

EUROPEAN EXTERNAL ACTION SERVICE

2023

**HUMAN
RESOURCES
REPORT**

HUMAN RESOURCES REPORT 2023

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FOREWORD

2023 was a particularly challenging year. With an increasing number of crises worldwide, the EEAS supported a number of evacuations of expatriate staff and their dependants and implemented a series of organisational changes to align the EEAS structures to changing geopolitical priorities. The difficult budgetary situation required further efforts to increase operational efficiency through the reallocation of available resources, all while respecting the guidelines of the European Council for stable human resources until 2027.

By the end of the year, the EEAS employed 5,252 staff members (comprising nationals from all Member States), either directly or through external contractors, and managed a total of 145 EU Delegations and Offices. The EEAS continued to closely cooperate with the Ministries of Foreign Affairs of the Member States on human resources-related matters through the Human Resource (HR) Directors' Network. The meetings provided the opportunity to present the latest HR policies and developments, trends in the EEAS staff population (particularly on gender and geographical balance) and to exchange on best practices in HR policy.

In 2023, the EEAS started implementing its revised recruitment strategy, with the aim to strengthen its ranks with qualified and motivated staff and enable it to face complex diplomatic challenges. One of the key elements of this strategy was the organisation of internal competitions to retain the talent and skills of EEAS staff employed under fixed term contracts as well as to provide career development opportunities to officials.

In line with its Mission Statement, the EEAS continued developing into an inclusive service, promoting respect for gender equality and for diversity. In February 2023, the EEAS launched the Agenda for Diversity and Inclusion and Action Plan (2023-2025). This the first EEAS strategy covering all grounds of discrimination and bringing together into one comprehensive document both the internal and external aspects of diversity and inclusion.

In this context, the EEAS made steady progress towards gender parity in management, a high priority for the Secretary-General. At the end of 2023, women representation amongst total EEAS managers reached 38.1% (two percentage points higher than in 2022), more specifically 40.4% of EEAS middle managers and 31.0% of EEAS senior managers, both figures constituting an upward trend as well.

Throughout 2023, the EEAS continued raising awareness on its zero tolerance policy against any form of harassment. In collaboration with the Commission, it finalised a decision on the prevention of and fight against psychological and sexual harassment for local staff in EU Delegations. It also launched a compulsory training "Respect and dignity at work: recognising and addressing harassment" for all HQ and DEL staff and continued delivering a mandatory anti-harassment training to all managers and dedicated sessions at pre-posting seminars for staff joining the Delegations.

I hope that you enjoy reading this report and that it provides you with useful information on a variety of HR policies and developments. I would also like to extend my gratitude and appreciation to all colleagues who made 2023 a successful year.



Kristin de Peyron

Director-General for Resource Management

1. ORGANISATION AND STRUCTURE

1.1 EEAS ORGANISATIONAL STRUCTURE

In 2023, the EEAS implemented a series of organisational changes to align its structures to the changing geopolitical priorities as well as to enhance efficiency and strengthen internal coordination.

Managing Directorate for Peace, Security and Defence

Over the past years, the EU's security and defence agenda has broadened and significantly deepened across themes and regions. The wide-ranging implications of Russia's war of aggression against Ukraine for European security as well as the implementation of the Strategic Compass, adopted in 2022, called on the EU to strengthen its security and defence policy by 2030.

Accordingly, the Managing Directorate for Common Security and Defence Policy (MD CSDP) was reorganised to become the Managing Directorate for **Peace, Security and Defense** (MD PSD) in order to enable it to better support the EU's security and defense agenda and respond to accelerating trends in strategic domains such as cyber, hybrid and the new emerging technologies, as well as in space and maritime security. The Integrated Approach for Security and Peace (ISP) Directorate became **Peace, Partnership and Crisis Management Directorate**. In addition, two new "Hybrid Threats and Cyber" and "Maritime Security" Divisions were established.

Security and Duty of care Division

In order to continue improving the capacity to manage the security of the civilian Common Security and Defence Policy (CSDP) Missions and to ensure the necessary duty of care towards EEAS staff, a dedicated Division "Security and Duty of Care" (CPCC.5) was created in 2023, within the Managing Directorate Civilian Planning and Conduct Capability. Together with a network of nearly 200 mission staff, the Division ensures the monitoring of security conditions for all civilian CSDP Missions.

Corporate Governance

In October 2023, the Corporate Governance service was established for the EEAS to meet the highest standards in internal control, ensure compliance framework and effectively assist the Secretary-General with periodic evaluations, including financial and administrative audits. Its Chief Governance Officer brings together divisions responsible for inspections of Delegations, audits and their follow-up (including the Audit Progress Committee), internal controls and risk management oversight, planning and reporting (including the Annual Management Plans, the Annual Activity Report and the EEAS Administrative Budget Discharge).

1.2 NETWORK OF EU DELEGATIONS

In 2023, the EEAS managed a total of 145 EU Delegations and Offices.

The increasing number of crises worldwide had an impact on the EU Delegation network and resulted in a number of evacuations of expatriate staff and their dependants.

All expatriate staff of the EU Delegation to Sudan have been evacuated since June 2023. In another six Delegations, only essential staff were allowed to stay in the country of posting: Afghanistan (since April 2021), Ukraine (since February 2022), Haiti (since June 2022), Burkina Faso (since December 2022), Niger (since September 2023) and Syria (since October 2023).

As a result of the Israeli-Hamas conflict, the EU Delegations to the State of Israel and to Lebanon (since October 2023), as well as the Office of the European Union Representative to the West Bank and Gaza Strip (since October 2023) allowed the voluntary departure of expatriate staff not performing essential tasks and their dependants.

1.3 COOPERATION AND SYNERGIES

Cooperation with Member States - HR Network

In 2023, the EEAS continued to closely cooperate with the Ministries of Foreign Affairs of the Member States on human resource-related matters through the Human Resource (HR) Directors' Network. The meetings provided the opportunity to present the latest HR policies and developments, trends in the EEAS staff population (particularly on gender and geographical balance) and to exchange on best practices in HR policy.

At the meeting in March 2023, the EEAS briefed the Member States on rotation 2023 exercise, which was the largest exercise since the creation of the Service, including 42 Heads of Delegation posts. In addition, the EEAS exchanged views on the rules of posting Member States diplomats abroad and on the experience with secondments to the EEAS. Lastly, the EEAS informed the Network about the review of provisions and guidelines for Temporary Agents (Member States' diplomats) in the Service.

At the meeting in October 2023, the EEAS presented the Human Resources Report 2022 and informed about the outcome of the latest external and internal competitions, a key source for recruiting staff. Other issues included the preliminary statistics of rotation 2024 and information on the second phase of the European Diplomatic Academy Pilot Programme. Furthermore, the EEAS informed the Member States of the launch of its Agenda for Diversity and Inclusion (2023-2025) and the planned set-up of an informal network dedicated to the exchange of good practices in this regard.

Cooperation with European Commission Services – EUDEL Steering Committee

The EEAS and the Commission Services continued their close collaboration on making the network of EU Delegations more effective, flexible, and fit for purpose, while ensuring equal support for all staff in Delegations, irrespective of their institution of origin. The main platform of this cooperation was the Steering Committee on EU Delegations (EUDEL), which met quarterly in order to discuss matters related to the management of Delegations.

The EUDEL meetings in 2023 focused on the preparation and implementation of decisions in several areas of human resource management, including teleworking for staff in Delegations, the anti-harassment policy for Local Agents as well as special leave for administrative procedures and medical reasons. In addition, the EEAS and the Commission discussed methods to improve IT connectivity in EU Delegations, the learning and development opportunities for staff in Delegations as well as career opportunities in external relations.

Work-Load Assessment in Delegations (WLAD)

Following the finalisation of the Workload Assessment in Delegations (WLAD), led by the Commission, and the subsequent adoption of the final report in March 2023, the EUDEL Steering Committee monitored the implementation of agreed post moves throughout the year. Discussions focused on the implications of the planned post transfers for the effective functioning of the network of Delegations.

Follow-up to the 2021 Joint Survey of staff in Delegations

Following the approval of the EUDEL Steering Committee, the EEAS in cooperation with the Commission updated the EU Delegations on the various initiatives launched as a follow-up to the 2021 Joint Staff-Survey in Delegations, in response to the issues highlighted by the staff.

These actions included increased training offers covering both practical and strategic matters; the adoption of a decision on special leave for administrative and medical reasons as well as the establishment of an EEAS 2023-2025 Diversity and Inclusion agenda together with the EEAS Principles of Respectful Working Behaviour.

2023 Staff Survey

In November 2023, the EEAS launched the 2023 Staff survey for all EEAS staff – in Headquarters (HQ) and Delegations – as well as for Commission staff in Delegations.

In total, 2879 staff members replied to the survey, expressing their views on the attractiveness of the organisation, the working environment and working methods, and the management. This figure corresponds to a participation rate of 36.6% of the total EEAS population and Commission staff in EU Delegations, which was higher than in 2021 (29%).

The EEAS will continue to work with the Commission on a detailed analysis of the results of the survey and follow-up in the course of 2024.

2. TALENT MANAGEMENT

2.1 OFFICIALS AND TEMPORARY AGENTS

In 2023, the EEAS started implementing its revised recruitment strategy, with the aim to further strengthen its staff with qualified and motivated colleagues/teams and enable it to face complex diplomatic challenges. One of the key elements of this strategy was the organisation of internal competitions to retain the talent and skills of EEAS staff employed under fixed term contracts, as well as to provide career development opportunities to officials.

The first batch of internal competitions, at grades AD9, AD10 and AD12, was finalised at the end of 2023 with reserve lists composed of 21 temporary agents and 5 officials: 12 women, a total of 13 nationalities, and an impressive variety of talents and backgrounds made up the list, contributing further to the diversity of the EEAS permanent staff.

Furthermore, the legal framework governing the Consultative Committee of Appointments (CCA), which is responsible for the selection procedure for management in Headquarters and EU Delegations was reviewed. As a result, the requirement for gender balance in the composition of selection panels was strictly confirmed and the use of independent Assessment Centres in selection procedures extended. These changes were introduced by the decision of the High Representative of 10 July 2023 ([ADMIN\(2023\) 25 Decision of the HRVP on the CCA](#)).

Lastly, since mid-2023, Heads of Delegations can officially use the title 'Ambassador' both for internal and external representational purposes ([ADMIN\(2023\)26 Decision of the SG on Types of Posts and Post Titles of 20 July 2023](#)).

Rotation Exercise for Delegations

Rotation 2023 was launched in July 2022 including 161 posts: 53 AD management posts, 67 AD non-management posts, 40 AST posts and 1 AST-SC post.

759 candidates applied to these posts: 337 candidates to AD management posts, 329 to AD non-management, 58 to Head of Administration posts and 35 to Assistant to Head of Delegation posts (27 to AST and 8 to AST/SC posts).

The calendar for the rotation exercise was aligned with the one conducted by the Commission in line with the ongoing joint efforts to develop careers in external relations.

Applications

Regarding the origin of AD candidates applying to posts in Delegations:

- 46% applications for AD management and 52% for AD non-management positions came from Member States diplomats (applications from Temporary Agents already serving in the EEAS included);
- 38% applications for AD management and 19% for AD non-management came from the EEAS officials;
- 14% applications for AD management and 24% for AD non-management came from the Commission;
- 4% application for AD management and 5% for AD non-management came from other EU institutions.

As to Heads of Administration and Assistants to Head of Delegation posts, 55% and 51% of the applicants respectively were from the EEAS, and 45% and 49% from other institutions.

On gender representation, 29% of applicants to the management posts, 41% for AD non-management positions, 41% for Head of Administration and 95% for Assistant to Head of Delegation (AST1-9 and AST/SC) were women.

Selection

Since 2018, the selection procedure for Head and Deputy Head of Delegation positions has consisted of virtual interviews (aiming at assessing several behavioural competencies deemed important for a management post in a Delegation) and a secondary structural interview focused on the specific position. Candidates who had previously not occupied a management post are subject to an assessment centre, evaluating behavioural competencies for the post in a Delegation.

Outcome

As a result of Rotation 2023, 138 candidates were appointed: 51 in management positions of Head and Deputy Head of Delegation (43.8% women), 63 in non-management positions (41% women), 14 to Head of Administration posts (30% women) and 10 to Assistant to Head of Delegation posts (100% women).

Among AD appointees, 38% (60.8% management) were EEAS officials, 41% (21% management) Member States staff (including Temporary Agents already in the EEAS) and 21% (13% management) from other Institutions.

Finally, six officials were seconded from the Commission to a Head of Delegation post.

Mobility in EEAS Headquarters

The annual mobility exercise allows staff members to change posts in Headquarters as well as to reintegrate staff members returning from Delegations. In this context, administrators in Headquarters are in principle required to change position 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 interest of the service, the overall human resource situation and the planning of the respective department. Assistants can take part in mobility on a voluntary basis.

In the framework of the 2023 non-management mobility exercise, 94 posts were published: 77 AD posts and 17 AST posts. 79 candidates applied: 65 AD (51 officials and 14 Temporary Agents) and 14 AST. Among the AD staff, 67% were offered a post among their first three priorities. Six posts were filled administratively in the interest of the service. Other posts (16 AD and 5 AST) were published later in the year.

15 returning Heads of Delegation, 4 Deputy Heads of Delegation, 5 Heads of Division in HQ and 10 former managers participated in the EEAS middle management mobility in 2023. As a result, five returning Heads of Delegation, five Heads of Division and two managers in mobility were appointed as Heads of (another) Division. 13 participants were appointed as Advisers or managers in mobility.

Individual Publications of Posts

Headquarters

206 EEAS Establishment Plan posts in Headquarters were published individually, outside the Mobility exercise: 22 management, 92 AD non-management, 71 AST and 21 AST-SC posts. The EEAS received a total of 1927 applications to these posts: 187 to the management posts, 1325 to non-management posts and 415 to AST/AST-SC posts. In addition, 18 calls for expression of interest were launched following unsuccessful publications (four for AD non-management and fourteen for AST/AST-SC).

17% of the applicants to the published AD non-management posts were from the EEAS (including temporary agents from Member States), 21% from Member States diplomats, 32% from officials of the Commission, the European Parliament and other EU Institutions and 30% laureates of competitions.

Regarding the AST and AST-SC posts, 32% of the applicants were from the EEAS, 45% from other institutions, 20% laureates of EPSO competitions and 3% from outside the Institutions.

As regards gender, the applications from women accounted for 36% of management posts, 47% of AD non-management posts and 66% of AST/AST-SC posts while 38%, 30% and 68% of candidates appointed to AD management and non-management and to AST/AST-SC posts, respectively, were women.

Delegations

Outside the rotation exercise, the EEAS published 43 posts in Delegations, including four at management level. The EEAS received 298 applications to these posts.

38% of applicants to individually published management posts were from the EEAS (including temporary agents from Member States), 39.5% were diplomats, 22.2% from the Commission, the European Parliament and other EU Institutions.

17% of applicants to individually published non-management AD posts were from the EEAS (including Temporary Agents from Member States), 21% were diplomats from Member States, 32% from the Commission, the European Parliament and other EU Institutions and 30% were EPSO laureates mainly from the 2020/382 External Relations competition.

Regarding candidates to Head of Administration, 42% were from the EEAS and 57% from other institutions. For Assistant to Head of Delegation posts, 31% of the applicants were from the EEAS, and 66% from other institutions. In addition, 1% of applicants to Head of Administration and 3% of the Assistant to Head of Delegation posts were EPSO laureates.

Finally, to fill the Head of Administration positions which remained vacant after the 2023 Rotation (and their subsequent republications), the EEAS organised a specific call to laureates of the newly released EEAS competition for Heads of Administration in EU Delegations (EPSO AST 153/22). As a result, the EEAS recruited four of these laureates at the end of 2023 and will continue recruiting from this list in 2024, as needed.

2.2 TEMPORARY AGENTS FROM NATIONAL DIPLOMATIC SERVICES

Successful candidates on AD posts from the national diplomatic services are recruited as Temporary Agents Member States' diplomats. Three out of 12 Temporary Agents who occupied management

positions and 11 out of 27 in non-management positions who finished their contracts in 2023 were offered a second contract after succeeding a new selection procedure.

In 2023, through external publications and the rotation 2023, the EEAS recruited 27 new diplomats from Member States. Seven of them on management posts and 20 on non-management posts. By the end of 2023, there were 365 Temporary Agents from Member States' diplomatic services working at the EEAS, corresponding to 34.1% of the EEAS AD staff.

At management level, 156 of the 337 applicants to the rotation 2023 were EU Member States officials – 59 of them originated from EU Member States that joined the Union from 2004 onwards (also called EU13).

In 2023, the EEAS adapted its legal framework¹ governing the engagement of temporary staff. Previously, the EEAS Temporary Agents from Member States' diplomatic services who completed the maximum duration of contract, could not be re-engaged by the EEAS before a lapse of at least 5 years, a so called "cooling off" period. After consultation with the Member States, this period was reduced to 2 years.

In addition, the maximum period of engagement by the EEAS on different limited duration contracts was increased from 8 to 10 years in exceptional circumstances and in the interest of the service. This enables the EEAS to retain temporary staff (besides MS diplomats), whose experience and knowledge are essential in a service characterised by a high degree of mobility as a consequence of rotation.

In 2023, a "Guide to the temporary engagement on permanent EEAS posts of staff seconded from Member States" was issued. This comprehensive, legally non-binding document, reflects the new principles guiding the recruitment of Temporary Agents coming from the national diplomatic services of the Member States.

Notably, the guide clarifies the conditions for Member States candidates to be considered as eligible for a Temporary Agent contract, and in particular the need to be a member of their national diplomatic service, as well as the possibility for Member State diplomats already engaged as Temporary Agents to apply to other posts in the EEAS, and be treated as their fellow national diplomats, under specific conditions outlined in the guide. The changes were reflected in the 2024 Rotation Guidelines and all vacancy notices for AD posts.

2.3 CONTRACT AGENTS

Contract agents constitute an important part of the EEAS population. At the end of 2023, 603 Contract Agents worked in the EEAS: 348 in Headquarters and 255 in EU Delegations.

The EEAS published 110 Contract Agent posts in Headquarters and 26 in EU Delegations and recruited 100 Contract Agents in Headquarters and 26 in EU Delegations.

Through the 2023 mobility exercise for Contract Agents in Delegations, the fourth compulsory exercise since the exercise became mandatory in 2018, 7 Contract Agents were transferred to/ recruited on another post.

¹ ADMIN(2023) 24 decision of the High Representative of the Union for Foreign Affairs and Security Policy of 14/07/2023 on the maximum duration of engagement by of non-permanent staff under successive limited duration contracts of different types and on the minimum lapse of time between successive contracts

2.4 LOCAL AGENTS

By the end of 2023, 3115 local staff members were working in EU Delegations as technical and support staff, of which (same as last year) 51% were employed on a post financed by the EEAS (the other 49% were employed on a post financed by the Commission). The largest population of Local Agents occupied posts in Africa (35%), followed by Asia and Pacific (17%), Americas (14%), Europe (14%), Middle East and North Africa (11%), and Eastern Europe and Central Asia (8%). Finally, same as in 2022 women represented 59% of all local staff.

214 new Local Agents were engaged while 215 Local Agents left the Service after spending on average 10 years working for the European Union.

The following measures continued to improve the working and living conditions of local agents in 2023:

- 350 Local Agents benefited from promotion in addition to the automatic salary step progression they enjoy each year, while 31 Local Agents were recruited into a higher function group through competing successfully with external candidates for a vacant post;
- 146 new salary grids were applied for 104 Delegations, resulting in an average increase of 3.9% and a weighted average increase of 3.6% in global salaries;
- EUR 2.6 million in medical expenditures was reimbursed to Local Agents through their dedicated insurance scheme (LA-Medical);
- Under the LA-Provident Fund, EUR 6 million was disbursed to those whose contracts ended. This instrument allows Local Agents for savings in anticipation of the end of their employment through employer and employee contributions.

Economic dismissals

Following the Workload Assessment in Delegations (WLAD) to assess the appropriate level of staffing in EU Delegations, the EEAS and the Commission, have identified a clear need for rebalancing staff allocation in certain EU Delegations. In order to ensure that the staff allocation within a given policy area remains fit for purpose, five Local Agent posts were transferred between Delegations and two administrative posts suppressed, leading to the economic dismissal of seven Local Agents. Through an extensive social dialogue, the EEAS worked to provide the concerned local staff members with a comprehensive financial package and facilitate their reintegration into the job market.

