



EEAS HUMAN RESOURCES REPORT 2015

EEAS.DG BA HR.1 - HR Policy and Coordination

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EEAS HUMAN RESOURCES REPORT 2015

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FOREWORD

In 2015, following the appointment of Ms Federica MOGHERINI as High Representative of the Union for Foreign Affairs and Security Policy / Vice-President of the Commission (November 2014), the European External Action Service (EEAS) went through a substantial reorganisation. A modified organisational chart was adopted in September with the aim of simplifying the structure and strengthening the functioning of the Service. "Our objective, our common goal, said Ms. Mogherini, is to ensure that we are well prepared to face our political challenges that the EEAS and the Commission services work closely together to increase our impact on the multiple fronts we are facing, be it global security, the economy, migration or human rights." Responsibilities and reporting lines were clarified, which resulted in a more rapid and efficient work organisation.

The impact of the EEAS' reorganisation on the HR management was a challenging issue, considering the strict budgetary context and the staff reductions imposed on the EEAS. 2015 was the third year of implementation of mandatory "staff cuts" decided by the budgetary authority, a reduction which will continue in the next two years (-1% of statutory staff per year during 5 years).

Another important reform was launched in 2015 in the provision of administrative support in EU delegations. The reform foresees the creation of five regional centers which will take over some of the tasks done at delegation level. The purpose of the reform is mainly to create efficiency gains by grouping similar activities in Regional Centers and providing specialised expertise while at the same time simplifying processes for the tasks remaining in the Delegations.

Simultaneously, as illustrated in this report, progress was made in crucial HR areas, such as careers policy, recruitment at different levels, security environment and working conditions in general. The main objectives of the EEAS Human Resources policies remain the support and the development of the EEAS management and staff to help them meet the evolving needs of the organisation and to ensure that the EEAS structure and network of Delegations have the human resources they need to carry out their tasks.

The HR policies also aim to have committed staff, satisfied with their job, professional development and work environment. The first EEAS staff opinion survey, conducted in 2015, reveals a good level of staff engagement and satisfaction!

EXECUTIVE SUMMARY

The EEAS celebrated its 5th anniversary in 2015 with a series of new initiatives on the HR side which deserves to be highlighted.

Whilst seeking an optimised structure for its headquarters through a profound restructuring exercise, the management of human resources remained a key issue. A significant number of staff had to be redeployed to account for new needs and changing political priorities. Moreover, in line with the obligation imposed by the budgetary authority upon all EU institutions to reduce 1% of their 'Establishment Plan' posts annually over a period of 5 years, the EEAS cut 8 AD and 9 AST posts in 2015.

At the end of 2015, the European External Action Service (EEAS) had in total 4,189 staff members (statutory staff and external staff): 1,928 worked in Brussels Headquarters and 2,261 in EU Delegations (in addition, there were 3,541 staff members of the European Commission working in Delegations).

On 31 December 2015, 47 % of EEAS staff was female (including Officials, Temporary Agents and Contract Agents). Overall, 638 of the 934 AD posts were held by men (68%, 1% decrease from 2014). Women remained strongly under-represented in senior management (4 posts occupied by women out of 48) and in middle management (51 posts out of 234).

The average age of EEAS staff, including FO, TA, CA and LA was 46.1 years old, same as in 2014 (in 2011 the average age of the same categories of staff was 44.5 years). The age group 60-69 years old counted for approximately 6.5% of EEAS staff. It includes a large proportion of officials who will terminate their service in the EEAS in the coming years, raising a particular challenge of staff turnover.

About one third of the AD EEAS staff (32.9 %) was composed of diplomats from Member States as required by the Council Decision establishing the organisation and the functioning of the EEAS.

In 2015, the Mobility exercise involved 133 staff members (including 32 managers). On the Rotation side, more than 4,000 applications were registered from more the 1,200 candidates, with a continuous increase of candidates from Member States applying for AD posts published externally.

As regards recruitments, the EEAS published the first ever specialised competition for Heads of Administration in EU Delegations. The tests took place in 2015. The list of successful candidates will be available in 2016.

General implementing provisions for the engagement and use of temporary staff in the EEAS (both Member States diplomats and other types of temporary staff) were adopted in 2015. The EEAS is now equipped with a complete legal framework, adapted to its specific needs, that brings transparency and predictability to temporary agents, to their line managers and Member States.

The EEAS and the Commission employ over 3000 local agents as "support staff" for all activities of the EU Delegations, from drivers to economic and political reporting. The different ongoing reorganisation programmes required the initiation of dismissal proceedings for 14 Commission and 25 EEAS local agents in order to create jobs in other Delegations and in the Regional Centre for Administrative Support Europe. A strong effort to redeploy staff and use natural departures limited the number of effective dismissals.

Training covering policies and specific competencies remained an important activity in the EEAS. Throughout 2015, 7,320 days of training were offered to EEAS staff in HQs and Delegations with 2,438 participants registered. 30 EEAS seminars were also opened to MS staff.

The EEAS is the first Institution that has developed a policy paper on career development for AD staff. It provides EEAS staff with orientations and guidance for professional choices at different stages of their career. The AD policy paper is centered on mobility and the creation of

polyvalent profiles supported by accompanying training. It suggests three different career paths: management, expert/specialist and generalist. As a first step in the implementation of the new expert career paths, Senior Management has identified 28 expert posts throughout the EEAS out of which 10 have already been filled in 2015.

