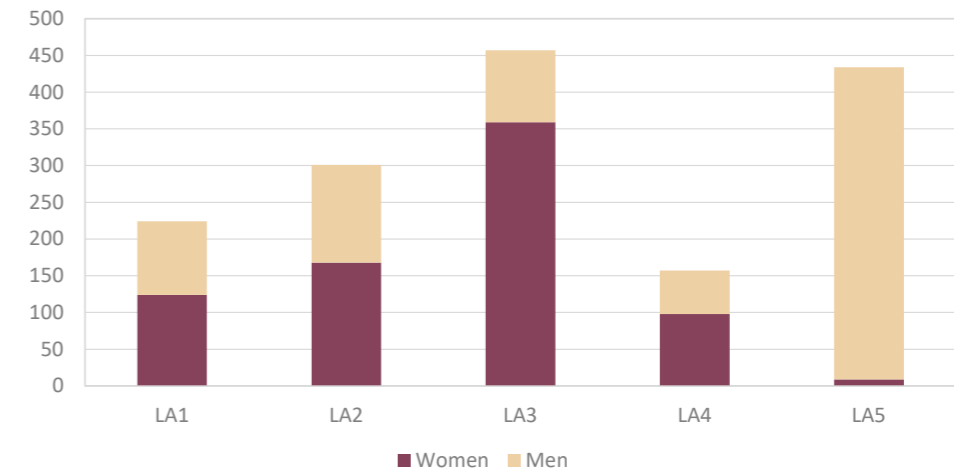
As regards the Delegations, there's also an



**Local Agents - Gender**

In 2022 gender parity remained stable as in 2021, with 48.2% of local agents being women. The gender distribution remained relatively balanced within the various grade levels, with

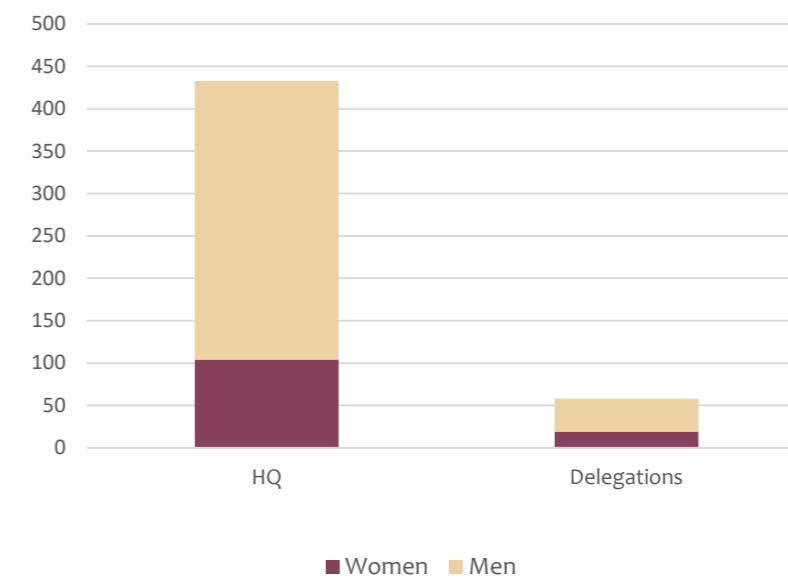
the exception of category 5 where most positions are driver posts, traditionally occupied by men.



**Seconded National Experts - Gender**

The share of women amongst seconded national experts increased in 2022, with 24% women in Headquarters against 21.4% in 2020,

and 32.8% women in Delegations against 27.9% in 2021.



## DISTRIBUTION OF STAFF BY NATIONALITY<sup>8</sup>

Recruitment to the EEAS is based on merit while ensuring adequate geographical and gender balance. As regards nationality, 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.

At the end of 2022, EEAS staff included nationals from all Member States. Most countries had at least one national in each staff category, with the exceptions of Luxembourg, which (same as in 2021) had only one seconded national expert in the EEAS HQ at the end of the year, and Malta without contract agent positions.

In addition to EU nationals, staff members with UK nationality continued to work in the EEAS during 2022 in positions of officials and contract agents (the presence of UK nationals in the EEAS decreased by 27% in comparison with 2021).

In comparison to 2021, the majority of the Member States increased their number of nationals in the EEAS, with Croatia and Slovakia having increased the most (19% and 10% accordingly). The Member State with the biggest decrease compared to 2021 was Finland (-13%).

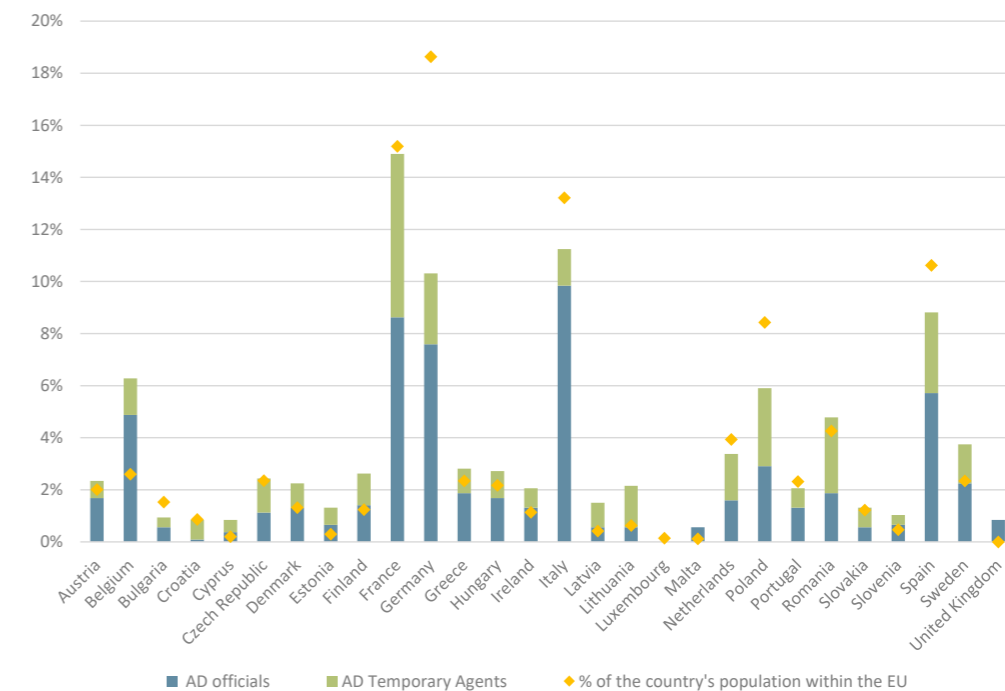
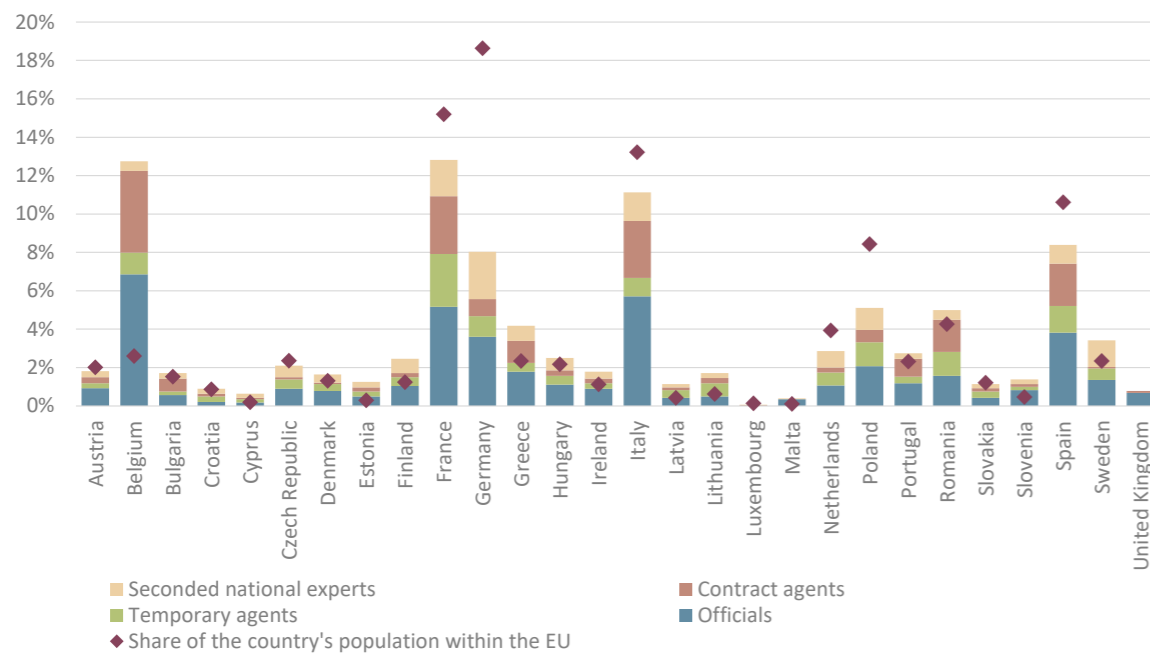
## Officials and Temporary Agents - Nationality

### AD Category

Almost all Member States held at least one AD position in the EEAS at the end of 2022, with the exception of Luxembourg. In addition, UK nationals continued to be part of the AD population with nine members (three AD less than 2021).