2.5 SECONDED NATIONAL EXPERTS

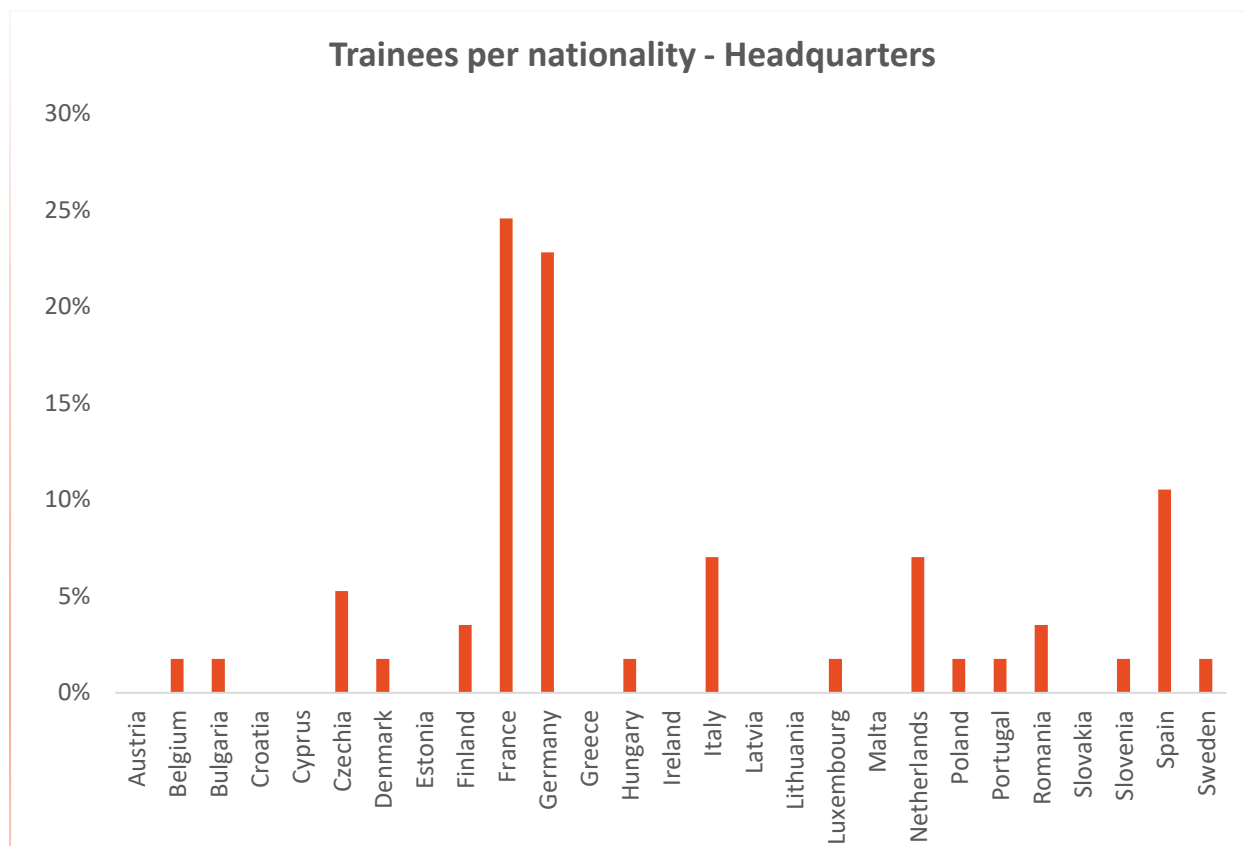
At the end of 2023, there were 514 Seconded National Experts (SNEs) in the EEAS, out of which 224 were military SNEs. 457 or 89% were based in Headquarters and 57 or 11% in EU Delegations. The majority of the Brussels-based SNEs worked in the crisis management structures.

40% of SNEs in Headquarters and 42% of SNEs in Delegations were paid by their Member State (except for mission expenses, security costs and accommodation in compounds in high-risk countries).

2.6 BLUE BOOK TRAINEES AT HQ

As in previous years, the EEAS recruited Blue Book Trainees for paid traineeships at EEAS Headquarters, in cooperation with the Commission Traineeship Office. In March 2023, 30 trainees benefited from a five-month traineeship at EEAS Headquarters. Their daily work consisted of researching and compiling documentation, drafting reports and analysis, preparing briefings and

answering queries as well as attending and organising meetings, working groups and public hearings. Another group of 30 trainees started their traineeship in October 2023.



2

2.7 NATIONAL EXPERTS IN PROFESSIONAL TRAINING

In cooperation with the Commission, the EEAS manages the recruitment of National Experts in Professional Training (NEPT) coming from the public administrations of Member States. This specific training gives NEPTs an insight into the EEAS policies and working methods.

In 2023, 15 NEPTs from eight Member States (Czech Republic, Germany, Greece, Hungary, Italy, Netherlands, Spain and Slovakia) were assigned to various EEAS departments at Headquarters.

2.8 JUNIOR PROFESSIONALS IN DELEGATIONS

The seventh round of the Junior Professionals in Delegations (JPD) programme started in September 2023 and will finish in September 2025. It aims to give junior professionals from Member States first-hand experience working for an EU Delegation and provides for an in-depth understanding of Delegations' role in the implementation of EU external policies.

During the seventh round of the programme, 67 JPD posts were available in 57 Delegations: 30 in EEAS sections and 37 in Commission sections. 13 of the positions are funded bilaterally by Member States (Denmark, Finland, Ireland, and Luxembourg).

² The chart represents the state-of-play of 31/12/2023.

For EEAS HQ, to be noted that there was also one Ecuadorian and two Australian Blue Book Trainees.

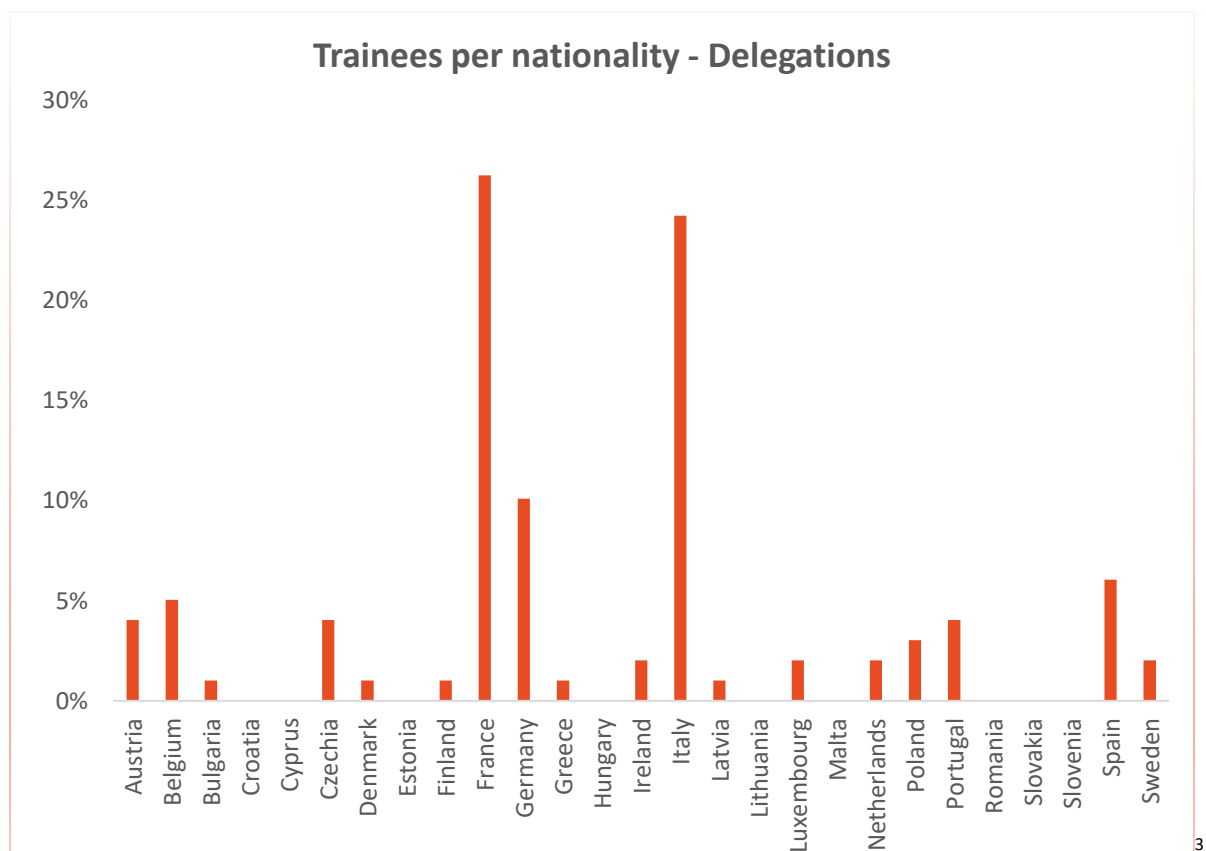
The EEAS, the Commission and Member States, due to the rapid inflation of the cost of living across the world, decided to increase the grant and the accommodation contribution for JPDs from the start of the seventh round.

2.9 TRAINEES IN DELEGATIONS

The EEAS continued to offer traineeships in Delegations, which provide the opportunity for the trainees to contribute to the daily work of an EU Delegation and experience a multicultural and multilingual working environment. The EEAS offered four types of traineeships in Delegations:

1. Paid traineeship for young graduates with less than one year of professional experience. The monthly grant corresponds to 25% of the basic monthly salary of a Local Agent group 1 in the country of assignment with a ceiling of EUR 1.200 per month;
2. Compulsory traineeship for students already residing and studying in the host country;
3. Traineeship for students of national administration schools of Member States or of a candidate country after signing the accession treaty;
4. Traineeship for trainee civil servants of an administration in a Member State as part of professional compulsory training.

In 2023, the EEAS had 560 trainees in 109 EU Delegations (516 of them funded by the EEAS, 10 paid by other Institutions and 34 unpaid). Thus, 92% of the trainees were paid. The average duration of a traineeship was 165 days. 303 traineeships were offered to EU citizens, representing 54% of all trainees in Delegations in 2023. The Budgetary Authority provided EUR 1.98 million for traineeships in EU Delegations.



³ The chart represents the state-of-play of 31/12/2023.

2.10 ACTIVE SENIORS

In 2023, the EEAS hosted four Active Seniors with a rich professional experience to assist the EEAS by providing support to different Divisions.

2.11 EXCHANGE PROGRAMMES

Short-Term Staff Exchanges with the European Parliament and the European Commission

The EEAS continued to organise short-term staff exchanges with the Parliament and the Commission. These generally lasted 4-6 weeks and provided an opportunity for staff to gain a better insight into priorities and working methods of the other institution and develop closer professional ties. In 2023-2024, a total of 10 EEAS colleagues will have benefitted from an assignment to the Parliament and nine from an assignment in the Commission, while 20 Parliament colleagues and nine Commission colleagues will be hosted in the EEAS.

Diplomatic Exchange Programmes with International Organisations

In the context of diplomatic exchange programmes, the EEAS continued to welcome diplomatic staff from third countries and international organisations (two from Australia, one from the USA and two from the Gulf Cooperation Council), in order to improve mutual understanding and share expertise in sectors of common interest.

So far, the EEAS has signed Administrative Arrangements on diplomatic exchanges with Argentina, Australia, Canada, New Zealand, Switzerland, Tunisia, USA as well as the African Union, the Gulf Cooperation Council and the League of Arab States.

Traineeship Programmes with Member States Public Administration Schools and European Universities

Based on a Memorandum of Understanding with the Polish National School of Public Administration (Krajowa Szkoła Administracji Publicznej - KSAP), the EEAS hosted 2 KSAP students in 2023 for a traineeship of two and half months. According to an Administrative Arrangement with the European University Institute in Florence, the EEAS hosted six Master degree students for a compulsory traineeship of three and a half months.

In addition, the EEAS welcomed one trainee from the College of Europe, based on the Administrative Arrangement between the EEAS and the College of Europe, establishing an EEAS Award for the best thesis on EU external relations with the possibility of a short-term traineeship.

2.12 TALENT DEVELOPMENT

Career policy

Appraisal and Promotion/Reclassification

In 2023, the EEAS continued to apply the decisions adopted on the appraisal and promotion/reclassification of statutory staff (Officials, Temporary Agents and Contract Agents) in the

previous year. The decisions strengthen the “*right to be heard*”⁴ throughout the appraisal process and set performance levels for appraisal of staff, in order to provide a clearer basis for the comparison of merits. The EEAS accompanied the exercises with extensive training for all newly appointed managers on performance management, both in Headquarters and Delegations.

Certification

The Certification procedure enables AST officials from grade 5 to become AD officials. It involves a selection procedure and a training programme focussed on skills and competencies needed by an AD official.

2023 was the second consecutive year for the EEAS with a 100% success rate in the Certification programme run by the European School of Administration (EuSA). In December 2023, the EEAS launched its ninth Certification exercise, with a view to selecting up to six candidates in early 2024 for the European Personnel Selection Office (EPSO)/EuSA Certification training programme. The EEAS continued to cooperate with EuSA and other EU institutions in further development and organisation of the training programme.

Learning and Development

The focus of learning and development activities for staff was twofold: firstly to implement the “*EEAS Training Maps series*” for key job profiles and career stages, and secondly to enhance the visibility of the vast learning offer, including through a revamped learning centre web page and regular newsletters on specific issues.

The EEAS delivered a total of 8,355 training days for 5,825 participants, with an unprecedented increase in training opportunities for staff in EU Delegations. In addition, 3,500 participants attended training courses organised by the Commission. Around 10% of the training budget for Headquarters was earmarked for management and leadership training, while about 50% was allocated to language and other skills-related trainings, particularly diplomatic skills. About 60% of the training budget for Delegations was allocated to the annual pre-posting and security training and 25% to skills-related training, particularly language skills.

Moreover, the EEAS organised “Lunch and Learn” sessions for staff on specific topics and “Career Talks” sessions, where senior colleagues shared experience and career advice. The EEAS also offered several mentoring programmes. All newly appointed Heads of Delegation and their Deputies who took up duty in 2023 were offered a mentor to accompany them in their first year in the posting.

Finally, in October, the EEAS launched an e-learning on “Recognising and Addressing Harassment at Work”, mandatory for all staff.

Enhancing diplomatic competences

As part of the “*EEAS Training Maps series: Diplomacy*”, the EEAS rolled out a more targeted, flexible and agile learning programme. This included the “*Essential EU Diplomatic Training Programme*”, and the “*Foundation Training in EU Diplomacy*”. Furthermore, it continued to provide thematic and skills training on a wide range of topics, including political analysis, briefing and reporting, effective writing, green transition, climate and energy diplomacy, the Arctic, religion and geopolitics and human rights.

⁴ Article 41 of the [Charter of Fundamental Rights](#) of the European Union states that every citizen has the “...right to have his or her affairs handled impartially, fairly and within a reasonable time by the institutions and bodies of the Union.” This includes “the right of every person to be heard, before any individual measure which would affect him or her adversely is taken ...”

Consolidating a common management culture

EEAS managers continued to have access to a comprehensive learning offer, including the “*EEAS Training Maps series: Management*”.

Since September 2023, all newly appointed managers have automatically been enrolled in the mandatory “*Newly Appointed Managers’ Training Map*” corresponding to their seniority and background. In this context, EEAS managers received mandatory training on anti-harassment, performance management, coaching, and unconscious bias (with a +25% increase in participation compared to 2022). Likewise, the EEAS introduced management training for staff with people-management responsibilities, which aimed to equip them with the tools needed to lead their teams to achieve EEAS objectives.

Working together with EU Member States

The EEAS continued to cooperate with the Foreign Ministries of Member States in the field of Learning & Development. The 23rd and 24th editions of the **European Diplomatic Programme** gathered 150 junior diplomats from Member States and EU officials.

The **Training Directors** from the Ministries of Foreign Affairs of Member States and the EEAS met on several occasions to discuss the learning and development trends, including language training and the impact of artificial intelligence on diplomatic skills, competencies and training design.

Within the **Diplomatic Training Programme**, the EEAS offered training to 102 Member States diplomats, while six Member States officials participated in job-shadowing activities at the EEAS through the Erasmus for Public Administration programme.

The successful first phase of the **European Diplomatic Academy Pilot Programme** ended in May 2023.

In September 2023, the EEAS launched a second pilot phase, which like the first phase was awarded via a tender procedure to a consortium formed by the College of Europe in Bruges, Belgium and Natolin, Poland. The aim of the project is to build a truly European diplomatic corps, to promote and defend the EU’s interests in the world. Based on feedback, the second phase was changed to include two editions of 5 months each, as well as a 1 month training period in the EEAS. It was made open only to Member States’ participant and a limited number of officials from EU institutions. In total, 51 junior diplomats participated in the second pilot phase. The comprehensive programme developed by the College of Europe covered thematic areas in the field of the Union’s external action, including the Common Foreign and Security Policy (CFSP) as well as on the Union’s role as a global actor. Participants made regular study visits to the EU institutions and international organisations based in Brussels, as well as in Strasbourg.

Seminars for Delegation staff

The EEAS offered five pre-posting seminars to prepare 266 staff from EU Institutions and Member States for Delegations and organised an on-line pre-posting seminar for the spouses of the newly appointed staff.

In November 2023, the Ambassadors’ Conference brought together 150 Ambassadors from EU Delegations, Heads of Common Security and Defence Policy (CSDP) missions and Heads of Commission Representation Offices, for exchanges with the Presidents of the EU Institutions, the HRVP, EEAS senior management and other high level speakers *inter alia* on the way forward for EU diplomacy in the new global security environment.

Furthermore in 2023, the EEAS organised seminars in Brussels, to update a total of 400 Deputy Heads of Delegation, Heads of Political sections and Heads of Administration sections, in Delegations on the various policy developments and exchange views from the field.

Heads of Administration College

In September 2023, the EEAS launched the third edition of the Heads of Administration College, to prepare AST staff to become Heads of Administration.

The EEAS Internal Coaching Service

The EEAS Internal Coaching Service entered its second year, offering individual one-on-one coaching sessions on career and professional development to officials, Contract Agents and Temporary Agents in EU Delegations and Headquarters. Coaching on career transitions (also known as career guidance) supported staff in mobility and rotation, when applying for an internal job opening and for longer-term career planning. Coaching on professional development covered *inter alia* leadership competences, handling key professional relationships, improving interpersonal skills, enhancing wellbeing and resilience. Priority was given to staff in management positions. In 2023, 237 sessions were organised with 122 colleagues. The repartition between staff serving in Headquarters and Delegations was 65% and 35%, respectively.

In cooperation with the Commission, the EEAS completed in 2023 a joint pilot project to offer team coaching for management teams in EU Delegations. It included two pilot exercises on coaching management duos (Heads of Delegation and Deputy Heads of Delegation) and management coaching based on 360° interviews.

The EEAS Professional Development Hub

To increase awareness about the EEAS learning and development offer, a new service concluded its first year in 2023: the EEAS Professional Development Hub. It offered one-on-one sessions analysing individual needs for professional development and provided guidance for staff on the opportunities for training, mentoring and coaching in the EEAS. 79 colleagues sought its services in the first year of its operation. A total of 175 sessions took place: 103 online and 72 in-person.

3. WORKING ENVIRONMENT & EQUAL OPPORTUNITIES

3.1 GENDER, DIVERSITY AND INCLUSION

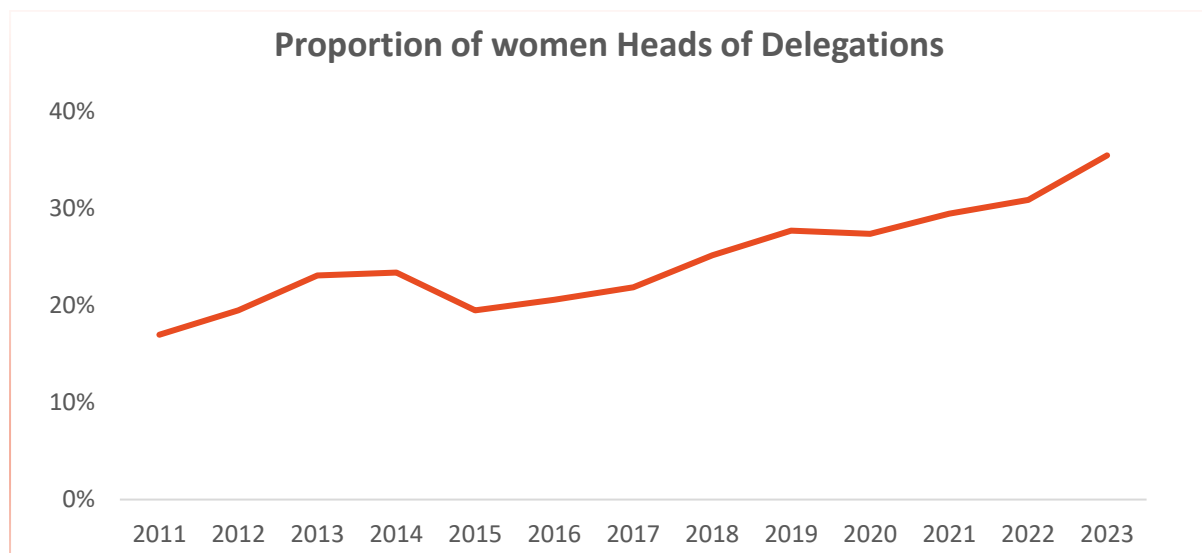
Gender Parity

The EEAS renewed its commitment to a gender-balanced workplace in its Agenda for Diversity and Inclusion 2023-2025. Gender Equality is a key objective of this Agenda, including within the context of the Gender Action Plan III (GAP III) and its target to reach 50% women in management positions by end 2025.