In terms of working conditions, special attention was given to ethical integrity of all staff, to providing an adequately equipped working environment for the staff placed under the responsibility of the EEAS at HQ and in Delegations, to providing protection and security for staff and for visitors and to guaranteeing medical assistance for staff members and their dependant family members residing permanently with staff members in third countries.

A new Mediator was appointed from 1 January 2015. The Service was active in promoting respectful working relations and combatting harassment. A return to full staffing of the Service facilitated rapid and appropriate responses to all requests for assistance received, whether on issues of conflict and harassment or on rights and obligations.

The EEAS conducted its first staff opinion survey in January 2015 with the aim to give all staff the opportunity to express their opinion on the work environment and the functioning of the EEAS.

Overall, the survey projected a picture of: (i) a good level of staff engagement (average 70%) and of job satisfaction, (ii) good relations amongst colleagues and with management, (iii) of the positive perception of EU Delegations' role. It revealed that EEAS colleagues were proud to work for the EU. On the challenging

side, the survey highlighted lower scores regarding: (i) career development, including organisation of mobility, rotation and management of career paths, (ii) information sharing and communication, (iii) complexity of the EEAS structure, (iv) some aspects linked to line and senior management.

PART I. HR POLICIES

1. HR POLICY: MAIN TRENDS AND ACHIEVEMENTS IN 2015

1.1 EEAS Organisation and structure

At the end of 2015, the European External Action Service (EEAS) had in total 4,189 staff members (statutory staff and external staff): 1,928 working in Brussels Headquarters and 2,261 in EU Delegations (in addition, there were 3,541 staff members of the European Commission working in Delegations).

Among the EEAS staff, there were 934 AD officials (549 in Headquarters and 385 in Delegations) and 651 AST officials (460 in Headquarters and 191 in delegations). These included 145 SC posts, occupied by 125 ASTs and 20 SCs.

Apart from this statutory staff, the EEAS population included 434 seconded national experts (376 in Headquarters and 58 in Delegations), 357 contractual agents (168 in Headquarters and 189 in Delegations) and 1107 local agents in Delegations. The contractual agents are sub-divided into 4 different Function Groups, FG1 being the lowest and FG4 being equivalent to an AD post. The distribution on 31 December 2015 was: 31 FG1, 141 FG2, 91 FG3 and 94 FGIV.

On 31st December 2015 there were also 220 trainees at the EEAS, 38 Junior Professionals in Delegations, 353 service providers and 95 interim staff.

A major reorganisation of the EEAS structures in HQ was carried out following the adoption by the High Representative of

Decision ADMIN (2015) 25 of 24th July 2015. The new streamlined organisational structure entered into force on 16th September. The main changes which were introduced include:

- a) clearer and shorter reporting lines;
- b) establishment of a traditional pyramidal top management structure (Secretary-General and three Deputy Secretaries-General to replace the previous Corporate Board, and eliminating the function of Chief Operating Officer);
- c) creation of a new post of Deputy Secretary-General for Economic and Global Issues;
- d) CFSP departments and crisis response brought together under the authority of a Deputy Secretary-General, who will also co-operate closely with the EU Military Staff (the previous post of Managing Director for Crisis Response has been eliminated);
- e) Managing Directors responsible for the main geographical regions to be supported by Deputy Managing Directors, effectively cutting out one layer in the hierarchy. The same structure applies under the Managing Director for Human Rights, Global and Multilateral Issues;

- f) streamlining of administrative and support services into two directorates rather than previously three, under the authority of a Director General for Budget and Administration;
- g) creation of a new function of Gender adviser attached directly to the Secretary General.

The organigram, as of 31st December 2015, can be found in Annex II.

With regard to the EU's global presence, the EEAS maintained a network of 139 EU Delegations. A Decision was adopted to relocate the EU Delegation to Somalia from Nairobi to Mogadishu and the tendering for the construction of a compound in Mogadishu was completed. The construction will take place in 2016. The European Commission and the Council also gave the green light to the High Representative for a Decision to open a Delegation in Iran. It is expected that this Decision will be adopted in 2016 and that the preparations for the establishment in Tehran will advance rapidly. There were no other openings or closures, although a small office was set up, at least on a temporary basis, in Erbil (Iraq) operating under the authority of the EU Delegation in Baghdad.

Due to crises of political and security nature, evacuation measures continued to apply for 3 delegations (Syria, Libya and Yemen) and additional evacuation

measures had to be adopted for the EU Delegations in Burundi and in the Central African Republic.

The Delegation to Syria continued to operate from Brussels and from Beirut, with staff members visiting Damascus on a regular basis.

The political polarisation in Libya following the June 2014 legislative elections led to increasingly high levels of political violence that took on the characteristics of a civil war, leading to the relocation to Tunis and Brussels, in July 2014, of the staff of the Delegation (as well as of the EUBAM mission).

The Delegation to Yemen remained closed (since January 2014) with the Delegation expat staff operating from Brussels.

Following a deterioration of the security situation in Burundi, the EU Delegation in Bujumbura evacuated non-essential expat staff and their dependants in November 2015.

The EU Delegation to Central African Republic remained also partially evacuated due to security reasons since October 2015, and operated with a reduced number of staff.

