

EUROPEAN EXTERNAL ACTION SERVICE

HUMAN RESOURCES REPORT --- 2021



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HUMAN RESOURCES REPORT

European External Action Service

About this report

This is the annual Human Resources Report of the European External Action Service (EEAS) for the year 2021. This report provides an overview of the main administrative and policy developments as regards human resources as well as detailed statistics on the EEAS population.

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

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FOREWORD

The year 2021 has been marked by the COVID-19 pandemic, impacting our professional and personal lives, as well as the domestic and global politics. In addition, conflicts and instability increased in our neighbourhood and around the globe.

Despite the exceptional circumstances imposed by the pandemic, the EEAS maintained its role in being the interface between Europe and the wider world and was able to advance on cooperation, development, peace and security.

In these challenging times, we ensured a professional functioning of the EEAS, business continuity, and duty of care towards our staff, no matter the circumstances: we managed to vaccinate staff against COVID-19 in Headquarters and in Delegations, even some of the most remote ones. We successfully evacuated our staff, including our Local Agents, from Afghanistan in the aftermath of the Taliban's takeover. We supported Delegation staff facing difficult situations in China, in Haiti, in Myanmar and in Ethiopia, to name a few.

We continued to work tirelessly on the modernisation of our procedures and working conditions, tackling new challenges as they arose. Due to the profound changes in our working arrangements during and following the pandemic, it was also important to take stock and therefore, have a solid and statistically sound basis for our decisions, we conducted a general staff survey in the last quarter of the year. We also ran, for the first time, and jointly with the Commission, a survey on diversity and inclusion. The perceptions and ideas expressed in these surveys find their way into our policy making, from rules on the "new normal" of office work, teleworking and decisions related to rights and obligations of staff, as well as policy development with regard to gender balance, diversity, respect at the workplace, and work-life balance.

In terms of making our administration fit for the European Agenda, we have redesigned our organisational set-up in HQ in September, to make it more agile and efficient, to reach out to all partners in

the EU institutional set-up, and to bring together the different diplomatic, cooperation, security and intelligence capabilities at the service of the HR/VP. We continued our close cooperation in terms of human resources and crisis management with the European Commission, and with Member States through the HR Network.

We have also worked to bring the EU Delegations closer to the decision making process, in the definition of our objectives and goals. In this sense Delegations have been central in the formulation of the EEAS mission statement that was finally adopted in 2022.

Human Resources are at the core of our action. Staff is our most precious resource. As we face a difficult year 2022 ahead, with war raging in our neighbourhood, a lingering pandemic, inflation soaring, and with a zero-growth environment in terms of budgetary resources, we must strive to focus our resources where the European Union can have most impact and can make a difference.

You will find in this report a wealth of information and statistics on the EEAS staff, and on our actions to build an agile, innovative and diverse service. I hope you will enjoy the reading.

I would like to express my gratitude to all colleagues who have made 2021 a successful year, in spite of the tremendous challenges.



Gianmarco Di Vita

Director-General for Resources Management

ORGANISATIONAL DEVELOPMENT

ORGANISATION AND STRUCTURE

The year 2021, in the same manner as 2020, constituted another year of remarkable change and challenge due to the COVID-19 pandemic with the extensive use of telework, travel restrictions and work from home remaining the norm. The EEAS human resources management retained the duty of care for the safety, wellbeing and the health of staff in HQ and Delegations worldwide, as its ultimate priority.

As regards the EEAS organisational structure:

In **January 2021**, following the creation of the Integrated Approach for Security and Peace Directorate (ISPD), the organisation structure and title of the division "Concepts, Knowledge Management and Programmes" was renamed as "Integrated Approach: Methodology and Implementation" in order to take better into account the reality of its work as well as the expectations towards its mandate.

In **February 2021**, the Secretary General reorganised the services attached to him, with regard to both the structure of the office and the entities directly attached to it. The purpose was twofold: on the one hand, the aim was to streamline the services directly allocated to the Secretary General, on the other hand to integrate some posts into the services so as to ensure a more coordinated output and reinforce the policy-making structures. This reorganisation resulted to the creation of the "Office of the Secretary-General".

In addition, the "Connectivity Adviser" entity was moved under the Deputy Managing Directorate for Human rights, global and multilateral issues, the "Task Force Iran" entity under the Deputy Secretary-General for Political Affairs and the 'Space Task Force' under the Deputy Secretary General for CSDP and Crisis Response.

In **March 2021**, the Space Task Force, previously attached directly to the Secretary General, was transformed into a division under the Security and Defence Policy Directorate.

Finally, in **September 2021**, the EEAS went through a **significant reorganisation**, affecting most of the EEAS structure, in an effort to ensure an efficient organisation and optimal distribution of tasks in light of the changing geopolitical context and shifting priorities. The "AFFGEN" Directorate was split into two new directorates: the directorate "General Affairs and Chief Legal Officer" and the directorate "Strategic Communication and Foresight". The new division "Financial Instruments and International Cooperation" was also created.

Furthermore, the Managing Directorate Global is now comprised of two Deputy Managing Directorates (DMD); The DMD "Values and Multilateral Relations" and the DMD "Global Issues". In addition, several entities, including geographical as well as horizontal directorates were restructured, by renaming, merging, moving, or splitting entities, to facilitate a more efficient and functioning organisational structure.

One of the most prominent changes was the renaming of the Managing Directorates for Europe and Central Africa (MD EURCA) from MD-EURCA.WEST to MD-EUROPE and from MD-EURCA.EAST to MD-EURCA. Finally as of September, the Directorate 'Budget and Administration' adopted its new name "Resource Management".

The new EEAS Organisation Chart is available at the end of this report.

NETWORK OF EU DELEGATIONS

By the end of 2021, the Decision to upgrade the EU Mission to ASEAN (Association of Southeast Asian Nations) in Jakarta, Indonesia, to a fully-fledged Delegation, has been implemented.

Preparations for the opening of an office in San Francisco, which will focus on the EU's digital and green priorities in the area, were initiated in 2021.

The office, formally attached to the EU Delegation to the United States in Washington, is expected to open in September 2022.

Following the deterioration of the security situation in Afghanistan and the evacuation of expatriate staff from Kabul, the Decision has been taken to cut all Local Agents post following the dismissal

of Local Staff by the end of 2021.

By mid-year, a partial relocation of the EU Delegation to Libya started from Tunis back to Tripoli.

A detailed list of the EU Delegations can be found in the last page of the report (page 68).

Support to Delegations

Throughout 2021, as the COVID pandemic continued to severely impact Delegations, the EEAS "Support to Delegations" Division consolidated its mandate of global support to Delegations which entered into force in April 2020. In particular, it pursued the gradual centralisation of processing and payment of entitlements of expatriate staff in Delegations under the Annex X of the Staff Regulation (Art.23 accommodation, removal and taking up duty travel allowances) with the inclusion of 23 Delegations in Latin America and the Caribbean and 15 Delegations in Middle East / Northern Africa and Europe and Central Asia regions. This endeavour has a continuous and direct impact on alleviating the workload on administration sections in Delegations and streamline the way the EEAS Headquarters supports and interacts with them.

In addition, the Division supported numerous Delegations with its floater service, primarily remotely and with a limited number of essential missions, to ensure business continuity in administration, including crisis situations (e.g. Myanmar, Afghanistan, Ethiopia).

With regard to business continuity, the Division also developed a new service of support on the role of Accounting Officer, while it also reinforced its capacity on the support provided for the role of

Personal Assistant to Head of Delegation.

As regards the offered training options, the mentoring programme by senior Heads of Administration for 18 first-time Heads of Administration appointed in 2020 rotation, was completed in August 2021 with very encouraging results in terms of learning and excellent satisfaction levels confirmed by the mentees in a dedicated survey.

Furthermore, in August 2021, the "Support to Delegations Division", with the collaboration of relevant EEAS Divisions organised an extensive 4-week hands-on training for the newly recruited Heads of Administration (HoAs) before their first posting in EU Delegations. This specific training, constituted a practical complement to the pre-posting seminar for HoAs aimed at preparing the newly recruited colleagues, to be operational from the moment of taking-up their duties in the field.

With the aim of streamlining communication between Delegations and Headquarters, providing in that way a single channel for administrative questions and enquiries, the Division pursued the implementation of Payroll for all Delegations. In October 2021 the first set of services was launched via a digital platform (budget, procurement, document management, general helpdesk to Delegations).

In 2021, the Support to Delegations Division processed **3411** Art.23 accommodation payments, **3042** medical claims for Local Agents, processed **792** removal, **565** Take-up Duty files, **69** storage entitlement files in the context of the 2021 rotation and completed **22** salary reviews. In total, the Division processed **10027** transactions in 2021, **15.5** % more than in 2020.

COOPERATION AND SYNERGIES

Cooperation with Member States - HR Network

In 2021, 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 ex-

change of best practices with Member States.

In 2021, the HR Network held three regular and one ad-hoc meeting where, similar to the previous year, the most widely discussed topic was the management of COVID-19 situation and its impact on the network of Delegations including the vaccination campaign, a topic on which the Member States shared their views and best practices as regards the vaccination of staff serving abroad. Other topics included the rotation 2021 and 2022 exercises, the geographical and gender balance as well as

the diversity & inclusion and disability policy of the EEAS. The main findings of the Human Resources Report 2020 were also presented to the Member States through the HR Network, on the occasion of the EEAS 10 years' reorganisation.

Cooperation with the European Commission – EUDEL Steering Committee

Cooperation with the Commission on matters of Human Resources policy was of great importance also during the reporting year, as the unprecedented challenges following the outburst of the COVID-19 crisis required a joint and solid approach. Throughout 2021, the EEAS and the European Commission continued their close collaboration under the common goal of ensuring similar support for staff in Delegations, irrespectively of their institution of origin. The cooperation between the two institutions continued unabated through the steering committee on EU Delegations (EUDEL), which kept meeting on a quarterly basis 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, with particular focus on the following topics:

Follow-Up to the Joint Survey of Staff in Delegations

In Q2 2021, as a follow-up to the already established action plan, the EEAS in cooperation with the COM colleagues, joined forces under the common aim of providing the staff in Delegations with one, concise document in a simplified and direct format, informing them on the implemented actions under the 3 areas of importance as identified by the joint (EEAS – COM) 2018 staff- survey: a) wellbeing and work-life balance, b) collaboration and communication and c) career development and learning.

For that purpose, the HR Policy Division of the EEAS HQ in cooperation with EC INTPA.R.1, formed a small technical group dedicated to consolidate all actions taken and convert the existing action plan into a user-friendly graphic document (the visual document is available to all staff via the EEAS intranet: <https://intranet.eeas.europa.eu/system/files/inline-files/Follow-up%20to%20staff%20survey%20in%20EU%20Delegations%202018.pdf>)

In addition, a joint EEAS – COM note signed by both Secretary-Generals, was addressed to Heads of

Delegation, touching upon several issues such as actions taken since the 2018 staff survey, the vaccination distribution to Delegations at that period, as well as the upcoming 2021 staff survey.

The EUDEL Committee as well as the Commission Delegations Committee (COMDEL) were actively involved in the aforementioned process, while they constituted an efficient discussion forum enabling the inter-institutional exchange of ideas and best practices.

2021 Staff – Survey EEAS HQ and Joint EEAS – COM Delegations Survey

In November 2021 the EEAS conducted its fifth staff survey covering both EEAS Headquarters and Delegations. For the second time since 2018, a joint EEAS-Commission Survey for all staff was conducted in Delegations.

This year's edition of the survey reflected the recent developments on working methods, cooperation with colleagues, and workplace dynamics due to the pandemic. It gave staff the opportunity to share their overall experience over the past 2 years.

Similar to the previous exercise, both the EEAS as well as the Commission assigned the analysis of the results to independent experts. The publication of overall results which will constitute the basis for the establishment of tangible actions, took place in Q1 2022.

In December 2021, the EEAS informed the Senior EUDEL Committee on the significantly lower participation rate in comparison with the previous survey, from staff in EEAS HQ and Delegations, as well as from Commission staff in Delegations.

The EEAS maintained close communications and cooperation with Commission colleagues throughout the preparation and launch of the survey.

Workload Assessment in Delegations (WLAD)

The most important deliverable of the Geopolitical Matrix (adopted at Senior EUDEL meeting on 18 November 2021) was the Workload Assessment in Delegations (WLAD) which focuses on the adequacy of resources allocation to geopolitical and policy priorities and high value-added Delegation tasks. The WLAD is composed of a quantitative and

a qualitative analysis. The latter will allow to recalibrate resources among geographical regions, define whether the right profiles exist in view of changing priorities (green and digital transition, security, etc.) and whether Delegations should act more as one, and less along silos created by institutional structures in HQ.

Both the EEAS as well as the Commission services agreed on the importance to continue the close cooperation and intensive work on the WLAD. At technical level, EEAS actively participated in the "WLAD inter-DG Task Force", co-chaired by the Commission services DG INTPA and DG NEAR, including as well FPI, DG TRADE, plus associated DGs (DG HR, SecGen, DG BUDG). The Working Group worked on the identification of a "list of indicators" as well as on an applicable "methodology".

IT Governance

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

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 2021, 1277 officials, 1615 local agents, 568 contract agents, 468 seconded national experts and 432 temporary agents were working in the EEAS.

The work of the EEAS is complemented with the valuable knowledge and experience of other sup-

port personnel, like external staff, trainees and junior professionals. Together, a total of 652 external personnel in HQ and 230 in Delegations were working in the EEAS at the end of 2021 (including trainees). In addition, 3322 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 from page 43 of this report.

OFFICIALS AND TEMPORARY AGENTS

Individual Publications of Posts

In EEAS Headquarters, outside the mobility exercise, 219 of the EEAS Establishment Plan posts were published individually: 18 management, 90 AD non-management, 89 AST, 22 AST-SC. The EEAS received 814 applications to the publication of these posts, 152 of them to management posts, 448 to non-management posts and 214 to AST/AST-SC posts.

Overall, the number of women applicants was 44,8% for AD non-management posts and 35,5% for management posts.

Out of the applicants to AD individually published posts, 24,3% of them were from the EEAS (incl. temporary agents from Member-States), 42,1% were diplomats from Member-States, 19,9% from the European Commission, the European Parliament and other EU Institutions and 13,7% laureates.

Regarding the AST and AST-SC posts, 46% applicants were from the EEAS, 34% from other institutions, 6% EPSO laureates and 14% from outside the Institutions.

42,1%, 43,5% and 60% of the candidates were women appointed to AD management, AD non-management and to AST/AST-SC posts respectively.

As for the origin of candidates appointed to AD management and non-management posts: 19% came from the EEAS, 48% from the EU Member-States, 29% from other Institutions and 4% of them were EPSO laureates.

In Delegations, the EEAS published 44 positions outside of the rotation exercise, including 6 management positions. For these posts, published ei-

ther internally or externally, the EEAS received 439 applications.

Overall, the proportion of female applicants was 42,6% for non-management posts and 17,2% for management posts in Delegations.

24,2% of applicants to individually published non-management AD posts were from the EEAS (incl. temporary agents from Member-States), 68,5% were diplomats from Member-States and 7,3% from the European Commission, the European Parliament and other EU Institutions.

Regarding candidates to Head of Administration and Assistant to Head of Delegation posts, 31% and 42% of the applicants were from the EEAS respectively, and 43% and 58% from other institutions. In addition, 26% of applicants to Head of Administration posts were EPSO laureates.

49,6 % of appointed candidates across categories were women. As regards the origin of AD management and non-management appointments, 88% were from the EEAS and 12% were diplomats from EU Member-States.

Mobility in EEAS Headquarters

The "mobility" exercise allows for 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, administrators 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 for one additional year considering the needs of the service, the over-

all human resource situation and planning of the department. AST officials may take part in mobility on a voluntary basis.

In the framework of the 2021 mobility exercise, there were 75 posts published: 56 AD posts, 17 AST and 2 AST/SC. A total of 60 candidates applied: 44 AD (38 officials and 6 Temporary Agents 2e) and 16 AST. Among the AD, 57,1% of them got a post among their six priorities. A number of posts (7) were filled administratively in the interest of the service. Others (16) were published later in the year.

The EEAS also undertook a management mobility exercise in 2021. A total of 13 returning Heads of Delegation and 2 Deputy Heads of Delegation participated, as well as 5 managers in HQ who had been on their posts for 4 or more years. In addition, 6 former managers were also eligible to participate. As a result: 8 returning managers, 2 heads of division were appointed as Heads 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 (10) were appointed to different advisor posts (or equivalent).

Rotation Exercise for Delegations

As part of the "rotation" exercise, the EEAS fills positions in Delegations and organises 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 2021 rotation exercise was launched on 14/07/2020. It included 126 posts: 36 AD management posts, 38 AD non-management posts, 51 AST posts and 1 AST-SC post.

A total of 555 candidates applied to those posts: 242 candidates to AD management posts, 183 to AD non-management, 81 to Head of Administration posts, 41 to Assistant to Head of Delegation and 8 to the AST-SC posts.

In 2021, 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 careers in External Relations.

Applications

Regarding the origin of candidates applying to AD posts in Delegations, 47% applications for management and 50,2% 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 management and AD non-management posts respectively, 37% and 32% came from the EEAS (not counting the temporary agents Member-States' diplomats), 12% and 15% from the Commission (and 2% from other EU).

Regarding gender, 27% female applications were received for management posts, 31% for AD non-management positions, 44% for Head of Administration and 85% for Assistant to Head of Delegation (AST1-9).

Selection

Due to the restrictions and practices imposed by COVID-19, selection procedures, including all the interviews, for the 2021 rotation were all done virtually.

For management positions, the EEAS introduced with the 2018 rotation a new interview concept for posts of Head and Deputy Head of Delegation. The interview is split into two parts – a simulation in the first part of the interview aimed at assessing several behavioural competencies deemed important for a management post in a Delegation, and a structural interview focused on the specific position in the second part. For the 2021 rotation, the process was adapted to allow for a "virtual process".

Panels continued overseeing structural interviews, albeit remotely. However, as panels were not able to process the case-study stage of the competition, candidates who had not previously been Head of Delegation had to do instead an assessment centre with an external consultant in order to assess behavioural competencies for a management post in Delegation.

Outcome

As a result of the rotation exercise, 109 candidates were appointed: 36 to management positions of Head and Deputy Head of Delegation (36,1% female), 34 in non-management positions (38% fe-

male), 22 to Head of Administration posts (41% female) and 17 to Assistant to Head of Delegation posts (88% female).

Among AD appointees, 50% were EEAS staff members (officials), 38% Member-States officials (incl. temporary agents) and 12% joined from other In-

stitutions.

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

TEMPORARY AGENTS FROM NATIONAL DIPLOMATIC SERVICE

Successful candidates on AD posts from the National Diplomatic Services are recruited as Temporary Agents (TAs).

1 out of 4 TAs occupying management positions and 19 out of 54 in non-management positions who finished their contracts in 2021 were offered a second contract after succeeding a new selection procedure.

In 2021, through external publications and the Rotation 2021, the EEAS recruited 68 new diplomats from Member-States, including 19 of them on management posts.

By the end of 2021, there were 394 TAs from Member-States diplomatic services working at the EEAS, maintaining their proportion of 37 % of the

EEAS AD staff.

However further efforts are needed to ensure a more equal representation of Member States and a more uniform distribution of TAs at different levels (including within Head of Delegation posts). In order to further equilibrate the situation, more TAs would need to be recruited in middle management positions in HQ. Moreover, the unequal number of applications between EU13 and EU14 Member-States is still an issue.

During the 2021 rotation, at management level, 112 candidates came from Member-States (out of a total of 242 applications), 30 of which came from EU13 Member States.

CONTRACT AGENTS

Contract agents constitute an important part of the EEAS population. In 2021 the contract agents population grew by 5,38% reaching 11% of the total staff. A total of 568 contract agents (figure December 2021) worked in the EEAS in 2021: 322 contract agents at EEAS Headquarters (HQ) and 246 contract agents in EU Delegations. The EEAS published 87 contract agents posts in Headquarters and 34 in EU Delegations. In 2021, the EEAS recruited 104 new contract agents, 81 in EEAS Headquarters and 23 in EU Delegations.

The 2021 mobility exercise for contract agents in Delegations was the fourth 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 Dele-

gations became mandatory in 2018. The normal duration of an assignment is fixed at 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 personal reasons. In 2021, 19 contract agents were transferred/recruited in the framework of the annual mobility exercise. The 2021 mobility exercise marked very positive results despite the limited number of participants/available posts.

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 was the first mobility exercise applying these rules under

the new EEAS Mobility Decision.

Recruitments/movements of contract agents									
Newly recruited contract agents		2014	2015	2016	2017	2018	2019	2020	2021
		HQ	41	44	51	57	94	77	85
	DEL	15	22	27	22	23	23	32	23
Contract agents transferred between Delegations		41	22	43	14	49	16	55	27

LOCAL AGENTS

New Developments and Local Agents Reform

The EEAS continued implementing the reform of conditions of employment for local staff, which entered into force on 1 June 2020.