Throughout the year, the EEAS continued to strive for a balanced representation of women and men in management positions, while strengthening merit-based selection procedures, especially in terms of more inclusive processes. Key initiatives to promote and support women in management positions included: a) peer-to-peer mentorship, b) the ongoing role of “Deputy to the Director” aiming at providing job shadowing for senior positions, as well as c) the “Women @ EEAS (WEEAS)” network of women managers in the EEAS, and the “Women Diplomats Network in the EU” (WEDIN), the EEAS/Member-State diplomatic network.

The upward trend of women in management positions continued in 2023, with a total presence of 38.1% (compared to 36,4% in 2022) women managers at the end of the year. Women also represented 40.4% of total EEAS Middle Managers (HQ and Delegations), which is an upward trend in comparison to 38.4% in 2022 and 31% of total EEAS Senior Managers at the end of 2023 compared to 29.0% in 2022.

In 2023, the share of women Heads of Delegation increased from 30.9% in 2022 to 35.5% with increases in both official as well as in MS diplomats’ categories.



Diversity & Inclusion (D&I)

In February 2023, the EEAS launched the Agenda for Diversity and Inclusion (2023-2025), its first strategy covering all grounds of discrimination and bringing together into one comprehensive

document both internal and external aspects of Diversity & Inclusion (D&I). A detailed action plan focusing on the internal aspects, was developed. Both documents were consulted with the Joint Committee on Diversity & Inclusion (CODI), staff representatives and staff associations.

The Agenda and the action plan are structured around cross-cutting actions (mainstreaming non-discrimination; communication and awareness-raising; stronger leadership; talent outreach, selection and recruitment) and actions targeted at specific groups (gender, ethnic origin, religion and belief, disability, age and LGBTIQ+) keeping a broad understanding of diversity and inclusion. The action plan looks at strengthening good practices around diversity and inclusion throughout the career of all staff, with an emphasis on managers.

Considerable efforts were made in 2023 to raise awareness on D&I across the organisation, with dedicated sessions during the newcomers and trainees induction trainings, pre-posting seminars and the annual Ambassadors' conference etc. In addition, the EEAS organised a D&I workshop for the Budget and Human Resources Directorate and a workshop on inclusive communication for communication professionals and issued an internal factsheet on inclusive communication.

The EEAS attended different inter-institutional meetings and networks to share best practices in this regard. It also activated an informal network of D&I contact points in the Ministries of Foreign Affairs of Member States to exchange views on common challenges and best practices.

LGBTIQ+

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

In 2023, the EEAS actively celebrated the International Day against Homo-, Bi- and Transphobia (IDAHOT) (17 May), including by flying the rainbow flag at its Headquarters and National Coming Out Day (11 October) with an inter-institutional event. The EEAS also participated in the EPSO EU careers social media campaign for the Pride Month with a staff testimonial while continuing to liaise with the Égalité association for LGBTIQ+ staff working in the EU Institutions.

Ethnic origin

In addition to the compulsory Unconscious Bias training for managers and selection panel chairs, the EEAS continued the collaboration with EPSO to ensure a more diverse pool of candidates during 2023.

Moreover, the EEAS marked the International Day for the Elimination of Racial Discrimination (21 March) and the Secretary General hosted two staff events on Tackling Racism and Ethnic Discrimination and on Tackling Discrimination Based on Religion in cooperation with Diversité Europe staff association representing staff members of ethnic and religious diversity within European Union Institutions and bodies.

Age

During 2023, the EEAS continued to encourage knowledge-transfer and promotion of inter-generational understanding through activities such as the Active Senior programme, and "Career Talks" to share experience of senior colleagues and provide career advice for all colleagues as well as through its mentoring programme.

Disability

Roadmap for Action on Disability

The Roadmap for Action on Disability endorsed in June 2020 by the Secretary-General was updated for the fourth time in 2023. It guides the work of the EEAS on this area, including contacts, useful information and new developments.

Awareness Raising, Accessibility, Communication

Communication and raising awareness about the Disability Policy is part of the “Diversity and Inclusion at Work” Action Plan: newcomers and trainees sessions, pre-posting seminars, management briefings, as well as the “Deep Dive on Diversity and Inclusion” workshop organised in the Budget and Human Resources Directorate. Specific workshops on inclusive communication were organised in collaboration with the EEAS Strategic Communication Directorate.

In the framework of the European Ombudsman's Award for Good Administration ceremony, the EEAS was shortlisted in the category “Excellence in diversity and inclusion”, with the project “Helping staff with disabilities find accessible and suitable EU Delegations”. The EEAS has produced 139 “accessibility factsheets” covering its entire network of Delegations and Offices. These provide staff members with a disability with the necessary information to make an informed choice ahead of their application for a posting abroad.

Finally, on the International Day of Persons with Disabilities (4 December), the EEAS organised a lunchtime conference: “We are breaking barriers: Accessibility is your responsibility” to help, guide and support colleagues at Headquarters and in Delegations to communicate in accessible ways to people with disabilities.

Moreover in 2023, the EEAS conducted an internal audit to evaluate the adherence of its website to Web Content Accessibility Guidelines (WCAG 2.1) for an accessibility statement. The editors of the website are progressively making texts more accessible to people with disabilities. Supporting material on web accessibility and the WebEx application was posted on the EEAS intranet.

Specific needs of staff members with a disability are catered for in the administrative decisions on Working Time and Flexible Working Arrangements in Headquarters and Delegations by including more flexible teleworking arrangements in duly justified cases and if compatible with the interest of the service.

Aid for Individuals with a Disability

Staff with children with a disability or special needs may receive a financial aid covering 100% of the outstanding costs directly related to a disability of their children. In 2023, 22 families benefitted from this social aid (EUR 600,000). The Family Officer accompanies and advises each of these families and contacts the Commission social service in the framework of a Service Level Agreement.

3.2 ETHICS

EEAS staff must abide by the highest ethical standards as spelled out in the Staff Regulations and the Conditions of Employment of Other Servants, the EEAS Ethics policy note and the Principles of professional behaviour in the EEAS. The EEAS places great emphasis on raising awareness of ethical

issues and procedures among staff through the intranet, advice provided by ethics correspondents, and training.

In 2023, in addition to the on-line training modules and the presentations for the welcome sessions and pre-posting seminars, the Ethics correspondent team delivered a new training on conflict of interest under the Staff Regulations and the Financial Regulations and a new presentation on ethics for Local Agents.

In 2023, the Ethics intranet page was updated with the new training on conflict of interest and the latest annual report on occupational activities of senior officials after leaving the service.

In 2023, the EEAS examined 22 notifications of intention to engage in one or more occupational activities after leaving the Service, out of which nine notifications were from four former senior staff members.

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

3.3 ANTI-HARASSMENT POLICY

The EEAS has a zero tolerance policy against any form of harassment. It continued work on raising awareness on this matter and promoting a safe and respectful working environment, as reaffirmed in its Diversity and Inclusion Agenda and Action Plan (2023 – 2025). The EEAS regularly reminds staff members of the standards of conduct it expects from them to ensure respect and dignity in the workplace as well as ethical and responsible behaviour.

The e-learning tool “Respect and dignity at work: recognising and addressing harassment” was launched in October 2023. It is compulsory for all staff members in HQ and Delegations. It explains what harassment is, the support structures in place and how to react to and/or report harassment cases. By the end of 2023, around 1600 staff members had registered to the e-learning and about half of them had finalised it. In parallel, the EEAS continued to deliver a mandatory anti-harassment training course to all managers, as well as dedicated sessions at pre-posting seminars for both EEAS and Commission staff joining EU Delegations as well as for trainees and their supervisors.

Lastly, in cooperation with the Commission, the EEAS finalised a decision on the prevention of and fight against psychological and sexual harassment for local staff in EU Delegations. When adopted, it will ensure access to procedures and tools for local staff from the Commission and the EEAS in EU Delegations to address psychological and sexual harassment.

3.4 WORK-LIFE BALANCE

The EEAS promotes a flexible, digital and trust-based work environment to enhance efficiency, protect the health and wellbeing of staff and improve work-life balance. In October 2023, the EEAS adopted two Decisions on working time and flexible working arrangements in Headquarters and Delegations. Flexitime became the default working time rule. Teleworking may be authorised two days per week in Headquarters and one day in Delegations. Teleworking outside of the place of employment for staff both in Headquarters and Delegations is allowed for a maximum of ten working days or more in exceptional circumstances (medical or imperative family reasons or to facilitate “family reunification”). A new feature is the introduction of the “*right to disconnect*”. The Decisions are accompanied by implementing guidelines.

Wellbeing

To support the development of a workplace culture that values engagement and initiatives beyond purely work-related tasks and to leverage the talents of its staff, the EEAS launched the following initiatives in 2023:

- The EEAS established a **choir** to strengthen cohesion, foster a sense of belonging, cultivate positive energy as well as enhance staff audacity and creativity. The choir performed at major events such as the Europe Day open-day and the 20-year service medal ceremony in European institutions;
- The EEAS encouraged **physical exercise** by providing facilities, challenges and joint activities. It made available two wellbeing rooms where professional coaches conducted a series of seven classes, including yoga, stretching, pilates and dance. The EEAS also encouraged its staff to participate in “*Velomai*”, a campaign to promote cycling as a mode of transport during the whole month of May;
- The EEAS motivated EU staff to engage in **charitable actions** and fundraising campaigns to combat poverty and inequality. The EEAS participated in various events such as Brussels 20 km run or Ekiden (a relay marathon).

Medical assistance

In 2023, the EEAS Medical Service continued to offer to staff the opportunity to be vaccinated against Covid-19 and seasonal flu, in line with the recommendations of the Belgian authorities.

Vaccinations against Covid-19 and flu were especially recommended for high-risk individuals, including retired staff, pregnant women and people with chronic medical conditions. Staff who did not belong to these risk groups could be vaccinated on an individual and voluntary basis.

Finally, 82 medical evacuations of staff took place in 2023, including two by air ambulance.

Psychosocial support and mental health

A new psychiatrist joined the Medical Service in December 2023. His main role is to contribute to the pre-deployment medical evaluations by assessing the mental health/fitness to work of candidates joining EU Delegations.

Together with a social worker, they provide psychosocial support to staff and families in Headquarters and Delegations.

The Medical Service marked the World Mental Health Day (10 October) by organising a lunchtime talk entitled “Mental health in times of crisis” with the participation of over 100 staff members.

Furthermore, the Medical Service supported initiatives from Delegations to organise local psychological group sessions/discussions to strengthen internal resources and resilience systems and provide practical tools to cope with challenging situations. It also organised individual and group debriefing sessions for staff following particular periods of crisis and advised Delegations on identifying appropriate local psychological assistance for all staff.

In addition, in 2023 the Family Officer supported around 300 staff members and dependents facing personal issues in Headquarters or relating to the life in Delegation.

Lastly, staff members in Headquarters and Delegations and on a case by case basis their dependents, received psychosocial support provided by the Social Worker in the EEAS Medical Service, while the EEAS is developing a mental health strategy fit for the diplomatic service.

3.5 EEAS SOCIAL POLICY

In implementing the EEAS-EU Member States Joint Action Plan on the improvement of the condition of spouses, the EEAS concluded in 2023 a second bilateral agreement with Honduras to allow spouses of EU diplomats to engage in gainful employment while retaining their diplomatic privileges and immunities. Furthermore, the EEAS prepared a comprehensive guide for spouses and families relocating to EU Delegations. It includes detailed information on issues related to allowances, health coverage, education and security.

On top of the annual spouses' pre-posting session, the EEAS organised the first tailor-made pre-posting session for spouses of Heads of Delegation focusing on their specific needs and challenges.

3.6 MEDIATION SERVICE AND NETWORK OF CONFIDENTIAL COUNSELLORS

The Mediation Service and the Network of Confidential Counsellors (overseen by the EEAS Mediator) continued to provide confidential support and independent advice to colleagues in Headquarters and Delegations facing work-related conflicts, alleged harassment and disputes with the administration. The service was extended to Commission colleagues and staff from other EU Institutions posted in Delegations.

Further to two new Service Level Agreements, the EEAS informal procedures became available to staff from the European Union Institute for Security Studies (EUISS) and the European Security and Defence College (ESDC).

In 2023, the informal procedures handled 247 cases (207 cases by the Mediation Service and 40 by Confidential Counsellors) – a continued increase in numbers (237 in 2022, 207 in 2021).

Of cases handled by the Mediation Service, two thirds came from EU Delegations. Most of them concerned conflicts at work (47%), followed by rights and obligations (25%). Furthermore, there were allegations of psychological harassment (14%) and sexual harassment (5%). Confirming the trend from previous years, more women than men contacted the Mediation Service.

In 2023, the mandate of six Confidential Counsellors came to an end, while nine Confidential Counsellors, trained and designated in 2022, continued their service. The number of staff turning to a Confidential Counsellor, following consistent awareness raising on the informal procedures through training and communication outreach, more than doubled with 40 cases in 2023 compared to 19 cases in 2022. Most (85%) of the cases came from staff based in Delegations, mainly due to matters concerning conflict or alleged psychological harassment.

The Mediation Service contributed to the overall efforts of the EEAS to ensure a respectful working environment, support awareness raising and prevention. It contributed to legal developments, such as the new anti-harassment decision adopted by the Commission in December 2023 and the forthcoming anti-harassment decision for Local Agents in Delegations. The Mediation Service participated actively in a substantial number of presentations and trainings for staff in Headquarters and Delegations, including managers, and the development of a new mandatory e-learning on anti-harassment.

In the recommendations of his annual report, the Mediator encouraged the administration to sustain efforts to offer systematic training and coaching to staff in Headquarters and Delegations. Emphasis was put on the selection process and preparation of staff managing teams in Delegations.

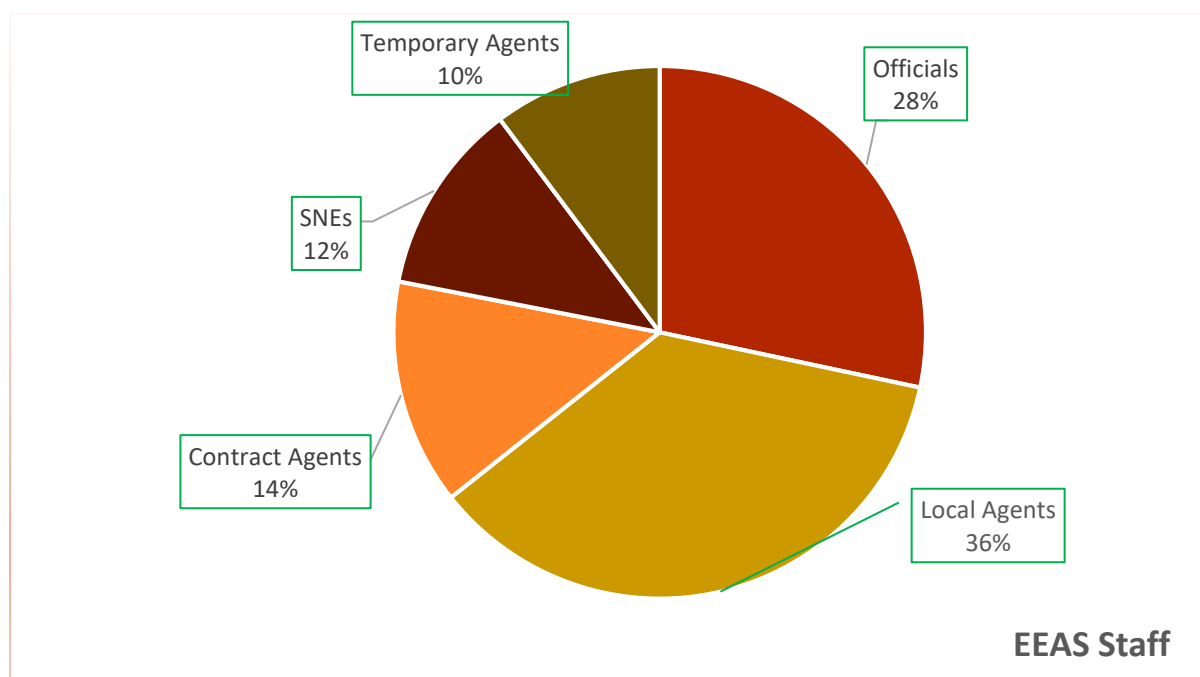
4. EEAS POPULATION

4.1 OVERVIEW

By the end of 2023, 5,252⁵ people worked in the EEAS, employed either directly by the EEAS or through external contractors⁶. 2,427 of them were posted in Headquarters and 2,825 in Delegations, while 3,296 staff members from the 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 Headquarters and Delegations, according to evolving political priorities.

In 2023, the EEAS received 36 full-time equivalents from the Budgetary Authority: 31 Contract Agents and 5 cost-shared seconded national experts. Most of the new posts were allocated to crisis management functions and a number of Contract Agents were earmarked for the implementation of new tasks related to the Strategic Compass. The rest were used to reinforce internal security and cyber defence and other EEAS priorities. Finally, at the end of 2023, the EEAS was granted an additional 20 cost-free seconded national experts for the Military Planning and Conduct Capability structures.



⁵- The staff numbers reported in the EEAS HR Report 2023 refer to personnel in office on 31 December 2023 (data extracted on 15/01/2024).

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

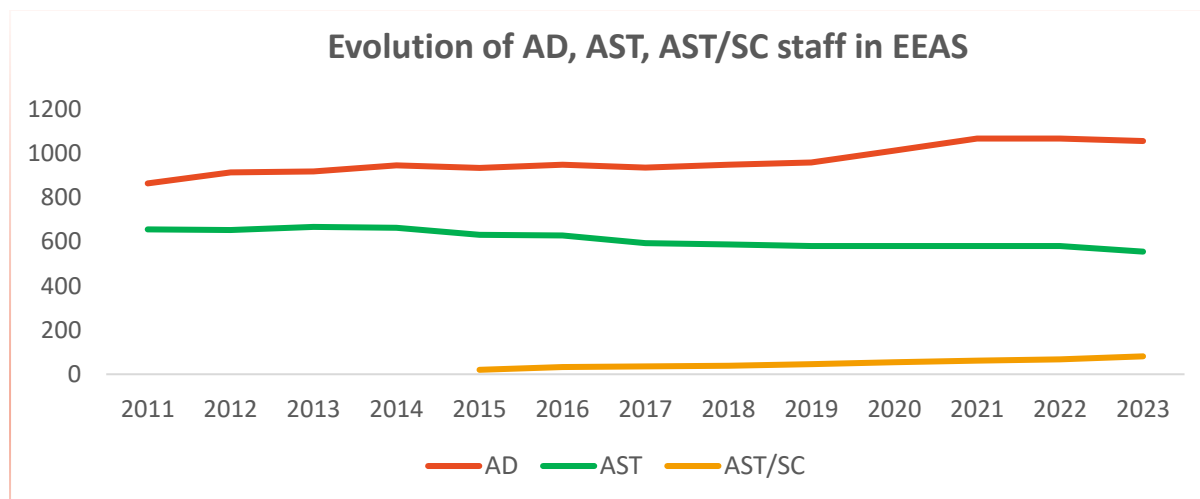
⁶ External contractors (excluding trainees) in the EEAS cover approximately 12% of its total population and they are mostly assigned to IT services and security positions.