1.2 Resource allocation

The EEAS celebrated its 5th anniversary in 2015. Whilst seeking an optimised structure for its headquarters through a profound restructuring exercise, the management of its scarce human resources in terms of post allocation remained a high priority in 2015. In this respect, a significant number of staff had to be redeployed to account for new needs and changing political priorities. Moreover, in line with the obligation imposed by the budgetary authority upon all EU institutions to reduce 1% of their 'Establishment Plan' posts annually over a period of 5 years, the EEAS cut 8 AD and 9 AST posts in 2015. All of these posts were cut in Headquarters, not in Delegations, in accordance with the general objective of the EEAS to strengthen its global presence. The cuts were achieved through re-adjustments of resources according to political priorities and were made possible by departures of officials (inter alia through retirements but also by officials leaving to other institutions).

2015 saw the start of the pilot project to regionalise Delegations' administrative functions in Europe and its neighbourhood. The aim is to centralise a number of these functions in headquarters and hence to diminish the workload of the administration sections in the concerned Delegations looking for economies of scale and an increased quality output. In order for the exercise to be (at least) cost-neutral, a number of posts were brought back to

headquarters; mainly local agent posts were transformed into contractual agent posts. Efforts were made to minimise the dismissal of local agents. Heads of Delegations were asked to make a maximum use of vacancies, internal transfers, retirement, and to engage in a social dialogue at the level of the Delegation. For the first 19 Delegations, these efforts were largely successful as 29 out of 41 posts will most probably be cut without dismissals.

The new posts were created within a special dedicated 'Regional Centre Europe', under the leadership of an AD official, assisted by 2 AST officials and 23 contract agents.

The Regional centre will progressively cover the administrative workload of 27 Delegations of the European neighbourhood. It is expected that the project will be up and running for all 27 Delegations in the second semester of 2016.

As far as local agents in Delegations are concerned, the different ongoing reorganisation programmes (Optimus, Regionalisation, etc) required the initiation of dismissal proceedings for 14 Commission and 25 EEAS local agents in order to create jobs in other Delegations and in the Regional Centre for Administrative Support Europe. A strong effort to redeploy staff and use natural departures might reduce the effective dismissals to 28.

1.3 Cooperation with the European Commission

Cooperation with the European Commission on human resource management issues is channelled through the EUDEL network. EUDEL is a steering committee that ensures cooperation and mutual consultation between the EEAS and relevant Commission Services for all issues regarding the management of Delegations, notably in relation to resource management. It is composed of representatives from the EEAS (chair), the Secretariat-General of the Commission, DG BUDG, DG HR and DG DEVCO (the latter as 'Centre de Gravité' representing

other DGs). Representatives from such other (mainly) RELEX DGs with staff in Delegations may be invited if concerned.

There were 7 meetings at Head of Division/head of Unit level in the course of 2015. Different issues affecting the functioning of Delegations were discussed, among others staffing, security, staff regulations, salaries and allowances.

Discussions were ongoing with DG HR to standardize and simplify EEAS' service level agreements (SLAs) with the Commission.

1.4 Cooperation with Member States

Relations with Member States were enhanced through regular meetings of the EEAS - Member States Human Resources Directors Network, a forum of exchange of information and experience and discussions on issues concerning management of Human Resources with particular focus on the population of Member States diplomats working in the EEAS as Temporary Agents. The meetings chaired by EEAS Director for Human Resources allowed EEAS to present, explain and discuss issues such as overall staffing situation and distribution of TA in HQ and Delegations, consultation process

and procedures concerning the renewal of TA contracts, modalities of recruitment and publication of posts, career development policies, TA reclassification, Seconded National Experts, but also provide information on the Diplomatic Exchange and Secondment Programme and Diplomatic Training Secondment Programme. The EEAS used the Network forum to inquire about Member States best practices concerning various HR aspects of management of their diplomatic representations, like employment of spouses or local staff.

2. SELECTION AND RECRUITMENT

2.1 Officials and Temporary Agents (Member State Diplomats)

Mobility, Rotation and publications of posts

Mobility of staff is a key element of a professional European Diplomatic Service, and is required by the EEAS Council Decision. The complementary exercises of Mobility (internal process for postings in HQ) and Rotation (both internal and external selection processes for postings in Delegations) are essential. They allow career management and career development, encourage colleagues to serve in Delegations and to return to HQ after their posting period, and offer opportunities for the targeting of Member State diplomats' skills and competences.

In 2015, the Mobility exercise involved 133 colleagues (including 32 managers). The vast majority of them (72 %) received a proposal amongst their choices. On the Rotation side, BA.HR.2 registered more than 4,000 applications from more than 1,200 candidates. Compared to last year, the number of applicants per post was

stable, with a continuous increase of candidates from the MS applying to the AD posts published externally.

Aside from these annual mobility processes, 143 posts were advertised individually, generating almost 2,400 applications from more than 1,200 different candidates.

Globally, the ratio of female applicants is still increased (39% on all posts) but remained very low on the publication of management positions (only 16%).

On the origin of the applicants (on AD positions), 33% were from EEAS (including existing Temporary Agents from MS), 26% were diplomats from MS, 25% from the European Commission, 5% from laureates lists, 5% from European Parliament leaving only 6% to the other EU Institutions.

External competition for Heads of Administration: a first in EEAS's history!

In 2015 the EEAS, with the support of EPSO, published the first ever specialised competition for Heads of Administration in EU Delegations.

Head of Administration is a challenging job, assisting Heads of EU Delegations in fulfilling their mandate in the day to day running of the Delegation. They have to find locally applicable solutions in accordance with existing EU rules and regulations. This includes the proper management of the administrative budget, human resources, logistics, safety and security of the Delegation.