Compared to 2021 figures, the majority of Member States in the EU13 group increased their presence within the AD population: by the end of 2022, Cyprus, Czech Republic and Romania remained stable, while Hungary, Latvia and Slovenia saw a slight decrease in their representation within the AD staff.

As regards the EU14 group, five Member States increased their presence compared to 2021, with the exceptions of Belgium, Denmark, Finland, Greece, Netherlands, Portugal and Sweden that saw a slight decrease. Ireland remained stable throughout 2022.

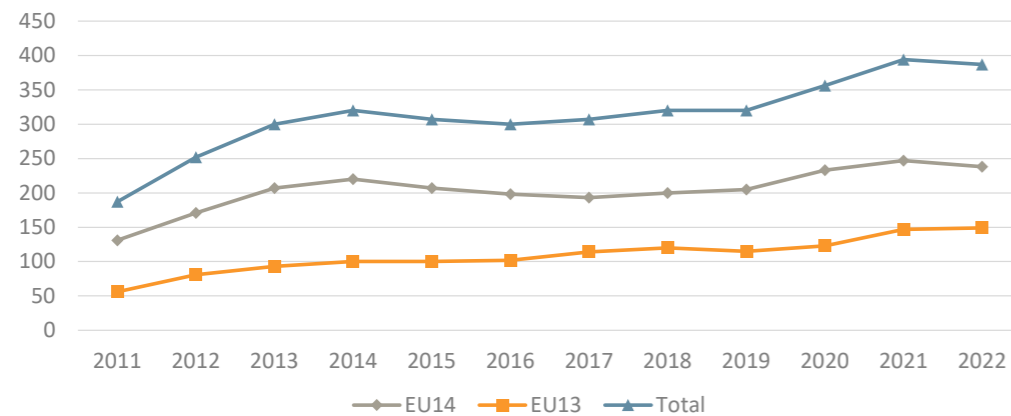
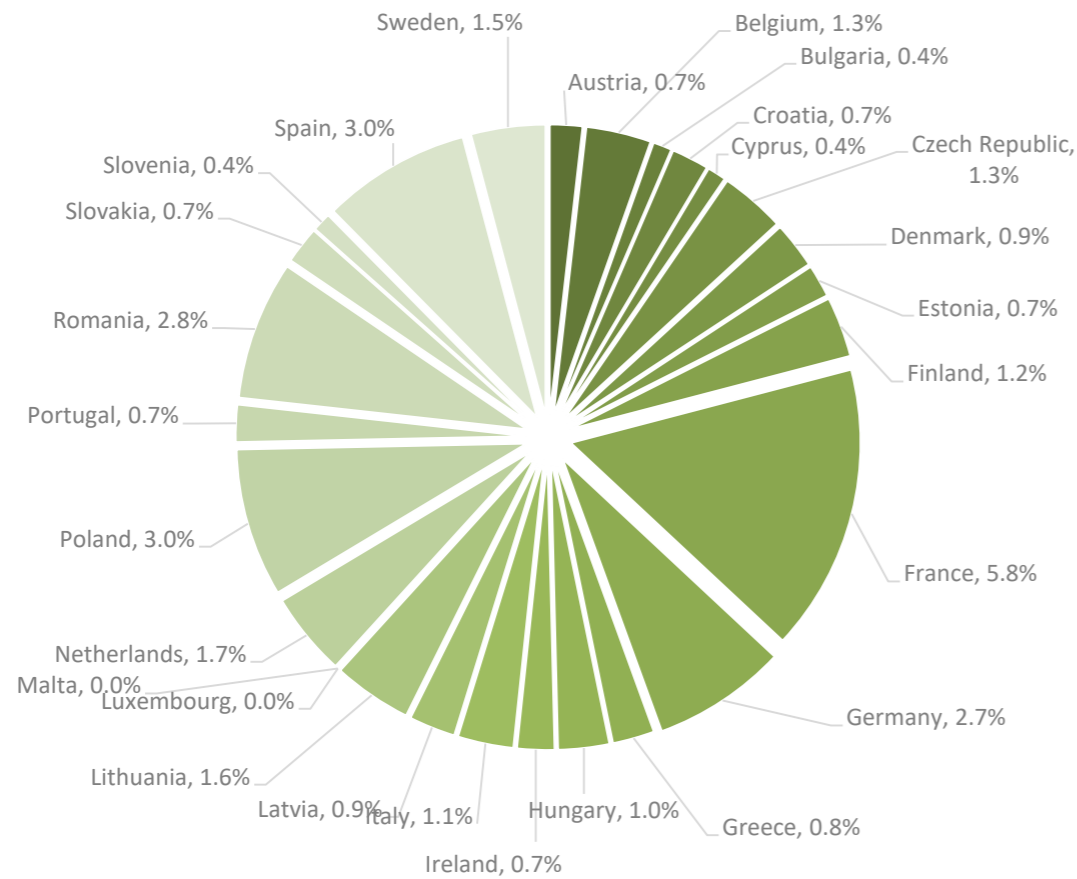


<sup>8</sup> - Statistics on nationality with reference to EEAS population, include nationals from the United Kingdom as they continue to be members of EEAS staff.  
 - Statistics on nationality with reference to EU Member States population, do not include the total population of the United Kingdom.  
 - Same as last year's report, UK is no longer included in statistics concerning the EU14/EU13 groups.

**Temporary Agents Member States Diplomats**

By the end of 2022, almost all Member States were represented by at least one temporary agent from their diplomatic service (Member States' diplomats) apart from Luxembourg and Malta. There were also no Member States' Diplomat from the United Kingdom. Same as last

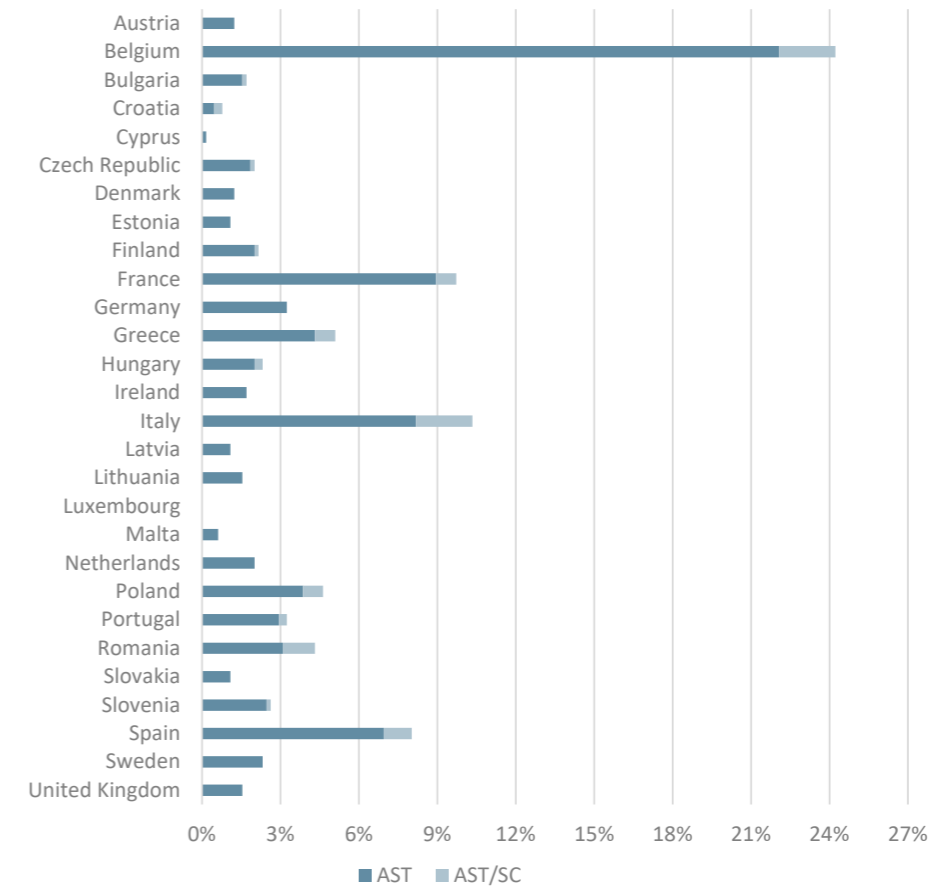
year, the biggest national group was represented by France with 62 diplomats in the EEAS at the end of 2022, while the smallest group came from Bulgaria, Cyprus and Slovenia with four diplomats each. The number of Member States diplomats slightly decreased by 2% compared to 2021.