In 2021, the EEAS conducted extensive legal analysis for local agents recruited prior to 1 June 2020 and wishing to accept the new conditions of employment. The deadline to sign up for the reform was extended until 31 December 2021 to accommodate for the complex process of producing local practice decisions as well as securing sufficient time for local agents to accept new conditions of employment. Thanks to further intensive work, the EEAS managed to prepare a staggering additional 199 Delegation-specific decisions capturing local practice-based benefits to be preserved for local agents under the new employment conditions. With that final part of the package complete, the EEAS engaged with Delegations individually, in writing and via videoconferences with local staff, to answer all their questions about the new conditions.

By the end of 2021, over 1.700 local agents [employed prior to 1 June 2020] had signed up for the reform. Overall, more than 62% of local agents were covered by the new conditions as of 31 December 2021.

During 2021, the local staff in 51 Delegations made

a first increase to their LA-Provident Fund contributions, which was matched by the employer, and so took the first step towards a twofold increase of their benefits.

Also during 2021, new benefits available under LA-Medical resulted in a 20% increase in reimbursements compared to 2020. This included many new benefits in case of serious illness, costly dental treatments as well as vaccinations and preventive screening costs.

Concerning compensation practices for its 144 Delegations worldwide, the EEAS successfully cleared 172 salary reviews for 119 Delegations, and applied 146 grids in 2021. In addition, the last salary review exercises of all Delegations resulted in an average increase of 4.6% and a weighted average increase of 3.5% in global salaries.

In May 2021, the EEAS formally launched the review of the Salary Method, the salary methodology for adjusting the remuneration of local agents serving in Delegations, and finished the consolidation of data since its implementation in 2014. The EEAS also announced the creation of a task force with the aim of liaising with stakeholders and assessing the results of the Method.

COVID-19 – Local Agents Vaccination

During 2021 many local agents were able to be vaccinated with full reimbursement by LA-Medical, which also continued to cover medically justified PCR tests at an increased reimbursement rate.

Local Agents Resources Allocation

By the end of 2021, 3.240 local staff members were working in EU Delegations as technical and support staff. The largest population of local agents, 34 %, occupied posts in Africa followed by 18 % in Asia

and Pacific, 15 % in Americas, 14 % in Europe, 11 % in Middle East and North Africa and 8 % in Eastern Europe and Central Asia. Women represented 58 % of all local staff.

250 new local agents were engaged and 32 existing local agents succeeded in being recruited into a higher function group. 183 local agents left the Delegations after spending on average 10 years working for the European Union.

In the promotion exercise based on seniority and merit, 359 local agents were promoted out of 2.323 eligible local staff members.

SECONDED NATIONAL EXPERTS

At the end of 2021, there were 468 SNEs in the EEAS: 87% in Headquarters and 13% in Delegations. The very large majority of Brussels-based SNEs worked in crisis management structures.

A 39% of SNEs in Headquarters were entirely paid by their Member-State (except for mission expenses and security costs). EU Member-States financed 47% of SNEs in Delegations.

In 2021, the EEAS continued to implement the four recommendations on the SNE strategy issued fol-

lowing the internal audit of 2014 (SNE strategy, conflict of interests and security, recruitment and monitoring of performance, payments to SNEs).

For transparency and fairness reasons, 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.

BLUE BOOK TRAINEES AT HQ

As in previous years, the EEAS recruited in 2021 remunerated Blue Book Trainees, in cooperation with the European Commission Traineeship Office.

In March 2021, trainees from EU Member-States benefited from a 5-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, work-

ing groups and public hearings.

Due to COVID-19 pandemic and limitations imposed on office work, trainees essentially teleworked and came to EEAS Headquarters only for specific situations. In October 2021, 28 trainees from EU Member-States had the possibility to start their 5-month traineeship.

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 pol-

icies. In 2021, 4 NEPTs were assigned to different EEAS HQ services from 4 Member States (Czech Republic, France, Germany and Poland).

JUNIOR PROFESSIONALS IN DELEGATIONS

For the sixth Round (2021-2023), 89 JPDs are 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, The Netherlands, Luxembourg and Sweden).

Due to political crisis in the country of posting, 2 JPDs have been temporarily evacuated from the EU Delegations in Ethiopia but safely returned to their place of posting early 2022. The war in Ukraine led

also to the evacuation of the 2 JPDs from Kiev.

Covid-19 has often put JPDs in challenging situations in terms of travelling and insurances. The EEAS considered those situations on case by case basis and accompanied all its JPDs during this challenging period. It furthermore proceeded to increase the contribution to their health insurance by 240%, in agreement with the Commission and the 6 Member-States mentioned above.

TRAINEES IN DELEGATIONS

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

The programme was launched in 2018 when the budget was allocated to Delegations selected by the geographical Managing Directors. In 2021, upon the EEAS request, the Budget Authority provided EUR2 million for traineeships in EU Delegations.

Currently, the EEAS offers 4 types of traineeships:

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 1,200 EUR/month.
2. Compulsory traineeship for students already residing and studying in the host country.
3. Traineeship for students of national administration schools of Member-States or of a candidate country after signing the accession treaty.

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

In 2021, the EEAS employed 288 trainees in 87 EU Delegations (262 of them funded by the EEAS, 8 paid by other institutions and 18 unpaid). Thus, 93,8 % of the trainees were funded. In 2021, the average duration of the traineeships was 169 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. 146 traineeships were offered to EU citizens which represents 50,7% of all trainees in 2021.

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 2021, the EEAS hosted two volunteer Active Seniors within the "Rights, Obligations and Medical Cell" Division.

These experiences proved to be very beneficial both for the Active Seniors as well as for the services they worked with.

EXCHANGE PROGRAMMES

The EEAS also developed different secondment and exchange programmes in cooperation with EU Member States, EU institutions, third countries and international organisations.

ly. The programme is an opportunity for colleagues to get an insight into their respective priorities and working methods and to develop closer professional links, thus strengthening ties between the two institutions.

Diplomatic Exchange and Secondment Programme

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

Diplomatic Exchange and Secondment Programme (DESP)

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.

Short-Term Secondment Programme with the European Parliament

Due to the COVID-19 pandemic, the short-term secondment programme was suspended in 2020.

However, the improvement of the sanitary situation has allowed the EEAS and the EP to resume the secondment: In November 2021, the EEAS launched the eight consecutive edition of the short-term secondment programme between the European Parliament (EP) and the EEAS.

The DESP takes place between EEAS officials and diplomats from the Ministries of Foreign Affairs of Member-States, having served with their employers for at least 3 years prior to the launch of the annual programme. The secondment period of EEAS staff is typically 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 2021 two exchanges were arranged in the framework of the DESP programme, namely with the Czech Republic and Germany.

In an initial phase, 4 EP colleagues will benefit from assignment in the EEAS HQ (period March-April 2022).

Further on in 2022, the intention is to resume the fully fledged exchange for 12 colleagues from the EEAS and the same number from the EP according-

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 arrange-

ments 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.

In 2021, the EEAS welcomed a US diplomat. As per the mutual nature of the Arrangement, one EEAS staff member was posted to the US department of State in September 2021 for one year.

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.

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 2021, there were none.

Leave in the Interest of Service

Leave in the interest of 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 2021, for the sixth consecutive year, and following a call for interest among concerned staff, the EEAS decided to assign 1 AD and 2 ASTs in a situation of leave in the interest of service.

GEOGRAPHICAL AND GENDER BALANCE

Recruitment to the EEAS is based on merit whilst ensuring adequate geographical and gender balance. The EEAS organises its selection procedures based on merit. The EEAS also strives to a meaningful presence of nationals from all the Member States in the service.

With the aim of ensuring adequate geographical and gender balance, the EEAS:

- Monitors carefully the information on gender and geographical origin per type of post. The monthly statistics and the annual Human Resources report outline these figures;
- Informs regularly the Member States about the

statistics, as well as about the profile of the candidates and of the recruited staff with the view to promote adequate candidates;

- Promotes, through institutional, formal and informal activities, both within the organisation and in its contacts with the Member States, the need to attract a wide range of good candidates to the published posts. In particular, the EEAS continues to encourage underrepresented Member States to propose qualified candidates for the Rotation of Heads of Delegation.

DEVELOPING AND RETAINING TALENT

Career Development

Launch of the EEAS Internal Coaching Service

In May 2021, the EEAS created an **Internal Coaching Service** offering professional coaching to all Official (FP), Temporary Agent (TA) and Contract Agent (CA) staff for the first time.

The new service provided the following two types of coaching:

i) Coaching on career transitions – also known as career guidance – with a view to accompanying colleagues in decisions about a new post, mobility, rotation, as well as longer-term career planning, or when preparing for a job opening in the EEAS.

ii) Personal coaching on a range of performance issues covering team management, handling key professional relationships, improving interpersonal skills, maintaining clarity through change and uncertainty, planning the first months in a new job, enhancing wellbeing and resilience or maintaining work-life balance. Although all FP, TA and CA staff can have access to personal coaching, the EEAS decided to prioritise staff with team management responsibilities in Headquarters and in Delegations.

All sessions can take place in-person or online and their content remains entirely confidential.

Appraisal and Promotion/Reclassification

In 2021, the EEAS continued the **revision of the appraisal and promotion rules** in close consultation with all stakeholders. This approach served to further streamline the procedures, clarify the roles of all actors involved and fill any remaining legal gaps. Four draft General Implementing Decisions on appraisal and promotion covering all staff categories (except Local Agents) were drawn up, con-

sulted with Staff Representatives and submitted to the Staff Regulations Committee with a view to adoption before the launch of the 2022 appraisal exercise.

The main changes introduced by the new decisions concern the codification of three performance levels as well as common assessment criteria, with a view to ensuring a better comparability of jobholders' performance. The EEAS also developed the required framework to implement the revised decisions, notably through updated guidelines and an information campaign for reporting officers and jobholders.

As in previous years, training on performance management of staff was compulsory for all newly appointed managers and reporting officers, in Headquarters as well as in Delegations. EEAS senior managers played an essential role by coordinating the appraisal process in their departments, providing guidance to their managers and by ensuring overall coherence and quality control of staff reports. The EEAS carried out the appraisal and promotion exercises in time, despite the difficulties imposed by the Covid-19 crisis. The final lists of promoted staff members were published on 9 November 2021 as planned.

Certification

On 15 November 2021 the EEAS launched a new certification exercise, with a view to selecting candidates in early 2022 for the EPSO certification training. The EEAS continued to be closely associated with other EU institutions in the further development, organisation and training offered by EPSO in this regard.

TRAINING AND DEVELOPMENT

Throughout 2021, the preparation and delivery of the EEAS Training and Development offer still had to adjust to the extended use of teleworking due to the COVID-19 pandemic.

A major milestone of the year was the **delivery of the first academic year of the four Training Maps**

(launched in 2020), while **two new courses were offered for the first time online**: a) 54 places for the course on "the EEAS and its selection procedures" were offered to representatives of Member-States Foreign Ministries and b) European Diplomatic Programme (EDP) : Module III of the EDP,

which was held for the first time online bringing together a panel of Ambassadors from Tunisia, Argentina and Jordan with the young diplomats.

Continuing To Learn In Times of COVID-19

The EEAS' Training and Development offer in 2021 was built on the following two overarching focus areas:

- a) **Continuous offering of courses** in order to ensure consistent access for EEAS staff to training, as well as to acquire and develop the skills and competences needed to deliver EEAS objectives, both in HQ and in Delegations;
- b) Prepare EEAS staff for the gradual return to the office, focusing on **access to the skills and developmental supports required**.

Based on the solid experience gathered during the course of the first year of the pandemic, online trainings were successfully offered both for HQ as well as for Delegations staff. In particular, during 2021 179 training courses were organised in virtual format with 3356 places offered – despite, thanks to and regardless of COVID-19.

In detail, during 2021 the participation of the EEAS colleagues in Delegations, reached an overall 45.5% across EEAS on-line courses. The DELs staff continued to have access to formats usually “reserved” for HQ such as policy-driven programming, various thematic courses (e.g. EU-US relations), or indeed the large on-line training offer from the Commission and the European School of Administration – all moving digital.

The same principle applied to a number of Delegation seminars for pre-posting, future Heads of Delegation/Administration duties and spouses, to the second edition of the College for Heads of Administration which was also successfully organised on-line engaging 20 participants, as well as to a new round of the language courses for all staff (HQ and DELs), entitled “Do you speak diplomacy?”.

Additionally, the EEAS continued offering several mentoring programmes aiming to support new and newly-assigned members of staff, both at HQ and in Delegations, a kind of support structure that became particularly important within the times of confinement. Presentations on the mentoring programme for newcomers were made at the three ‘Welcome Sessions’ for newcomers, an initiative

also organised by the L&D team. All newly Appointed Ambassadors and Deputy Heads of Delegations taking up duty in 2021 were matched with a mentor.

A series of courses for Heads of Sections in Delegations, entitled ‘Management Matters’ was offered in 2021, aiming at providing management skills training to categories of staff in Delegations with certain management responsibilities, without being formal managers. The three courses; ‘Management in times of crisis’, ‘How to create a harassment-free working environment’, and ‘Managing for resilience and well-being’ were well attended by Heads of Political Sections, Heads of Administration, and, in a few cases, Heads of Operational Sections, with a total of 110 places offered in the series.

Progress on Training Maps

In 2021 the **first academic year of the four training maps** was implemented, providing tailor-made training for key job profiles at the EEAS, such as Assistants to the Head of Delegation, Budget/contract and finance Assistants, Political Officers / Diplomats and Newly Appointed Managers. A two-year cycle, the first year of the Managers' Training map was completed, as were whole cycles of the Political Officers, Assistants to Heads of Delegations and Financial Assistants training maps.

49 new managers signed up for the first edition of the Newly Appointed Managers' training map, with 18 based in HQ and 31 based in Delegations. This two year cycle of obligatory and recommended training and development support continued throughout 2021. 54 Political Officers signed up for the map, with 21 graduating the entire cycle in June 2021. 88 current and potentially future Assistants to Heads of Delegation signed up for the first edition of the Assistant to Head of Delegation training map, with 36 based in HQ and 52 in Delegations. 86 colleagues currently in financial and operational posts in HQ (53) and Delegations (33) signed up for the first round of the Financial Assistants' training map.

Towards A Safe Return To The Office And A Hybrid Way Of Working

While **team development events** at HQ contin-

ued online for the most part of the year (seven team events took place at HQ, and 20 in Delegations, with 1043 colleagues participating). Two in-person team events took place at HQ in autumn 2021, when a total of 39 staff members were able to meet under safe conditions in order to work on strengthening and reinforcing team cohesion and spirit, for the first time in over 18 months. With the reinforcement of restrictions towards the end of 2021, HQ team development events were forced to move back online.

As of May 2021, the **Hostile Environment Awareness Training** (HEAT) courses took place in-person, in full compliance with COVID-19 rules of the period

and with the participation of 170 staff members.

Last But Not Least

In 2021 the EEAS **newcomers mentoring platform** won a **special mention** in the **European School of Administration (EUSA) Learning and Development awards for innovative programmes**, on the occasion of which the EEAS **mentoring programme for newcomers** was also presented in the online talks' sessions.

WORKING ENVIRONMENT & EQUAL OPPORTUNITIES

COVID-19

The health and safety of all EEAS staff in HQ and EU Delegations has always been paramount in the decisions taken during the COVID-19 crisis. In 2021, 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, have been used to relay important information and advice to staff such as medical protocols, teleworking instructions, consular affairs, mission restrictions and social support.

Throughout 2021 and in line with the Secretary General's instructions, the majority of the EEAS HQ staff was in telework. Only staff members responsible for essential tasks were allowed to be present in the office and, when it seemed the Covid-19 situation would have improved, the EEAS has applied the rules of the Belgian authorities with regard to the maximum number of staff present in the office. For those present in the office, clear rules as per medical protocol, such as wearing masks in all common areas of the offices, alternate presence when sharing offices, physical distancing and good hand hygiene, have been implemented.

Being responsible for the medical taskforce, the EEAS Medical Service was present at the office in 2021 while a conspicuous number of administrative staff members dedicated most of their time answering administrative questions from colleagues in HQ and Delegations.

Medical Assistance

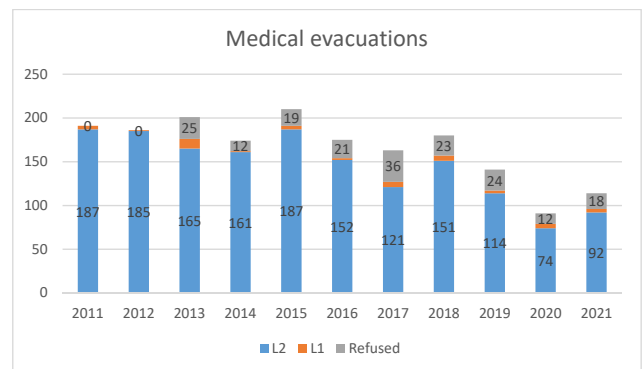
Throughout 2021, the EEAS medical team has been mainly involved in the follow-up of the COVID-19 Crisis with advice on preventive measures, individual risk assessments, PCR testing, follow up of cases and contacts and vaccinations in HQ and in Delegations.

The EEAS Medical Service participated to the EC COVID-19 vaccination campaign for the primo vaccination and launched its own COVID-19 booster vaccination campaign as of the 1st of December 2021. The EEAS Medical Service also participated to the distribution of Astra Zeneca and Johnson&-Johnson vaccines to Delegations in need.

Given the partial closure of the EC Medical Service, the EEAS Medical Service carried out the pre-departure medical checks of EEAS candidates for EU Delegations

Medical Evacuations

As expected, and with the return of staff to Delegations, the number of medical evacuations lightly increased in 2021.



Psychological Support

In 2021, 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

The EEAS Medical Service provided also advice to the Delegations on identifying appropriate local psychological assistance for all staff (individual and group debriefing) under particular periods of crisis.

A psychological group debriefing was offered in September in Brussels to the Delegation of Afghanistan, following the evacuation of colleagues from Kabul.

Due to the current crisis and the impact of COVID-19 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.

Psychological Assessment

In the framework of the Duty of Care towards staff members, the EEAS medical service has defined a policy for the assignment of staff members to high-risk countries, with high level of stress and isolation. One of the first objectives of this policy is to assess candidates on their psychological fitness for delegation posts in high-risk countries and have a better match between the job profile, the person and the country.

As part of the pre-posting medical fitness to work, the EEAS medical service has finalised a pilot project for the outsourced online psychological assessment of 8 Administrators candidates, selected for delegation posts in high-risk countries for the 2021 rotation.

The EEAS medical service received positive feedback and appreciation for taking care of the staff. Repeating the exercise is under discussion, with further options and adaptations.

Internal Communications

Throughout 2021, DG RM accompanied all its efforts to address the COVID-19 pandemic with clear and coherent communication to staff as well as easy access to information.

An example of the aforementioned, is that following recommendations from the Belgian authorities in September 2021, the EEAS Secretary-General asked the staff to return to the office one day per week. In order to communicate to staff what safety and hygiene measures were in place, DG RM set up a dedicated "safe return to the office" page on the Intranet. The page, easily recognizable on the homepage, served as a one-stop shop for staff to find all information, instructions, guidelines and reference documents relating to administrative and protocol issues when returning to the office.

In addition to online communication, DG RM provided specific printed communication material in its premises. A flyer was available at the building

entrance for staff summarising the safety and hygiene measures at work, and posters were hung at the most visible spots (entrances, reception area and lifts) reminding staff and visitors of the main protective measures against COVID-19 to take whilst in the building.

Covid-19 Vaccination

Since April 2021, in collaboration with the EU Commission, the EEAS Medical Service started the vaccination campaign, both for staff in HQ as well as staff and their dependants posted in Delegations.

As of December 2021, with the beginning of the third "booster" shot distribution, the EEAS Medical Service has decided to organise vaccination independently on its premises.

Furthermore, the EEAS provided concrete support to the most exposed EU Delegations. Between May and September 2021, in close liaison with the Belgian authorities and the European Commission, the EEAS's Medical service shipped vaccines (AstraZeneca and Johnson&Johnson) to all 72 Delegations, experiencing difficulties to get vaccinations with EMA recognised vaccines via the local authorities. This provided coverage to around 4,000 people, including expatriate staff in Delegations, their family members and local staff.

By the end of the year 2021 vaccination rate estimated to be above 80% across the network of Delegations.

Time Management

Due to the outbreak of the pandemic in March 2020, the EEAS authorized teleworking for the majority of staff in HQ and Delegations. As the COVID-19 pandemic situation deteriorated and with the emergence of new variants, staff in HQ were instructed to continue teleworking with a maximum presence of one day per week in the office during almost all the year 2021, in line with the Belgian recommendations.

In Delegations, it has been up to the Heads of Delegation, in consultation with HQ to define the rules for a progressive return to the office, alternating physical presence and teleworking depending on the local epidemiological situation and the measures taken by the national authorities. In countries where a majority of staff has been vaccinated,

presence in the office was the norm. Pending the adoption of a specific decision on teleworking and working time, one day of teleworking per week has been authorized.