Finding suitable internal candidates willing to work in difficult third countries had become a tall order, resulting in this external call for experienced specialists in the administrative field willing to take up the challenge. All of the tests took place in 2015 and the list of the 30 successful candidates was expected mid-February 2016.

Temporary Agents (Diplomats from the Member States)

Our aim is to create a genuine European diplomatic culture, in which individuals with skills and experience can circulate between the diplomatic services of the Member States and the EEAS. In 2015, one third of the AD population was composed of diplomats from the Member States as required by the Council Decision establishing the EEAS. In principle, the period of service at the EEAS is four years. Renewal of contracts is not automatic and is always linked to the mobility exercise and subject to the successful three-way consultation between the temporary agents (TA), the EEAS and the relevant Ministry of Foreign Affairs. In the case of management positions, the renewal is linked to the success of the candidate in a new selection procedure (publications or mobility exercises).

In 2015, the contracts of 72 TAs on non-management positions came to an end. Following the three-way consultation (and some resignations), 37 TA have returned back to their ministries (51% returns) and the remaining were offered a guarantee of a second contract within EEAS.

At management level, out of 32 TA with contracts ending in 2015, 14 of them have returned to their ministries (48%). This rate of return was agreed between the EEAS and the Members States (one third to one half) in order to enable the EEAS to publish a significant number of external vacancy notices and to give the opportunity to other Member States candidates to serve at the EEAS.

A complete legal framework for temporary staff in the EEAS

This year was marked by the adoption of the general implementing provisions for the engagement and use of temporary staff in the EEAS¹. These provisions cover the engagement and use of all temporary staff in the EEAS – whether Member State diplomats or other types of temporary staff.

Since the creation of the EEAS, rules were inherited from the Commission as a framework, but these did not cater for the situation of Member State diplomats, which is unique to the EEAS. After a few years of phasing-in and adapting the HR management to address the specific challenges of such a population (eligibility, grading, renewal, etc.), the EEAS is now equipped with a complete legal framework, complemented by guiding principles, that brings more transparency and predictability to the temporary agents, to their line managers and their Member States.

¹ Decision of the High Representative of the Union for Foreign Affairs and Security Policy adopting general provisions implementing Article 12(5) of the Conditions of Employment of Other Servants of the European Union on the engagement and use of temporary agents ADMIN(2015)20

2.2 Contract Agents

Contract agents constitute around 8% of total EEAS staff. In November 2015 there were 347 contract agents in the EEAS (165 at HQ and 182 in Delegations). Most of the EEAS contract agents are FG II (142), 91 are on FG IV posts, 83 on FG III and 31 on FG I.

The 2015 voluntary mobility exercise for EEAS contract agents in Delegations was launched in November 2014. 9 colleagues in Delegations participated in this second exercise and were assigned to new posts, according to their priorities and choices. 2 colleagues from Headquarters who applied for posts not filled in the first phase of the exercise were transferred to Delegations.

The mobility responds to a demand by contract staff for a transparent and predictable scheme for transfers between Delegations. This policy also contributes to professional development of contract agents in different postings (including some short term postings at Headquarters), allows to enhance skills and to acquire expertise in new fields and regions.

The mobility also opens opportunities for colleagues at HQ who have limited duration contracts to continue their careers in Delegations.

The 2016 exercise was launched in October 2015 with the objective to finalise the procedure in February 2016 and organise transfers in the second half of 2016. Participation in the exercise remains

voluntary and the scheme is also open to contract agents at HQ whose contracts will end in 2016, before the launching of next mobility. These colleagues could request to be included in the final mobility list in order to move to a Delegation and continue working for the EEAS.

In order to respond to demands from HQ' services and contribute to business continuity the HR Directorate managed a team of contract agents "floaters" who were assigned for short-term replacements to different services.

On the EEAS request EPSO organized in 2015 a CAST for Regional Security Officers and Regional Security Advisers. Lists of eligible candidates were published in the second half of the year thus allowing for recruitment in EU Delegations of new colleagues with suitable security profiles and relevant experience.

HR Directorate also worked closely with EPSO and other institutions in the preparation of a new CAST PERMANENT for generalist profiles to be launched in 2016. Under the new system, EU institutions will be able to select from a database, candidates with suitable profiles who will be invited to participate in selection tests. This will simplify and speed up the process of selection and allow the EEAS to recruit candidates who best fit the needs of the service.

The EEAS was also involved in the formal consultation on the revised General Implementing Provisions (GIPs) regarding contract agents, drafted by the Commission, that will enter into force in 2016. The EEAS will adopt its own formal decision concerning contract agents, in order to align itself with the Commission provisions.

In the framework of the regionalization of administrative tasks new posts of contract agents were created in the Regional Centre Europe. Following the open call for manifestation of interest, HR Directorate coordinated the selection and recruitment process. Colleagues working in the

Regional Centre Europe will have later the possibility to move to Delegations on administrative assistant/HoA posts. Contract agents on administrative posts in Delegations will also have the possibility to be transferred to HQ within the mobility. This will facilitate the exchange of experience and know-how between HQ and Delegations.

In order to reflect all policy developments HR Directorate drafted and launched consultations on a policy paper on contract agents' professional development.

Facts/figures

Newly recruited contract agents:

| | 2014 | <u>Nov 2015</u> |
|-----------------------------|------|-----------------|
| Contract agents HQ | 41 | 44 |
| Contract agents Delegations | 15 | 22 |

Movements of contract agents transferred between Delegations:

| | 2014 | Nov. 2015 |
|--|------|-----------|
| Contract agents transferred to another Delegation/HQ | 41 | 22 |

2.3 Local Agents

The EEAS and the Commission employ over 3000 local agents as "support staff" for all activities of the EU Delegations, from drivers to economic and political reporting.