**AST and AST/SC Categories**

Apart from Luxembourg, all Member States and the United Kingdom were represented by at least one AST or AST/SC staff member in the

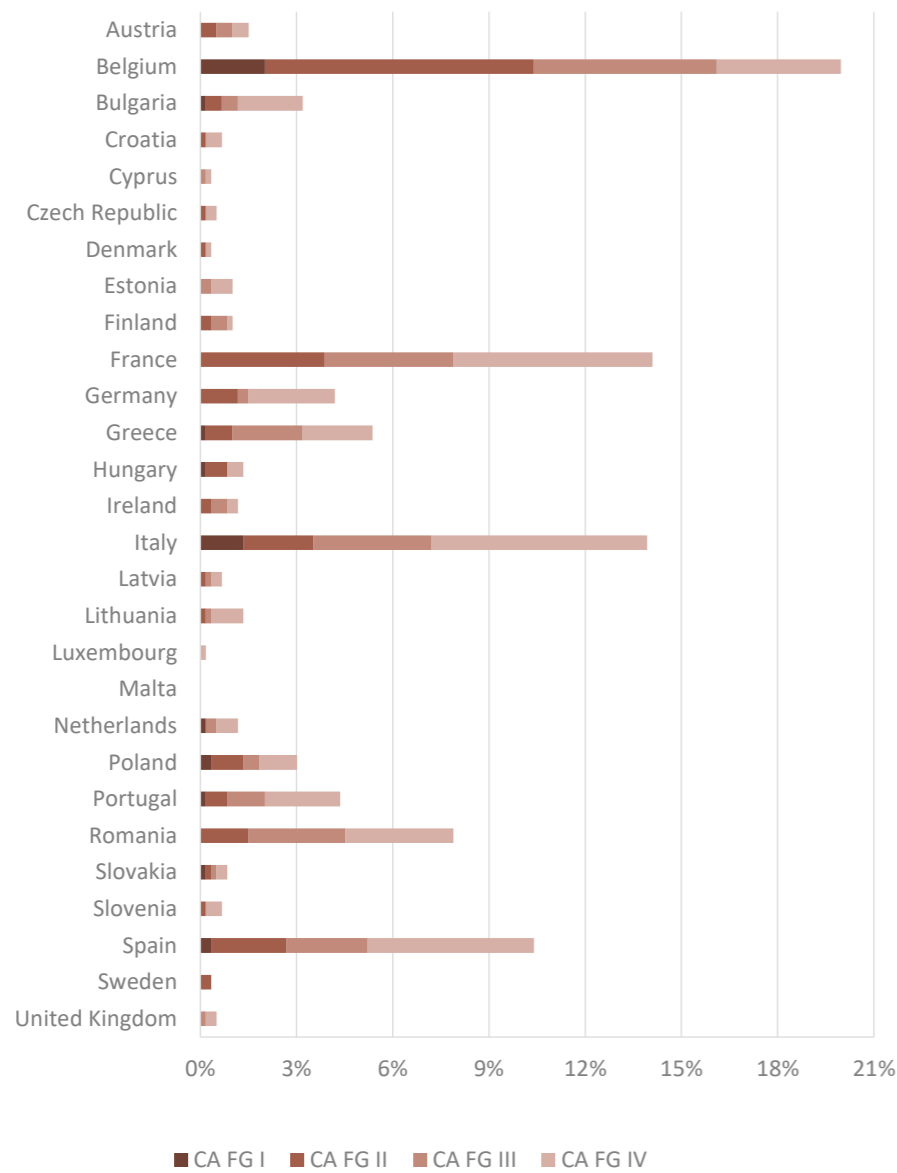
EEAS. Belgium remained the biggest national group in this category with 24.2% of all AST and AST/SC staff members (1% increase since 2021).



**Contract Agents - Nationality**

Contract Agents from almost all Member States and the United Kingdom were working

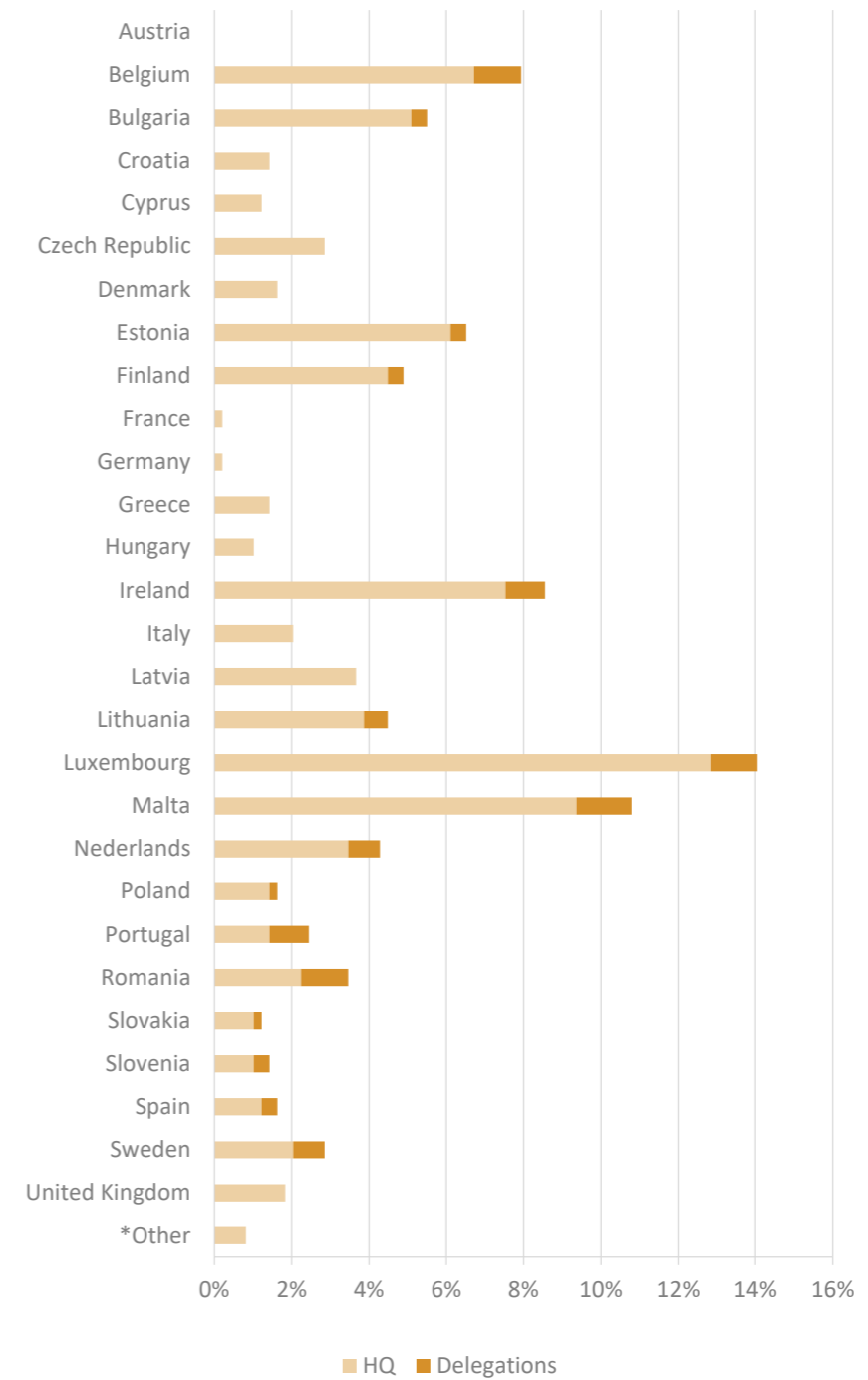
in the EEAS at the end of 2022, with the exception of Malta. 20% of contract agents were Belgians, followed by 14% of French and Italians accordingly.



**Seconded National Experts - Nationality**

Seconded national experts (SNEs) was still the only category that included staff members from all Member States. In addition, three Norwegian and one Swiss experts were seconded

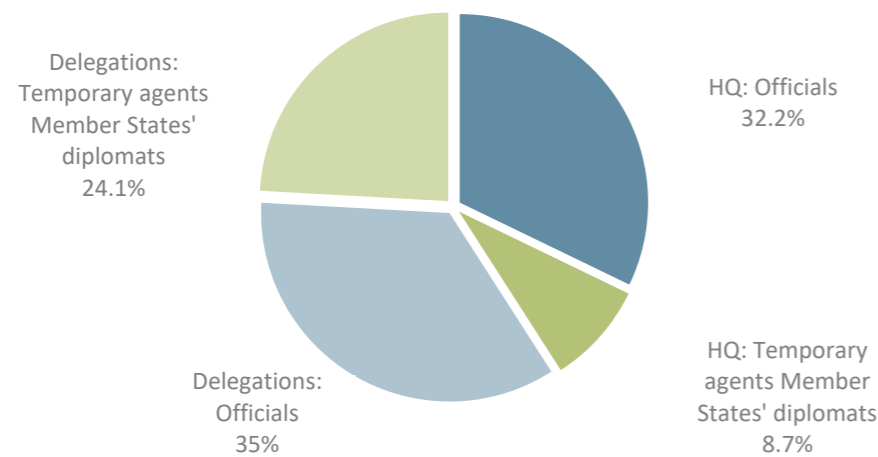
to the EEAS at the end of the year (shown in the chart below as \*Other). There were no SNEs from the United Kingdom in the EEAS by the end of 2022.