On the other hand, with a view to improve the work-life balance and the wellbeing of staff members in Delegations and HQ, the EEAS authorized on a case-by-case basis and for a limited period of time teleworking outside of the place of employment in support of colleagues facing complex family situations.

In addition, EEAS staff both in HQ and DELs have been authorized to telework from outside the place of employment for a maximum of 10 working days until the end of the year 2021.

For individual cases, the hierarchical superior was able to adjust the core time at the request of a staff member, if the interest of the service was upheld. In 2021, no Delegations requested a derogation to the standard work pattern of 40 weekly hours. Therefore, in 2021, the requests authorized by the EEAS for exceptions to the standard work model to better adapt to local conditions remained 58 as in 2020, compared to 57 in 2018 and 2019.

Special leave has been granted to staff who could not come to the office for medical reasons linked to COVID-19 and whose tasks were not compatible with teleworking and who were not on sick leave. Special leave applied also to staff with children with a disability whose school was closed.

Finally, in 2021, in the context of the duty of care towards the staff serving in hardship postings, Delegation staff in 56 countries and their families benefitted from at least one rest leave, while 18 Delegations were granted with one additional rest leave period for exceptional circumstances.

Movements and Rotation of Staff

In 2021, the EEAS processed individual entitlements for over 1,000 staff movements from/to Headquarters or place of origin (in case of end of contract and retired staff). For the first time entitlements were processed via a newly developed web-based platform called e Rights. This platform

is an intuitive, one-stop portal for staff to request and monitor entitlements and payments under Annex X to the Staff Regulations, leading to a faster and more transparent service.

Crisis Evacuations

EEAS evacuated 3 EU Delegations in 2021:

- DEL Myanmar, Level 3, from 31 March 2021 to 15 February 2022 ;
- DEL Afghanistan, Level 3 as from 26 April 2021 and Level 4 as from 27 August 2021;
- DEL Ethiopia (both Delegations) from 8 November 2021 to 16 January 2022.

The EUDEL Libya partially relocated back to Tripoli on 1st of July 2021.

Digital Solutions

In 2021, IT activities in the HR business domain represented around **35%** of total activities on software applications during the period, which is quite a high figure, compared to activities in other business domains (**47% of the activities on HR tools concerned the management of HR in EU Delegations**).

The highest priority was given to the further development of new features to manage EEAS statutory staff entitlements in the e-RIGHTS Portal. The effort continued on the alignment of existing HR tools following the adoption of the Reform on Conditions of Employment for Local Agents, as well as on the support provided to the EEAS Medical Service. Follow-up and monitoring of the COVID crisis and consequent support for COVID as well as Influenza vaccination campaigns was ensured.

A project was also initiated aiming at exploring the possibility to integrate Human Resources Management Systems into an Enterprise Resource Planning system with a view to facilitate the management of local and statutory staff within the organisation.

GENDER, DIVERSITY AND INCLUSION

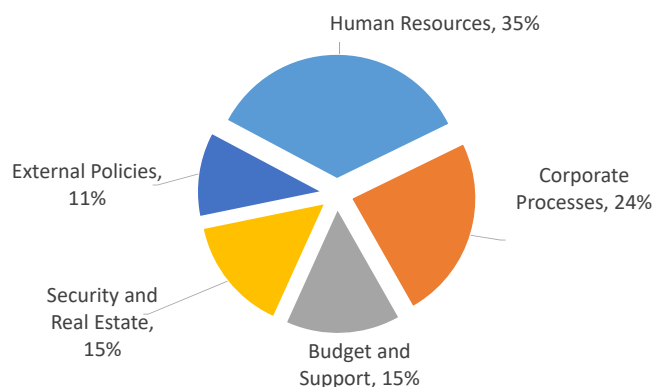
Gender Parity

Following coordinated work within the Institution, the Secretary General launched in 2021 #NoWomenNoEUDiplomacy, a seven-point programme aiming at reaching gender balance within the EU diplomatic network and workforce, thus pinpointing as priorities gender parity among managers and the development of sustainable, future-proof equality policies.

The programme formalised the appointment of an Ambassador for Gender and Diversity who started her mandate on 1st July 2021. The Ambassador and her team provide guidance and visibility in order to enhance the mainstreaming of gender and diversity in the EU external action. Work has also started on the introduction of Gender-Responsive Leadership as mandatory for all EEAS senior management

actions across all aspects of human resources, from recruitment to mentorship, to targeted actions with member-states, to gender-responsive leadership.

Work is also ongoing to further implement the recommendations of the Task Forces on Gender and Equal Opportunities, and subsequent report published in September 2020. Work led by the Adviser for Equal Opportunities focussed in 2021 on consolidating progress, especially in the area of furthering opportunities for women in management and pre-management positions.



as well as in EUDELS, in coordination with Human Resources directorate.

Furthermore, the Ambassador and her team also started working on an EEAS strategic approach to diversity, through outreach to various associations and interest groups. The Ambassador represents the EEAS in the Task Force on Equality of the European Commission that brings together several EU institutions, all with a purpose to promote gender equality and diversity within their own organizations.

An 'Action Plan on Possible Additional Measures to Address Gender Imbalance in EEAS Management' was launched on International Women's Day 2021. This 'living document' introduced and furthered

Diversity & Inclusion

In 2021, the EEAS jointly launched with the Commission a first survey on Diversity, Inclusion, and Respect at the Workplace. The survey, carried out in HQ as well as in Delegations for expatriate staff, provided an opportunity to analyse the composition of staff in terms of diversity as well as to provide input for the development of future Human Resources policies in the areas of diversity and inclusion.

Disability

Awareness Raising

The level of participation to the Diversity, Inclusion, and Respect at the Workplace survey was high in Delegations (including Commission Staff). Results show, inter alia, a need for more information about reasonable accommodation, about communication and accessibility. The EEAS and the Commission will communicate to staff about the diversity survey results once the analysis has been completed.

As in previous years, the EEAS communicated about the International Day for Person with a Disability. Throughout the week of 29 November - 3 December, the EEAS encouraged its staff to find more information through dedicated material, events and conferences.

In addition, the EEAS made use of a dedicated screensaver, adapted a specific EEAS Intranet home page and shared with the staff, its latest efforts to address the specific challenges and needs of colleagues with a disability or those taking care of dependents 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 for the second time in 2021. It served as a guide for the EEAS work in this area, includes contacts, useful information and new developments.

Accessibility /Suitability of Delegations for Colleagues with a Disability

In order to help colleagues with a disability considering applying for a job in a Delegation, it was asked to Delegations to provide precise information on the suitability and accessibility of the Delegation. A dedicated document was sent to the network of Delegations in order to complement the post reports.

Towards Inclusive Communications

With the aim of combatting stereotypes, prejudices, and harmful practices relating to persons with disabilities, the EEAS distributed its Guide on inclusive communication and encouraged to use it when referring to persons with disabilities in notes, work, publications or day-to-day life. This document also provides some do's and don'ts for managers or persons involved in recruitment. The guide available in English and French.

Provision of Reasonable Accommodation

Addressing and accommodating disability in the workplace by providing reasonable accommo-

dation is the first objective of the Roadmap and it arises from a General Provision of Staff Regulations (Article 1d(4), Regulation No 31 (EEC), 11 (EAEC), 2014).

In November 2021, the DG Resource Management adopted a Decision on the provision of reasonable accommodation for officials, temporary staff agents and contract staff with a disability. A decision for other staff is under preparation.

The EEAS established a focal point for requests on reasonable accommodation with the creation of a dedicated functional mailbox: REASONABLE-AC-COMMODATION@EEAS.EUROPA.EU.

Aid for Individuals with a Disability

In March 2021, new guidelines for the implementation of aid for persons with a disability were transposed into an EEAS legal basis. The new guidelines allow for a 100% reimbursement of non-medical costs for staff's dependent children with disabilities, including schooling costs, as part of the EEAS social aid. Before the adoption of the new guidelines, personal financial contribution from staff would range between 5% and 35% of the total cost. EEAS staff no longer has to financially contribute to the non-medical costs directly arising from the disability of their dependent children and benefit from a full financial intervention from the EEAS in these costs when assessed eligible.

Joint Committee for Equal Opportunities (COPEC)

2021 was the first year of activity for the newly established EEAS Joint Committee on Equal Opportunities (COPEC). The questions which EEAS COPEC were reflected in the ambitious work programme over a two-year period. Topics are wide-ranging, from parental rights to teleworking to working conditions in Delegations, to anti-harassment, and more.

ANTI-HARASSMENT POLICY

In 2021, the EEAS focused on the preparation of a decision for the prevention of and fight against psychological and sexual harassment for local staff in Delegations. In 2020 it was decided that such a decision should be separated from the [European Commission decision of 2006 on protecting the dignity of the person and preventing psychological and sexual harassment](#), to enable the EEAS to establish clear informal and formal procedures to cater for the needs of this category of staff.

Different EEAS services came together to work on all areas related to this decision, from legal to mediation services to HR policy and recruitment, and finalised a draft decision by the end of 2021. The new decision will be officially adopted in the course of 2022, following discussion with the staff

MEDIATION

The direct and indirect consequences of the pandemic had an impact on requests received by the EEAS Mediation Service in 2021. Some conflicts became latent or calmed down, as colleagues were teleworking and had fewer interactions with one another. Others worsened due to limited communication and allegations of micro-management. The Service noticed stress experienced by colleagues due to the pandemic, notably in countries experiencing strict confinement measures and travel restrictions. It also dealt with tensions and interpersonal conflicts, which were underlying, yet exacerbated by the confinement. Cyber-bullying came to the Service's attention and represented a new development.

The return to the office was a new potential cause for tension and conflict for various reasons, such as different understanding and application of health and safety measures, different views on the scope of teleworking and new working arrangements, and different opinions about vaccination. In some cases, the return to the office revived pre-existing conflicts or anxiety among some staff members about potential new tensions that could emerge with the office return.

The EEAS Mediation Service also observed positive elements throughout the reporting period: for instance, there was a number of situations

representatives through Social Dialogue.

The EEAS training on anti-harassment continued in 2021 both for managers, for whom the training is mandatory since 2020, as well as for other categories of staff like Heads of Sections in EU Delegations. Throughout the year, the EEAS organised six training sessions on 'How to create a harassment-free work environment', all of them in online format. Two of the training sessions were for managers and four for Heads of Section in Delegations. In total, 18 managers and 90 Heads of political, admin and operational sections attended the training.

where Administration and colleagues all around the world showed remarkable adaptability and resilience to new circumstances and changes in the work environment. The EEAS also maintained its **Helpline, Help in Confinement** for colleagues facing hardship and seeking support in the context of the COVID-19 related confinement in 2021. The demand was clearly **lower in 2021** than in 2020 (**14 requests in 2021 to 63 in 2020**).

The cases reported to the EEAS Mediation Service were nevertheless still numerous, indicating an **increase with 190 requests** in 2021 in comparison to 176 in 2020.

Out of the total number of cases reported in 2021, 61% concerned interpersonal conflicts, 5% concerned allegations of psychological harassment, and 25% concerned conflicts related to rights and obligations. In addition, 2% concerned alleged sexual harassment. The remaining 7% of cases referred to other issues, such as 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 Headquarters and in Delegations.

Complementing the work in this field in close coordination with the Mediation Service, a network of nine voluntary and specifically trained **EEAS Confidential Counsellors**, based in EEAS Headquarters and EU Delegations, was available to listen to staff

members who faced difficulties in their working environment. The Confidential Counsellors dealt with 17 cases in 2021, which is an increase in comparison to the previous year (10 cases in 2020).

WORK-LIFE BALANCE

In 2021, the EEAS continued the implementation of flexible working arrangements by authorizing, on an ad-hoc basis, teleworking outside of the place of employment for both HQ and Delegations staff. In particular, this flexibility allowed solving some complex family situations. 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.

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 2021, besides the classroom and on-line training modules, welcome sessions and pre-posting seminars, the Ethics correspondent team successfully conducted an ethics course for future Heads of Administration within the framework of the Heads of Administration College. Trainees had the obligation to pass a comprehensive examination.

In 2021, the EEAS Ethics team updated the ethics intranet page to simplify accessibility of information while, at the same time, giving the opportunity to the concerned staff to download the correct forms to initiate the right authorisation procedures.

Moreover, the EEAS is required to publish the list of cases assessed under Article 16.3 of the Staff Regulations, which was introduced by the 2013 amendment of the EU Staff Regulations and effective as from 2014. The 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 was to increase transparency and avoid any undue influence on EU policymaking by prohibiting lobbying and advocacy vis-à-vis former staff members.

In 2021 the EEAS examined 14 notifications of intention to engage in an occupational activity after

leaving the Service, out of which 2 notifications were received from former senior staff.

In addition, the EEAS automatically imposed a lobbying and advocacy ban on those 2 former senior staff for the first 12 months of the two-year cooling-off period applied to every senior staff 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 Heads of Delegation, including former ones, given their sensitive political role and functions related to the entire range of policies of the European Union in their respective hosting country.

The EEAS is preparing a comprehensive revision of its ethics policies in 2022, including the elaboration of a Diplomatic Code of Conduct, specifically addressed to expatriate staff serving in EU Delegations.

EEAS SOCIAL POLICY

The first EEAS social worker took up duty in 2021. Her main role has been to come in support of staff and families in HQ and Delegations. Around 200 individuals received personal assistance from her throughout the year. Moreover, due to the impact of the pandemic the EEAS social worker also contributed to the coordination of the vaccination campaign.

At the beginning of 2021, the EEAS adopted a new legal basis in the form of an administrative decision, in order to allow for the reimbursement of non-medical costs relating to the disability of a dependent without any financial contribution from the staff member. Until 2020, staff had to contribute between 5 and 35% of the incurred costs, based on their family income. This measure clearly improved the well-being of the concerned staff and eased the process of related files directly managed by the Social Policy Team (SPT). Around 20 families benefitted from this measure in 2021 for a total social aid amounting to EUR 400,000.

Additionally, in 2021 the SPT contributed to the drafting and adoption of a legal basis on reasonable accommodation for EEAS staff in HQ aiming to create a more diverse and inclusive working environment. Together with other services of the EEAS,

the SPT is preparing a Disability Roadmap and a Guide for Reasonable Accommodation.

Last but not least, improving the living conditions of partners of staff posted in Delegations is also one of the main objectives of the Social Policy. To this end, in 2021, the SPT organised a pre-posting training session tailor-made for them. A complete mapping of employment possibilities throughout the countries where the EU has Delegations was finalised, allowing spouses to know where they can engage into gainful employment with limited loss of their privileges and immunities.

INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS

INFRASTRUCTURE

Ensuring Adequate Office Space for All Staff

The COVID-19 crisis continued to affect the workplace throughout the year. The office space management team focused on preserving the health of colleagues while at the office, notably by ensuring strict social distancing; the operation of technical equipment continued to be aligned to the new reality (air ventilation systems, etc.). Extra cleaning and, where necessary, disinfection of offices remained in place to ensure safety at work. The shortage of office space in Headquarters led to the search for additional space – the new Belmont building started to be occupied late 2021 and the take-over from the Commission of the Capital building part previously occupied by EPSO (named C25), was agreed in December 2021.

Real Estate in Headquarters

In 2021, the EEAS occupied four buildings in Brussels, representing a total surface of 76,116 m² and accommodating around 2,600 staff. Although the replacement of B100 with the larger Belmont building and the adoption of new office management criteria allowed for an increased capacity, the EEAS had to welcome additional staff in 2020-2021 while more is expected in 2022.

Despite the gradual adoption of the New Ways of Working (NWOW) principle in organising the working space (already implemented in Belmont and on a pilot project basis in some geographical entities in the EEAS main building), the immediate challenge ahead was to manage the need for additional office space within reasonable budgetary resources. The extension to the part of the Capital building previously occupied by EPSO (named C-25) was considered the most suitable option to fulfil these needs.

In addition to addressing the shortage of space, the extension would also allow the EEAS:

- to dispose of a sufficient buffer area, in order to proceed with the works on layout, installations and furniture related with the New Ways of Working strategy without disrupting the staff;
- to integrate the entire 'Capital' complex, with expected savings on costs of security and maintenance and other resources thanks to the regrouping of services.

It must especially be highlighted that, besides the mere need of space, the acquisition of the C-25 part represents a strategic action as occupying the whole Capital building will provide the EEAS with great advantages and opportunities for the near future in terms of flexibility, visibility and organisational effectiveness. The additional space will also enable the EEAS to reinforce its corporate image and to make its head office more representative of its international role.

The objectives of the EEAS Collaborative Space Policy and New Ways of Working setting are three-fold:

- Firstly, to make a more efficient use of available office space, replacing the traditional concept of individual offices with new areas for different types of work and interaction. This will eventually bring to future operational savings by increasing the flexibility of the fitting out, so that office areas can be easily adapted to new teams, new tasks or new resources, without a need for costly works;
- Secondly, the aim of collaborative spaces is to modernise the workplace, adapting it to new ways of working and promoting interaction between co-workers. The EEAS has sought to make the workplace more attractive, so that coming to the office becomes a rewarding experience (compared to working from home);
- Finally, the extensive application of these criteria is expected to bring a substantial reduction of the environmental impact of EEAS activities.

Table 1 shows the available surface per building, (i.e. usable areas above ground, including circulation spaces, services, canteens, meeting rooms, etc.). It reflects the replacement of B100 and MERO with BLMT (end 2021), the planned replacement of C150-158 with NEO (by mid-2023) and the forecasted takeover of the C-25 (in 2022).

Table 1.
Evolution of office surfaces (sq. m above ground)

Building	2018	2019	2020	2021 (Oct)	2022 (est.)
EEAS ⁽¹⁾	47,675	47,675	47,675	47,675	56,009
C150-158 ⁽⁴⁾	15,272	15,272	15,272	15,272	15,272
C115 ⁽²⁾	3,048				
MERO ⁽³⁾	472	472	472	472	
B100 ⁽³⁾		5,243	5,243		
LEX ⁽⁵⁾		749	785	778	
BELMONT ⁽³⁾				13,169	13,169
NEO ⁽⁴⁾					
TOTAL	66,467	69,411	69,447	77,366	84,450
		+ 2,944	+ 36	+ 7,919	+ 7,084

(1) Including gross area allocated to FPI and EUSR in EEAS building and, as of 2022, EPSO area

(2) Occupied until 30 April 2019

(3) B100 and MERO will be phased out by September and December 2021 respectively.

(4) C150 and C158 will be replaced by NEO in 2023.

(5) Lex could be phased out in 2022

Table 2 below shows how staff would be redistributed among the different buildings. In this table, net available office areas are also indicated.

Table 2.
Distribution of HQ staff in buildings

Building (2020)	Gross above ground area (m ²)	Net office area (m ²)	N. staff	m ² /staff gross	m ² /staff net
EEAS	47,675	21,400	1,680	28.38	12.74
C150-158	15,272	7,894	490	31.17	16.11
MERO	472	242	26	18.15	9.31
B100	5,243	2,916	229	22.90	12.73
LEX	785	785	33	23.79	23.79
TOTAL	69,447	33,237	2,458	28.25	13.52

Building (2022)	Gross above ground area (m ²)	Net office area (m ²)	N. staff	m ² /staff gross	m ² /staff net
EEAS (including C-25)	56,009	25,210	1,588	35.27	15.88
C150-158	15,272	7,894	500	30.54	15.79
BELMONT	13,169	7,414	630	20.90	11.77
TOTAL	84,450	40,518	2,718	31.07	14.91

Real Estate in Delegations

The Real Estate Policy of the EEAS on buildings of EU Delegations worldwide further developed in 2021, aiming at the provision of a functional, cost-effective, environment friendly, safe and secure working environment for staff. In order to facilitate the transition to New Ways of Working, also triggered by the COVID-19 pandemic, the EEAS increasingly applied the concept of shared and collaborative spaces to Delegations.

Projects based on collaborative spaces in Delegations concerned mainly new office buildings, where the fitting-out could be created from scratch, as for instance in Costa Rica and Chile, and the ongoing projects in South Africa, Uzbekistan, Argentina, Moldova, and Malaysia.

In order to make more efficient use of scarce resources, a medium to long-term plan of building projects was established for prioritisation of the upgrades of the quality of office buildings, relocation projects and the renovation and maintenance of properties owned by the EU. Based on a qualitative assessment of Delegation buildings according to building selection criteria such as functionality, visibility, security and safety, a priority list of 25 Delegations and Residences (15% of buildings) was created.

Due to the COVID-19 crisis, the initiation and follow-up of Real Estate projects worldwide was a true challenge; yet, office moves and major renovations were finalised in Vienna, Trinidad and Tobago, Panama, Costa Rica and Chile. The installation of security equipment in our most vulnerable Delegations also continued, despite COVID-19-related delays.

Moreover, the purchase of office premises in Buenos Aires was a significant project, with fit out works finalised by the end of 2021. Other major Real Estate projects in 2021 were the facilitation of the partial return of the EU Delegation to Libya, based since 2014 in Tunis, and the search for an alternative compound for the EU Delegation to Afghanistan. Furthermore, logistical crisis support was provided as regards the shipment of COVID-19 vaccines to Delegations, by means of the Diplomatic Pouch.