4.2 EEAS STAFF BY CATEGORY

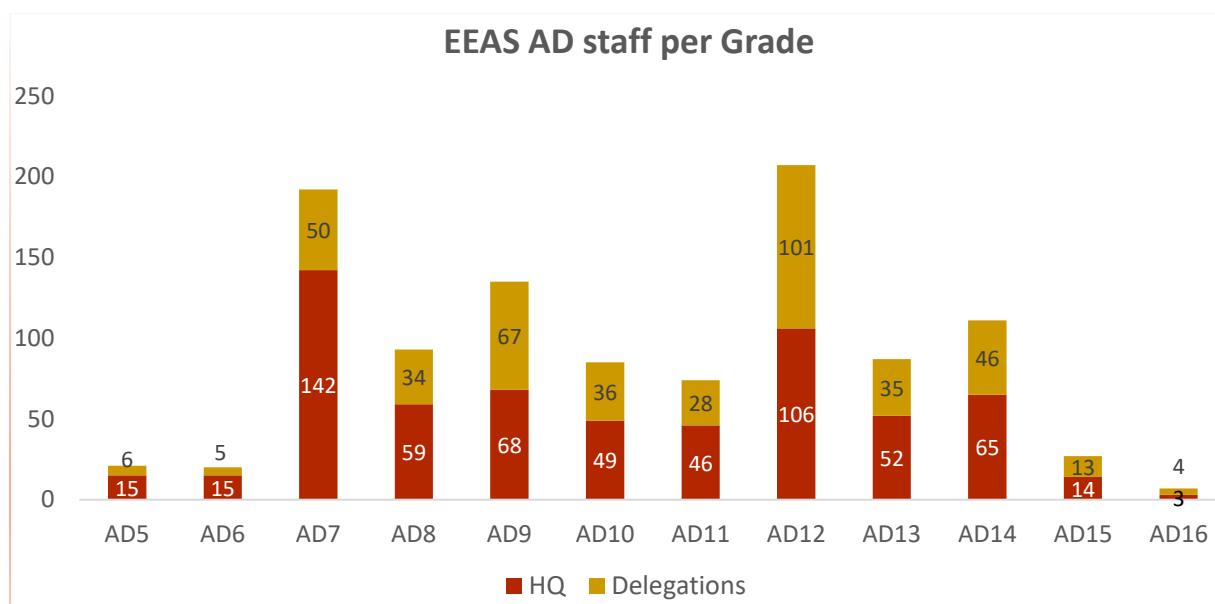
Officials and Temporary Agents (AD, AST and AST/SC)

By the end of 2023, 1,695 staff members occupied official and Temporary Agent posts in the AD, AST and AST/SC categories.

Since the establishment of the EEAS in 2011, the AD population grew by 15.5%, while the AST population decreased by 16.8% due to the introduction of the AST/SC category in 2014, for staff performing secretarial tasks.



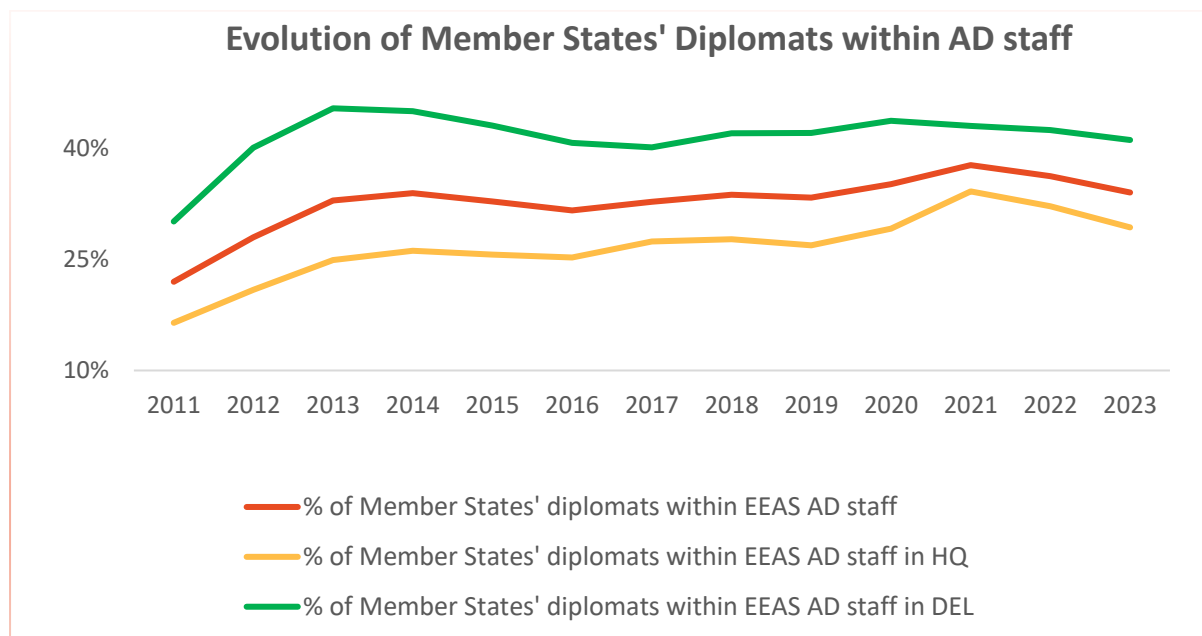
With 1,059 staff members, the AD population remained the second largest staff category, (after local agents). The majority of AD staff worked in Headquarters (60%) and the rest in Delegations.



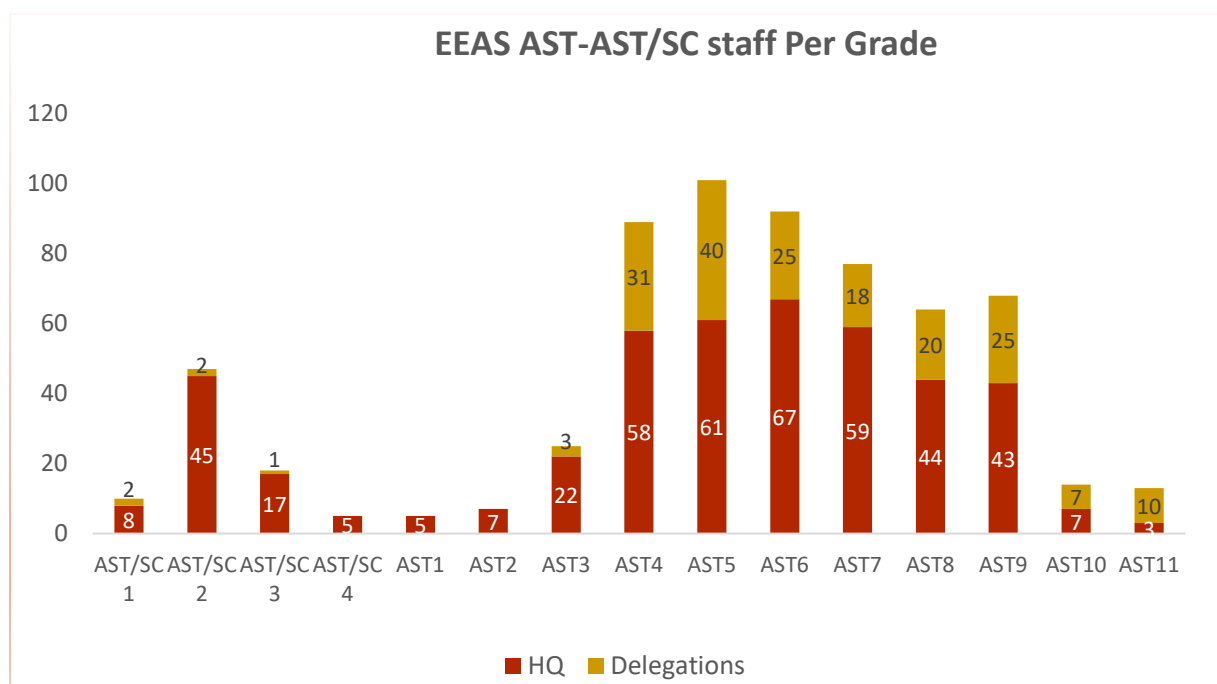
In line with the Council Decision⁷ establishing the EEAS, Member States diplomats should represent about one third of AD staff. The EEAS reached this target in 2013 and since then it has continued to

⁷ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32010D0427>

work towards attracting talent and expertise from Member States. By the end of 2023, Member States diplomats represented 34.1% of the total AD population (36.3% in 2022).



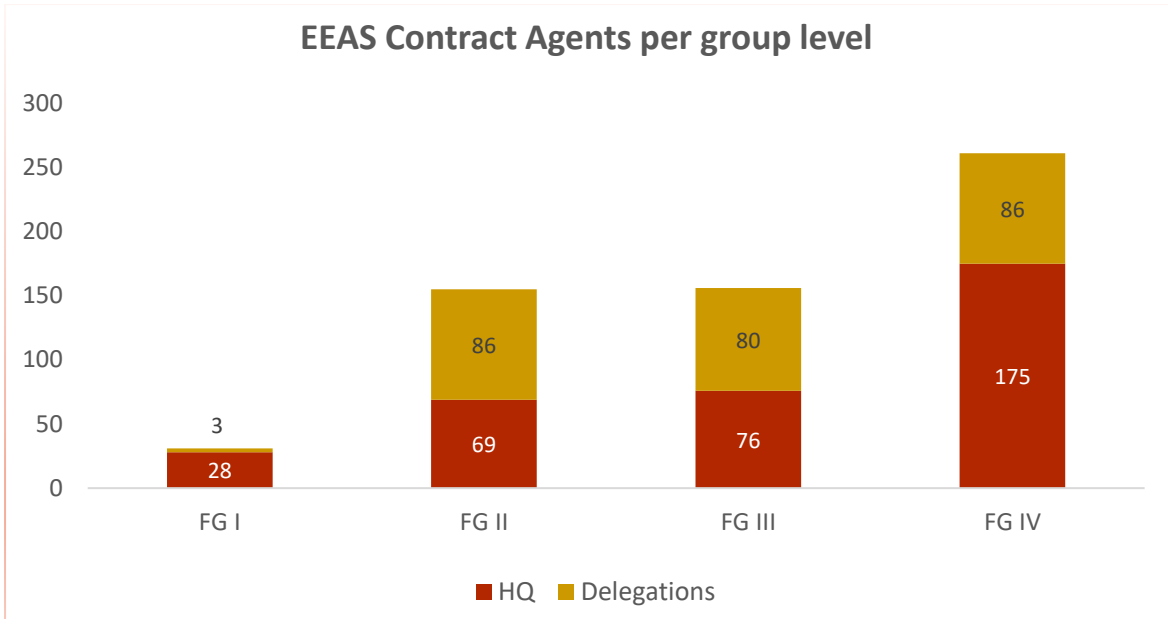
The majority of the 636 staff members in AST and AST/SC categories were assigned to Headquarters (71%). The number of AST and AST/SC staff in EEAS has remained more or less stable since 2022.



Contract Agents

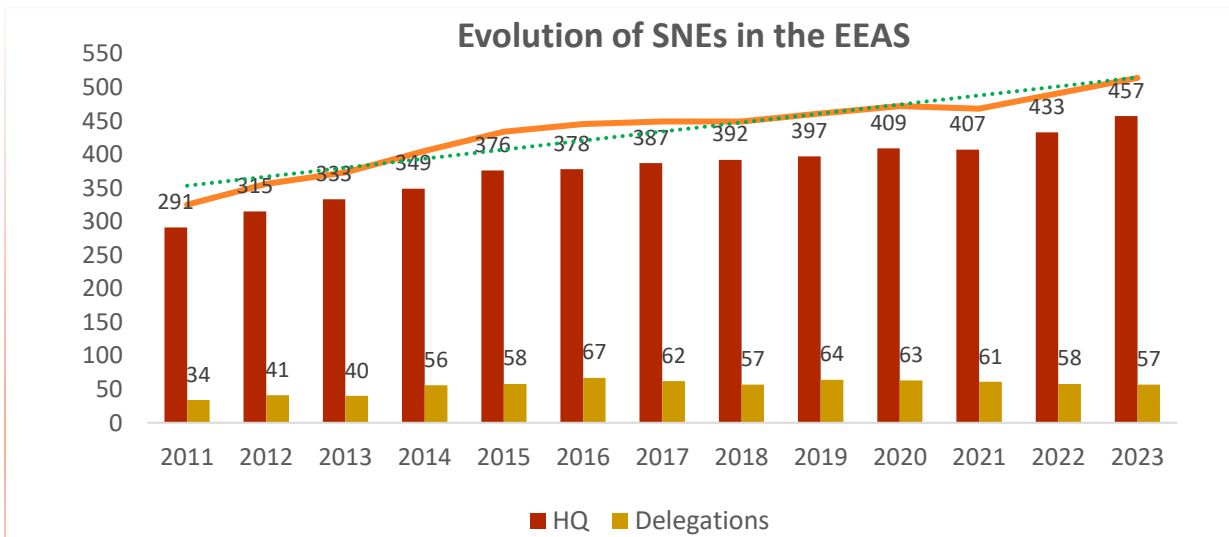
The distribution of Contract Agents in Headquarters and Delegations was relatively balanced: 58% of the 603 Contract Agents were assigned to Headquarters (similarly to 2022). The largest Contract Agents group was FG IV⁸ with its majority working in Headquarters (67%).

⁸ 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



Seconded National Experts

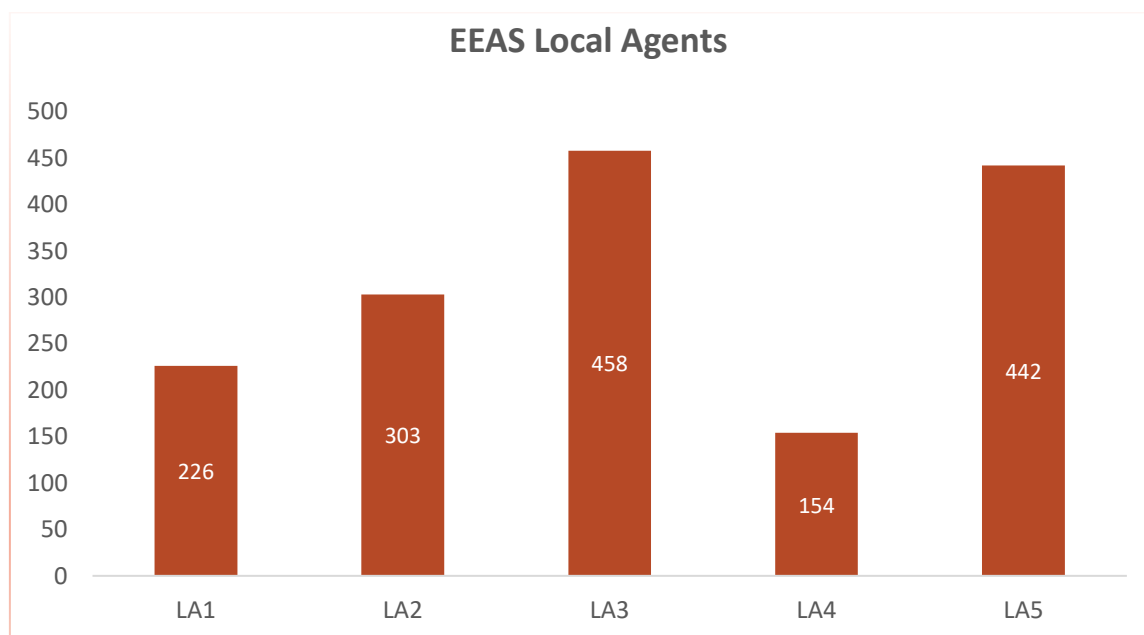
At the end of 2023, 514 seconded national experts (SNE) worked in the EEAS, representing 12% of the total EEAS population. Out of 514 Seconded National Experts at the end of 2023, 224 were military SNEs, mostly assigned to Headquarters. From 2011 to 2023, the population of SNEs grew by 44% (4.7% from 2022).



equivalent technical tasks, FG II – clerical and secretarial tasks, office management and other equivalent tasks, FG I – manual and administrative support service tasks.

Local Agents

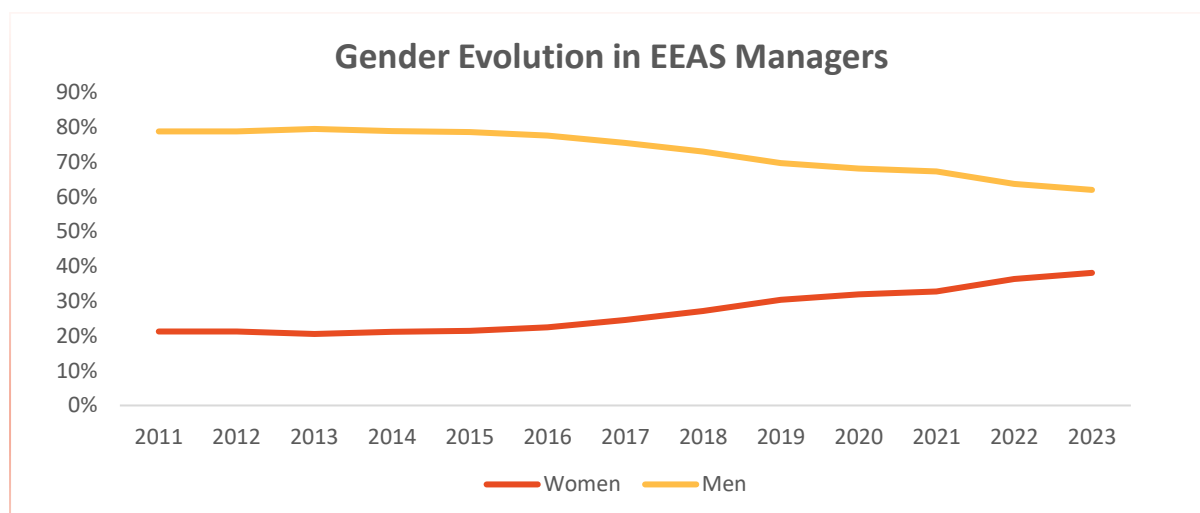
In 2023, Local Agents constituted the largest staff category. The 1,583 Local Agents represented 36% of EEAS staff, all located in Delegations.

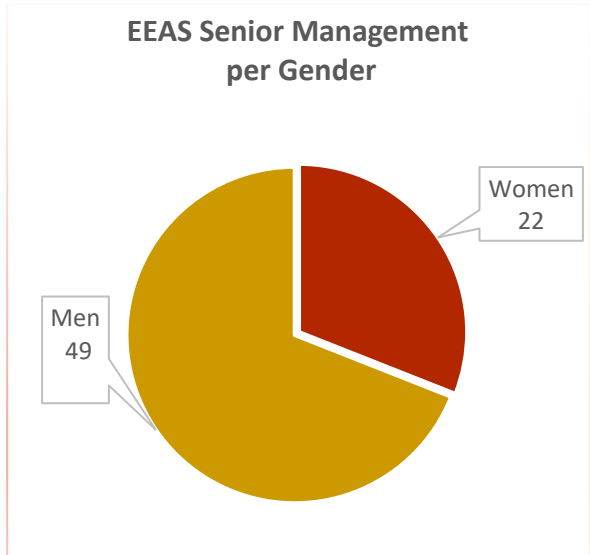
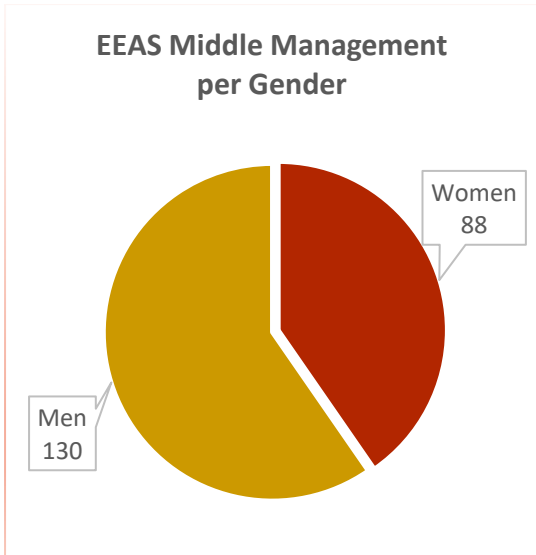


4.3 DISTRIBUTION OF STAFF BY GENDER

In 2023, women represented 47.3% of the total EEAS statutory population, a slightly positive increase since 2022 (46.8%) as work towards achieving gender parity remained at the forefront of EEAS Human Resources policy development throughout the year.