## MANAGEMENT STAFF

286 staff members held management positions in the EEAS at the end of 2022, out of which 32.9% were Member States diplomats. The majority of managers were assigned to EU Delegations, either as Heads of Delegation or Deputy Heads of Delegation.

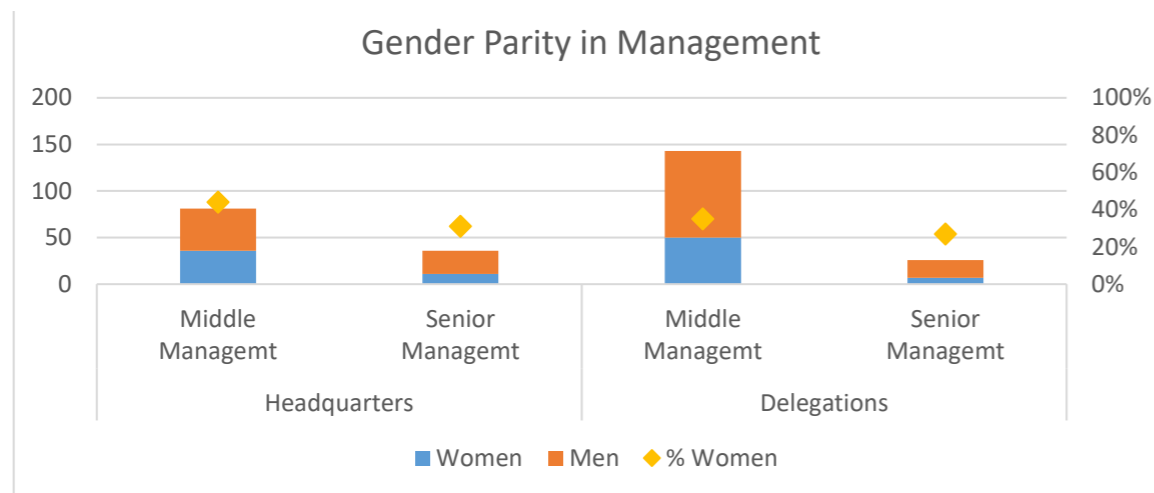
port women in management positions, whilst ensuring that recruitments are based on merit. The upward trend of women in management positions continued in 2022, with a total presence of 36.4% women managers at the end of the year. Women now represent 44.4% of



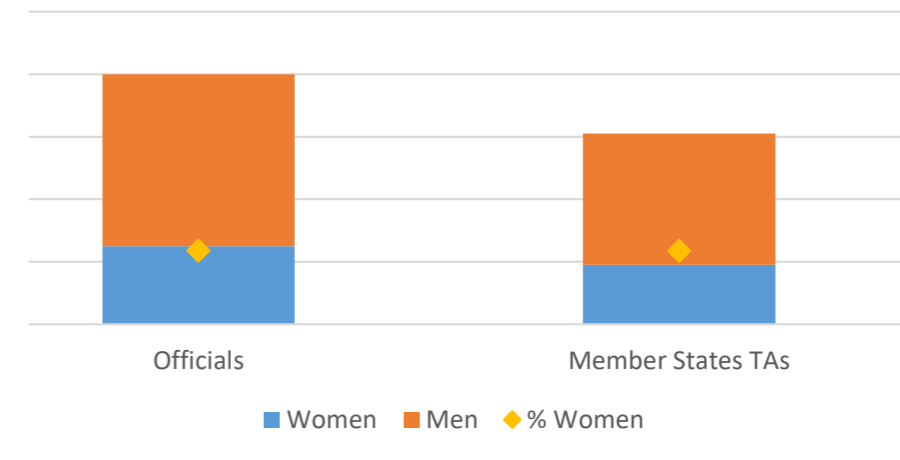
### Management Staff - Gender

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 sup-

Middle Managers in Headquarters, while their number in Senior Management in Headquarters took also the limelight, with an increase, from 24.2% to 30.6% women in this workforce. In 2022, the share of women Heads of Delegation also slightly increased from 29.5% in 2021



### Heads of Delegation

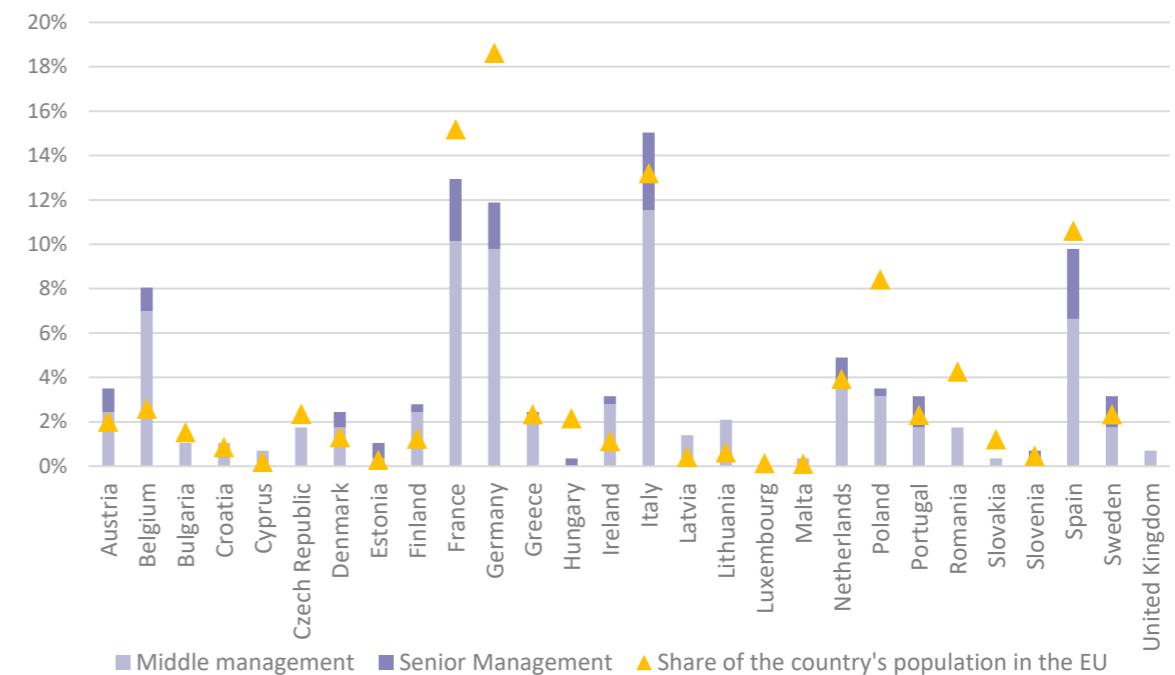


to 31% for Officials as well as for Temporary Agents, while the number of women in Middle Management in Delegations went up to 35%.

### Management Staff - Nationality

Luxembourg remained the only Member State that did not hold a management position at the