Local agents' conditions of employment are defined by local law and by EU Framework Rules which set minimum standards for all the Delegations. In 2015 EEAS HR brainstormed ideas to modernise and improve the Framework Rules while in the meantime improving the conditions of employment within the current rules.

EEAS HR defines the human resources policy and advises the Delegations on legal, financial and social dialogue issues regarding local agents. Their management is decentralised to the Delegations with Headquarters providing them with daily support on recruitments, contracts, salaries, dismissals and supplementary pension and health insurances. The local agents' chapters of the Delegation Guide (the main tool providing instructions to the Delegations) were fully redrafted in 2015 to make them clearer and reflect updated policies.

The different ongoing reorganisation programmes required the initiation of dismissal proceedings for 14 Commission and 25 EEAS local agents in order to create jobs in other Delegations and in the Regional Centre for Administrative Support Europe. A strong effort to redeploy staff and use natural departures reduced the effective dismissals to 28.

HR developed a new tool to follow up the budget execution for the EEAS local agents.

Thanks to a revamped IT tool and a more proactive management Delegations fully used their promotion rights and 335 local agents were promoted.

The Commission and the High Representative adopted in May 2015 a Joint Decision on the administrative and financial management of the Complementary Sickness Insurance Scheme for Local Agents Fund (21.7 million € at the end of 2015) and the Provident Fund (63.7 million € at the end of 2015). An implementing SLA defining the asset management guidelines should be adopted early in 2016.

The Provident Fund paid 3.1 million € to the departing local agents.

The Complementary Sickness Insurance Scheme for Local Agents reimbursed 1.3 million € to the local agents. The cover was improved by the implementation of the package adopted in November 2014. A new IT tool is being developed to allow a faster and more precise management of the affiliations and reimbursements.

The new Salary Method adopted in June 2014 was fully implemented after 6 months transition. Salary grids for 103 of the 138 places of employment were adopted.

2.4 Other categories of staff

SECONDED NATIONAL EXPERTS

The total number of SNEs at the EEAS has increased by 40% from January 2011 to December 2015.

At the end of 2015, there were in total 434 SNEs in the EEAS. 376 were based in Brussels and 58 in Delegations. 45% of the SNEs were seconded under cost-free scheme (entirely paid by their sending Member State (except for mission expenses) - 40% at HQ and 79% in Delegations. The majority of SNEs at HQ worked in the crisis management structures.

Recommendations of the internal audit done in 2014 on the management of SNEs, mainly focusing on mitigation of conflict of interest and monitoring of the performance, were followed in 2015 with specific actions. Concerning ethics, HR Directorate stressed in its contacts with relevant interlocutors, that SNEs, JPDs and trainees have the same rights and obligations as officials. The EEAS also encouraged regular feed-back and informal dialogues between line managers and SNEs. In the context of extension procedure, HR Directorate requested services to provide information on tasks accomplished by SNEs during their

secondment and to indicate objectives and tasks foreseen for the extension period.

The HR department continued to carry out full task of management of SNEs from the publication of vacancies through the Permanent Representations, the organization of panels of selection, the exchange of letters with Member States, establishment of their financial and non-financial rights, payment of the allowances. These activities required a complete human resources' corporate process for this category of staff.

There was a growing demand for SNEs from different services within the EEAS (both at Headquarters and Delegations). SNEs are a very important resource, but at the same time, the use of SNEs poses certain challenges. It will be important for the HR Department to continuously monitor the use of SNE staff and to develop and strengthen a coherent human resources' policy related to SNEs. Partnership with Member States is very important in this area.

JUNIOR PROFESSIONALS IN DELEGATIONS

The aim of the programme is to enable junior professionals from Member States to gain experience in the work of Delegations during the 18 months assignment.

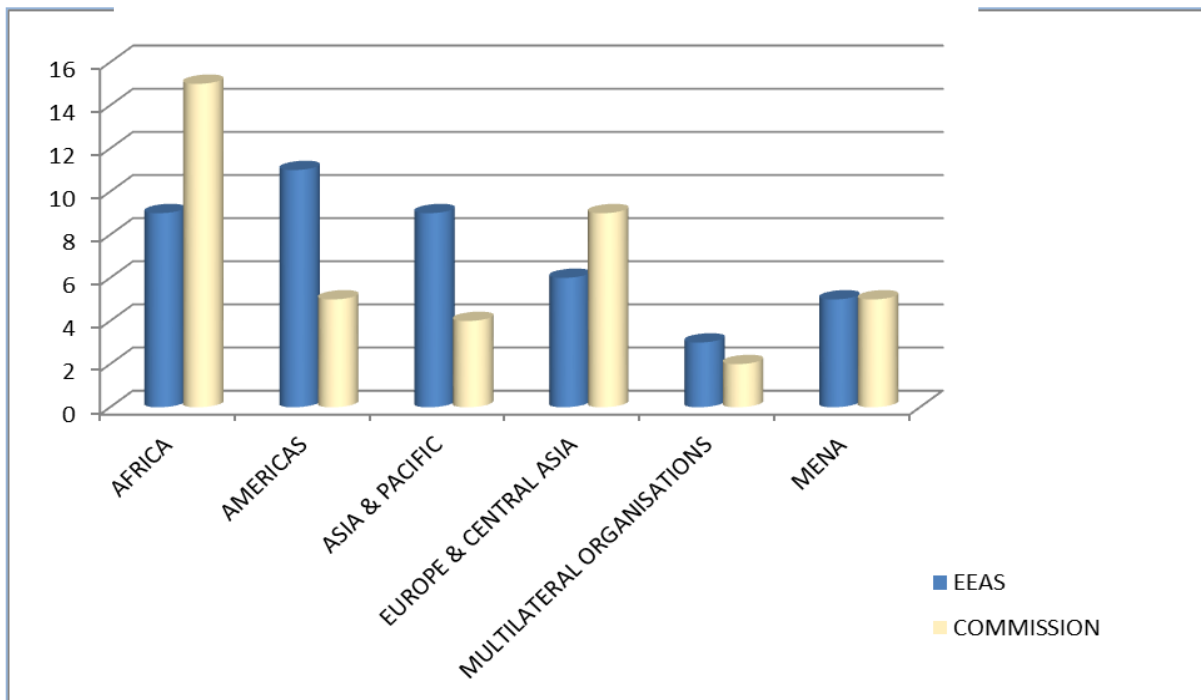
In 2015, there were 83 JPDs in 72 Delegations: 43 JPD working in the EEAS sections and 40 in the European Commission sections. Some of these positions (8) were funded bilaterally by Member States.