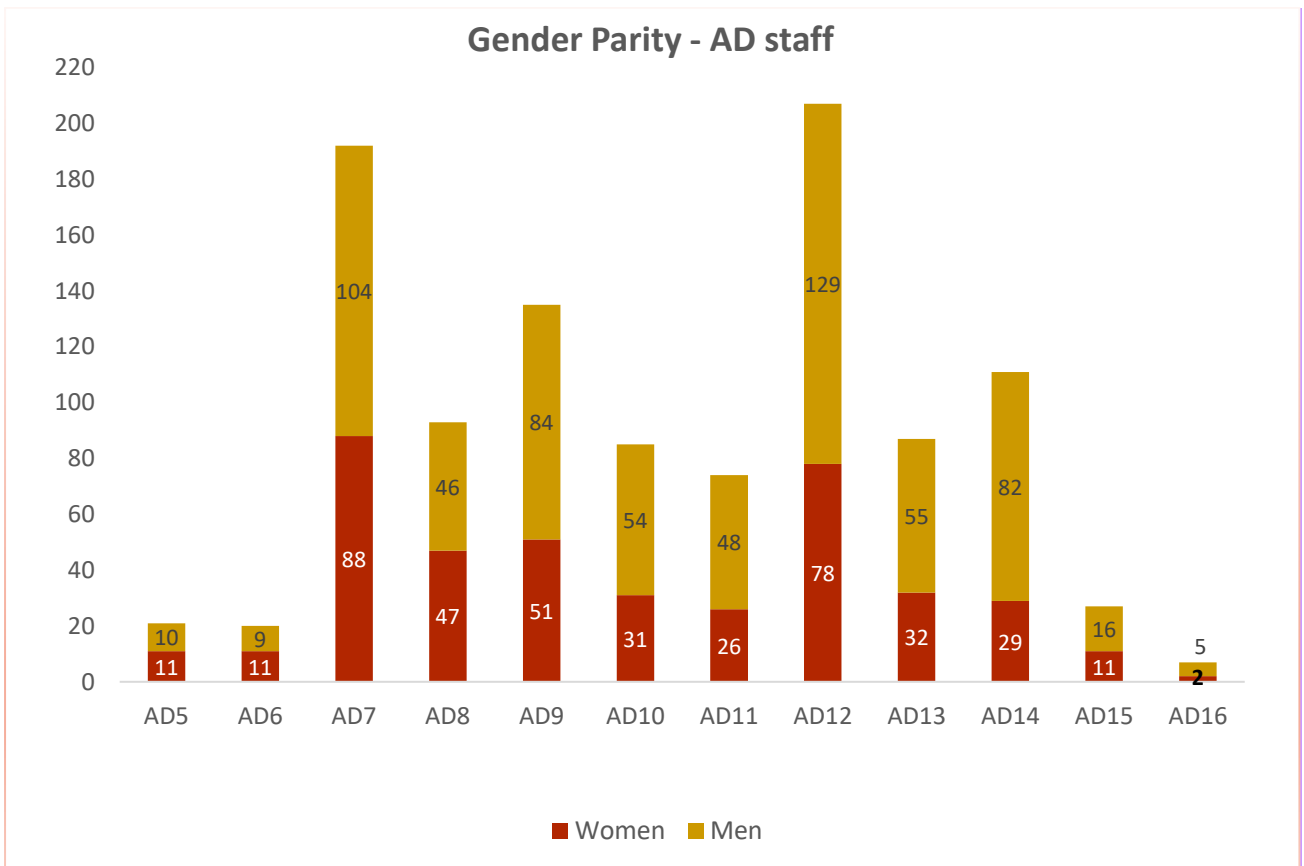
Since 2011, the evolution of gender parity shows a steady increase in women representation amongst EEAS managers, reaching 38.1% at the end of 2023 (in comparison to 36.4% in 2022). Women represented 31% of EEAS Senior Managers and 40.4% of EEAS Middle Managers (further information under point 4.5).

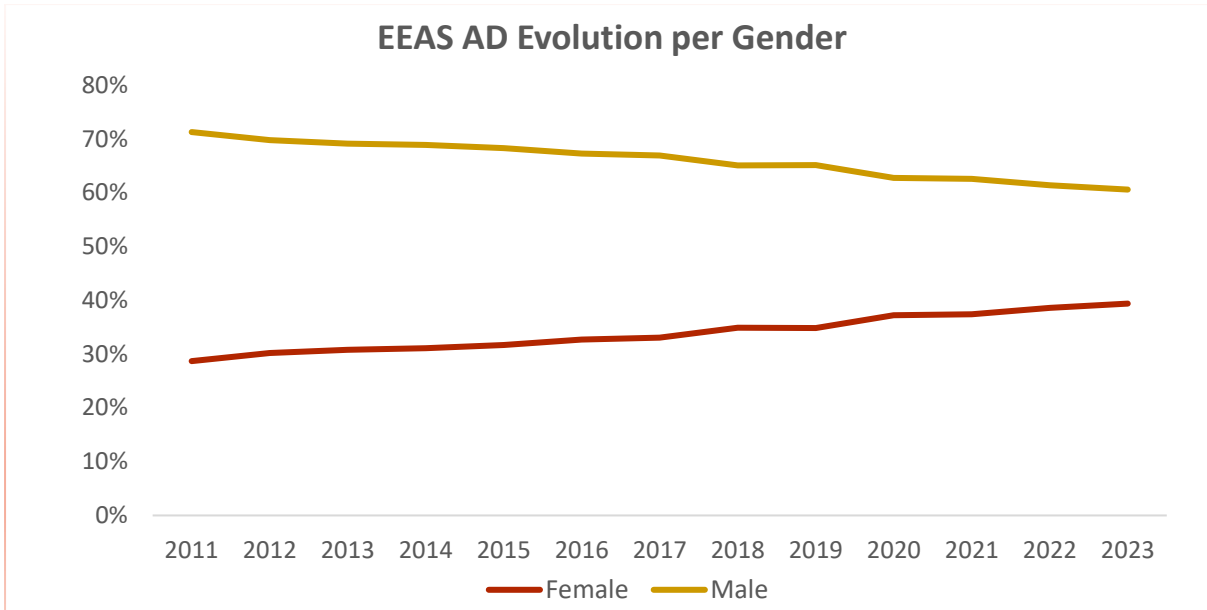




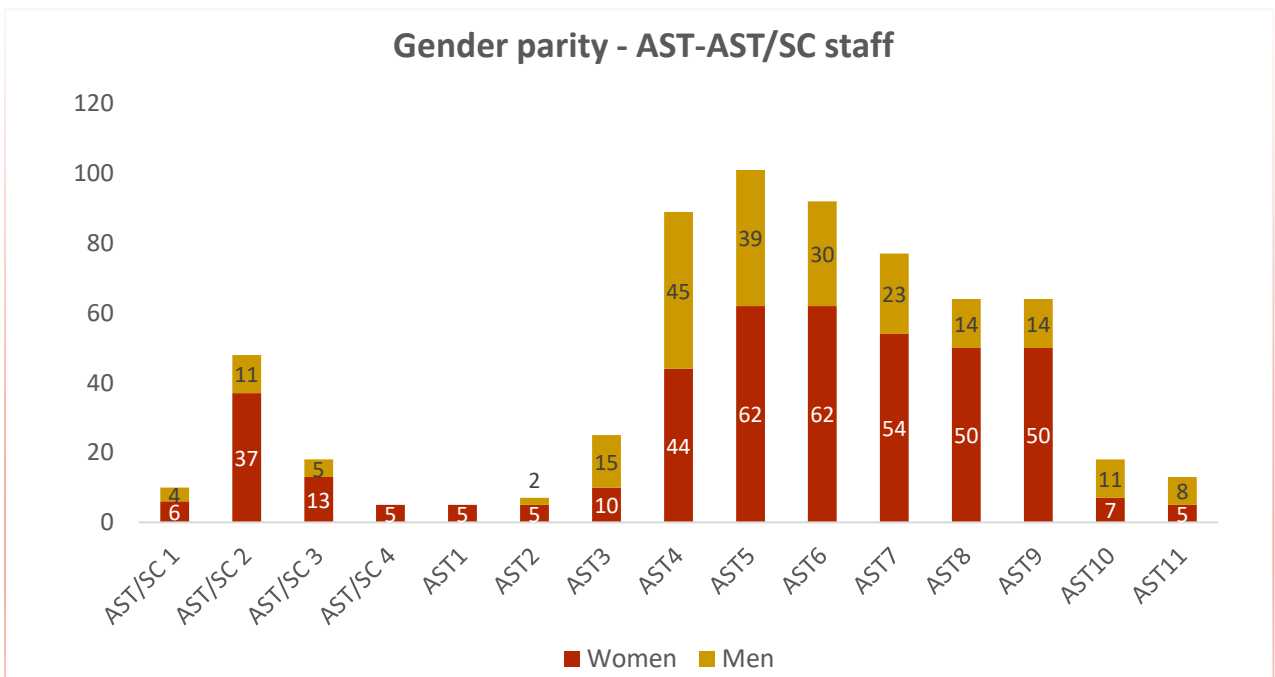
Officials and Temporary Agents – Gender

At the end of 2023, women represented 39.4% of AD staff compared to 38.6% in the previous year. Numbers were relatively stable in the lower grade bracket, with 48.2% of women in the AD5 to AD8 grades (48.8% in 2022), and increases in the middle and higher grade brackets (37.1% women AD9 - AD12, compared to 36.2% in 2022; and 31.9% for the AD13 to AD16 bracket, compared to 29.7% in 2022).



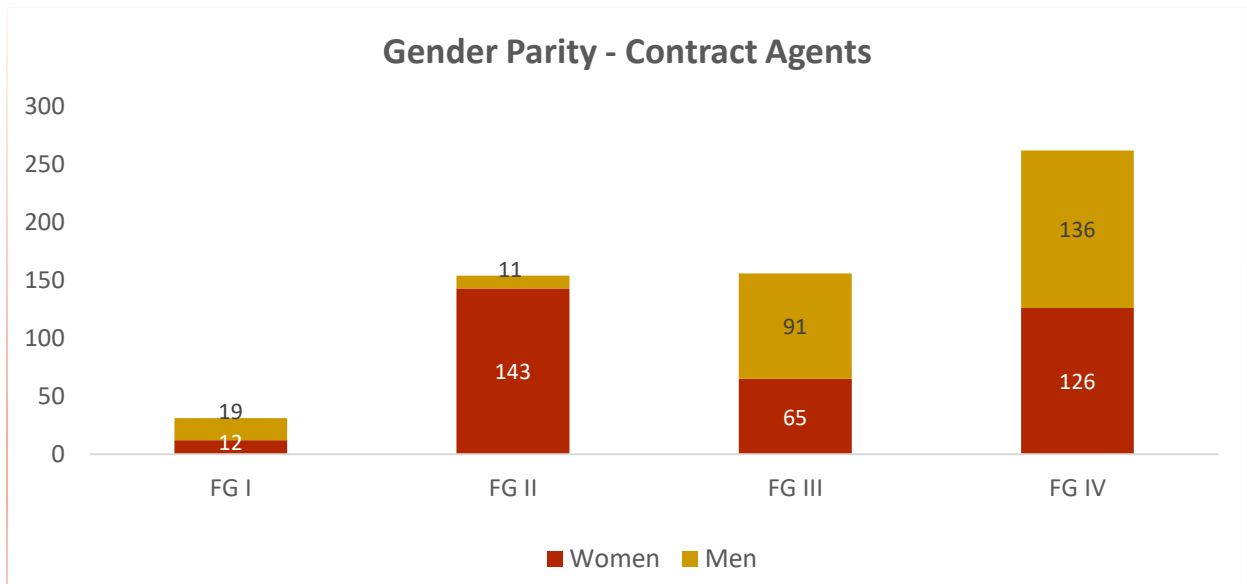


In the **AST and AST/SC categories**, women representation did not change significantly: with 65% of the EEAS population (same as in 2022). Women continue to constitute the majority in the grades AST2 to AST9 and represent 100% of the total staff population in grades AST/SC4 and AST1. There were modest improvements in the higher AST grades with women representation increasing to 38.7% in the AST10 and AST11 grades (in comparison to 36.7% in 2022).



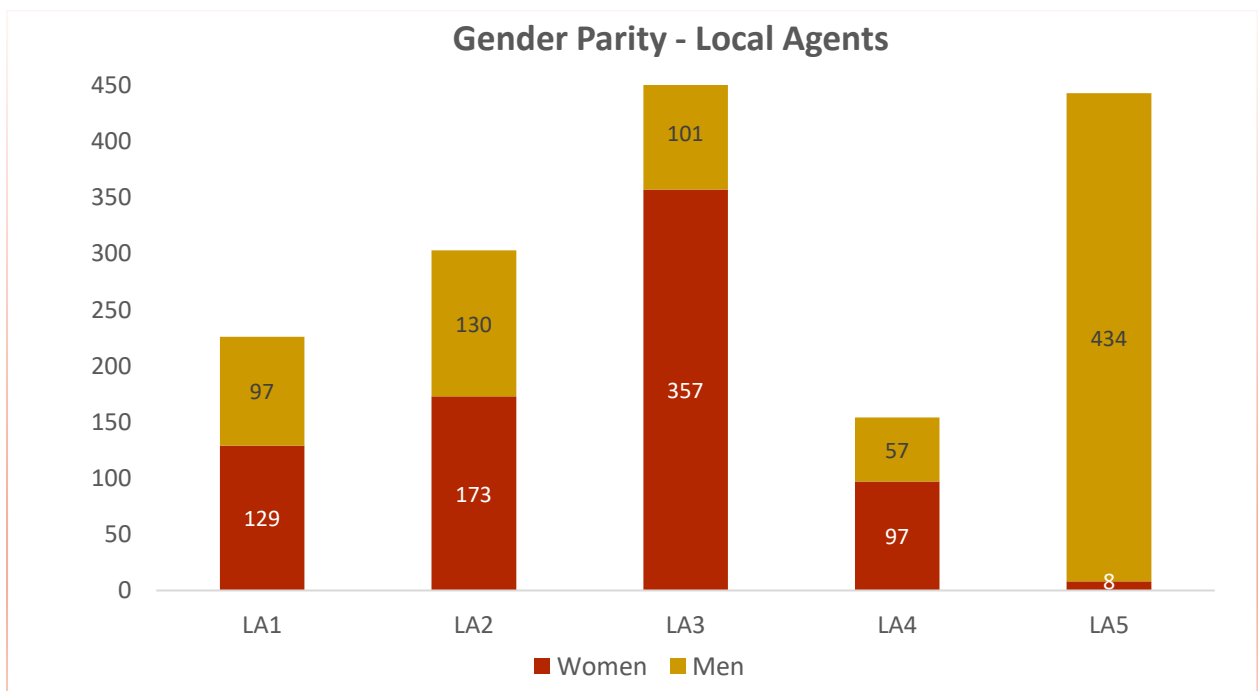
Contract Agents – Gender

By the end of 2023, the majority of Contract Agents in the EEAS were women (57.4%, a slight increase from 55.9% in 2022). They represent 98.62% of CA staff in the FG II category.



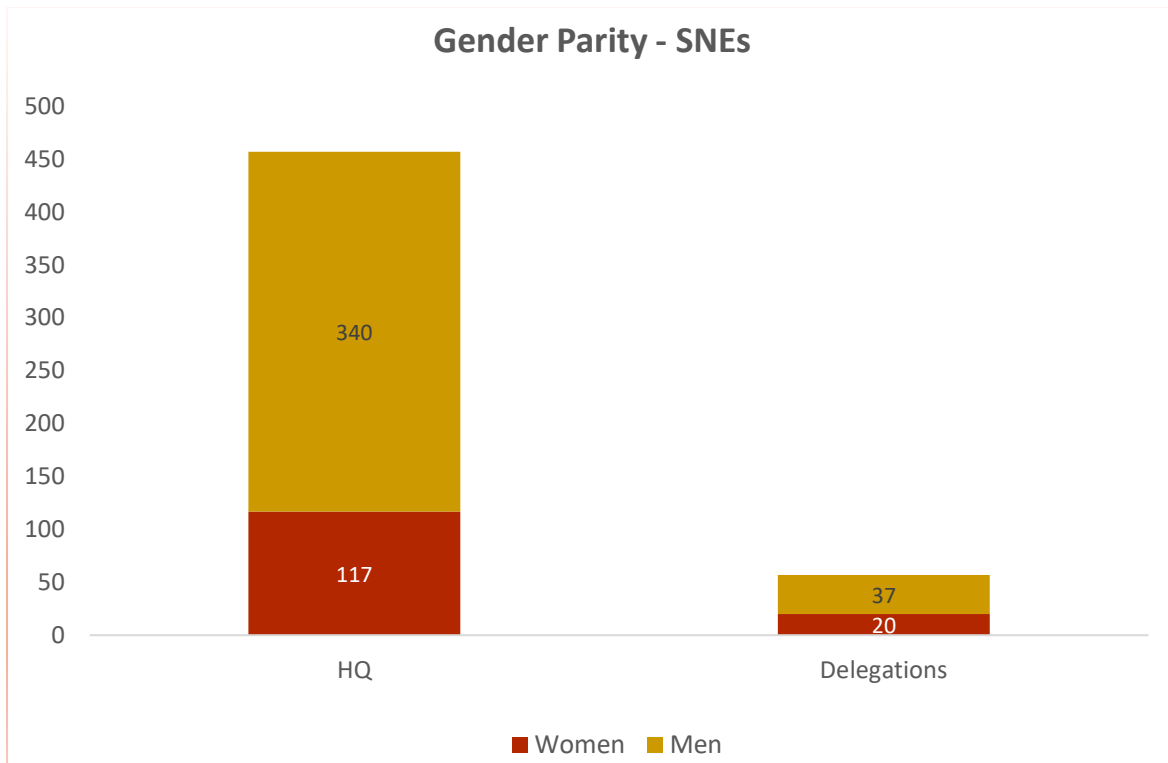
Local Agents - Gender

In 2023, 48.3% of Local Agents were women. The gender distribution demonstrates a tendency towards more balance in the various grade levels, with the exception of category 5 where most positions are driver posts, traditionally occupied by men.



Seconded National Experts - Gender

The share of women amongst seconded national experts slightly increased in 2023, with 25.6% women in Headquarters against 24.0% in 2022, and 35.1% women in Delegations against 32.8% in 2022.



4.4 DISTRIBUTION OF STAFF BY NATIONALITY⁹

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

At the end of 2023, the total EEAS population included nationals from all Member States. Most countries had at least one national in each staff category, with the exception of Luxembourg and Malta.

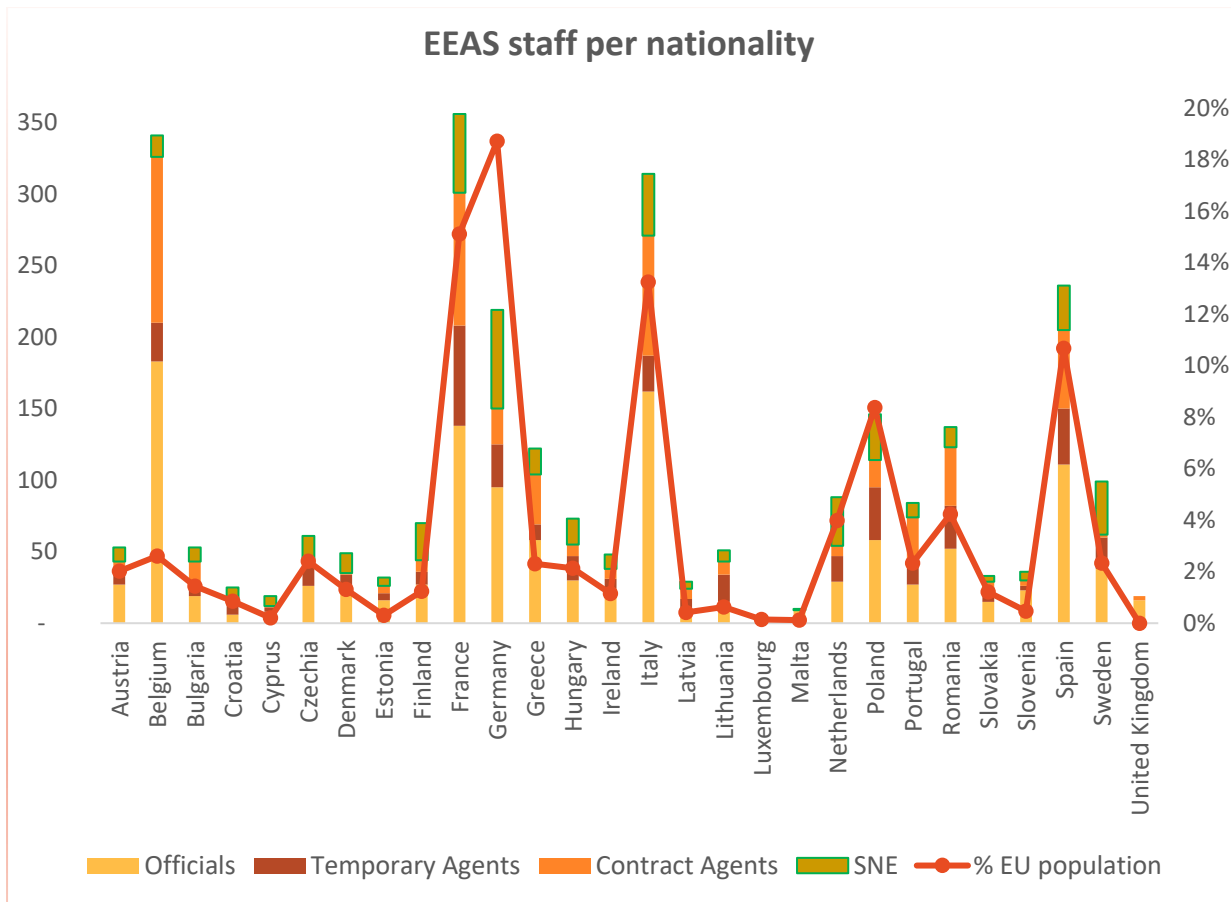
In addition to EU nationals, staff members with UK nationality continued to work in the EEAS as officials and Contract Agents in 2023. The presence of UK nationals in the EEAS decreased by 14% from the previous year.