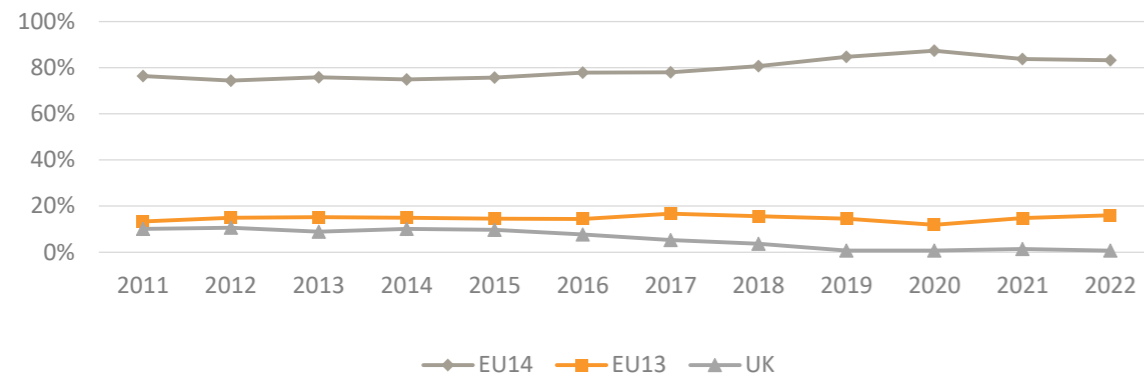
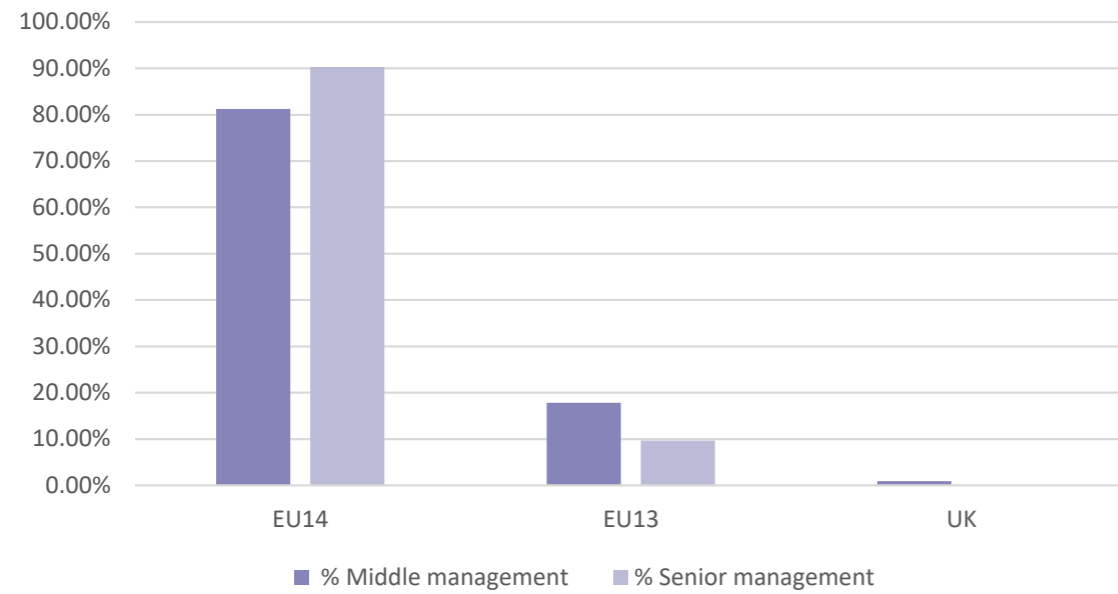
end of 2022. In addition, two staff members from the United Kingdom held management positions in HQ (two less than 2021). 21.7% of management positions were at senior level and were occupied by nationals from 17 Member States. French, German, Italian and Spanish nationals still occupied half of the management positions in the EEAS with 53.2%.





EU13 countries represented 17.9% of middle managers, compared to 16.2% in 2021, and 9.7% of senior management compared to 8.9% in 2021.

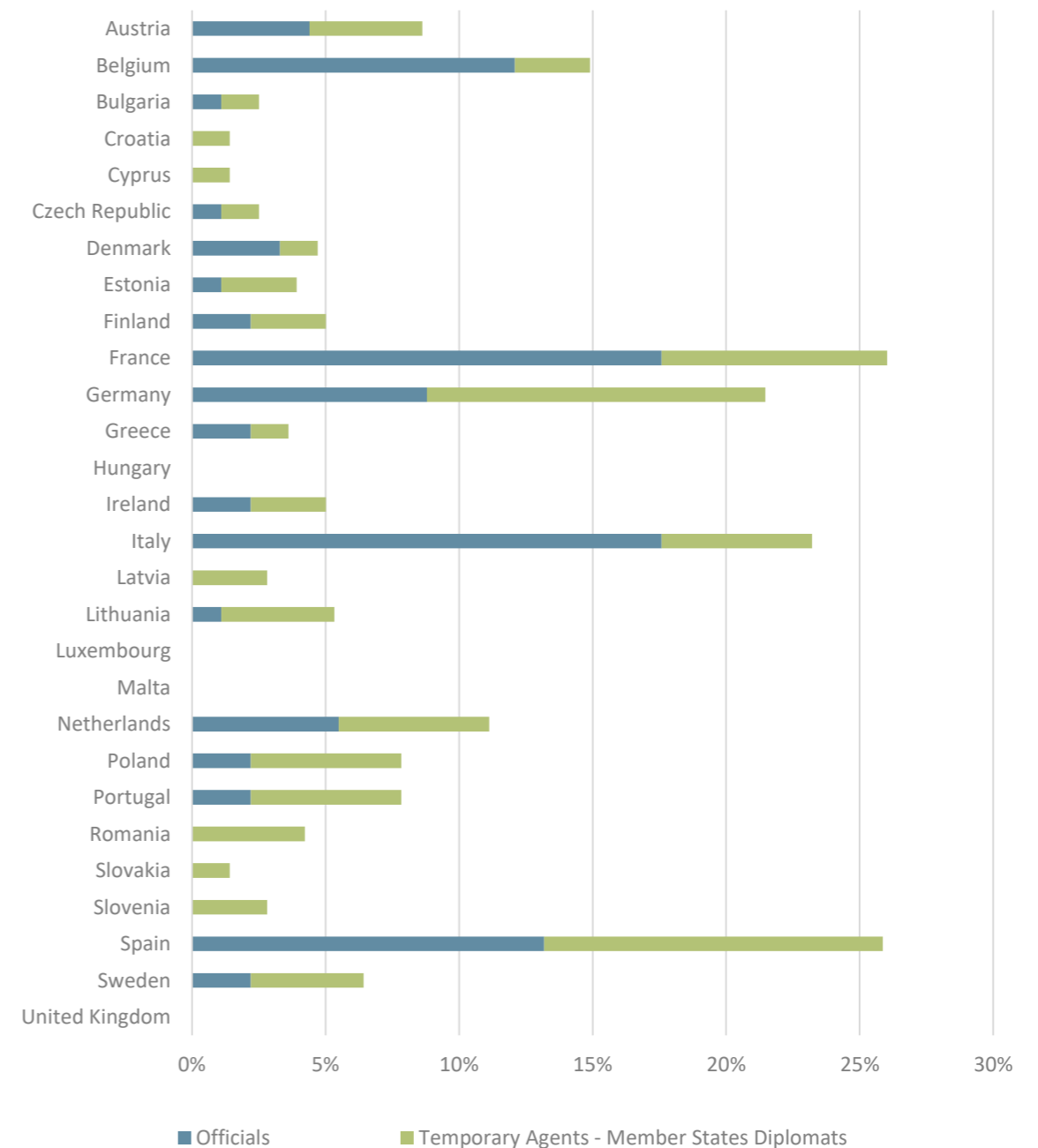
The EEAS continues to work towards a more balance distribution of management positions between EU14 and EU13 counties, taking into consideration also the representation of these countries in the EU population.



### Heads of Delegation

Hungary, Luxembourg and Malta were the only Member States that did not hold a Head of Delegation position at the end of 2022. EU13 Member States represented 17% of the Heads

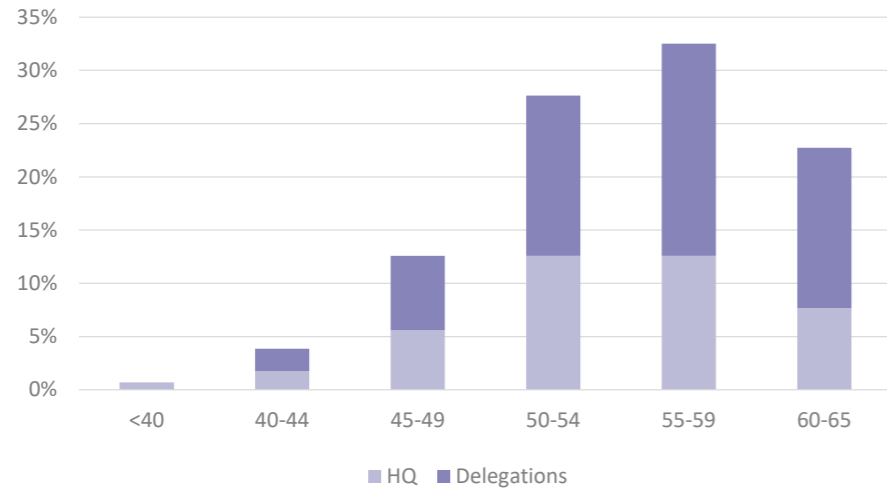
of Delegation, (a slight decrease compared to 18% at the end of 2021). France, Germany, Italy and Spain represented together 49.4% of Heads of Delegation.