JPD in Chile with the EU Ambassador to this country

55% of JPDs were female and 45% were male.

JPDs in 2015: GEOGRAPHICAL DISTRIBUTION





JPD in Vietnam with colleagues from the EU Delegation

In 2015 the HR Directorate launched an evaluation of the programme. In this context JPDs were invited to provide feedback on living conditions and security aspects as well as on their daily work and tasks in respective delegations. This evaluation was taken into account when deciding on the list of delegations where JPDs will be assigned for the 2016-2017 round.

The selection process for the 2016-2017 round was launched in May and 39 highly motivated and qualified JPDs were selected for the EEAS (33 financed by the EEAS and 6 by Member States). Moreover, 28 JPD posts will be financed by the Commission and 7 by Member States.

creating a Facebook platform to facilitate the exchange of information between the EEAS HQ and JPDs. A webpage dedicated to JPDs was also created where young professionals can share their experience http://eeas.europa.eu/jobs/index_en.htm. Stories of JPDs were also posted on EEAS official Facebook page and on Instagram.

In addition, the EEAS has further developed communication with JPDs by



JPDs running and hosting at the Beirut Marathon.

BLUE BOOK TRAINEES

In cooperation with the Traineeship Office of the European Commission, that provides administrative assistance (under the Service Level Agreement), the HR Department recruits each year remunerated Blue Book trainees: 30 trainees for each 5

month session starting in March and October. In 2015, 60 trainees were assigned to the EEAS (56 to HQ and 4 to EU Delegations: Peru, Botswana, Sri Lanka and New Zealand).



EEAS Blue Book Trainees – session October 2015

NON-REMUNERATED TRAINEES IN DELEGATIONS

EU Delegations have a tradition of offering opportunities for non-remunerated traineeships to young people. The recruitment process is managed at the Delegations' level, but the EEAS HQ has to validate all the requests in order to control the quality of traineeships. In 2015, the number of unpaid trainees in Delegations increased to a total of 695 at the beginning of November for an average duration of 4.5 months. This shows that

EU Delegations attract young professionals who are eager to gain a work experience before entering the job market.

By applying EEAS guidelines on the organisation of unpaid traineeships in Delegations published in 2014, the EU Delegations continued offering a fair, transparent and valuable traineeship scheme. A new webpage providing general information on internships in Delegations was also created.

NATIONAL EXPERTS IN PROFESSIONAL TRAINING

The HR Directorate manages also, in cooperation with the HR Directorate of the European Commission, the recruitment of National Experts in Professional Training (NEPT). These trainees come from public administrations of the EU Member States. The purpose of this professional training is to give NEPTs an insight into the EEAS, and Commission's working methods and policies. In 2015 there were 14 trainees assigned to different EEAS HQ' services.

In addition to paid and non-remunerated traineeships for young people and officials, the EEAS also developed, in cooperation with EU Member States, EU institutions and third countries and international organisations different secondment and exchange programmes.

DIPLOMATIC TRAINING SECONDMENT PROGRAMME

A new Diplomatic Training Secondment Programme was launched in January 2015. It is addressed to diplomats from the Ministries of Foreign Affairs with, in principle, up to three years of professional experience in foreign services. This secondment programme provided an opportunity to six junior diplomats (2 from UK and Germany and 1 from Finland and

Hungary) to become more familiar with EU foreign policy and to get a better understanding of the working methods and decision making process in the EEAS. Participants were seconded for periods varying from three weeks to six months under the conditions applying for cost-free SNEs.

SHORT TERM SECONDMENT PROGRAMME WITH EP

The short-term assignment programme between the European Parliament and the EEAS, initiated successfully in 2014, was relaunched in 2015. 10 colleagues from the EP participated in the programme and were assigned to different geographical and horizontal divisions at the EEAS HQ as well as to EU Delegations. Three colleagues had combined missions involving assignment to EU Delegations (Geneva, Kiev, Moscow) and

corresponding geographical and thematic divisions at HQ. Two EEAS colleagues were seconded to the EP within the scheme. The programme gave an opportunity for colleagues from both institutions to get an insight into the priorities and working methods and to develop closer professional links, thus enhancing ties between both institutions.