Table 1: Office Buildings in Delegations: Expenditure and Surfaces

(December 2021)

Numbers

Office buildings	187	
of which: Owned	39	21%
Rented	142	76%

Costs

Annual cost (rents)	€63.0 M
Annual rent per m ²	€274/m ²
Annual rent per staff	€13,400
Cost per staff per day	€37

Surfaces

Construction area	285,000 m²	
of which: Owned	56,000 m ²	19%
Rented	229,000 m ²	81%
Usable offices area	222,000 m²	78%
of which area in co-location	18,000 m²	8%

Surface / Post

Staff excluding drivers	5,905
Usable offices area/staff	33 m²/staff

At the end of 2021, the EEAS managed 182 office buildings in Delegations and 5 potential new sites came into the picture, namely in Nay Pyi Taw (Myanmar), Doha (Qatar), Dodoma (Tanzania), San Francisco (US) and possibly The Hague. The total construction area was 285,000 m². The European Union owned 19% of this space (vs. 17% in 2011) and rented the other 81%.

After years of successfully implementing a policy to limit the size of Delegations to 35 m²/staff, in 2021, the ratio reached 33 m²/staff, well below the threshold.

The annual cost of the rented real estate in Delegations (229,000m²) was €63 million, representing an average rent of €274/m². The office infrastructure therefore implied a cost of €37 per day (or €13,400 per year) for each person working in an EU Delegation.

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

(December 2021)

Numbers	
Residences	150
Of which: Owned	27 18%
Other	8 5%
Rented	115 77%

Costs	
Annual cost (Rents)	€12.4 M
Annual rent per m ²	€182 /m ²
Annual rent per residence	€108,000
Daily rent per Residence	€296

At the end of 2021, the EEAS managed 150 Residences for the Heads of Delegation with a total construction area of 88,000 m². The owned construction area represented 20% of the total. The annual cost for the 69,000 m² rented was €12.4 million or €182/m².

Colocation

In 2021, the EEAS continued promoting colocation as it helps achieving real Estate policy objectives by optimising the use of office space in Delegations, facilitating cooperation and coordination

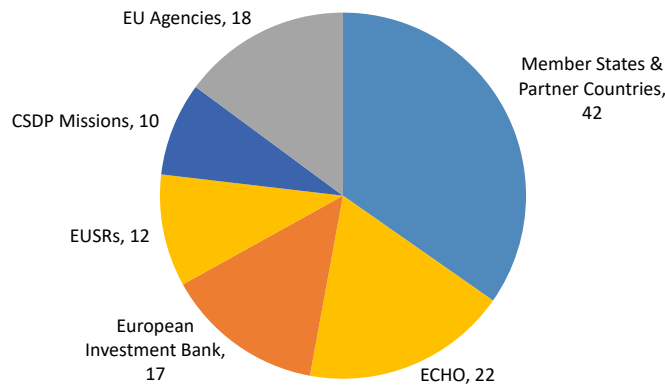
volves almost half of the EU Delegations (68).

The way colocations are managed has also evolved

Surfaces (m ²)	
construction area	88,000
Of which: Owned	17,000 20%
Other	2,000 10%
Rented	69,000 78%
Usable floor area	67,000 77%
Of which: Owned	12,000 18%
Other	1,000 2%
Rented	54,000 80%
Average usable area	465

from local Memoranda of Understanding to centrally managed Framework Agreements with each colocation partner. In 2021, one new framework agreement was signed, namely with the European Central Bank (ECB), bringing the total to five: DG ECHO, the EU Intellectual Property Office (EUIPO), the European Aviation and Safety Agency (EASA) and the European Investment Bank (EIB). One other framework agreement is being finalised with the European Border Coast Guard Agency (Frontex).

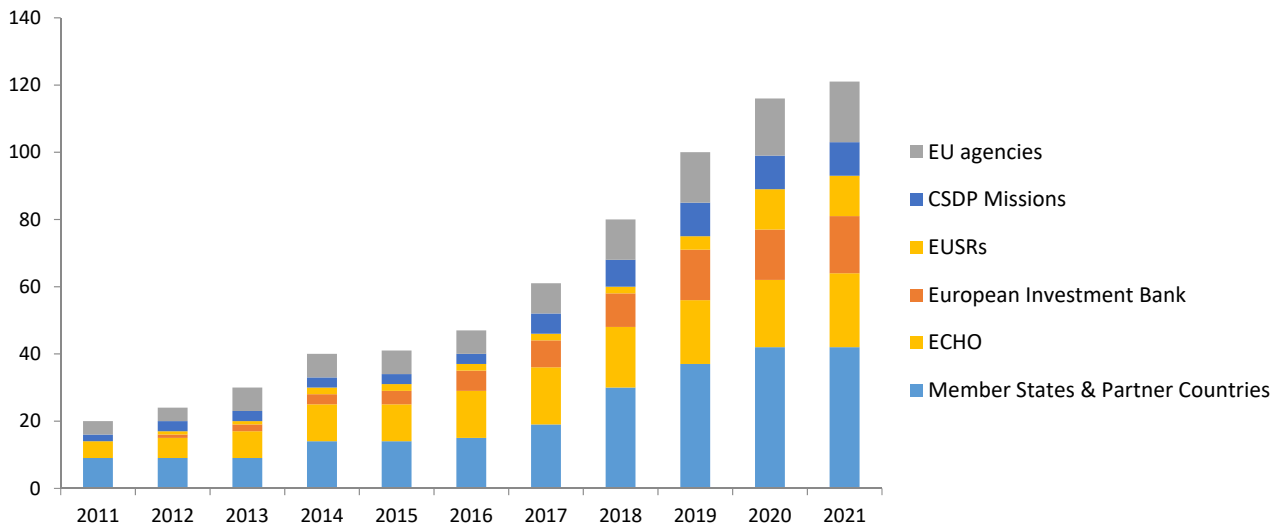
The centralisation of the management of colocations made it possible to streamline the recovery



with European partners, and enhancing the visibility of the EU in host countries.

The overall number of colocations further increased from 116 in 2020 to 122 in 2021 (42 with Member States and 80 with other EU partners). Over the past 5 years, the number of colocations more than doubled. Colocation now represents 8% of the total office surface in EU Delegations and in-

of costs, which recently also includes a fee for administrative overheads. As a result, the EEAS recovered around EUR12 million in 2020.



Housing Policy

In 2021, the Housing Norms for 23 Delegations were reviewed (same number as in 2020), to align the housing entitlements of staff with the situation on the local real estate market. The analysis was performed on the basis of actual rental prices paid by expatriate staff, real estate benchmarking data and comparable information from Member States. Such review should preferably take place every two years with the aim to assess whether the housing thresholds are still up to date. The review is overdue for around 30 Delegations and should be initiated by the latter in 2022.

In addition, the periodical assessment of the list of countries under Article 5 and Article 23 took place in order to define whether a change of housing re-

gime was warranted. During this exercise, besides Delegations, the Field Security Division, relevant Commission services, as well as the Staff Committees of both the EEAS and of the Commission were consulted. In 2021, the main change was that the EU Delegations to Kenya and Lesotho moved from Article 5 to Article 23, the main difference being that under Article 5 the institution provides staff with accommodation whilst under Article 23 this falls under the responsibility of the individual staff member.

A further modernisation of the Housing policy is foreseen, also addressing the impact of the COVID-19 pandemic and the New Ways of Working on the requirements for staff accommodation.

SECURITY

HQ Security and EEAS Security Policy

EEAS Security Awareness Programme & Developments in Security Policy

In 2021, the EEAS continued working on its **Security Awareness Programme**, which seeks to advise staff on known and emerging threats to security and the role their behaviour plays in protecting both themselves and the EEAS security interests. Over the course of 2021, the EEAS has worked to further expand the Programme's outcomes and

continue addressing the emerging staff needs, including of those posted in the Delegations, inter alia by increasing the number of initiatives available in French and online (which is also relevant in light of the restrictions imposed by the pandemic).

During the reporting year, the work continued also on the **ABCs of Security initiative**, a series of cartoon-style posters featuring contrasting poor security behaviour with recommended alternatives. In February 2021 the distribution and displaying of 10 posters (in EN and FR) in EU Delegations and HQ was completed. The second edition of the

“Security Weekly Newsletter Campaign” was also launched, addressing a range of topics covering cyber threats, security on social media, protection of information, both outside the workplace as well as when teleworking. In 2021, work also started on a project of create **short animated videos** on security awareness.

As part of the EEAS Security Awareness Programme, the **Cyber Literacy Programme** continued in 2021 with a number of initiatives, including phishing campaign (October 2021). Over the course of 2020, the clicking rate decreased significantly from 20% to 11%, and the trend further improved in 2021, where staff’s clicking rate significantly decreased to 9%.

In 2021, the EEAS has also increased the number of **security briefings** delivered to different audiences (trainees, newcomers, specific target groups within the EEAS, managers, etc.), including the creation of a comprehensive security briefing for newcomers, covering inter alia cyber literacy, counter intelligence and security investigations.

In parallel, work on **preventing espionage threats** has been further intensified. Counter Intelligence (CI) awareness briefings have been delivered to most geographical divisions at the HQ and several EUDELs have been visited. As a result of these activities, a CI vademecum containing guidelines and recommendations has been drafted.

In addition to the above initiatives developed in the context of the Security Awareness Programme, the EEAS offers a number of **policy documents and resources** aimed at enabling the staff at correctly handling and protecting sensitive and EU classified information (**EUCI**) and at developing a security culture in the institution. In 2021, the finalisation of the EEAS Guidelines on Creating and Handling EUCI (EN and FR) completed package of Guidelines implementing the EEAS Security Rules. In addition to this, the EEAS also finalised the EEAS Guidelines for Emergency Plan for EUCI evacuation.

Security Investigations continue to be carried out on breaches of rules and compromise of EU classified information (EUCI) and sensitive information during 2021.

The **EEAS Access Guide**, implemented since 2020, was updated accordingly with the necessary information concerning the new building BELMONT. The document constitutes a practical guide for all EEAS staff covering all aspects of access to the EEAS premises and parking, while it also helps staff to comply with access procedures and provides the

security team with a solid base of reference.

In 2021, several improvements were made to the **EEAS visitor management system (e-Visitor)**, following the successful adaptations already implemented in 2020 to respond to the needs resulting from the pandemic. In 2021 the application has been further enhanced to better comply with the data protection rules, including the “remote registration” and setting specific retention period to a sensitive custom field like the COVID 19 questions.

Specific **security emergency plans** have been approved to be activated in case of security threat/attack to the EEAS premises. Main possible scenarios have been identified with clear guidelines on roles of the different actors, responsibilities, who does what. Exercises are already organised to test reactivity, fast response and to improve from lessons learnt.

New Measures in Place for EEAS HQ Staff

Move to Belmont

As from end of August 2021, the “HQ Security and EEAS Security Policy Division” has taken over the security services at the BELMONT building and ensured a smooth transition with the addition of a SECURITAS Agents team guaranteeing the security service 24/7 with specific tasks and well defined instructions.

NEO Building Complex

The HQ Security and EEAS Security Policy Division took in charge the operational security guarding since September 2021. While the planning for the occupation of the complex is foreseen no earlier than summer 2023, given the sensitivity of the complex security services 24/7 for access control are already in place.

Control at EEAS buildings on COVID-Safe Certificate

As from October 2021, all external visitors must show a “pass sanitaire” to gain access, either with a valid vaccination certificate, a recovery certificate or a negative test. Checks are performed by guards by using a QR code reader to verify, whilst for the VIPs it is the host service who is responsible to check.

Personnel Security Clearances (PSCs)

On 15 June 2021 the EEAS took over the entire management of the PSC process for its staff from the European Commission. The EEAS Clearance office

established a direct contact with all National Security Authorities and dealt efficiently on general and specific PSC issues. A **new project to automate the CLIMB EUCI Mandatory training trough e-Clearance** was also rolled-out in January 2022.

Secure Speech Rooms

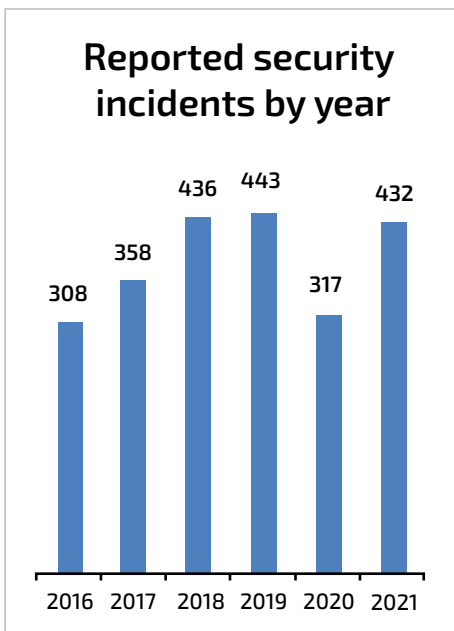
In Delegations, one Secure Speech Room (SSR) has been finalised in 2021, while six are still pending finalisation due to pandemic disruption. For five of them the material has been delivered on site, awaiting installation missions in 2022, when the sanitary conditions will allow. Inside the HQ, the

additional Secure Speech Room has been completely finalised and is awaiting security accreditation. This allows staff to have meetings on sensitive and classified content in secure environments, thus further protecting our information from leakage. The maintenance of the SSRs cabins has been performed also for the first time in 2021. All eligible SSRs in HQ and DEL have maintenance missions planned in 2022. In 2021, RM. SECRE.2 will finalise one of the seven projects started in 2019 in Delegations. We expect to finalize the installations of the remaining six during 2022 if the global sanitary situation will allow.

FIELD SECURITY

Security Incidents in 2021

Security incidents reported in EU Delegations -which had dropped 27% in 2020 due to confinements-, came back to pre-pandemic figures, with a total number of 432 security incidents reported in 2021.



Afghanistan Evacuation and Evacuation Decisions

Due to the Afghanistan crisis this year, the EEAS gradually reduced the number of expatriate staff in the EU Delegation in Kabul to finally reach the complete withdrawal of all Delegation expatriate staff. On 16 August 2021, the Field Security Division was also tasked to coordinate, as a first, the evacuations of local staff and their dependants from Afghanistan. In the following weeks, the EEAS

evacuated a total of 511 Afghan nationals with a relation to the EU. Out of this total number, 242 are EU Delegation local staff and dependants, 194 ECHO local staff and dependants, 69 EU Delegation contractors and former local staff and dependants, 6 ECHO contractors and former local staff and dependants. The EEAS managed to evacuate from Afghanistan all EU Delegation local staff who wanted to be evacuated.

Besides Afghanistan, ongoing evacuations of non-essential Delegation expatriate staff and their dependents were declared in Myanmar in March and in Ethiopia in November.

Revision of HR Matters for RSA/RSO

In preparation of the rotation of RSA/RSOs in 2022, a new rotation policy was launched in 2021. This policy aims at diversification of professional and geographical experience and at providing a stimulating professional development. The objective of the early start of the exercise is to provide the Regional Security Advisers/Officers (RSA/RSOs) with a transparent process enabling them to plan with greater certainty.

The policy now allows planning for several years, through having a rotation each year and the possibility of early rotation and the possibility to extend the current assignment. From 2021 onwards, the rotation exercise for RSA/RSOs reflects better the rotation exercise of other expatriate Delegation staff.

New recruitments have taken place in order to fill vacancies in the RSO/RSA network.

Enhancing Security Training Opportunities for all

Staff and RSA/RSOs

In 2021, the EEAS provided for the first time in on-line format five Security Management Team trainings to staff from Delegations all over the world.

Despite the pandemic, the EEAS managed to continue organising Hostile Environment Awareness Trainings (HEAT) in Italy and in EU Delegations. In total, in 2021 the EEAS organised 16 HEATs respecting rigorously all sanitary measures. This is a key training to ensure staff is adequately prepared for postings in or missions to challenging security environments, hence the physical presence of colleagues is required to fulfil the training objectives effectively.

In early 2021, the EEAS received a comprehensive study on the profile of diplomatic security officers from Member States and other International Organisations done by the European Gendarmerie Force¹ (EGF). This study contributed to the design of a comprehensive training programme for identified competences of RSA/RSOs. The EEAS aims at launching the first modules of the programme in 2022 expecting to further standardise the level of competences of its RSA/RSOs.

In addition, in 2021 the EEAS put in place a new induction training for newly recruited RSA/RSOs, customised fully to their profile.

This enhanced induction helps them to become familiar with their responsibilities and tasks in a timelier manner after taking up duty in their first Delegation.

Finally, in 2021, the EEAS organised several on-line training sessions on dedicated topics for RSA/RSOs to help implement new rules and IT tools into their daily work.

New Security Equipment Deployed to Delegations

In terms of security equipment, in 2021 the EEAS purchased 18 new armoured vehicles that were dispatched to its Delegations worldwide as well as maintenance equipment for its existing fleet. Concerning the purchase and management of satellite communications equipment, in 2021 the EEAS continued to cooperate with the European Defence Agency (EDA) through the "Joint Procurement Arrangement for EU SatCom Market". In 2021, five orders were placed for mobile-satellite ser-

vice terminals and equipment with subscriptions. The EEAS also reinforced the maintenance of its existing radio network ensuring the continuity of communications in case of crisis. In the context of returning to a permanent presence in Tripoli, Libya, the EEAS deployed a new satellite radio communication system to this Delegation.

Revised Policies and New IT Functionalities for the Security of Delegations

On the policy side, in 2021 the EEAS announced the revision of the Hostile Environment Awareness Training (HEAT) policy that will apply as of May 2022. The new HEAT policy aims at enhancing staff's preparedness for postings or missions to higher threat countries or areas.

In addition, the EEAS renegotiated in 2021 the list of countries included in the Declaration of Intent with the French Ministry of Foreign Affairs. The new agreement will include 13 new countries bringing the list up to 68 of countries concerned, where, if needed, the French Embassies could support the evacuation of EU Delegation expatriate staff and their dependents.

Also in 2021, different services of the EEAS coordinated security rules applicable to certain categories of staff like Seconded Staff or Junior Professionals in Delegations, as well as rules for external passengers in EU vehicles. The EEAS also progressed in 2021 on the design of a new incident reporting process to streamline information flows and on the rules regarding the use of EU blacklisted airlines by Delegation staff.

In 2021, the EEAS worked on the preparation of a new type of Services Level Agreement that the EEAS starts negotiating with EU Agencies as of 2022 for the provision of security support by EU Delegations in case of missions from these EU Agencies' staff to certain countries.

Finally, on IT aspects, in June 2021 the EEAS launched a new module facilitating for RSA/RSOs and the Security Management Teams the implementation of the new Security Risk Management process for the protection of Union Delegations.

1. 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.

DIGITAL SOLUTIONS

Ensure Secure Communications

2021 has been marked as yet another year during which the COVID-19 pandemic had a considerable impact on the development of high secure communications systems. The restrictions to physical presence combined with the providers' unavailability to deliver and install essential parts of the systems due to the lock-down of borders and associated sanitary measures enforced by Member-States in the case of travelling to Belgium, led to a significant delay of the deployment of the corporate platform and resulted to new procurement procedure launched by the EEAS.

Despite the difficulties and thanks to the commitment and dedication of its staff, the EEAS was able to start the initial rollout of the high secure corporate system (EC³IS). Works and related inspections for the system accreditation were performed during the last months of 2021, thus allowing planning the deployment of EC³IS. Additionally, the EEAS was able to expand the EEAS Secure Voice network to the Council as well as to the European Commission providing EU Top Leaders with the capability to securely communicate with each other, while in cooperation with the General Secretariat of the Council paved the way for a further expansion to EU Member States.

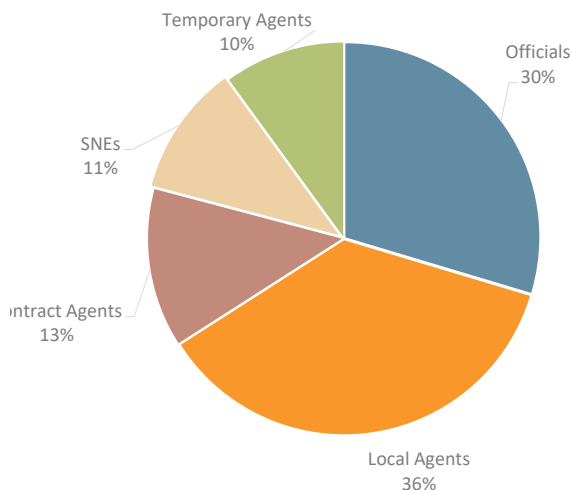
During 2021, the EEAS continued the ZEUS deployment to EU Member-States (MS) Embassies. By Q2 2021, all ZEUS certificates had to be replaced and therefore EEAS issued and securely distributed more than 1.300 smart cards and associated PIN codes to all EU Delegations and EU MS Embassies through the MS Ministries of Foreign Affairs. The implementation of this complex operation was marked with success and the EEAS was able to ensure the continuity of ZEUS.

Finally yet importantly, as difficulties were encountered in the process of recruiting official staff with the required level of expertise in secure communications, the EEAS was able to offer the aforementioned posts to temporary agents and subsequently select and recruit highly qualified colleagues.