Compared to 2022, the majority of Member States increased the number of their nationals in the EEAS, with Luxemburg doubling its representation, while Bulgaria and the Netherlands were the ones to increase the most (10% each). The Member States with the largest decrease compared to 2022 were Estonia, Latvia and Malta (-9% each).

⁹ - Statistics on nationality with reference to EEAS population, include nationals from the United Kingdom as they continue to be members of EEAS staff.

- Statistics on nationality with reference to EU Member States population, do not include the total population of the United Kingdom.

- Same as EEAS Human Resources Report 2022, UK is no longer included in statistics concerning the EU14/EU13 groups.



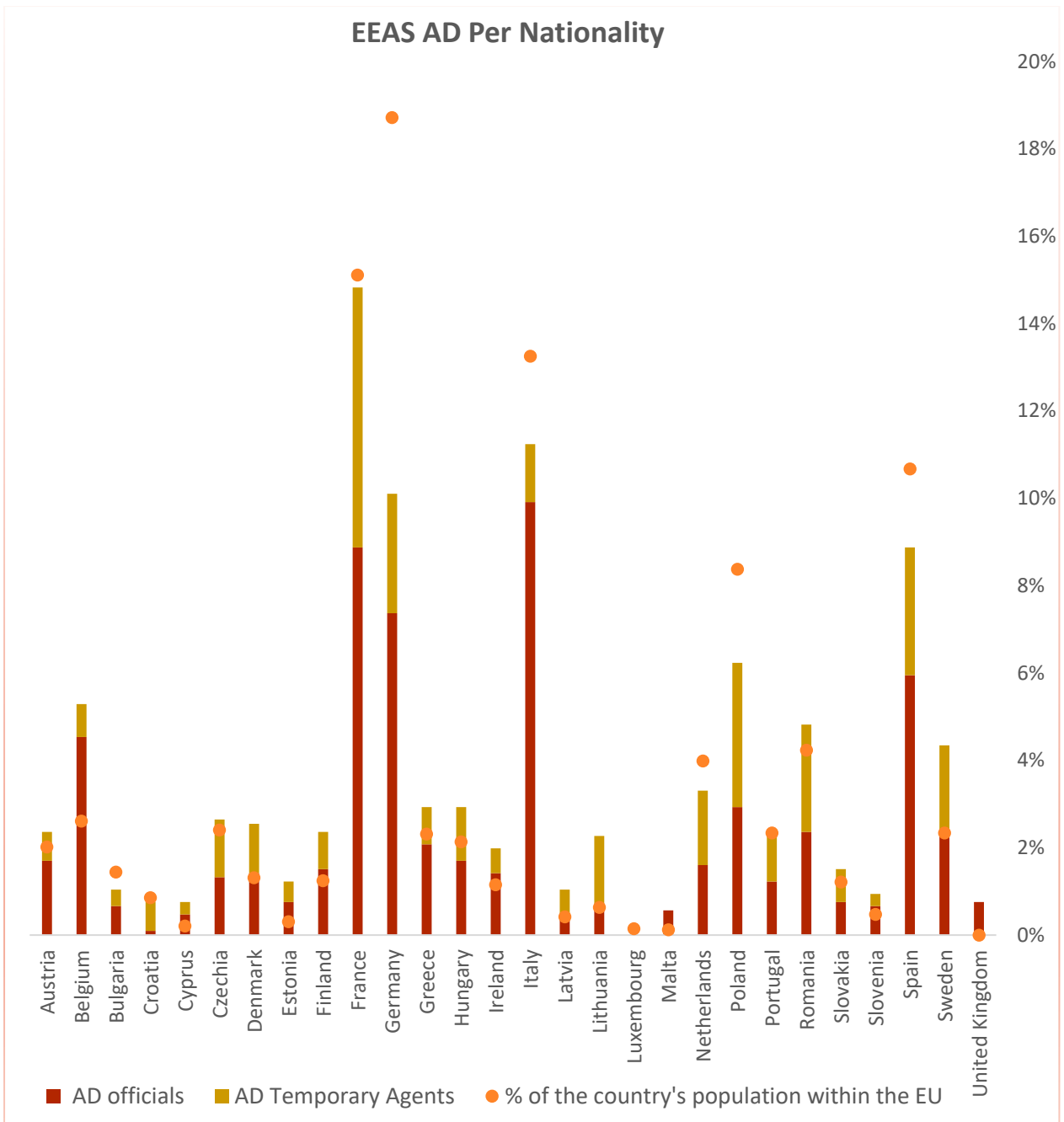
Officials and Temporary Agents – Nationality

AD Category

All Member States with the exception of Luxembourg (same as last year) had at least one AD position in the EEAS at the end of 2023.

Compared to 2022, the majority of Member States in the EU13 group¹⁰ increased their presence within the AD population, particularly Bulgaria, Cyprus and Lithuania, while Estonia, Latvia, Malta and Slovenia slightly decreased their representation within the AD staff by the end of 2023.

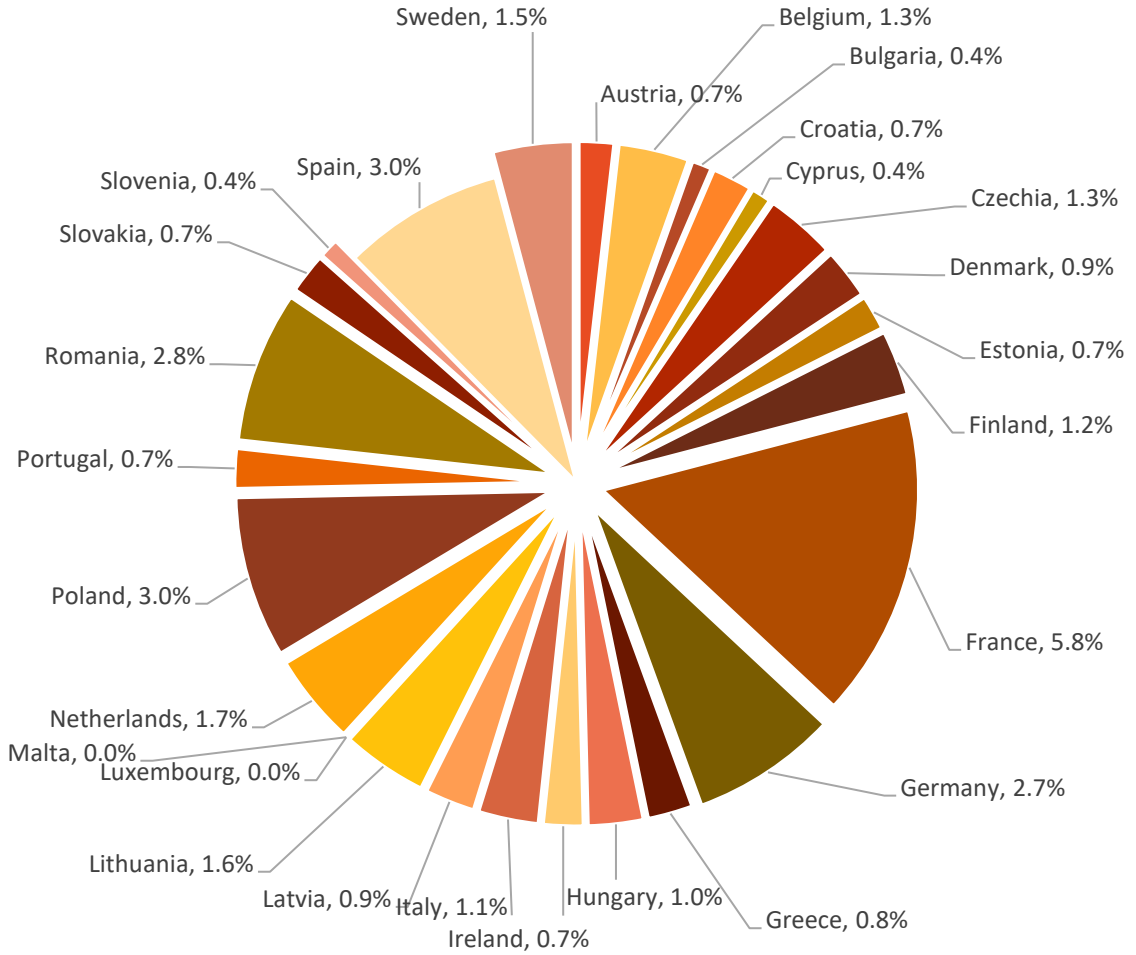
¹⁰ The “EU13” group refers to EU Member States that joined the Union from 2004 onwards.



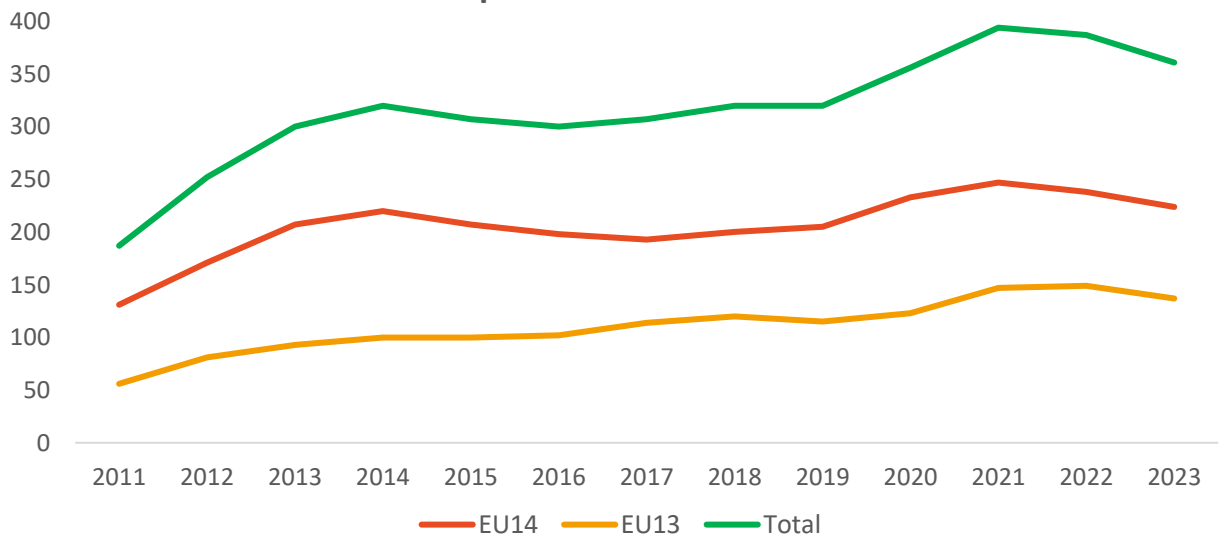
Temporary Agents Member States Diplomats

Apart from Luxembourg and Malta, all other Member States were represented by at least one temporary agent from their diplomatic service (Member States' diplomats) at the end of 2023. Same as last year, France remained the biggest national group in this category with 58 diplomats in the EEAS, while the smallest group came from Bulgaria (4), Cyprus (2) and Slovenia (3).

Member States' Diplomats in the EEAS by nationality

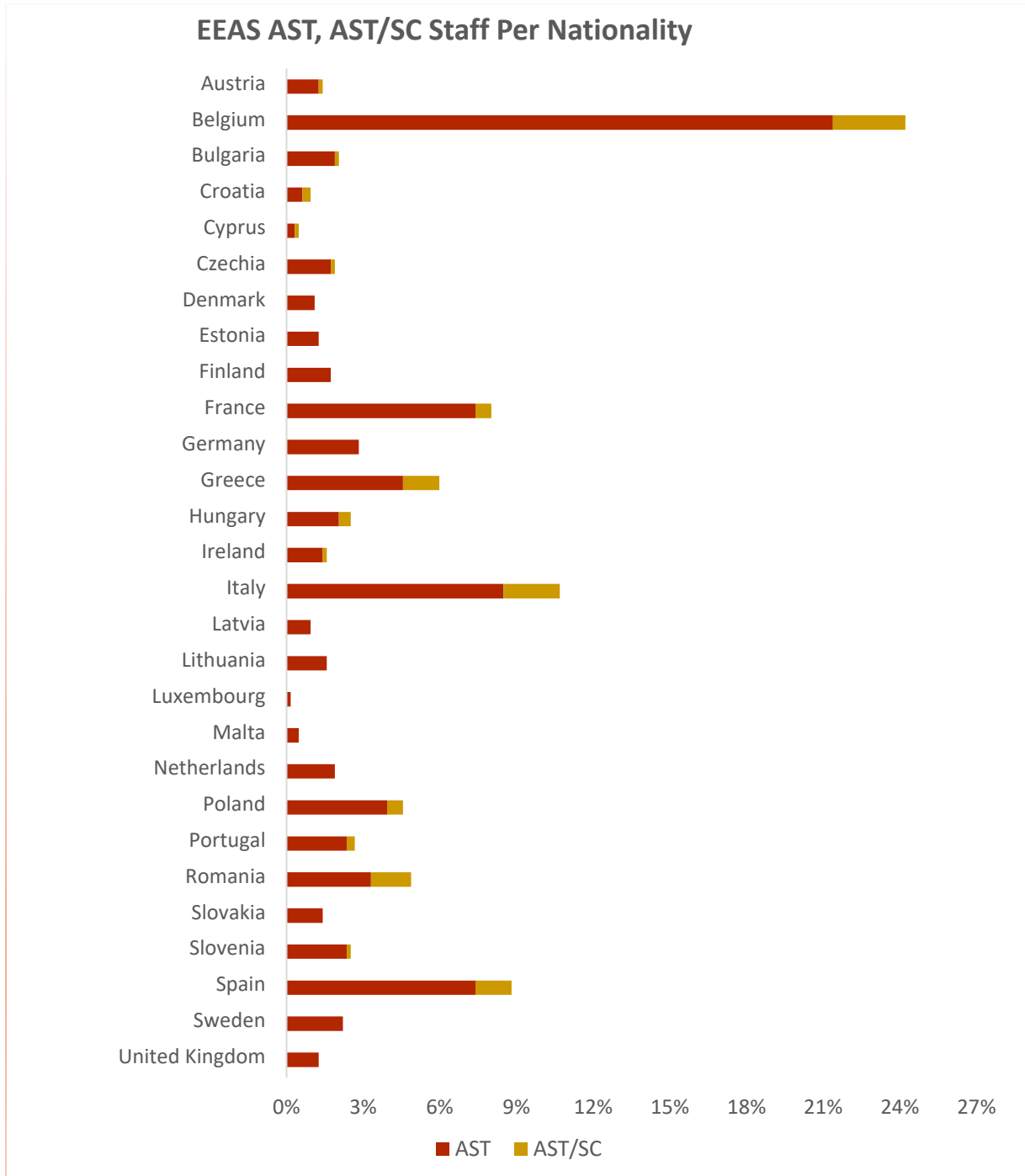


Member States' Diplomats Evolution



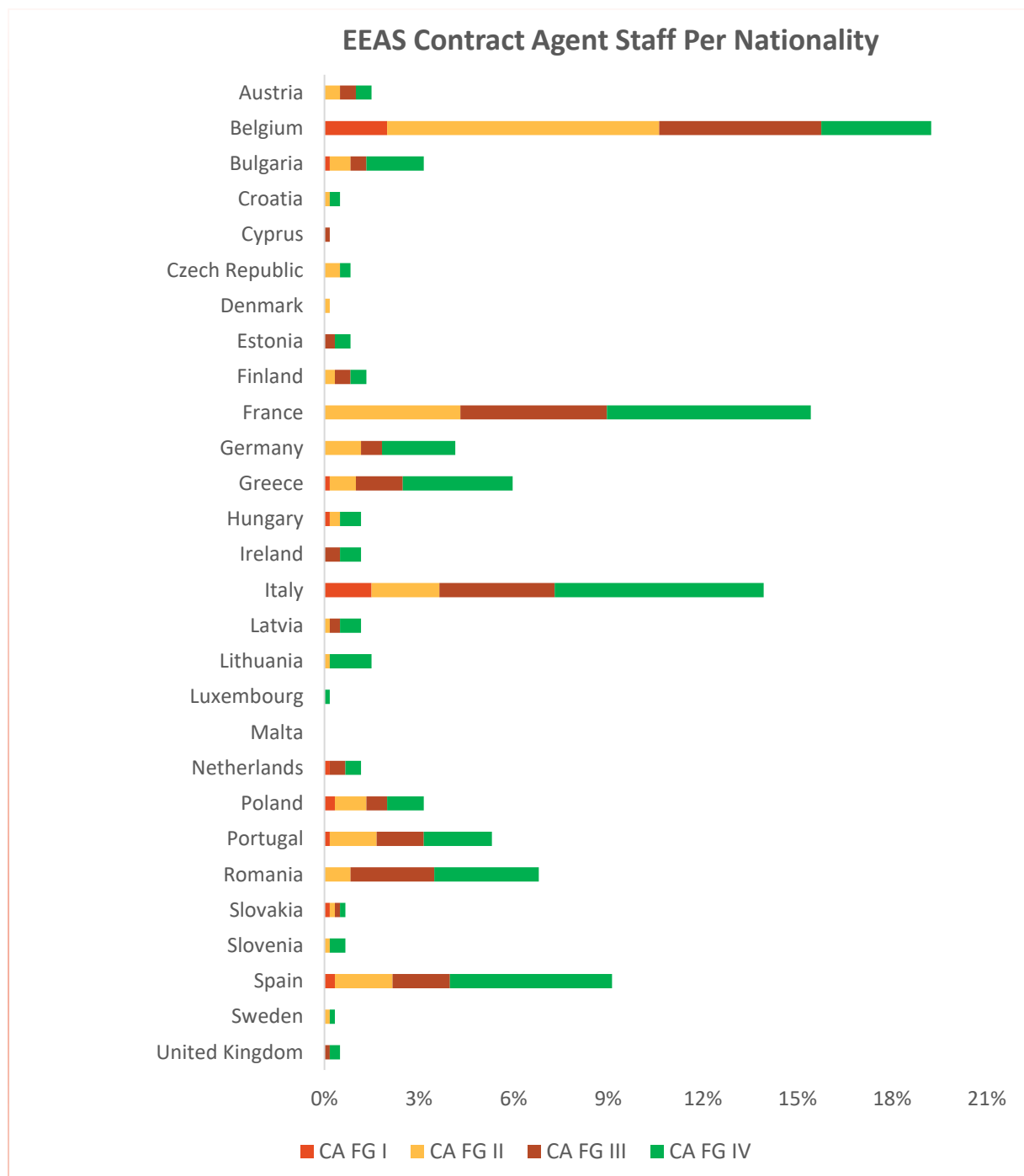
AST and AST/SC Categories

In 2023, all Member States were represented by at least one AST or AST/SC staff member in the EEAS, a major improvement towards a more balanced geographical representation in this specific category in comparison to previous years. Belgium remained the largest national group, with 24.2% of all AST and AST/SC staff members (same as in 2022).