EXCHANGE PROGRAMMES WITH THIRD COUNTRIES AND INTERNATIONAL ORGANISATIONS

The EEAS continued organizing short term internships and exchanges of diplomats and officials in the framework of bilateral agreements between the EEAS and third countries, international organizations or Public Administration schools.

The EEAS has concluded several Administrative Arrangements with a view to improving mutual knowledge and sharing expertise in sectors of common interest. So far, the EEAS has signed such arrangements with the following countries/organisations: Switzerland, USA, Australia, New Zealand, League of Arab States, Cooperation Council for the Arab States in the Gulf, African Union Commission and the European Union Institute for Security Studies.

During 2015, the EEAS received a first diplomat from the Australian Department of Foreign Affairs and Trade and from the League of Arab States. In addition, the EEAS hosted diplomats and officials from the Gulf Cooperation Council, the ENA (*Ecole Nationale d'Administration*), KSAP (*National Public Administration School from Poland*), and the EUISS (*European*

Union Institute for Security Studies). The EEAS is exploring the possibility to sign similar arrangements with other international organizations.

The EEAS established internal security rules for diplomats and trainees coming from non-EU countries as well as hosting services.

3. LEARNING AND DEVELOPMENT

Lifelong learning is a shared responsibility of the individual and the service, aiming at developing staff's talents, competencies

and skills to match service needs to a maximum degree.

A new EEAS Learning and Development (LEAD) framework

In autumn 2015 the EEAS has started to work on its new Learning and Development (LEAD) framework to revise and replace the 2011 Strategic Training Framework. The courses organised by the EEAS over the last years have been highly rated by participants with a general average of 4.1 out of 5 since 2011. This figure is encouraging and provides a clear indication that participants appreciate the course offer. But the EEAS should not stop here: We want to improve not only the way we provide trainings but also the way we analyse learning needs and the impact of training on the job performance and career development. With this goal in mind, the EEAS has launched its first learning and development survey late 2015 asking staff and managers both in Headquarters and Delegations about their learning needs, their preferred learning methods and tools as well as about suggestions for further improvement. The responses of colleagues are currently being analysed and the main conclusions will feed into the new LEAD framework expected to be finalised beginning 2016.

Facts and Figures

- In 2015, 124 general and specialized trainings covering policies and specific competencies were offered to EEAS staff in HQs and Delegations, in addition to a wide range of other activities (conferences, seminars, policy debates, team-buildings, coaching, external training etc.). Specific seminars were offered to Member State diplomats with 85 participants registered.
- Throughout 2015, 7.320 days of training have been offered to EEAS staff in HQs and Delegations with 2438 participants registered. 30 EEAS seminars were opened to MS in 2015.

The reduction of the training offer compared to 2014 (-22%) was mainly due to budgetary constraints and to a more selective approach in setting training priorities.

- A training offer has been designed for the specific needs of the EEAS managers. This offer is complementary to the Commission's offer and has three main components: i) conferences with high level speakers on certain management topics, specifically addressing senior management ii) offer of training modules building on the new EEAS competency framework for managers (middle managers), and iii) individual.

- The EEAS is in charge of the overall coordination of the European Diplomatic Programme (4 module programme with 63 participants).
- In addition to the inter-institutional language courses (all EU languages and Arabic, Chinese and Russian), the EEAS organized 28 discussion tables in EEAS target languages (ES, RU, CHN, AR), to improve oral expression in view of future posting in delegations. The participants had the opportunity to familiarize themselves with the cultural aspects of the countries through the language workshops.
- For Delegation staff, pre-posting seminars and annual seminars were offered along with 30 ABAC courses, management team coaching and relevant security training necessary for the management of a Delegation. The annual seminars were combined with specific workshops focussing on interpersonal skills, leadership, sound financial management and political reporting.
- 13 Delegations and 9 Headquarters Services profited from professional teambuilding activities throughout 2015. Delegations were given the option to choose local contractors for their team buildings. Offering this possibility, the cost of team-building decreases and more delegations can benefit from such activities.

New formats of learning

The EEAS training resource centre and blended learning

The fact that EEAS staff is spread all over the world warrants creative approaches to providing learning and development formats – notably those that do not make it necessary for participants to travel around the globe. The EEAS has started developing new formats of learning, e.g. with three ABAC e-learning modules which will be blended with a reduced number of on-site classroom training; e-learning modules on security and web streaming of training sessions on performance management to ensure that colleagues can watch them at any time anywhere. These efforts will be continued and stepped up in 2016. The Training Resource Centre has been further developed to become a repository of training material such as bite-size videos on 70 different social and management skills or access to training resources in Member States Diplomatic Academies.



- 7 Member States (MS) offered training activities to EEAS staff. A similar number of trainings were offered by other partners such as the European Security and Defence College or the European University Institute.
- The learning partnership with MS has been enhanced with the use of new technologies such as a web conference system and a virtual platform to exchange information. The EEAS is the focal point for the mutual opening of places in training activities between MS.

A snapshot on management training

"And what has Shakespeare to do with all of this?"

In its effort to boost support for managers, the EEAS organised in 2015 a series of modules for middle managers. The topics were based on the Competency Framework for Managers and covered dimensions such as 'Managing and Orchestrating Teamwork', 'Conflict Management' or 'Gauging and Adapting my Leadership Style'. For senior managers a new and creative format was offered using Shakespeare Dramas to shed light on leadership challenges of managers: With 'The Tempest' and 'Henry V' EEAS senior manager discussed inspirational leadership and what it takes to ignite transformation and change.