**Management Staff - Age**

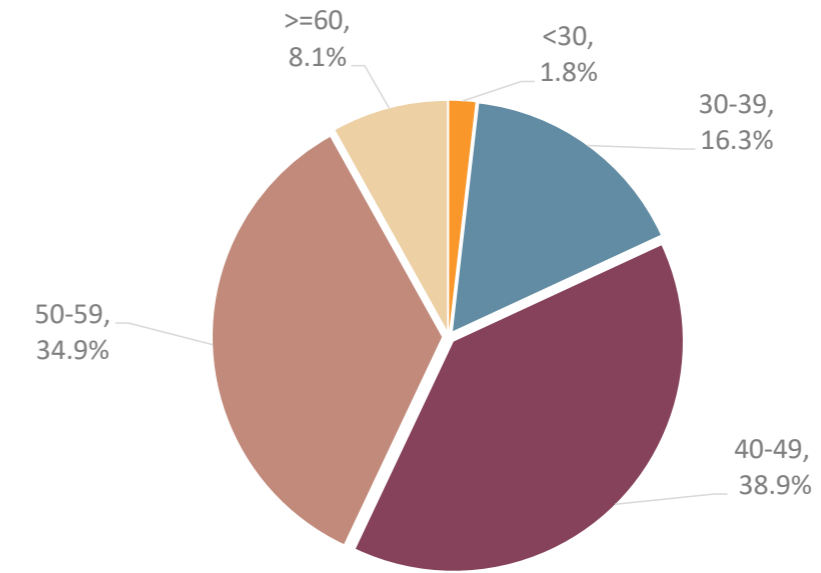
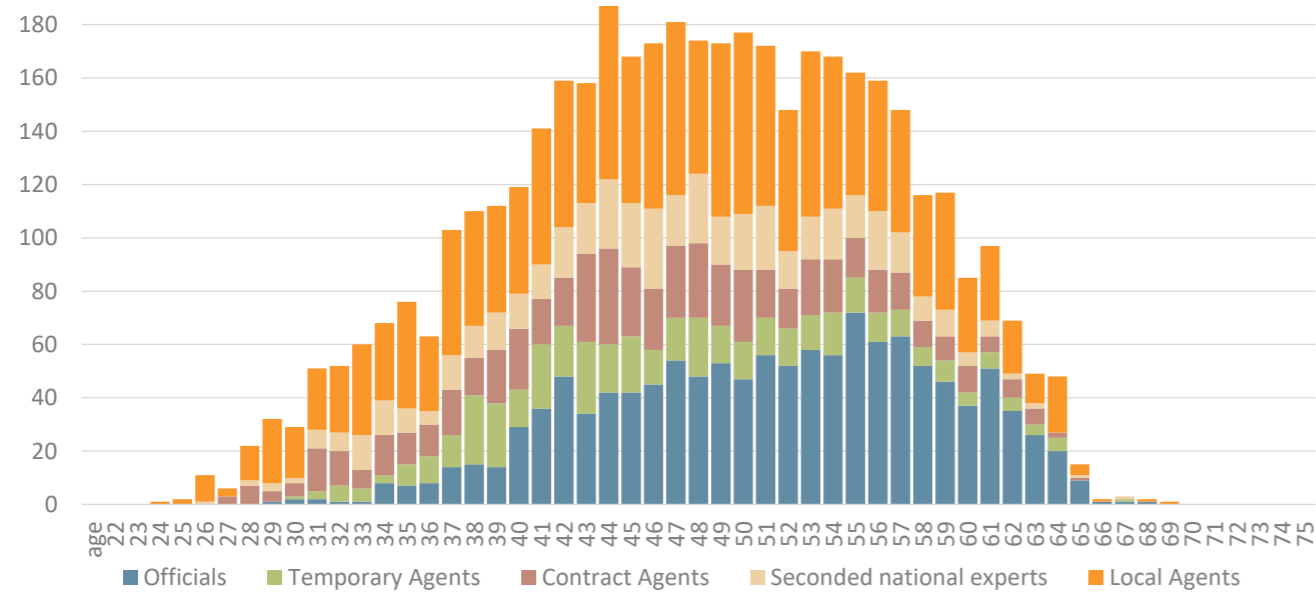
The average age of EEAS management staff was 54.8 years old, almost the same as the

2021 figure. More than half of EEAS managers were between 55 and 65 years old while 0.7% were younger than 40 years old.



**DISTRIBUTION OF STAFF BY AGE**

The average age of EEAS staff at the end of 2022 was 47.6 years old.



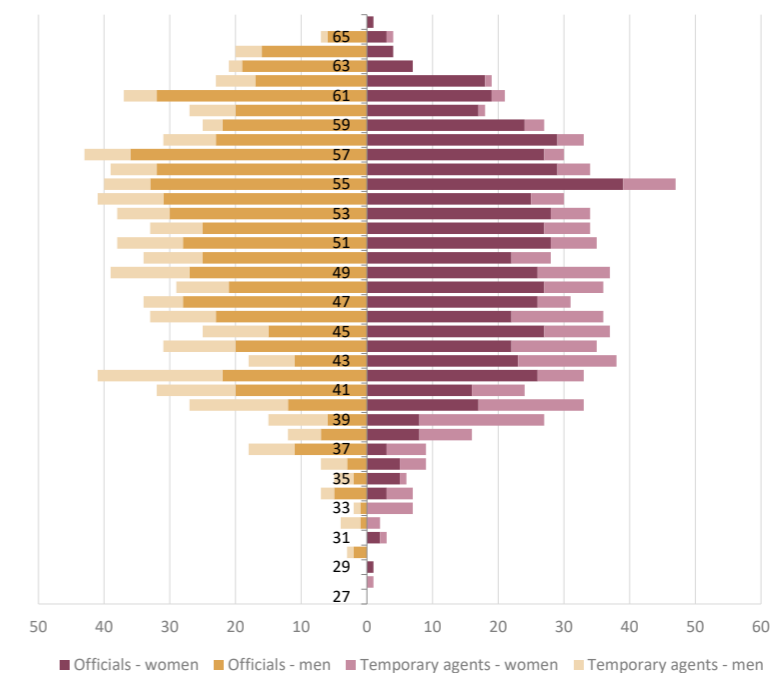
Quite similar to last year's figures, in HQ, 17% of staff were younger than 40 and 42% were 50 years of age or older. In Delegations the percentages were 19% and 43% respectively for the same age groups.

were 30 years old or younger, while the majority of officials were still older than 50 years old (59.5%).

In the temporary agents' category, the figures remained the same as last year with the average age at the end of 2022, at 46.2 years old. There were still no temporary agents under 30, while most temporary agents were still younger than 50 (66.2%).

**Officials and Temporary Agents - Age**

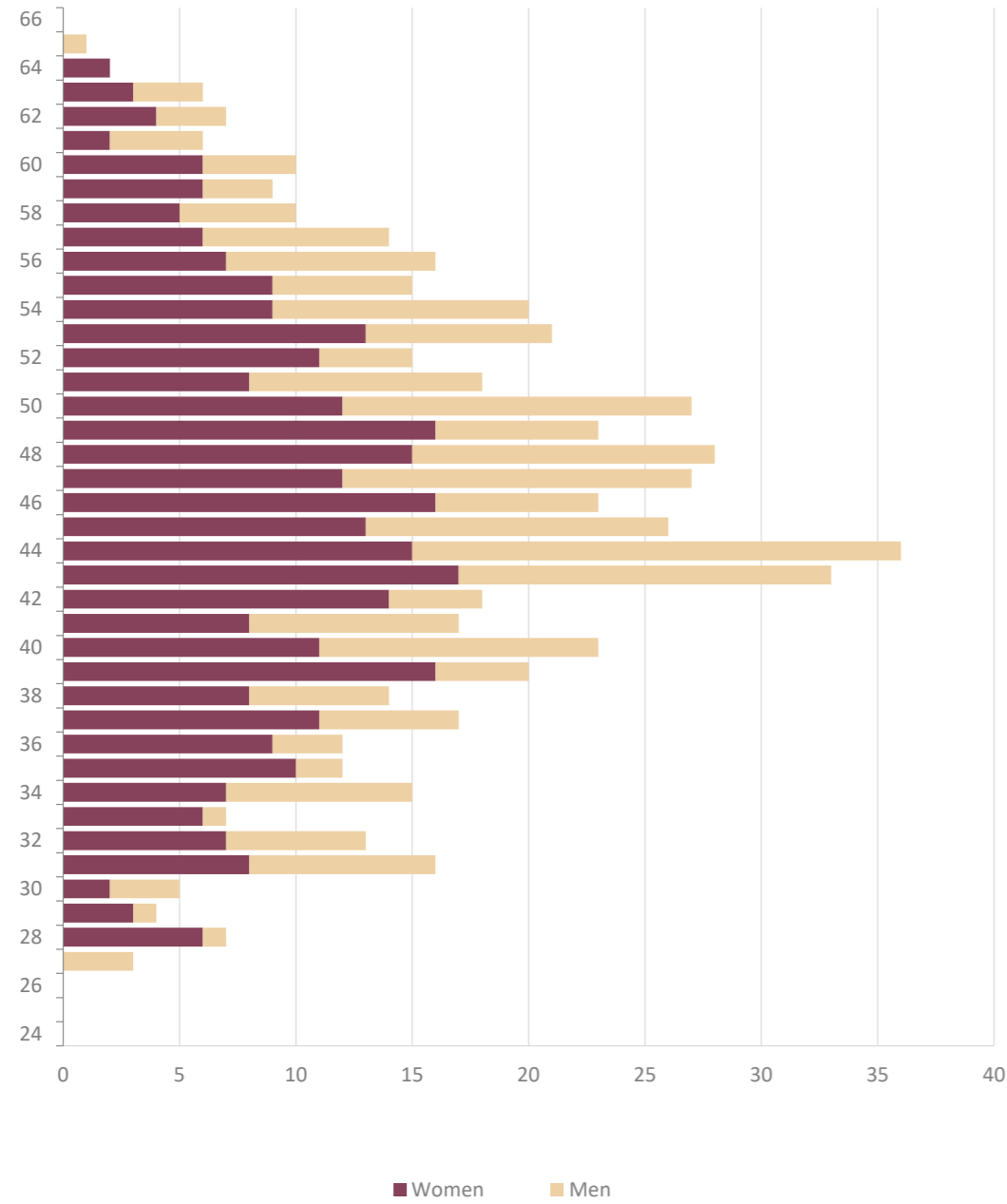
The average age of EEAS officials at the end of 2022, was 51.2 years old. 0.2% of officials