EEAS POPULATION

Overview

By the end of 2021, 5,235² people were working in the EEAS, employed either directly by the EEAS or through external contractors. 2,475 of them were posted in HQ and 2,760 in Delegations, while 3,322 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.

EEAS STAFF BY CATEGORY

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

By the end of 2021, 1,709 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 (64%).

In 2021, the EEAS received 47 additional full-time equivalents from the Budgetary Authority, allocated mainly in EEAS Headquarters. This allowed the EEAS to reinforce its efforts to fight against disinformation, increase its secure communications as well as to strengthen the CSDP-CR structures, including the establishment of the European Peace Facility.

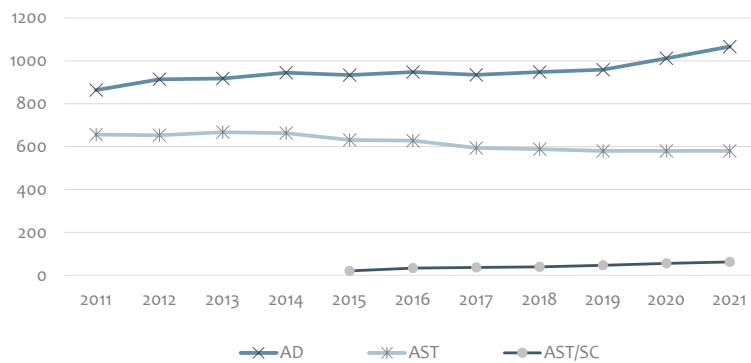
The 2021 administrative budget also enabled the EEAS to replace a number of cost-free Seconded National Experts' posts with AD posts, to allow for a more structured and permanent staffing in EEAS headquarters.

Finally, in light of the coronavirus crisis, the EEAS received additional resources to reinforce the Medical Cell and IT security.

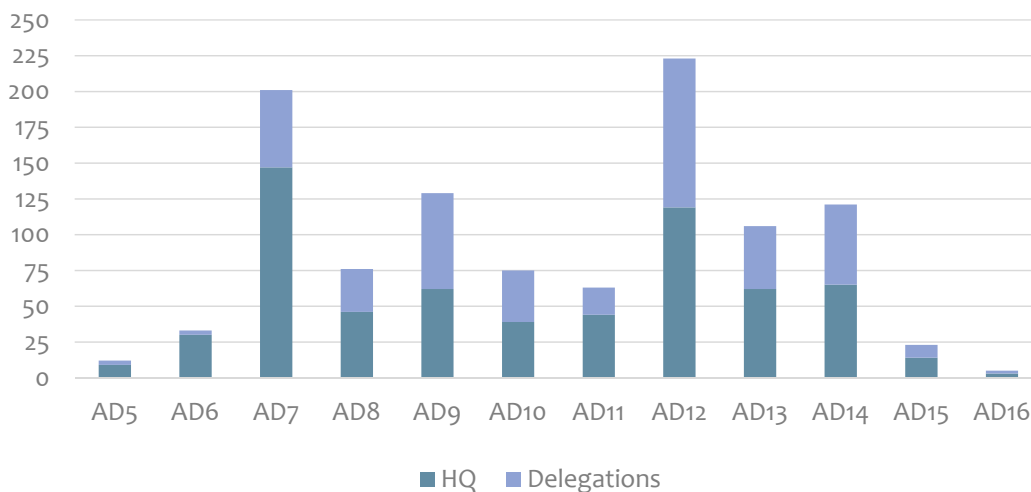
Finally, the EEAS used a number of the additional administrator posts, to replace seconded national expert posts, in line with the EEAS SNE policy and the concerns raised by the European Parliament.

2. -The staff numbers reported in the EEAS HR Report 2021 refer to personnel in office on 31 December 2021.

- Statistics on nationality with reference to EEAS population, include nationals from the United Kingdom as they continue to be members of EEAS staff.



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 (60%), approximately one third of which were Member-States diplomats.

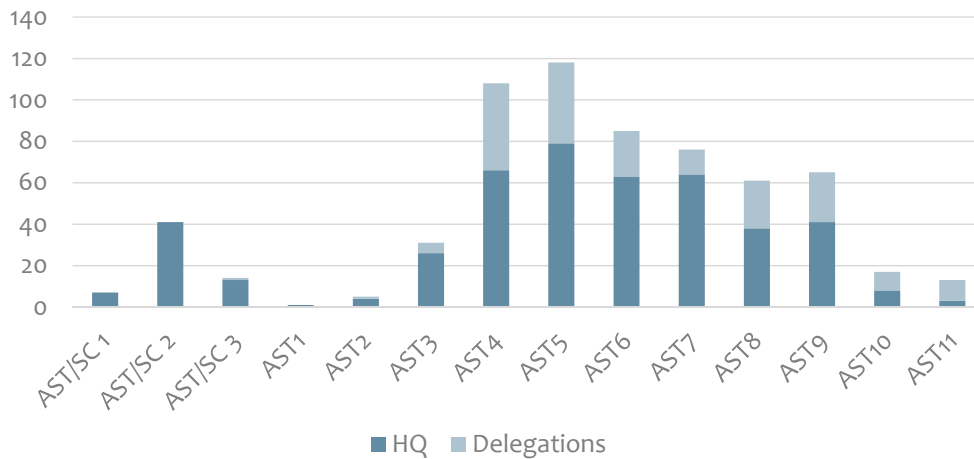


In line with the Council Decision³ establishing the EEAS, Member-States diplomats should represent about one third of AD staff. The EEAS reached this target in 2013 and continued to work towards attracting talent and expertise from Member States since then, reaching a diplomatic representation of 37.7% within its total AD population by the end of 2021. The majority of the 642 staff members in AST and AST/SC categories were



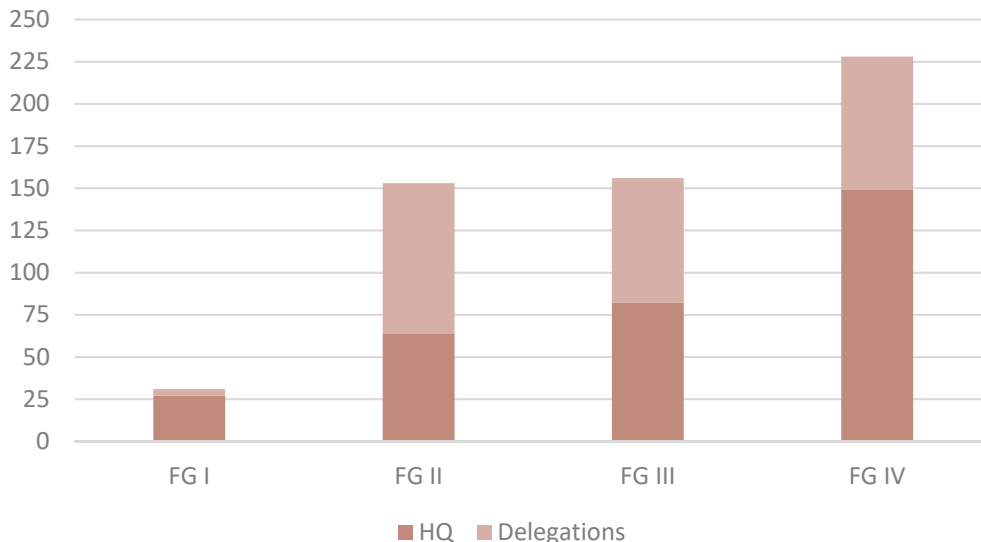
3. <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32010D0427>

assigned in HQ (71%). The number of AST and AST/SC staff decreased by 1% from 2020.



Contract Agents

The distribution of contract agents in HQ and Delegations was relatively balanced, with 57% of the 568 contract agents assigned in HQ. The largest contract agents group was FG IV⁴ and the majority of staff members in this group were working in HQ (65%). Finally, the total number of contract agents increased by 75% since the creation of the EEAS, as well as by 5% since 2020.

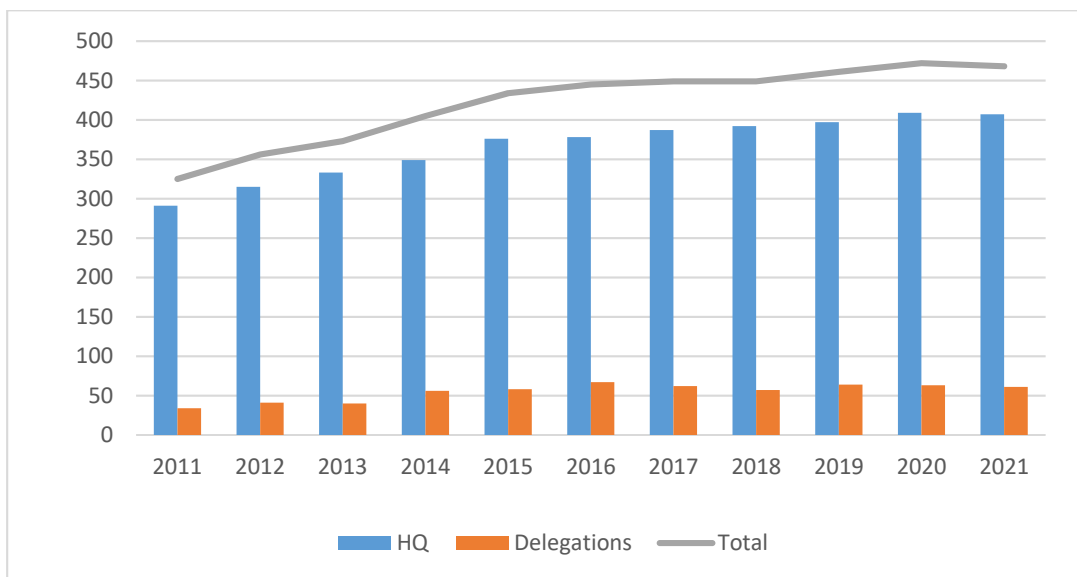


4. The types of duties for the different contract agent function groups are as follows: FG IV – administrative, advisory, linguistic and equivalent technical tasks, FG III – executive tasks, drafting, accounting and other equivalent technical tasks, FG II – clerical and secretarial tasks, office management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

Seconded National Experts

468 seconded national experts (SNE) were working in the EEAS at the end of 2021, 86% of which were assigned in Headquarters, with a majority posted to military support structures. 39% of SNEs in Headquarters were entirely paid by their Member-State (except for mission expenses and security costs). The EU MS financed 47% of SNEs in Delegations.

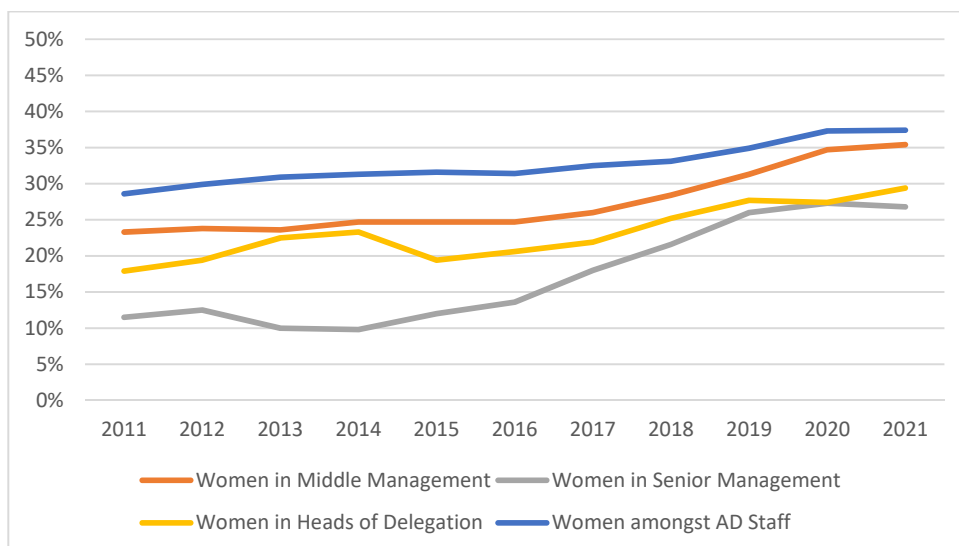
The seconded national experts' population by the end of 2021 grew by 44% compared to 2011, while it slightly decreased since 2020 (-1%). The SNE population represented 9% of the EEAS population at the end of the reporting year.

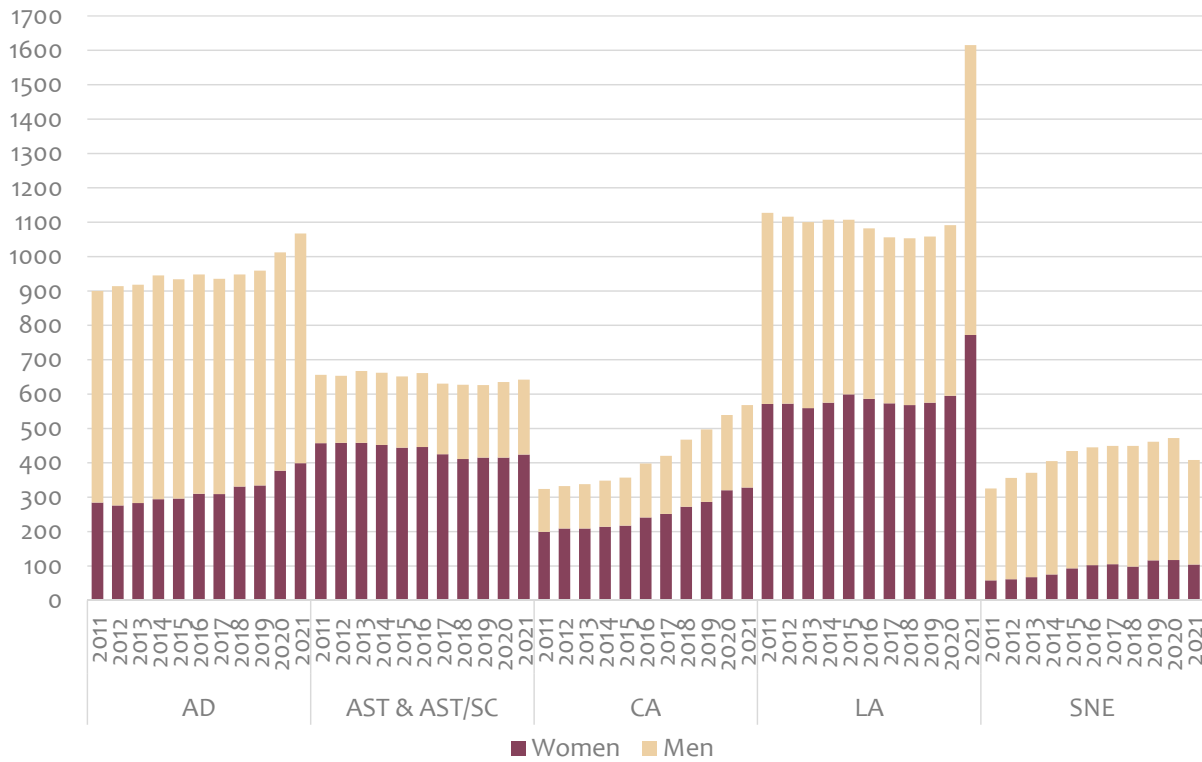


DISTRIBUTION OF STAFF BY GENDER

Work aiming at achieving gender parity was very much at the forefront of EEAS Human Resources policy development throughout 2021. Targeted actions were particularly successful for women middle-managers in Headquarters, as well as

for women Heads of Delegation. However, efforts need to be sustained across the board, especially regarding higher AD and AST grades.



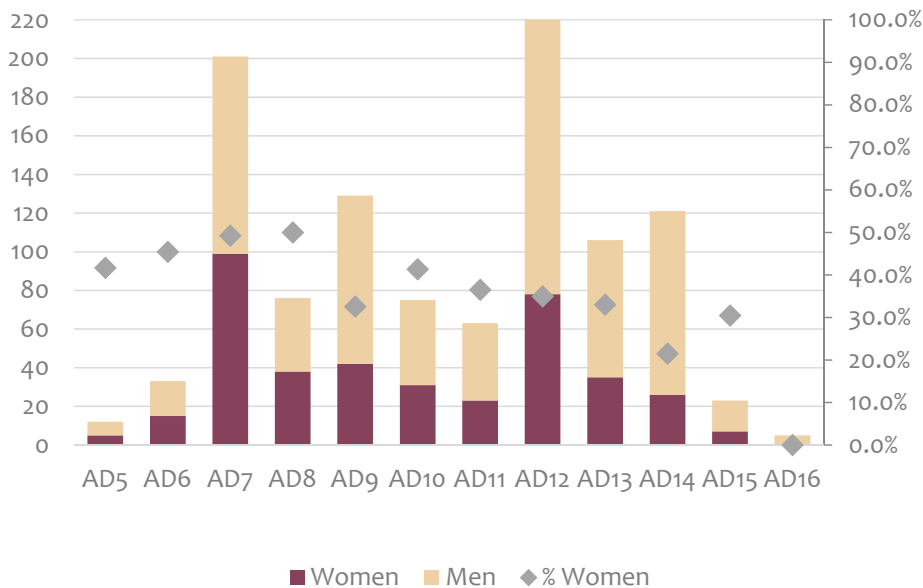


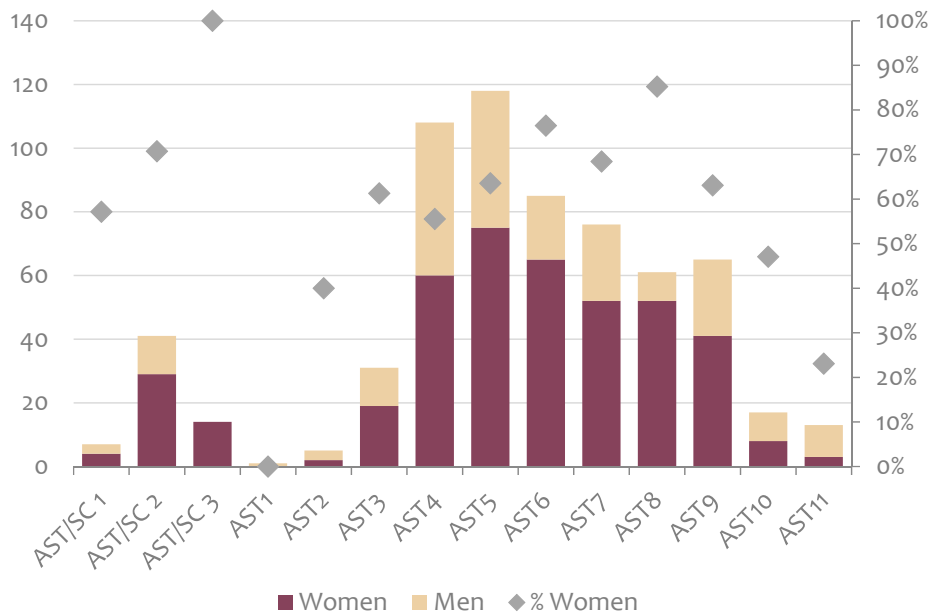
Officials and Temporary Agents - Gender

At the end of 2021, women represented 37.4% of AD staff compared to 37.3% at the end of 2020. Numbers were relatively stagnant with a slight drop at the lower and middle parts of the grade scale, with 48.8% of women in the AD5 to AD8 bracket (49.6% end 2020), and 35.5% women in the AD9 to AD12 bracket (36% end 2020). Numbers for the AD13 to

AD16 bracket rose slightly from 26.3% in 2020 to 26.7% in 2021.

Gender parity in the AST and AST/SC categories somewhat improved in the higher categories. At 66.0% of the population against 65.4% in 2020, they are still over-represented at 66.5% of the AST2 to AST9 grades, dropping at 36.7% in the AST10 and AST11 grades, still a 10% increase from 2020.