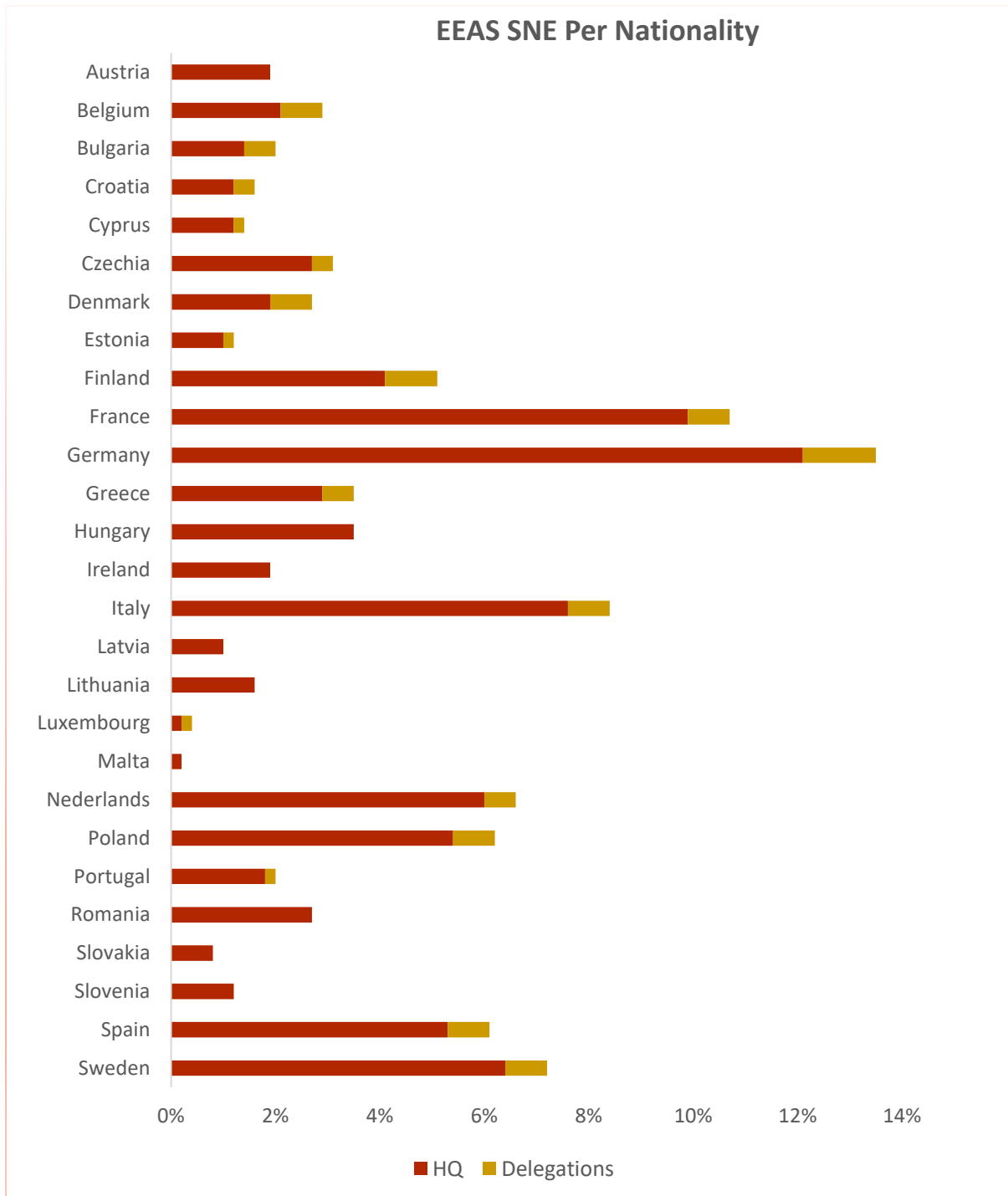
Contract Agents – Nationality

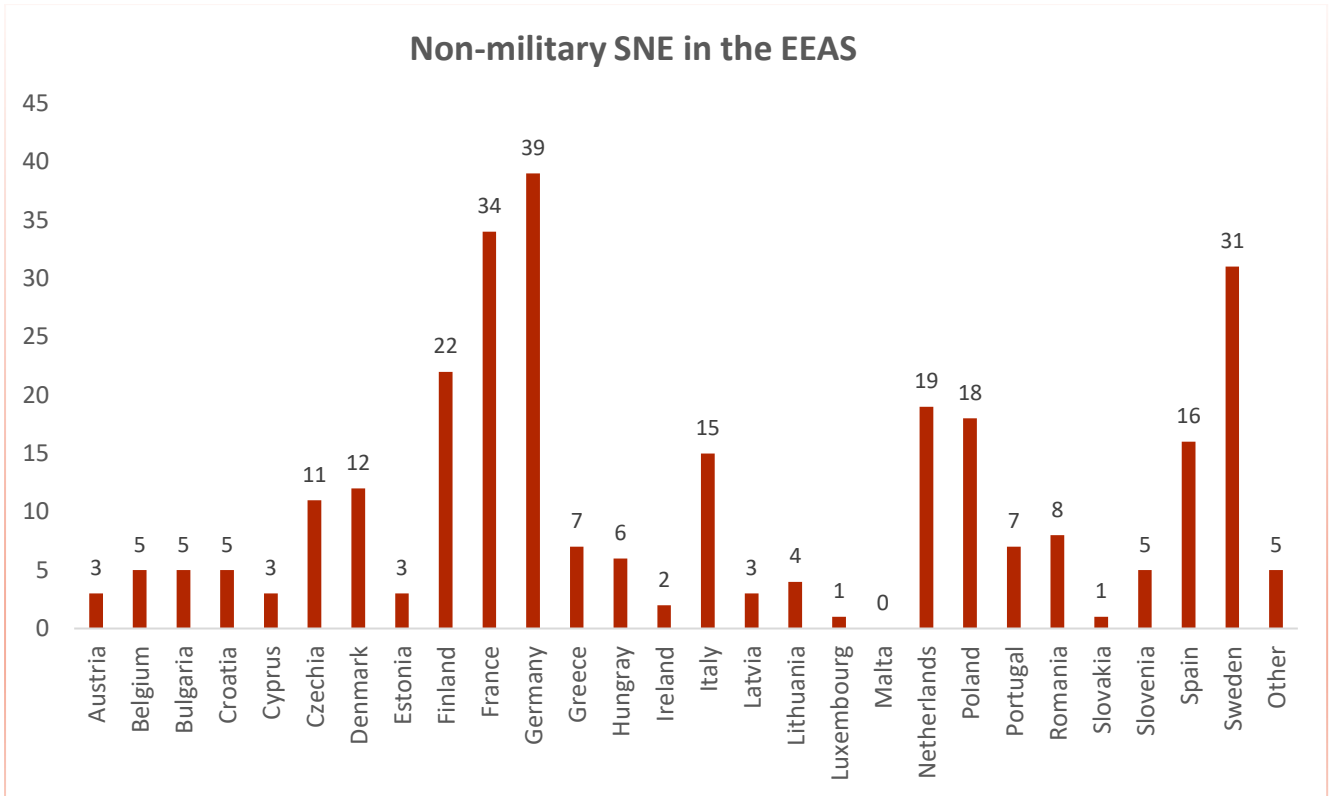
Contract Agents from all Member States were working in the EEAS at the end of 2023, with the exception of Malta (same as in 2022). 19.2% of Contract Agents were Belgian, followed by 15.4% of French and 13.9% of Italian nationals.



Seconded National Experts – Nationality

Seconded national experts (SNEs) remained one of the categories that included nationals from all Member States. In addition, one Swiss and four Norwegian experts were seconded to the EEAS at the end of the year (shown in the chart 'Non-military SNE in the EEAS' as *Other).

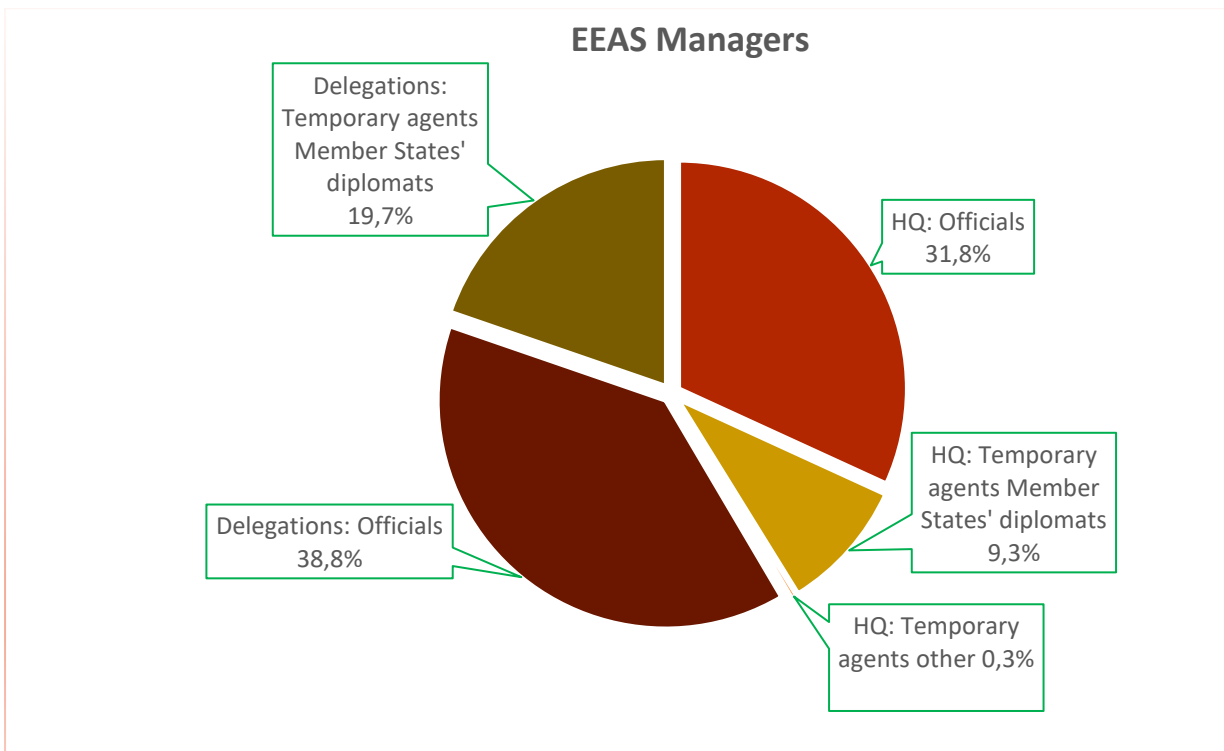




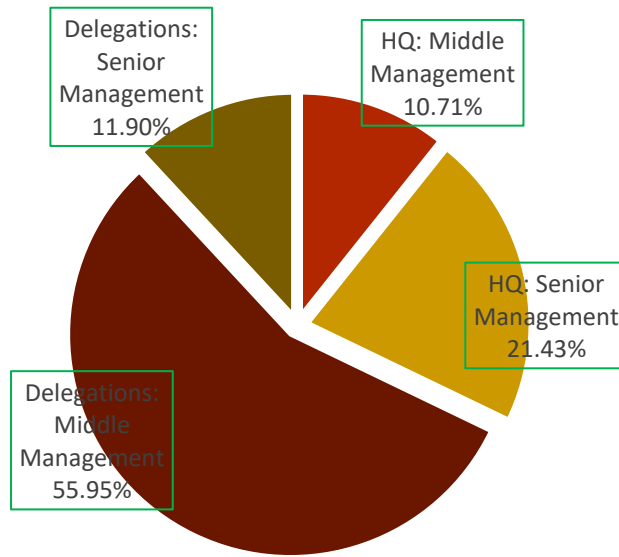
Out of 514 Seconded National Experts at the end of 2023, 290 (56%) were non-military.

4.5 MANAGEMENT STAFF

At the end of 2023, 289 staff members held management positions in the EEAS, out of which 29.2% were Member States' diplomats (a decrease from 32.9% in 2022). The majority of managers were assigned to EU Delegations, either as Heads of Delegation or Deputy Heads of Delegation.



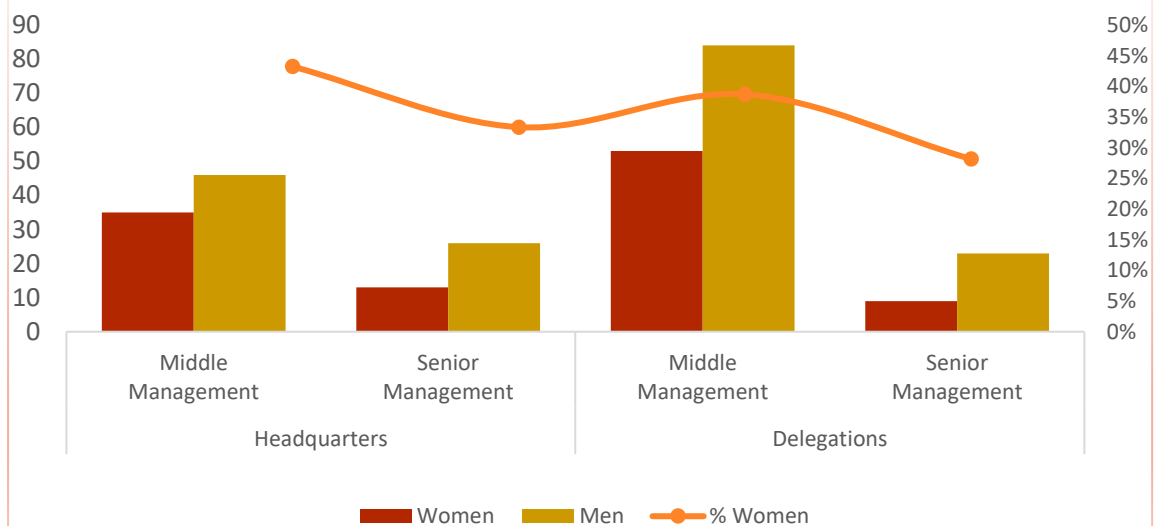
Member States' Diplomats - Management



Management Staff - Gender

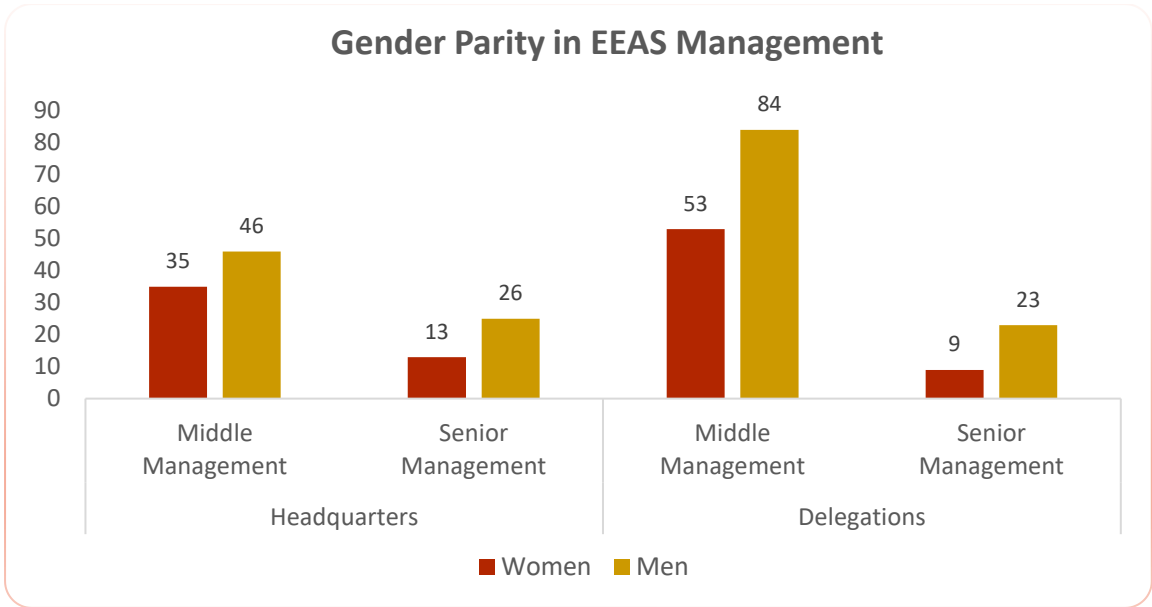
Throughout 2023, the EEAS continued efforts towards a balanced representation of men and women in management positions, undertaking targeted actions to promote and support women in management positions, whilst ensuring that recruitments are based on merit. Women represented 43.2% of Middle Management¹¹ in Headquarters (slight decrease from 44.4% in 2022), while their number in Senior Management¹² in Headquarters increased from 30.6% to 33.3%.

Gender Parity in EEAS Managers

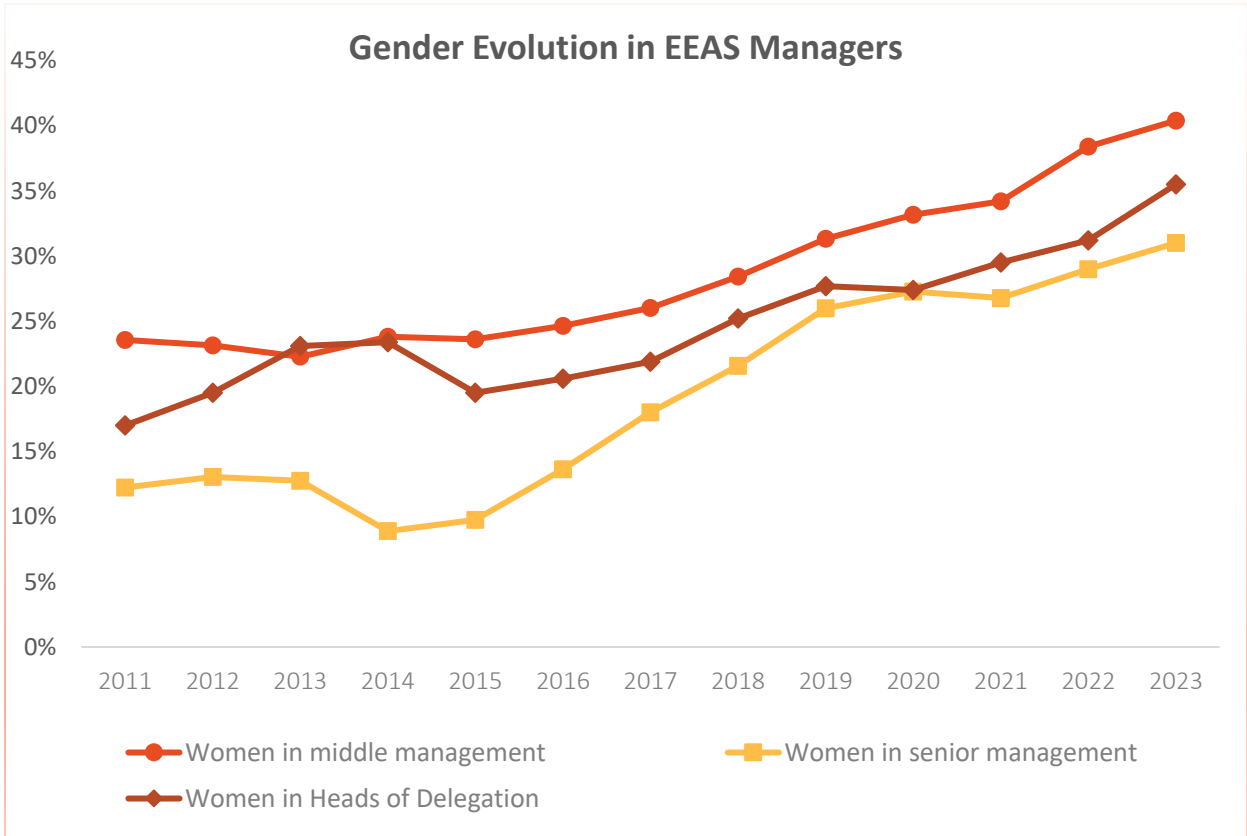


¹¹ EEAS Middle Management Definition: Deputy Head of Delegation, Head of Delegation, Head of Division, Head of Task Force.

¹²EEAS Senior Management Definition: Deputy Secretary-General, Director, Managing Director, Director-General, Head of Delegation, Hors Classe Adviser, Principal Adviser, Secretary-General.



As mentioned in the previous chapter, the share of women Heads of Delegation in 2023 increased from 30.9% in 2022 to 35.5%, while the total number of women in Middle Management in Delegations went up to 38.7%.