**Contract Agents - Age**

The average age of contract agents at the end of 2022 was still 46 years old, which made

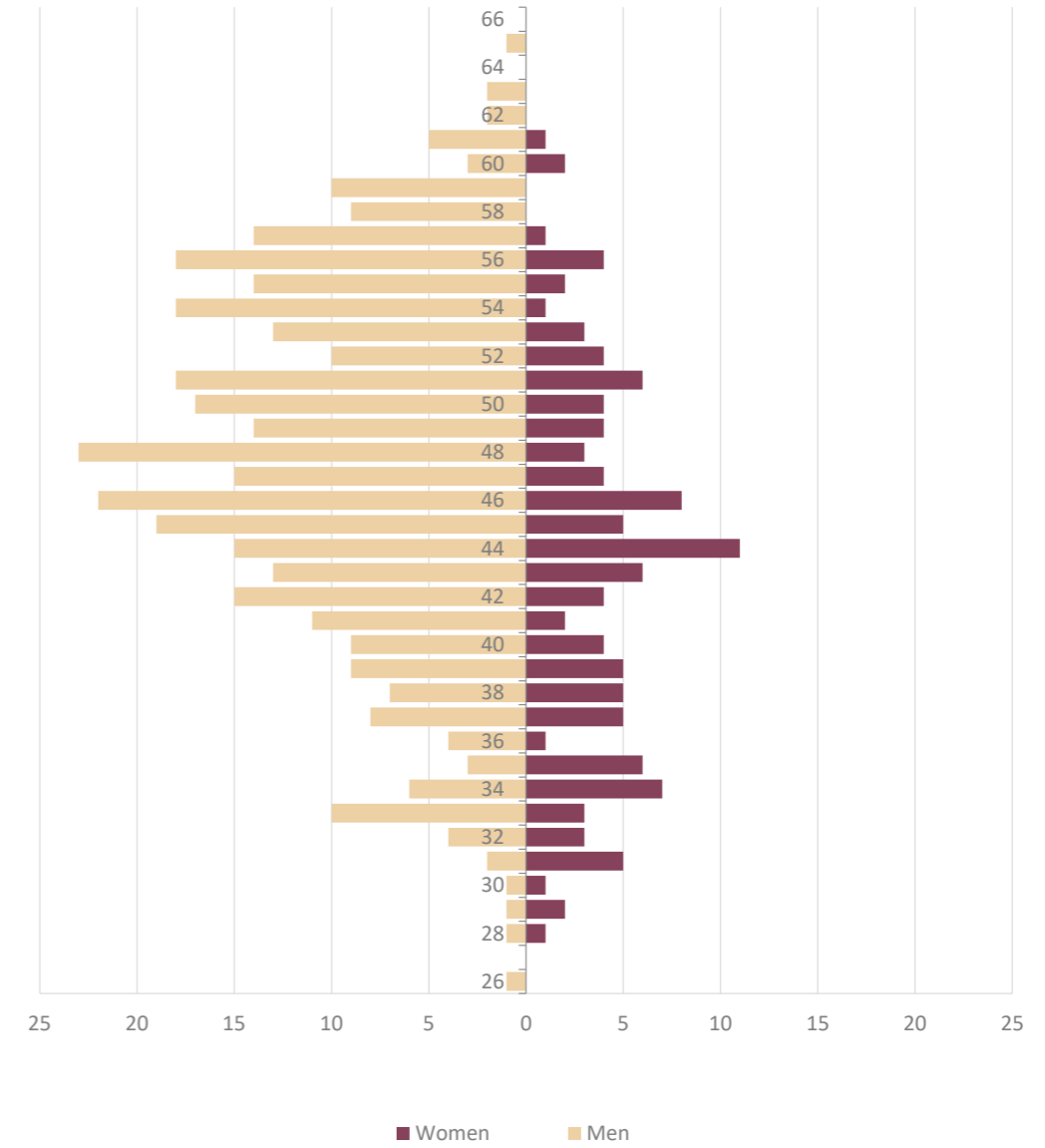
them the youngest category of staff. 49% of women and 51% of men in this category were younger than 50 years old.



**Seconded National Experts - Age**

The average age of seconded national experts

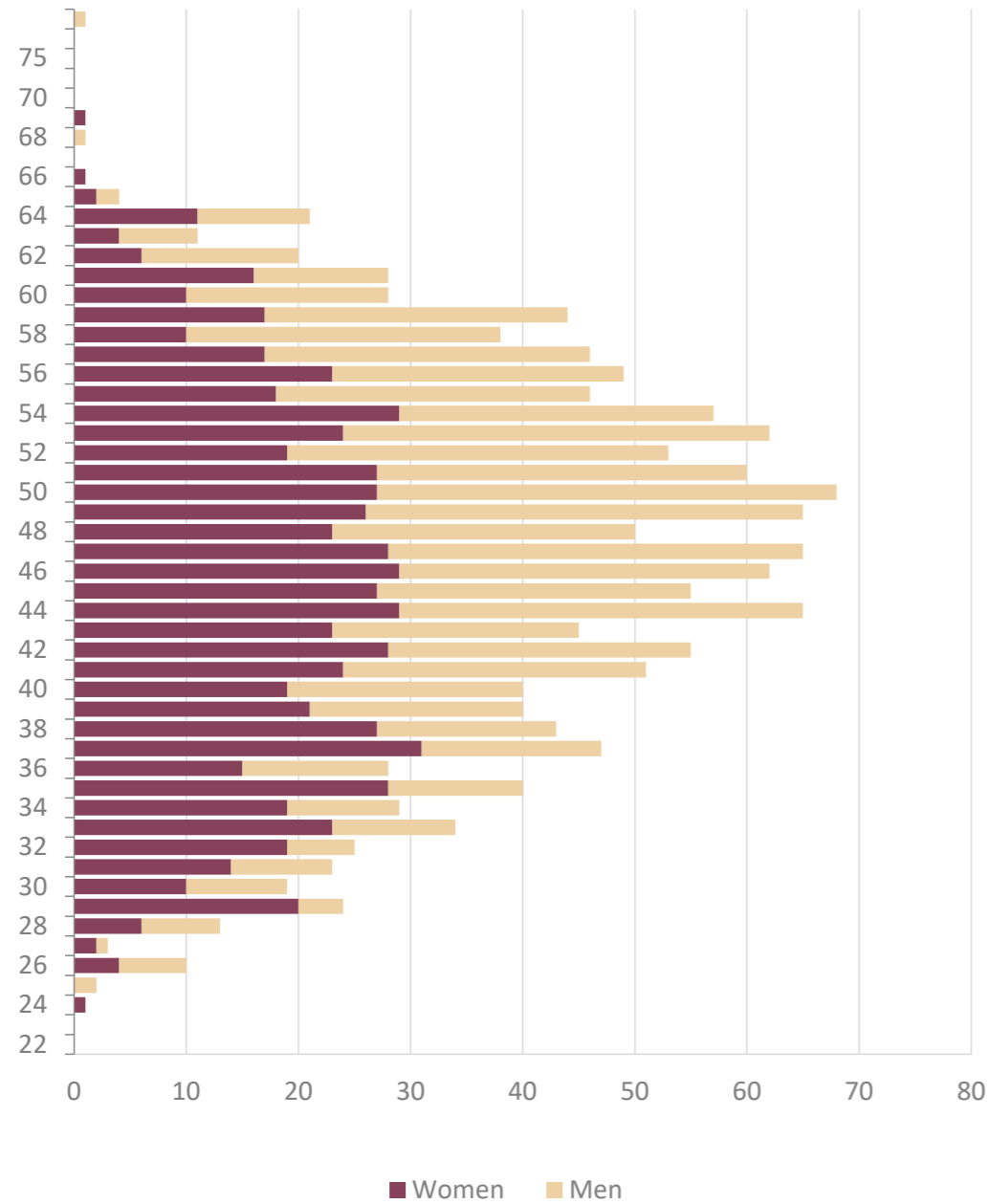
at the end of 2022, was 46.5 years old.