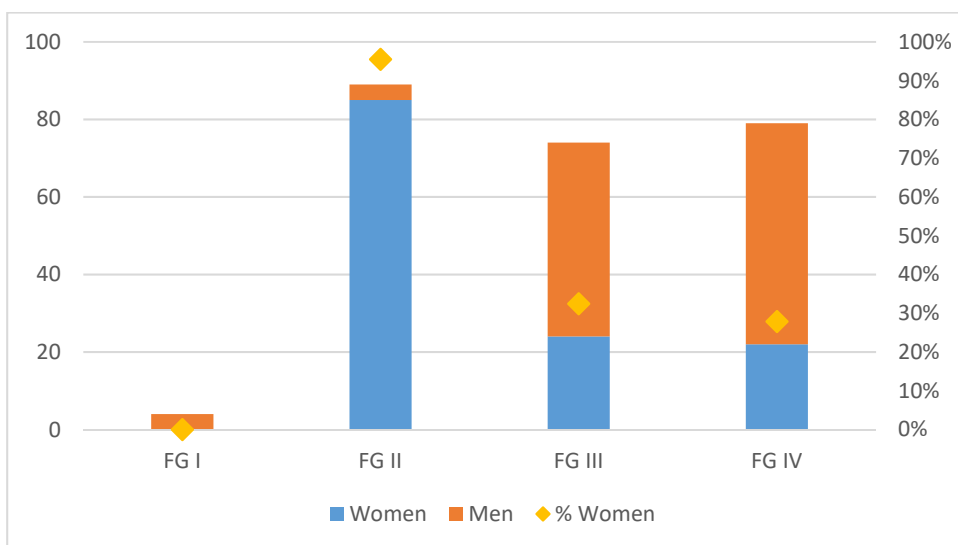




Contract Agents - Gender

Women continued to represent the majority of contract agents in 2021, with parity achieved at all grades in Headquarters and even some imbalance in favour of women in FGII grades. In Delegations however (figures shown in the chart below),

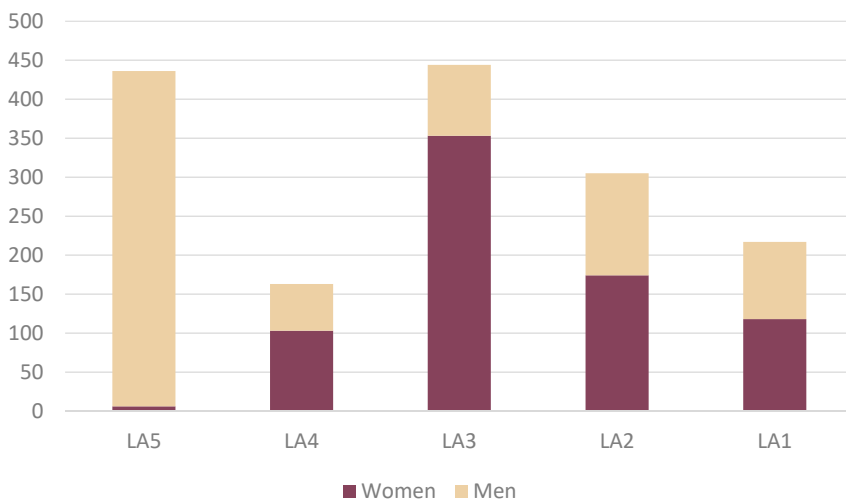
there's an overwhelming majority of women in FGII category, which corresponds mostly to Assistant to the Head of Delegation positions. In higher grades however, mostly linked with Administration and Political & Information sections, women's representation drops to 30.1%, on par with 2020.



Local Agents - Gender

In 2021, over 500 local agents were transferred from Commission to EEAS. Parity was only marginally affected by the move, with 48.2% of local agents being women against 54.5% in 2020. The gender distribution was relatively balanced within the various grade levels, with the exception of category 5 where most positions are driver posts,

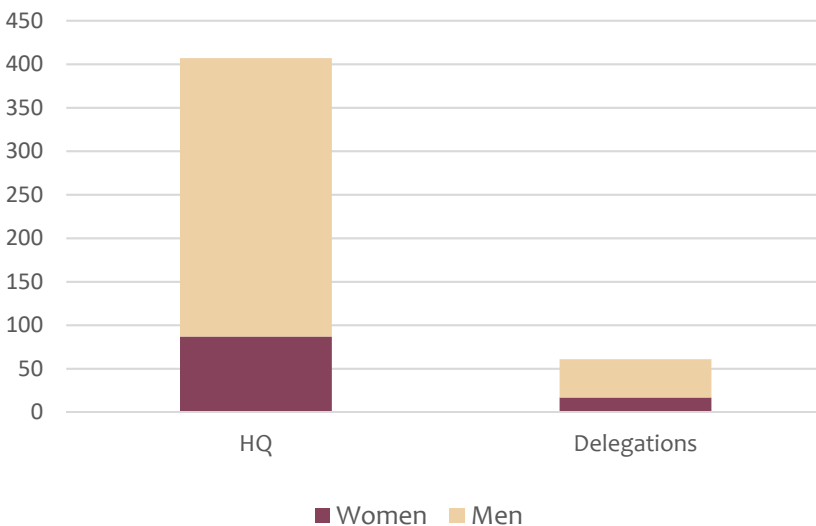
33.3% in 2020. It is worth noting that nearly 50% of national experts seconded to the EEAS are from military services.



traditionally occupied by men.

Seconded National Experts - Gender

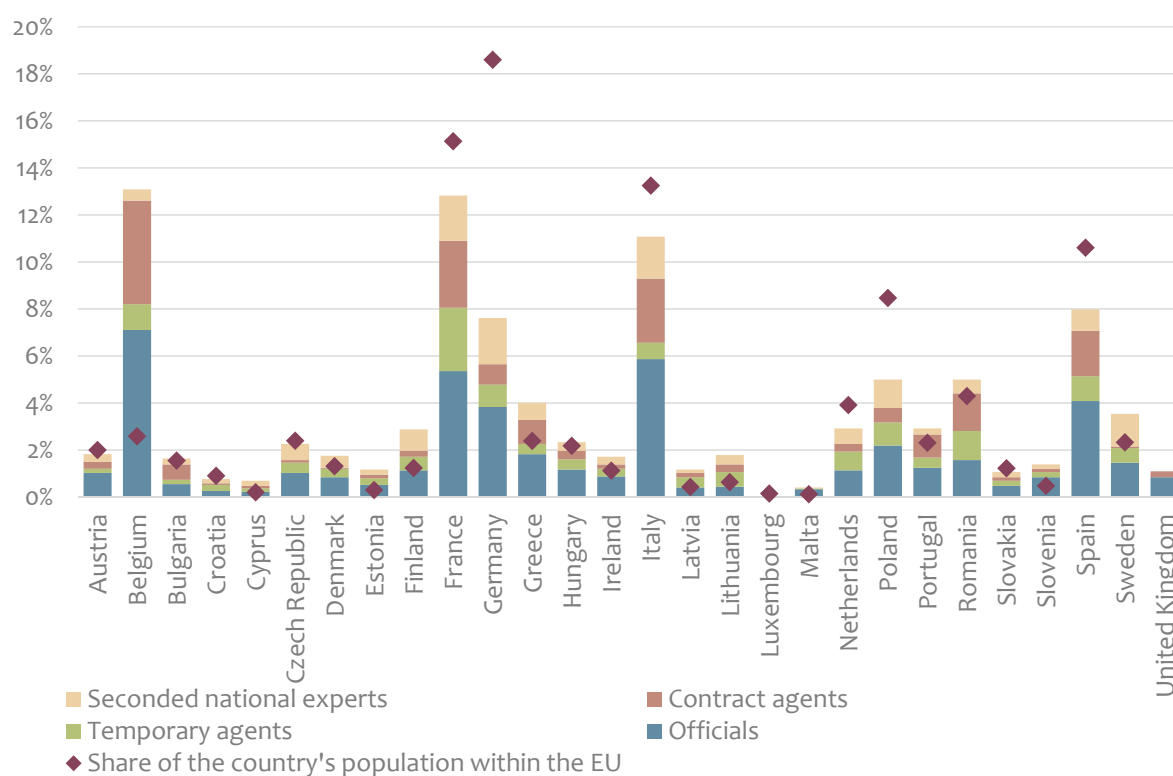
The share of women amongst seconded national experts decreased again slightly in 2021, with 21.4% women in Headquarters against 23.5% in 2020, and 27.9% women in Delegations against



DISTRIBUTION OF STAFF BY NATIONALITY⁵

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.

Member States increased their number of nationals who worked in the EEAS, with Lithuania and Slovenia having increased the most (36% and 23% accordingly). The Member-States with the biggest decrease compared to 2020 were Denmark (-16%) and Malta (-15%).



At the end of 2021, 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 had only one seconded national expert in the EEAS HQ 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 during 2021 in positions of officials and contract agents.

In comparison with 2020, the majority of the Mem-

5. - 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.

- From this year's report, UK is no longer included in statistics concerning the EU14/EU13 groups.

Officials and Temporary Agents – Nationality

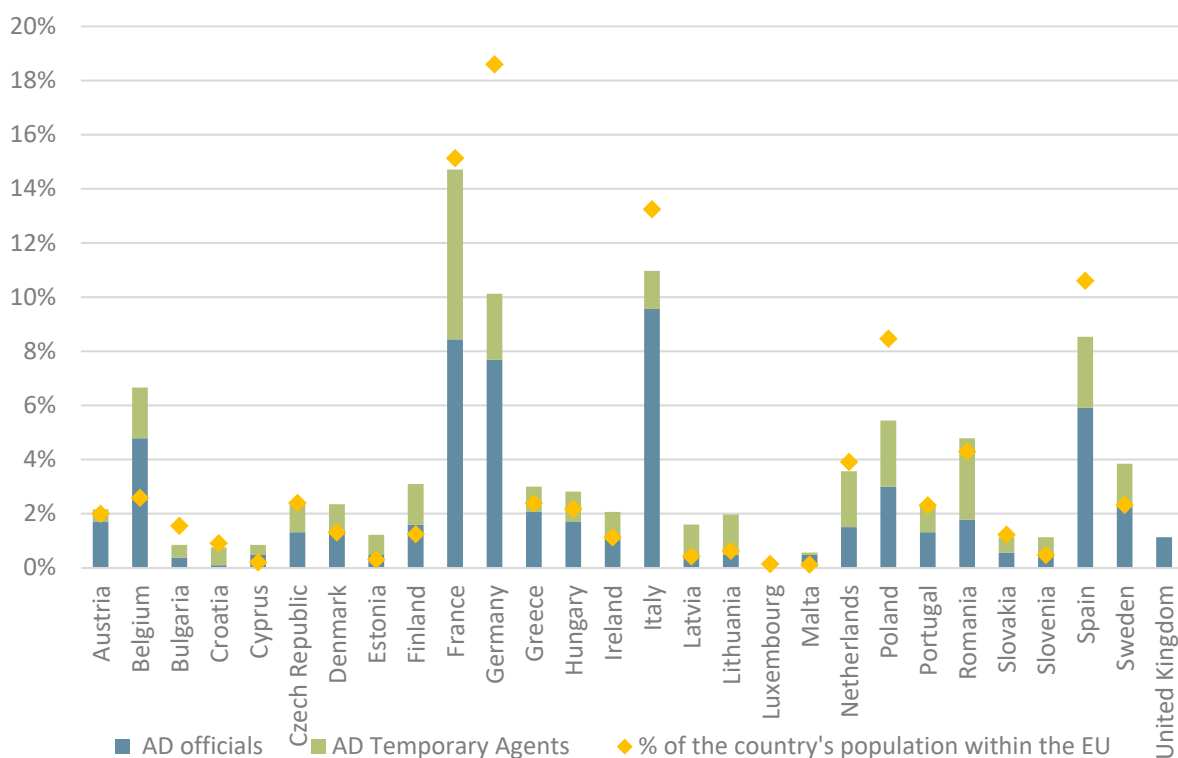
AD Category

Almost all Member-States held at least one AD position in the EEAS at the end of 2021, with the exception of Luxembourg. In addition, UK nationals continued to be part of the AD population with 12 members (one AD less than 2020).

Compared to 2020 figures, the majority of Member States in the EU13 group increased their pres-

ence within the AD population by the end of 2021, while one remained stable (Slovakia), and one saw a slight decrease in their representation within the AD staff (Malta).

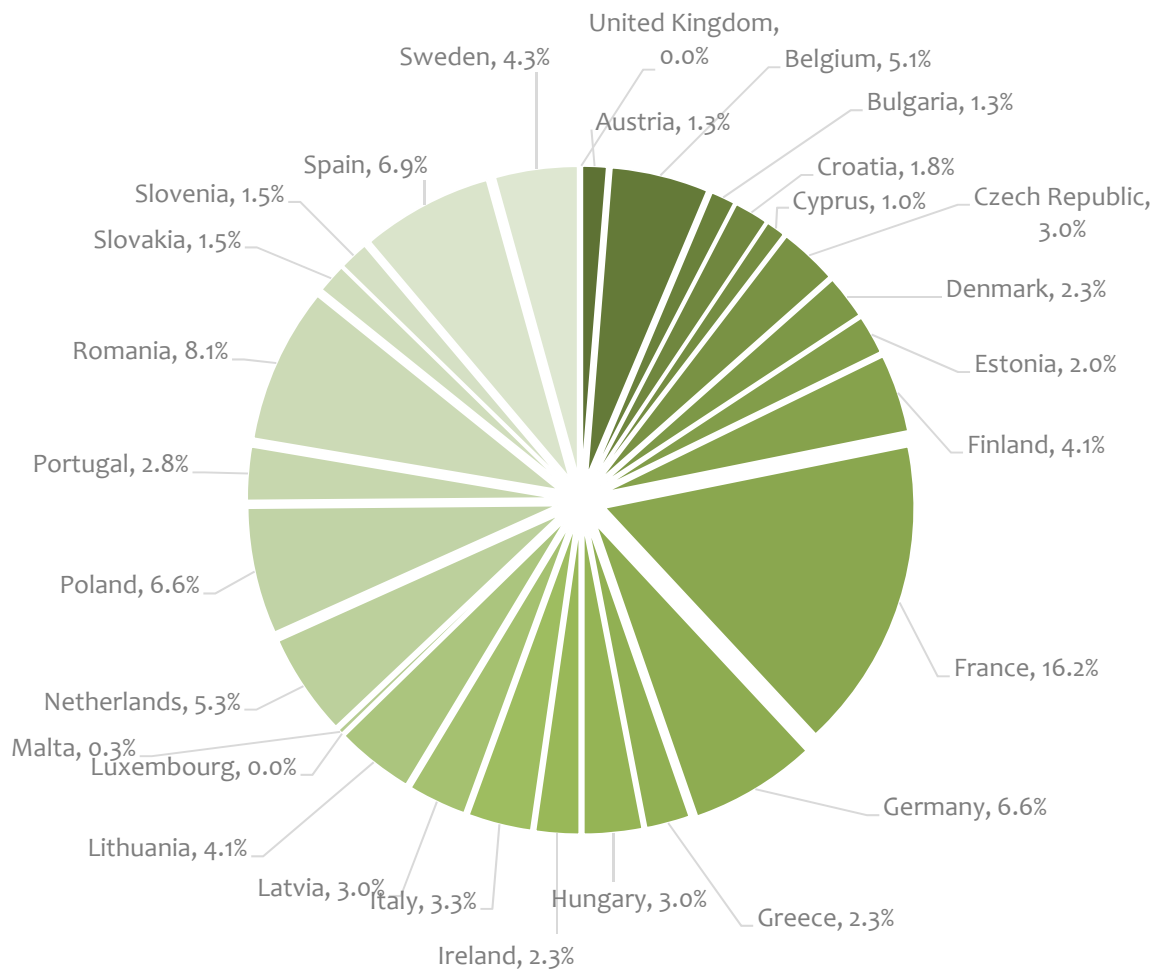
As regards the EU14 group, seven Member States increased their presence compared to 2020, with the exceptions of Belgium, Denmark, Ireland, Luxembourg, Netherlands, Portugal and Sweden that saw a slight decrease.



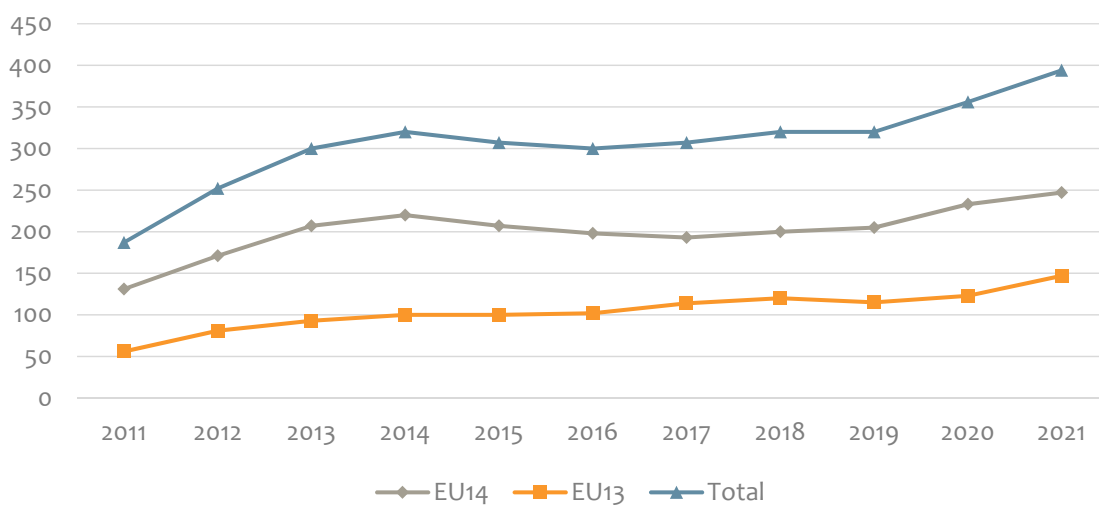
Temporary Agents Member-States Diplomats

By the end of 2021, almost all Member States were represented by at least one temporary agent from their diplomatic service (Member States' diplomats) apart from Luxembourg. There were also no Member States' Diplomat from the United King-

dom. Same as last year, the biggest national group was represented by France with 64 diplomats in the EEAS at the end of 2021, while the smallest group came from Malta and Cyprus with 5 diplomats altogether.



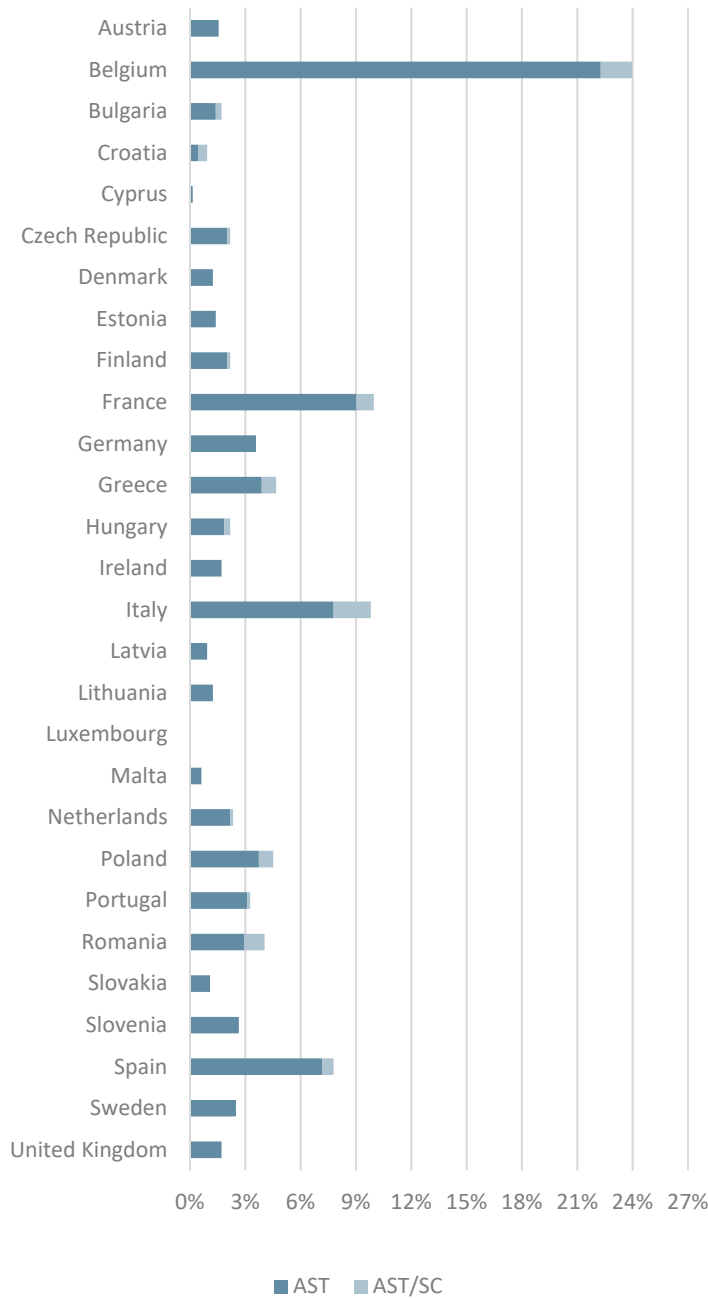
The number of Member-States diplomats increased by 11% compared to 2020, with an increase in both EU13 and EU14 groups.



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.