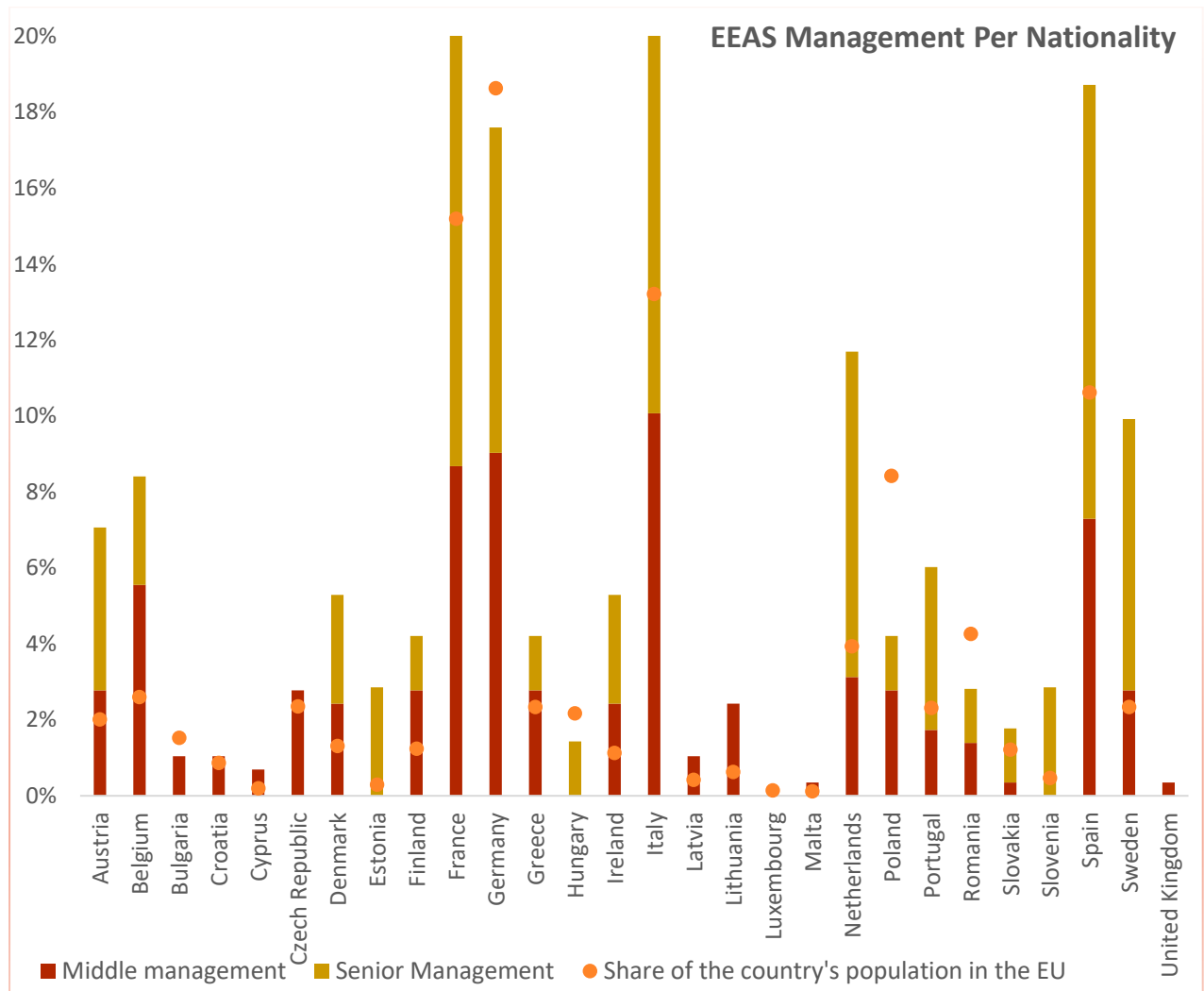


Management Staff - Nationality

The EEAS continues to work towards a balance nationality representation in management positions (both in HQ and Delegations), taking into consideration also the representation of each country in the

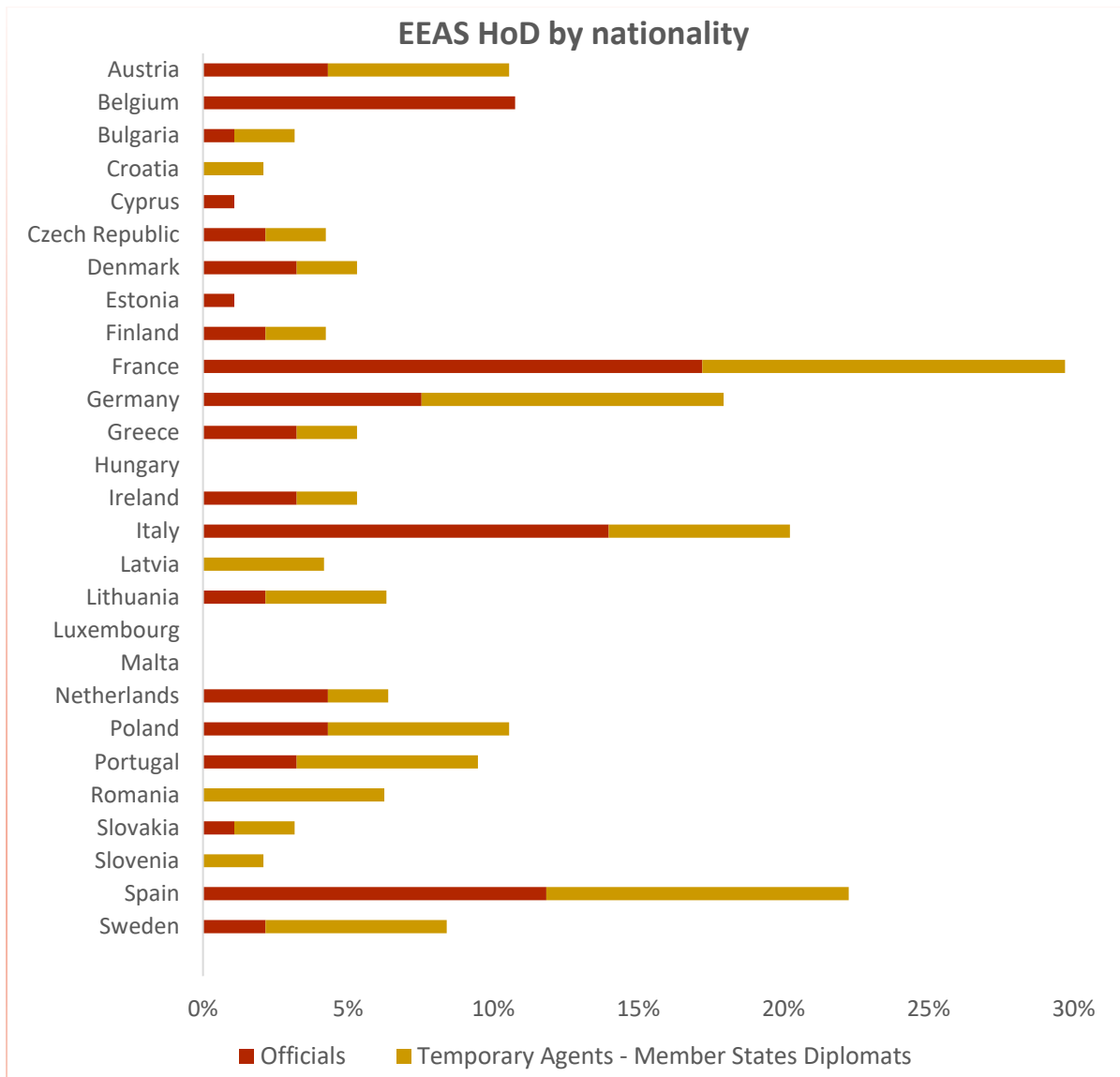
EU population. EU13 countries provided 18.3% of middle managers, compared to 17.9% in 2022, and 11.4% of senior management against 9.7% in 2022.

Luxembourg remained the only Member State that did not hold a management position at the end of 2023. In addition, one staff member from the United Kingdom held a management position in Headquarters (one less than 2022). 24.6% of management positions were at senior level and were occupied by nationals from 19 Member States. French, German, Italian and Spanish nationals occupied more than half (57.7%) of the management positions in the EEAS (49.7% in 2022).



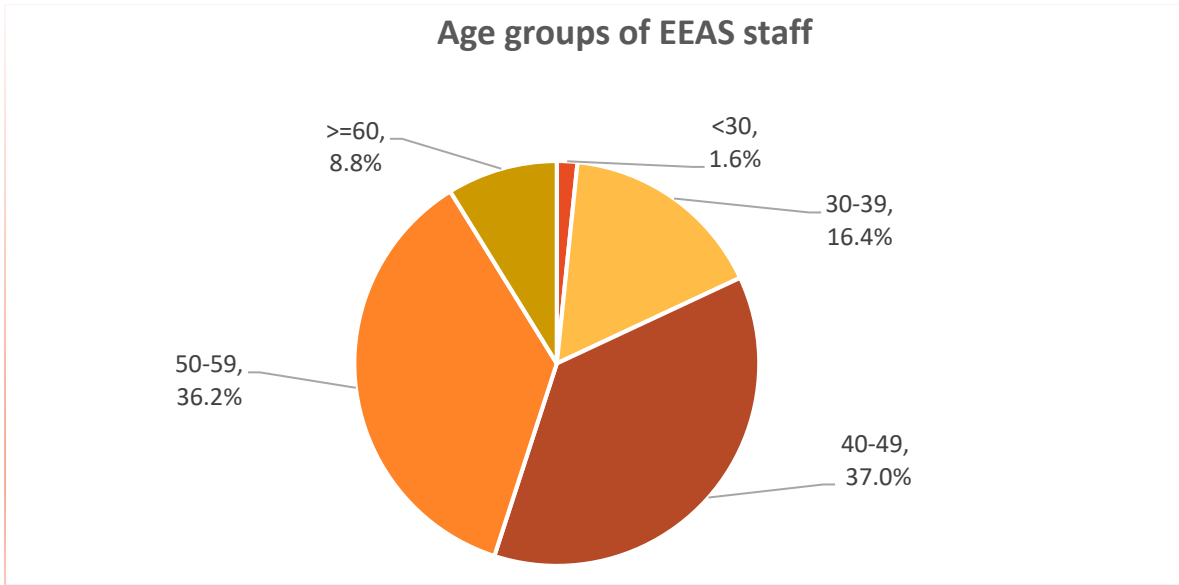
Heads of Delegation

Hungary, Luxembourg and Malta remained the only Member States without a Head of Delegation position at the end of 2023. EU13 Member States represented 19.1% of the Heads of Delegation (an increase from 17% at the end of 2022). France, Germany, Italy and Spain provided together 46.8% of Heads of Delegation.

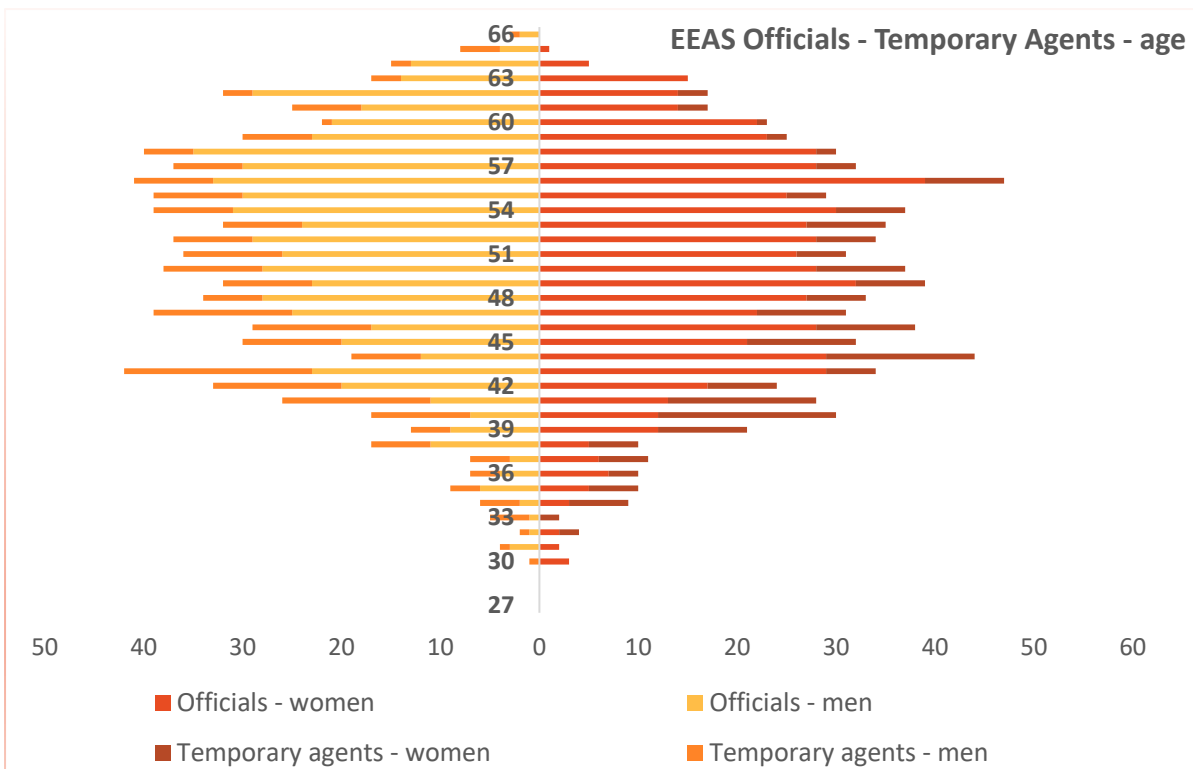


4.6 DISTRIBUTION OF STAFF BY AGE

The average age of EEAS staff at the end of 2023 was 47.9 years old. In EEAS Headquarters, 16.2% of staff were younger than 40 (17% in 2022) and 43.9% were 50 years of age or older (42% in 2022). In Delegations, the percentages were 19.4% (almost identical to 2022) and 45.8% (in comparison to 43% in 2022) respectively for the same age groups.

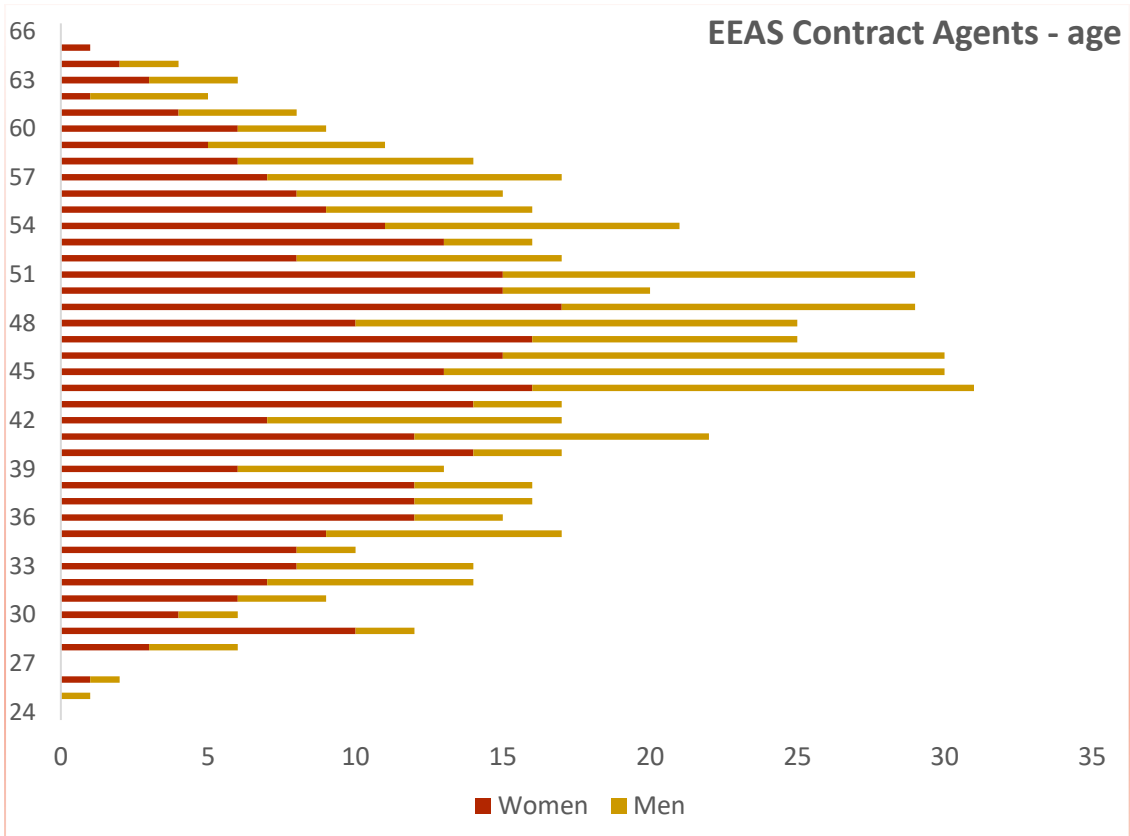


The average age of EEAS officials at the end of 2023, was 51.2 years old. Same as last year, 0.2% of officials were 30 years old or younger, while the majority of officials were still older than 50 years (55.3% in comparison to 59.5% in 2022). In the Temporary Agents' category, the average age at the end of 2023, stood at 46.8 years old (almost identical to 2022). There were no Temporary Agents under 30, while most Temporary Agents were younger than 50 (63.6% compared to 66.2% in 2022).



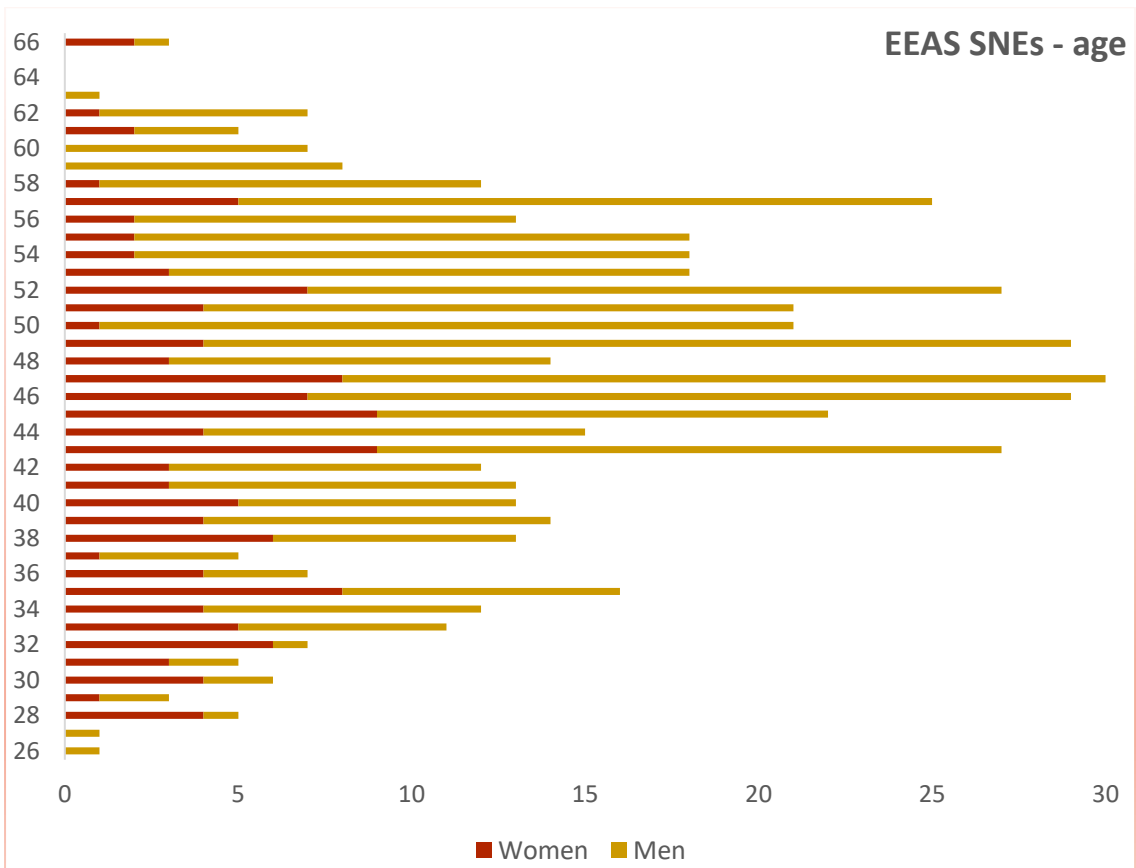
Contract Agents – Age

The average age of Contract Agents at the end of 2023 was 45 years old (46 years old in 2022), which made them the youngest category of staff.



Seconded National Experts - Age

The average age of seconded national experts at the end of 2023, was 46.8 years old (same as in 2022).



LIST OF EU DELEGATIONS AND OFFICES 2023

AFRICA	ASIAPAC	AMERICAS	GLOBAL
Angola	Afghanistan	Argentina	CoE (Strasbourg)
AU	ASEAN	Barbados	Holy See/UN (Rome)
Benin	Australia	Bolivia	OECD/UNESCO (Paris)
Botswana	Bangladesh	Brazil	UN Geneva (Geneva)
Burkina Faso	Burma/Myanmar	Canada	UN New York (New York)
Burundi	Cambodia	Chile	UN/IAEA/OSCE (Vienna)
Cabo Verde	China	Colombia	WTO (Geneva)
Cameroon	Fiji	Costa Rica	
Central African Republic	Hong Kong	Cuba	
Chad	India	Dominican Republic	
Congo	Indonesia	Ecuador	
Congo Democratic Rep	Japan	El Salvador	
Djibouti	Korea	Guatemala	
Eritrea	Laos	Guyana	
Eswatini	Malaysia	Haiti	
Ethiopia	Mongolia	Honduras	
Gabon	Nepal	Jamaica	
Gambia	New Zealand	Mexico	
Ghana	Pakistan	Nicaragua	
Guinea	Papua New Guinea	Panama	
Guinea-Bissau	Philippines	Paraguay	
Ivory Coast	Singapore	Peru	
Kenya	Sri Lanka	Trinidad & Tobago	
Lesotho	Taiwan	United States	
Liberia	Thailand	Uruguay	
Madagascar	Timor-Leste	Venezuela	
Malawi	Vietnam		
Mali	MENA	EURCA	
Mauritania	Algeria	Armenia	
Mauritius	Egypt	Azerbaijan	
Mozambique	Iraq	Belarus	
Namibia	Israel	Georgia	
Niger	Jordan	Kazakhstan	
Nigeria	Kuwait	Kyrgyzstan	
Rwanda	Lebanon	Moldova	
Senegal	Libya	Russia	
Sierra Leone	Morocco	Tajikistan	
Somalia	Qatar	Turkmenistan	
South Africa	Saudi Arabia	Ukraine	
South Sudan	Syria	Uzbekistan	
Sudan	Tunisia	EUROPE	
Tanzania	United Arab Emirates	Albania	
Togo	West Bank and Gaza Strip	Bosnia and Herzegovina	
Uganda	Yemen	Iceland	
Zambia		Kosovo	
Zimbabwe		Montenegro	
		North Macedonia	
		Norway	
		Serbia	
		Switzerland	
		Turkey	
		United Kingdom	