**Local Agents - Age**

Same as last year, Local agents was still the only category with staff members younger

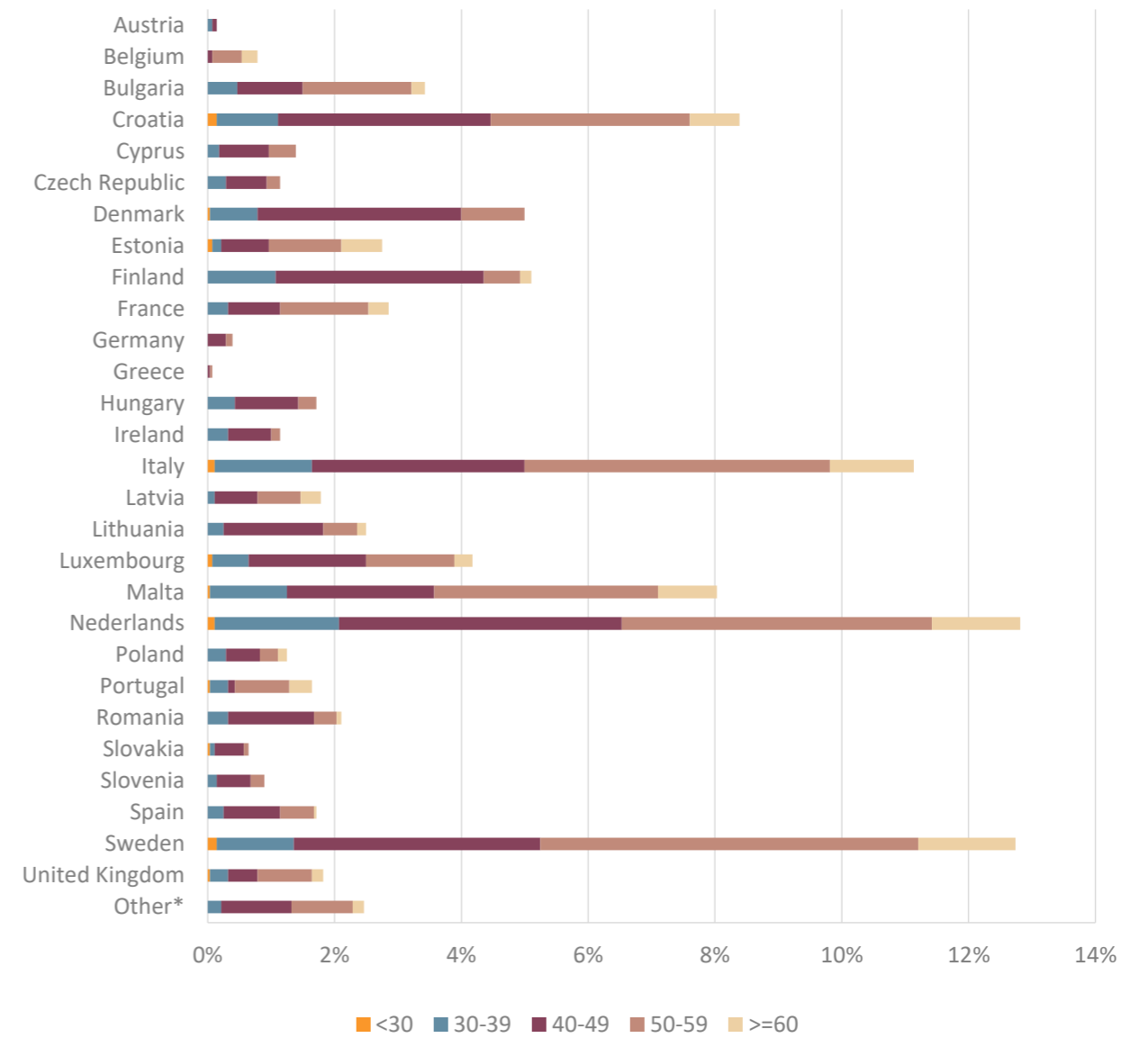
than 26 years and had an average age of 46 years old.



**Nationality - Age**

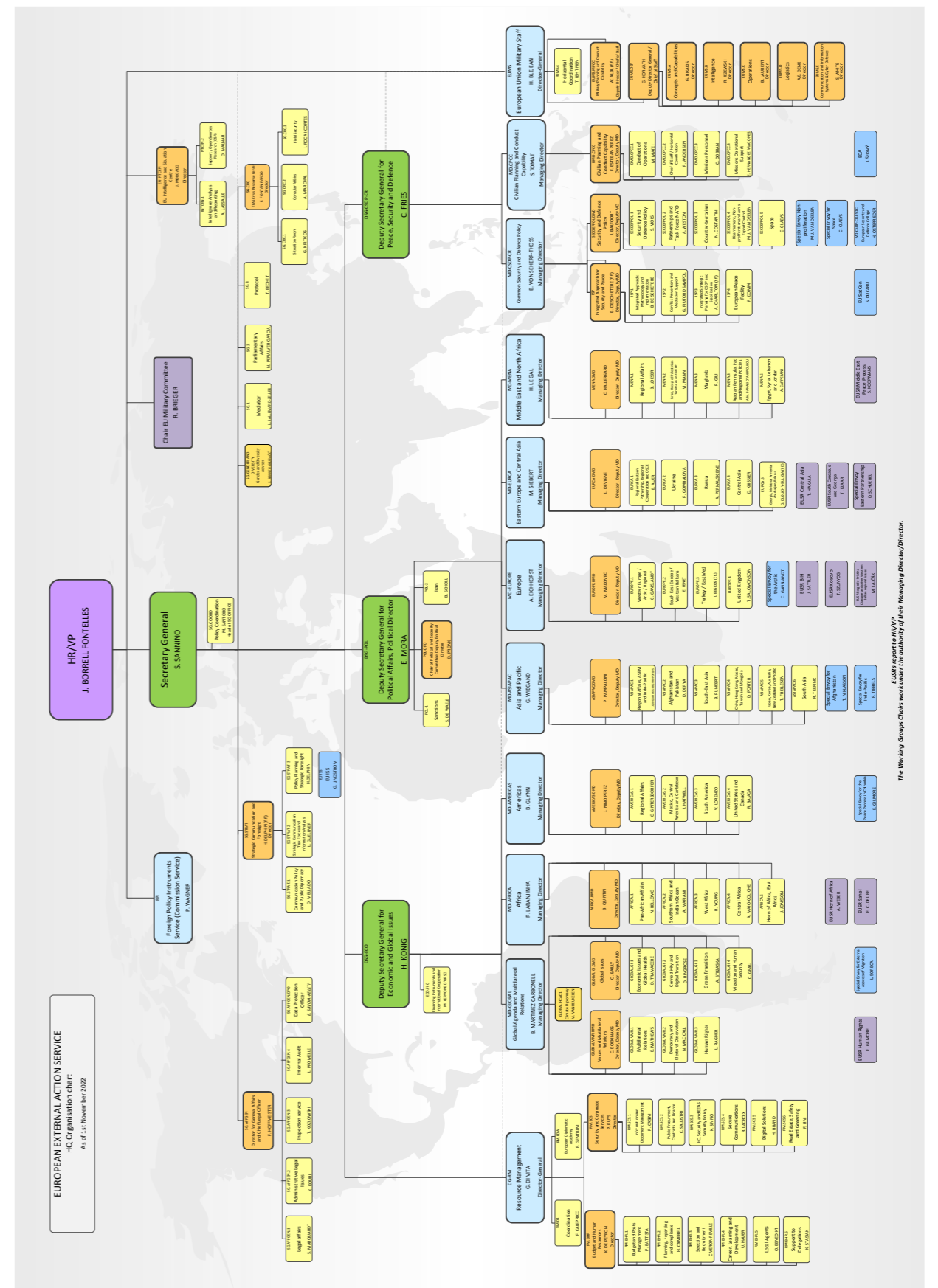
At the end of 2022, 78.7% of EU13 and 45.4% of EU14 were younger than 50. At the same time 2.3% of EU13 and 11.4% of EU14 were older than 60. Staff members under 30 years old came from 11 different Member States, with Belgian nationals staying at the first place with

17% of this age group. More than 50% of nationals from the majority of Member States and the United Kingdom, were still under 50 years of age.



# ANNEXES

## ORGANISATION CHART- RM.BHR.1



# LIST OF EU DELEGATIONS