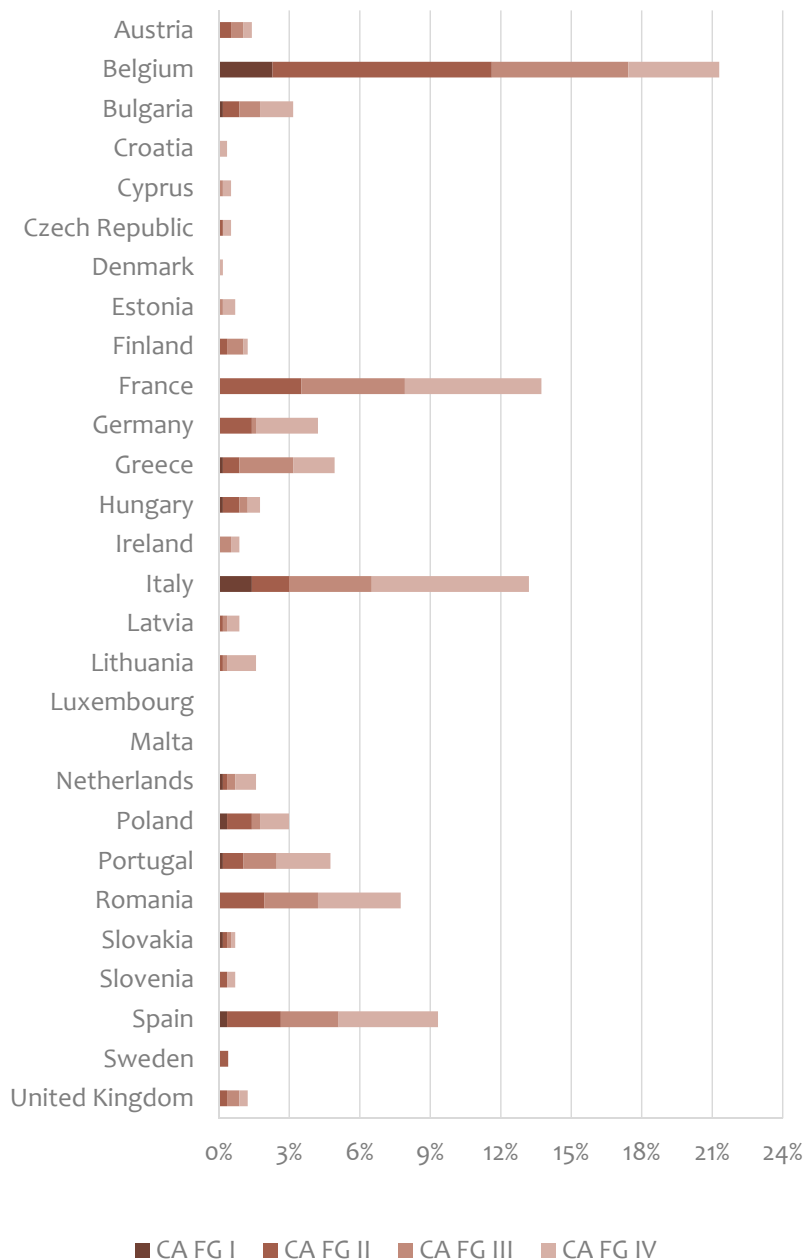
Belgium remained the biggest national group in this category with 24% of all AST and AST/SC staff members (1.6% increase since 2020).



Contract Agents – Nationality

Contract agents from the majority of Member-States and the United Kingdom were working in the EEAS at the end of 2021, with the exception of Malta and Luxembourg. 21.3% of contract

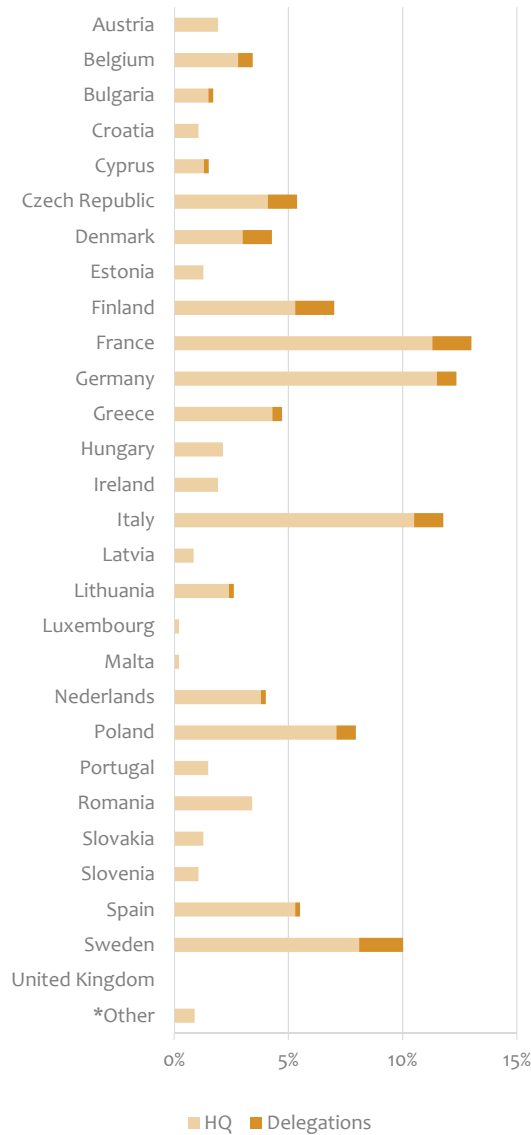
agents were Belgians, while together with France and Italy, they represented almost half of the contract agents' population (48.2%).



Seconded National Experts – Nationality

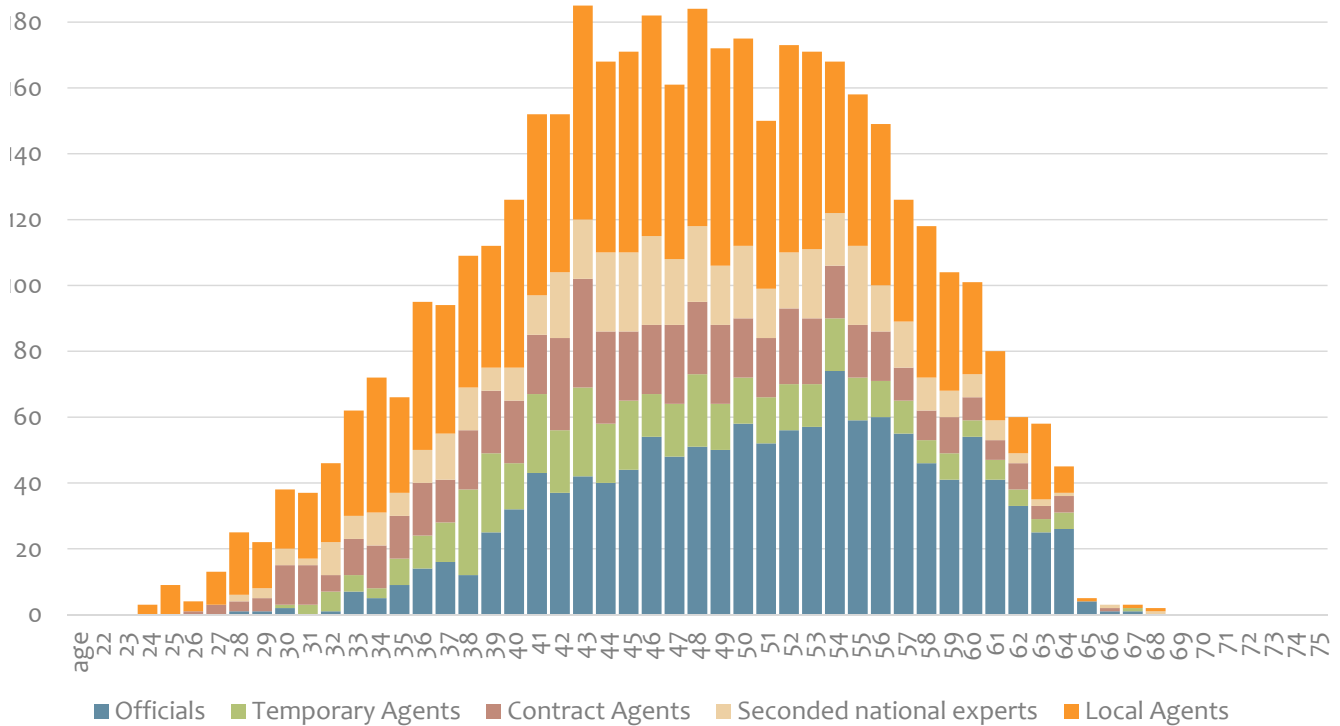
Seconded national experts (SNEs) was the only category that included staff members from all Member States. In addition, 3 Norwegian and 1 Swiss experts were seconded to the EEAS at the end of the

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



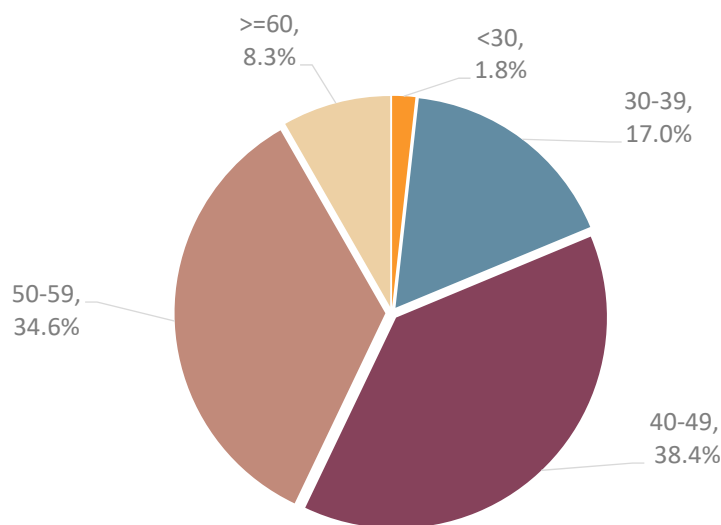
DISTRIBUTION OF STAFF BY AGE

The average age of EEAS staff at the end of 2021 was 47.53 years old.



In HQ, 18% of staff were younger than 40 and 42% were 50 years of age or older. In Delegations the

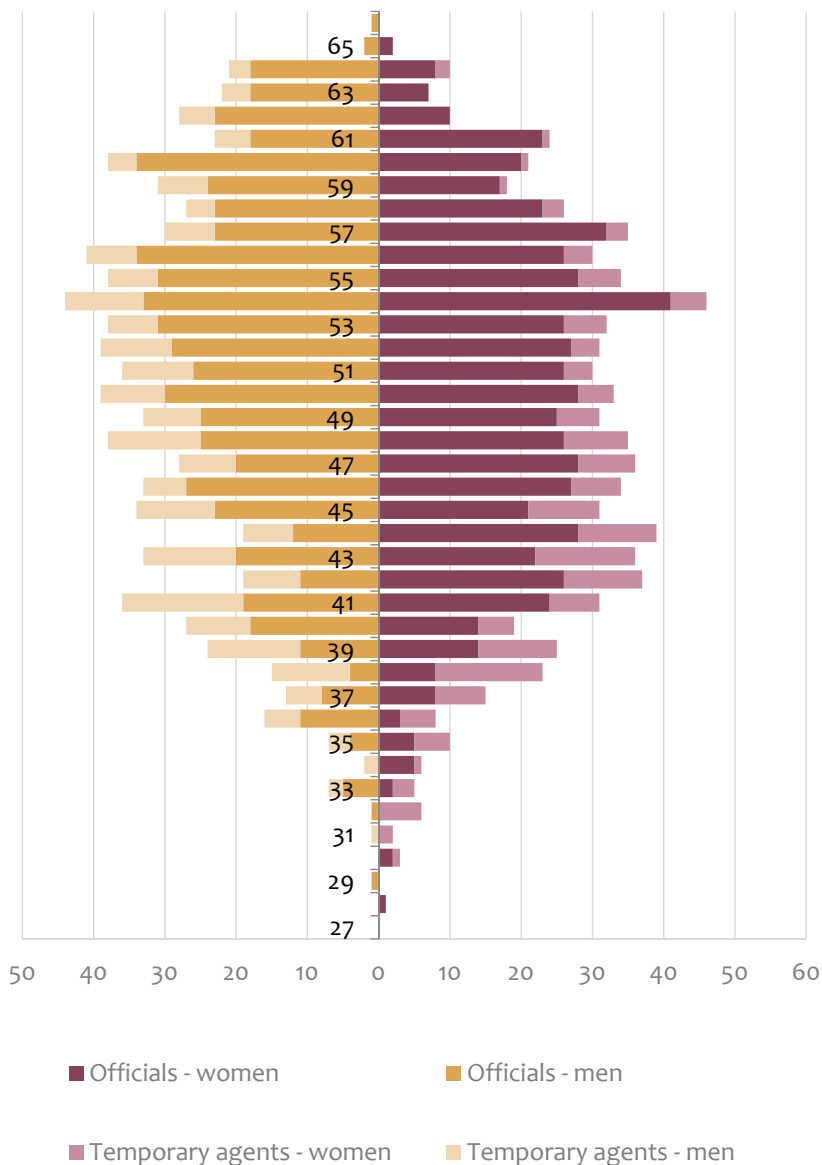
percentage was 20% and 43% respectively for the same age groups.



Officials and Temporary Agents – Age

The average age of EEAS officials at the end of 2021, was 50.8 years old. 0.3% of officials were 30 years old or younger, while the majority of officials were still older than 50 years old (58.2%).

In the temporary agents' category, the average age at the end of 2021, was 46.2 years old. There were still no temporary agents under 30, however most temporary agents were younger than 50 (66.2%).

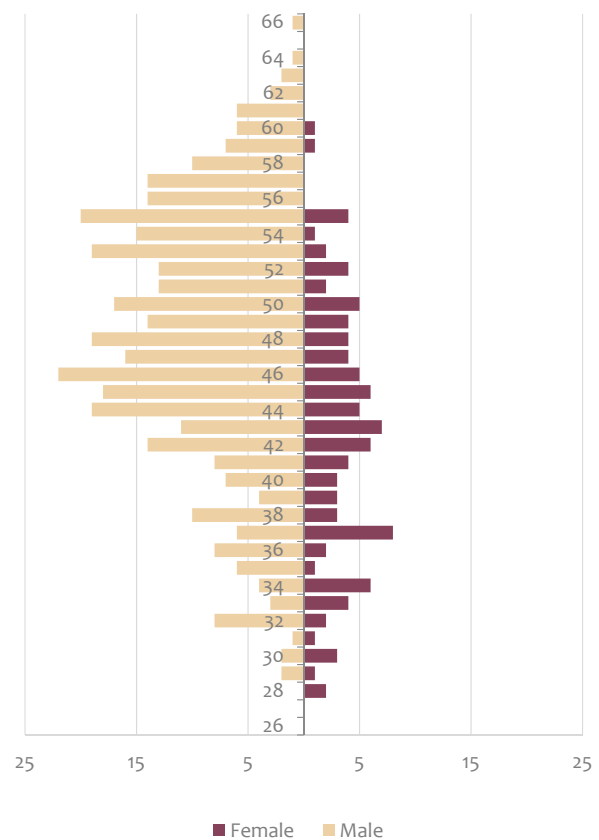
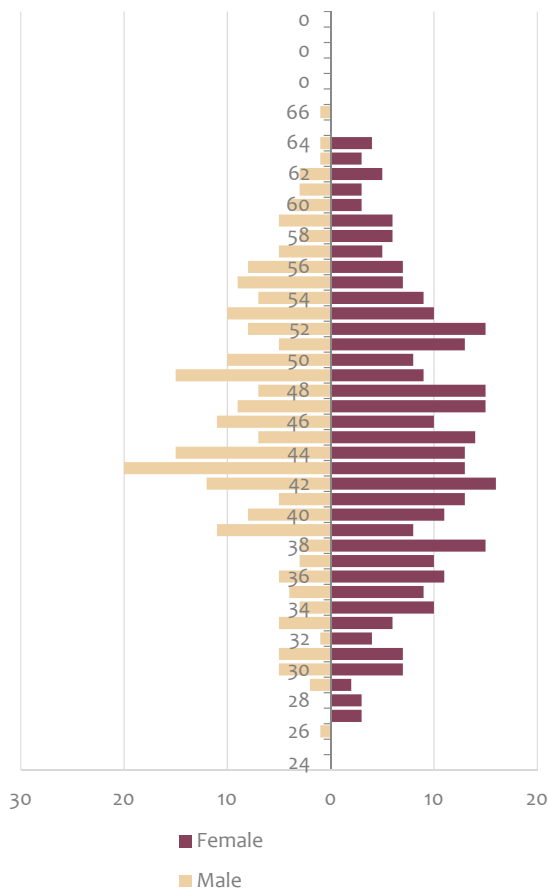


Contract Agents – Age

The average age of contract agents at the end of 2021 was 46 years old, which made them the youngest category of staff. 69% of women and 65% of men in this category were younger than 50 years old.

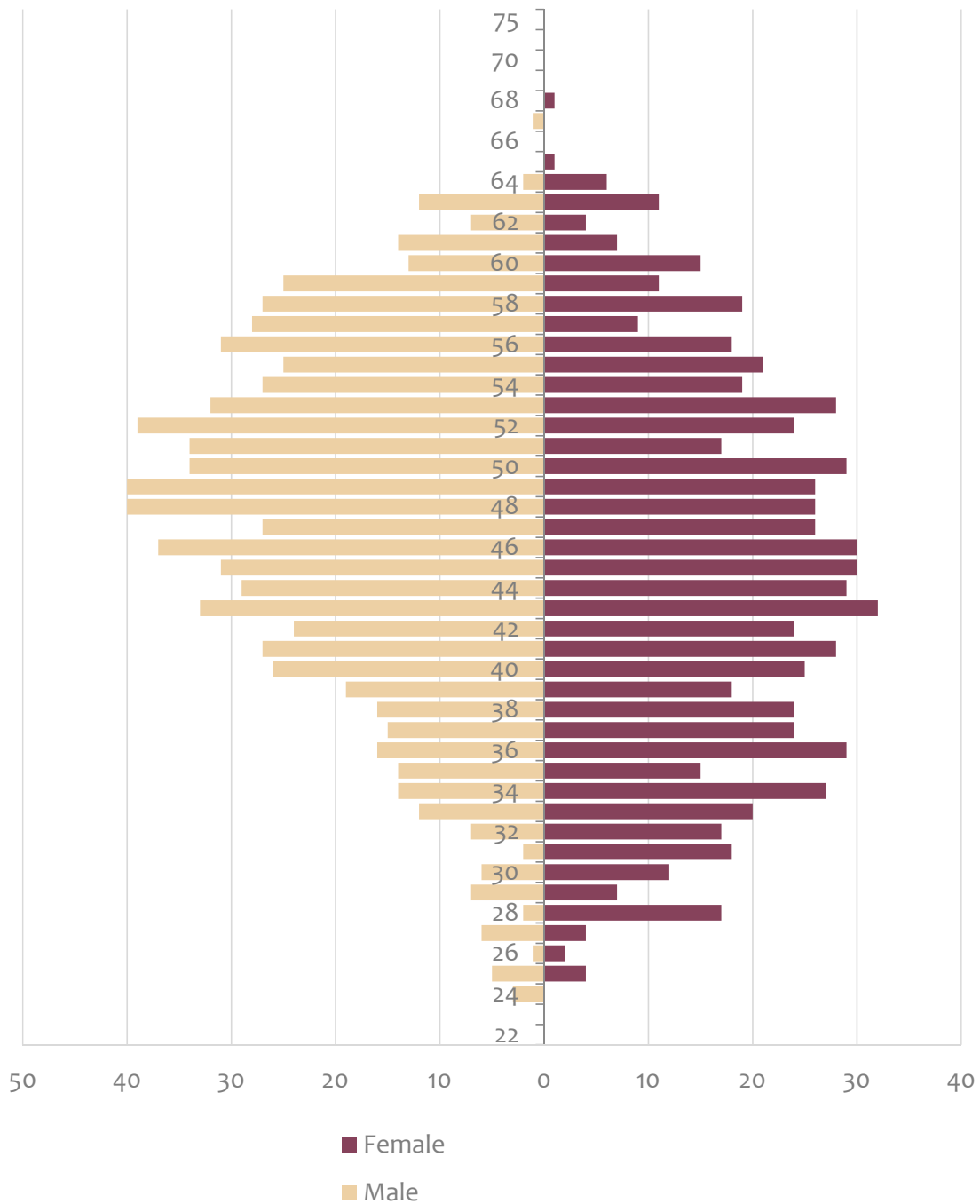
Seconded National Experts - Age

The average age of seconded national experts at the end of 2021, was 46.8 years. 60% of seconded national experts of 30 or less were women.



Local Agents – Age

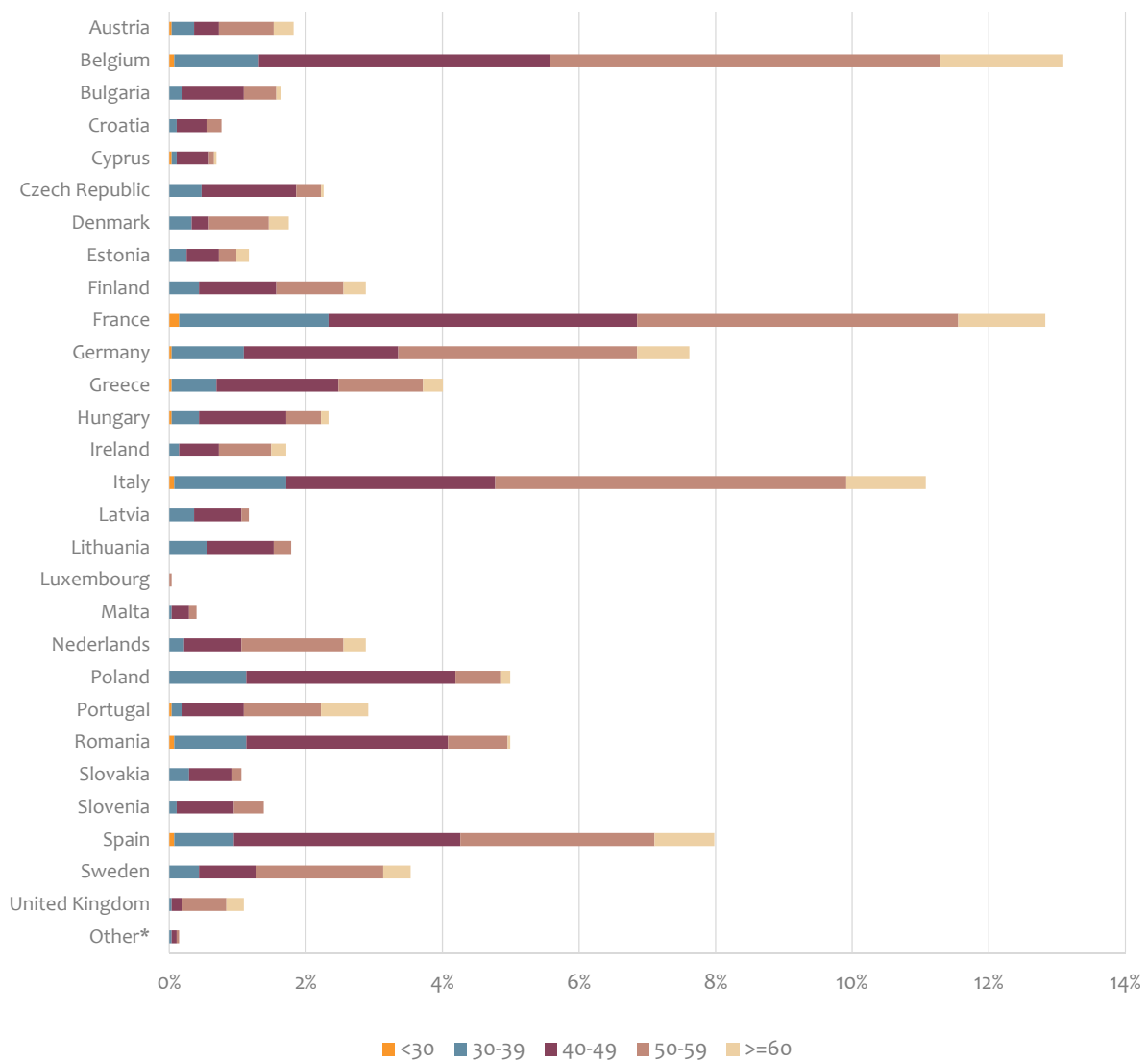
Local agents was still the only category with staff members younger than 26 years and had an average age of 46 years old.



Nationality - Age

At the end of 2021, 79.3% of EU13 and 46.3% of EU14 were younger than 50. At the same time 2.5% of EU13 and 11.8% of EU14 were older than 60. In line with last year, staff members under 30 years

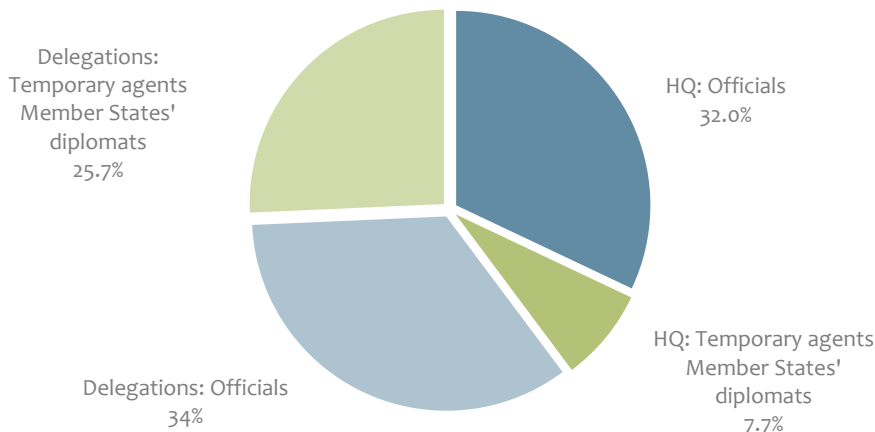
old came from 11 different Member States, with French nationals staying at the first place with 22% of this age group. More than 50% of nationals from the majority of Member States and the United Kingdom, were under 50 years of age.



MANAGEMENT STAFF

284 staff members held management positions in the EEAS at the end of 2021, out of which 33.5% were Member-States diplomats. The majority of

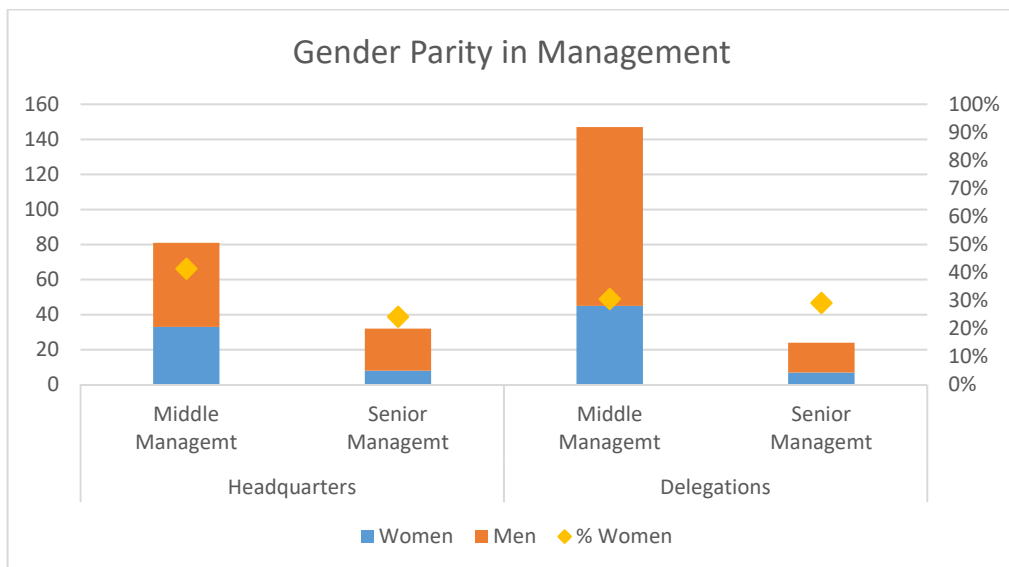
managers were assigned to EU Delegations, either as Heads of Delegation or Deputy Heads of Delegation.

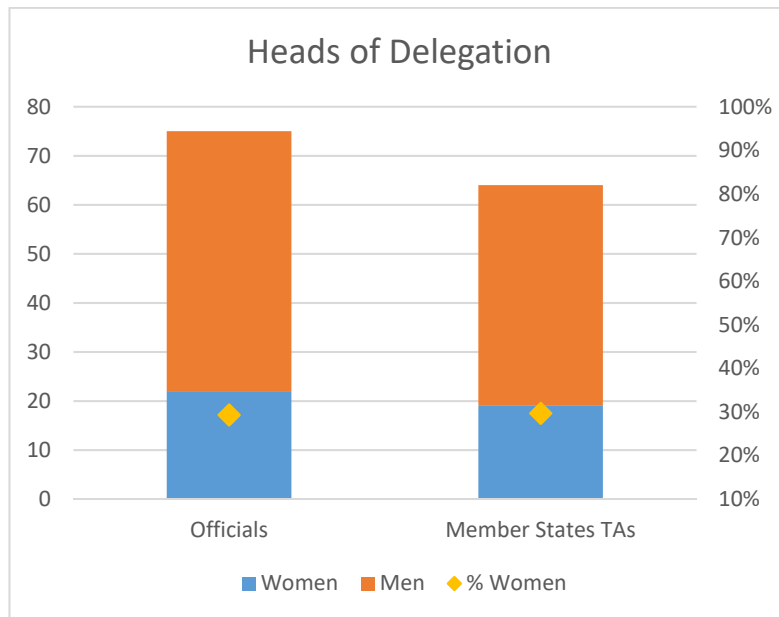


Management Staff - Gender

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 2021, with a presence of 32,7% women managers at the end of the year. Women now represent 41% of middle-managers in Headquarters, while the share of women Heads of Delegation increased from 27.4% in 2020 to 29.5% in 2021.

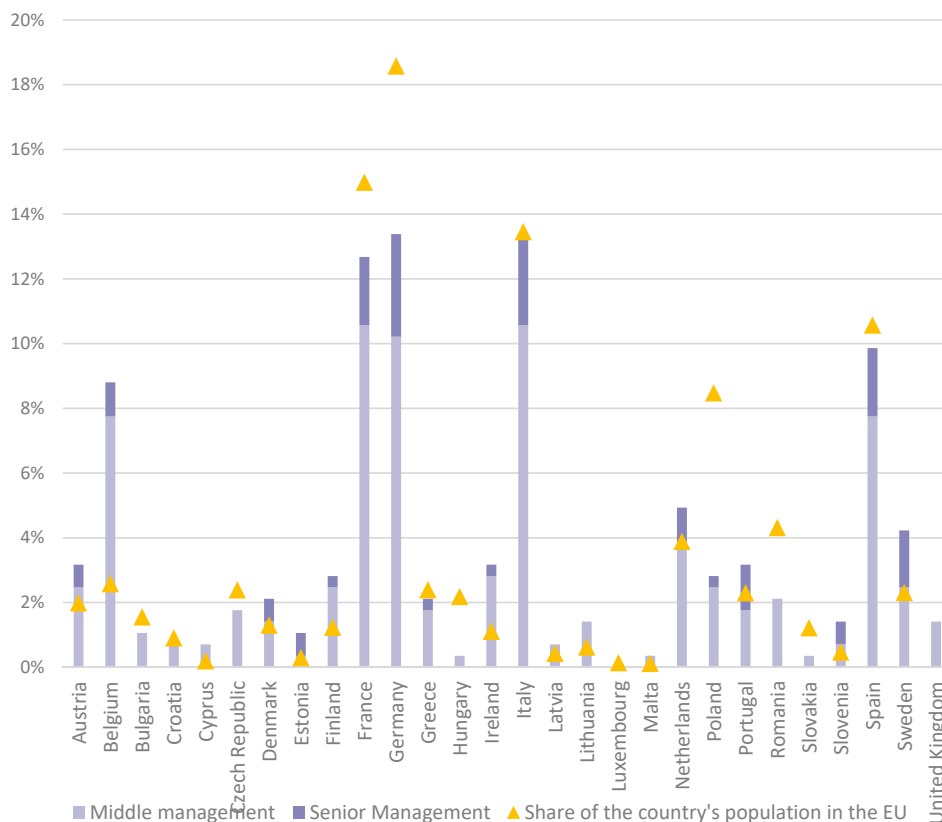




Management Staff - Nationality

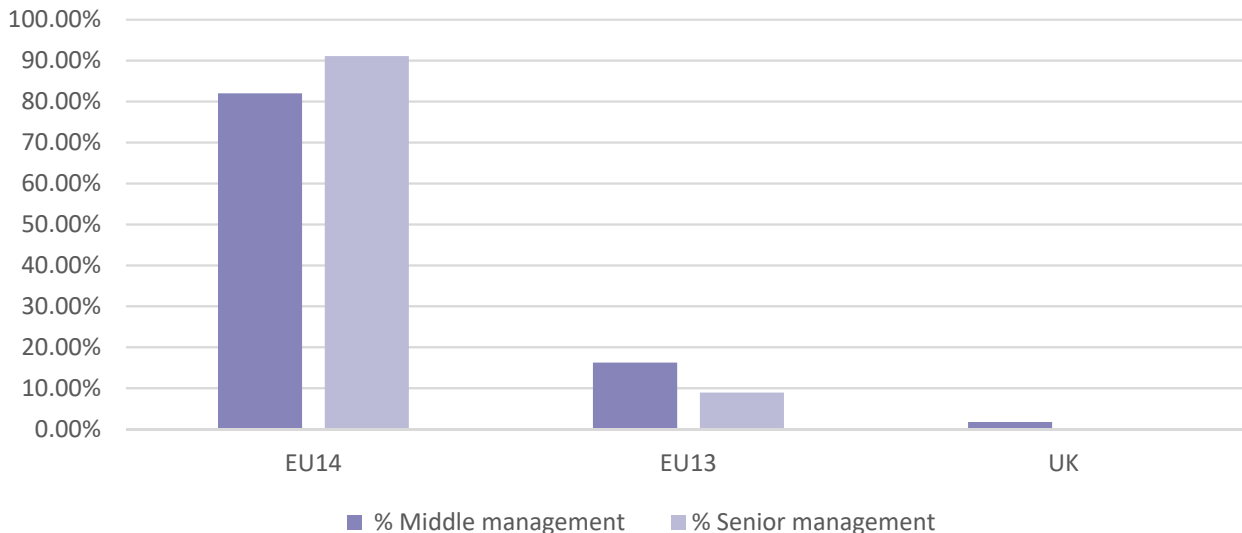
Luxembourg was the only Member State that didn't hold a management position at the end of 2021. In addition, four staff members from the United Kingdom held management positions in HQ.

19.7% of management positions were at senior level and were occupied by nationals from 16 Member States. French, German, Italian and Spanish nationals occupied half of the management positions in the EEAS with 51.8%.



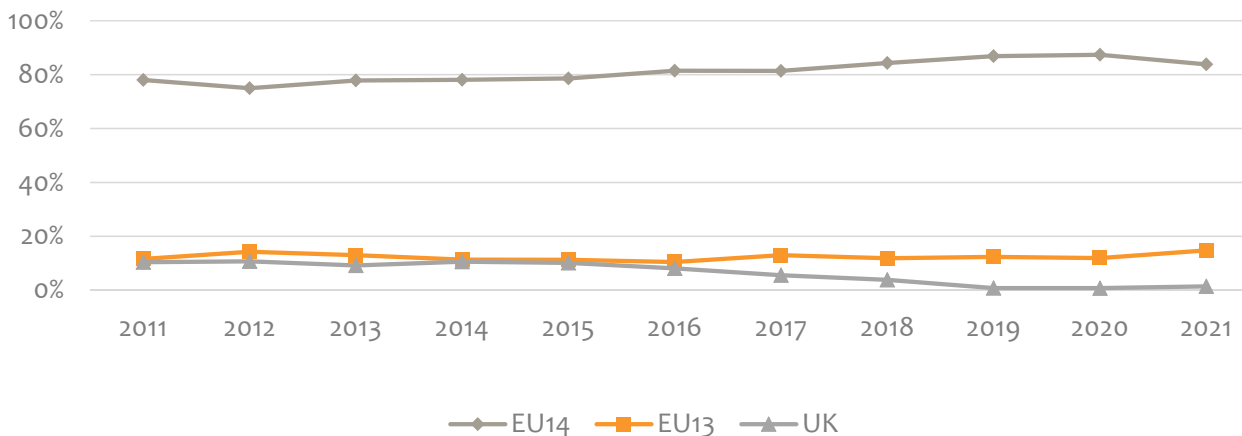
EU13 countries represented 16.2% of middle managers, compared to 13.8% in 2020 and 12.9% in

2019, and 8.9% of senior management compared to 7.27% in 2020.



The EEAS continues to work towards a more balance distribution of management positions between EU14 and EU13 counties, taking into consid-

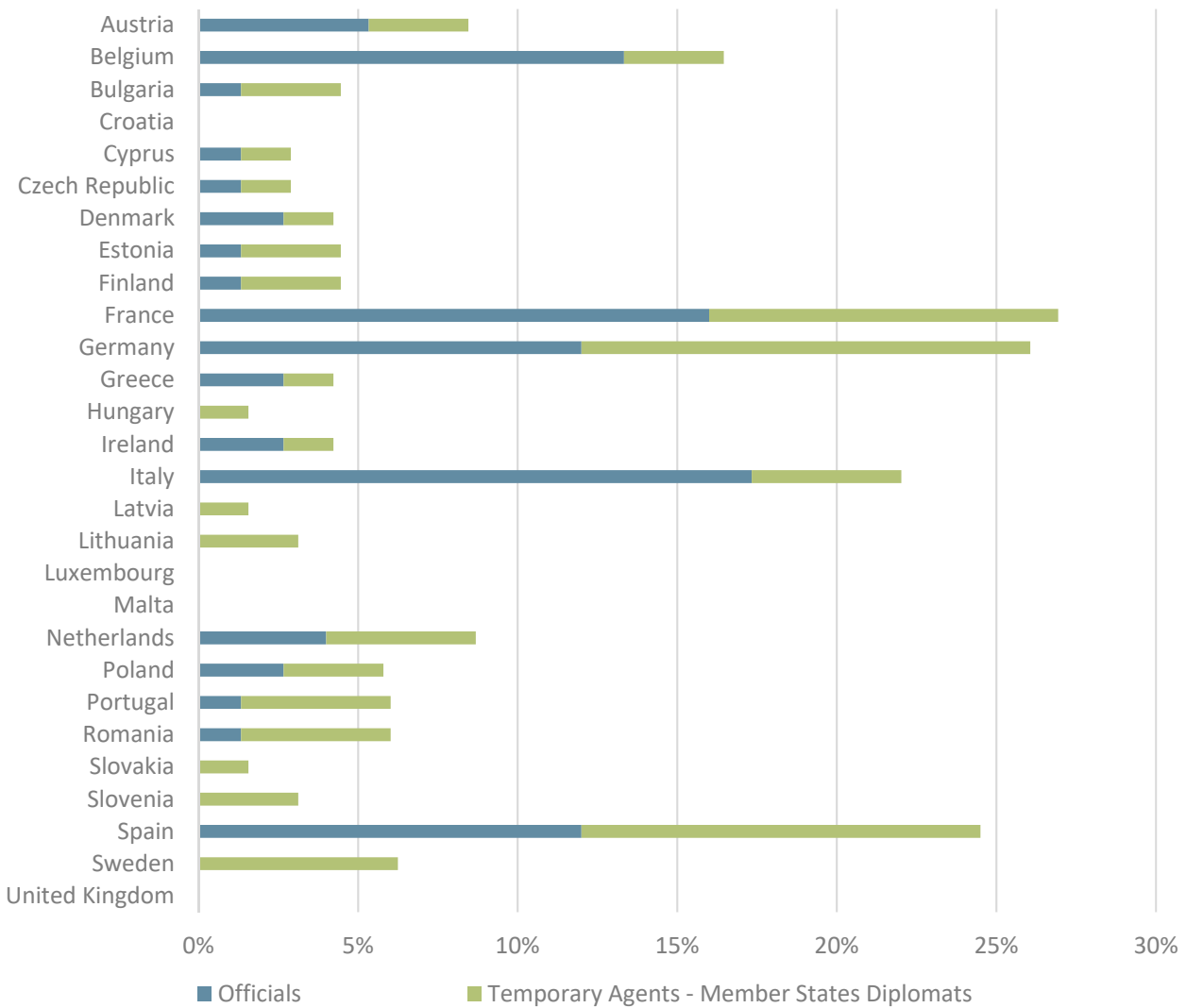
eration also the representation of these countries in the EU population.



Heads of Delegation

Croatia, Luxembourg and Malta were the only Member-States that didn't hold a Head of Dele-

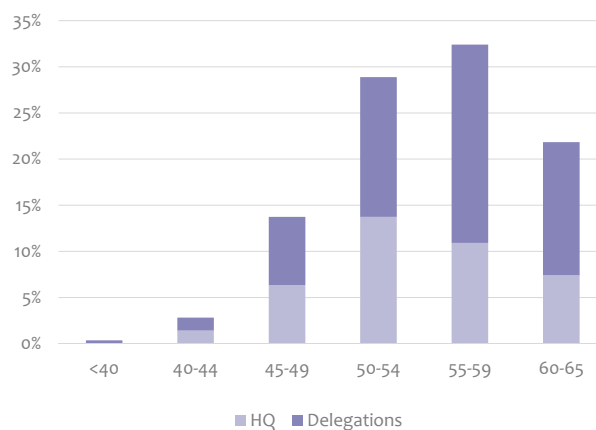
gation position at the end of 2021. EU13 Member States represented 18% of the Heads of Delegation, compared to 14.1% at the end of 2020. France, Germany, Italy and Spain represented together 50,4% of Heads of Delegation.



Management Staff - Age

The average age of EEAS management staff was 54.9 years old, slightly above the 2020 figure. More

than half of EEAS managers were between 55 and 65 years old while 0.4% were younger than 40 years old.



ANNEXES

LIST OF EU DELEGATIONS

AFRICA

- Angola
- African Union
- 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
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Trinidad and Tobago
- United States
- Uruguay
- Venezuela

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

MENA

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

INTERNATIONAL ORGANISATIONS

ASEAN

- Council of Europe
- Holy See/UN
- OECD/UNESCO
- UN Geneva
- UN New York
- UN/IAEA/OSCE
- WTO

EUROPEAN EXTERNAL ACTION SERVICE

HUMAN RESOURCES REPORT 2021