4. CAREER DEVELOPMENT

4.1. Careers Policy

The EEAS is the first Institution that has developed a policy paper on career development for AD staff, after discussions with all stakeholders, including the staff representatives. It provides EEAS staff with orientations and guidance for professional choices at different stages of their career. The AD policy paper is centered on mobility and the creation of polyvalent profiles supported by accompanying training. It suggests three different career paths: management,

expert/specialist and generalist. Consultations with staff representatives, the AST network and other relevant stakeholders have started on a career path paper for AST staff.

As a first step in the implementation of the new expert career paths, senior management identified 28 expert posts throughout the EEAS out of which 10 were filled in 2015.

4.2. Promotions

Promotion/reclassification is part of the EEAS forward-looking performance management policy and is meant to contribute to attractiveness of the Service as a place to work. New rules were adopted in 2015 for the annual promotion/reclassification exercises for officials, temporary agents and contract staff. These reinforced the comparison of merits of all eligible staff across the EEAS and streamlined EEAS rules with Commission rules, taking into account the lessons-learned from previous exercises.

Board meeting, two preparatory working groups (Administration and Staff Representatives) screen the proposals from the different MDs and compare the merits of the proposed colleagues to other eligible officials. Their findings are made available to the Promotion Board and can lead to changes to the list of original proposals made by Managing Directors. (iii)The Staff Representatives' position is strengthened in the overall procedure by their involvement in the working group mentioned above. (iv)SYSPER is now used as the electronic tool to manage the promotion exercise.

The most important new features of the procedure: (i) The comparison of merits is reinforced by the inclusion of a new step in the workflow. (ii)Before the Promotion

| 2015 figures | | |
|-----------------------|---|--|
| Staff category | Eligible for promotion/reclassification | Proposed for promotion/reclassification by Promotion Board |
| AD officials | 240 | 111 |
| AST officials | 378 | 166 |
| AD temporary agents | 173 | 44 |
| AST temporary agents | 28 | 16 |
| Contract Agents FGI | 26 | 4 |
| Contract Agents FGII | 71 | 12 |
| Contract Agents FGIII | 33 | 6 |
| Contract Agents FGIV | 35 | 6 |

As regards temporary agents, for the first time, other categories of temporary agents than temporary agents coming from the diplomatic services of Member States can now be reclassified. This opens up career prospects for them and is an important motivating signal for these TA colleagues, many of whom have been working in AST positions in the EEAS for a considerable timespan.

Due to a high number of departures of eligible temporary agents in 2015 (end of contracts) and the fact that newly arrived temporary agents are not yet eligible, the group of the remaining eligible temporary agents is rather small compared to the calculated quotas and has an overall low seniority.

As a consequence, the AD temporary colleagues proposed by MDs had in general a low seniority; contrary to the temporary AST population with a high average seniority.² In order to remedy the situation the AIPN proposed a reallocation of possibilities to lower grades, to increase the possibilities for AST promotions and to strive for an overall balanced average seniority between officials and Temporary Agents. The Promotion Board has taken up these suggestions.

² Due to the fact that this population is for the first time eligible for reclassification.

4.3. Certification

The professional experience and background of motivated AST staff is a resource which the EEAS values. Accordingly, the EEAS career policy integrates certification as a means for opening up better career perspectives and making use of this potential for the benefit of the EEAS.

The Staff Regulations opened up the possibility for officials in function group AST5 to change their career track. They can become eligible for AD posts if they have been selected for a compulsory training and succeeded this training.

In the 2014/15 exercise, the number of training possibilities was 3. This number is fixed by the AIPN according to the statutory rules (max. 20 % of new appointments of officials to posts in function group AD per year) and the EEAS has to follow these limitations. This explains the low annual number of certification possibilities which also corresponds more or less to the number of certified colleagues taking up AD posts every year.

| <i>Certification Exercise 2014/15</i> | | |
|---------------------------------------|----------------------------|-----------------------------|
| <i>Number of applications</i> | <i>Eligible applicants</i> | <i>Admitted to training</i> |
| <i>30</i> | <i>27</i> | <i>3</i> |

Staff admitted to the training has the possibility to re-sit twice exams fully or partially. This means that some succeed their training fully only in the second or third year. By the end of 2015, four AST members passed the training successfully.

The EEAS pursues an active policy of promoting certified colleagues. When vacant posts are published, the list of certified officials is provided to the

relevant service in order to raise awareness for certified staff. In 2015, five certified colleagues took up AD posts. 28 EEAS certified staff are not yet holding an AD position.

5. PERFORMANCE MANAGEMENT

Appraisal is at the core of staff performance management. Managers are encouraged to seize this opportunity for fostering the potential and talent of their staff and thus getting out the best of their collaborators for the EEAS as a whole. Appraisal should lead to a culture of ongoing dialogue and feedback between managers and their staff all year long and thus to cross-fertilisation. In this way, appraisal is meant to go beyond the drafting of annual reports. But their value should not be under-evaluated nevertheless. They play an increasingly important role in the EEAS human resource policies; they are now systematically used for recruitment, mobility and rotation. And they play a

crucial role in the new promotion system, serving as a basis for the comparison of merits done by the different working groups and the Promotion Board.

One of the difficulties is the lack of comparability of those reports. Indeed there is a certain element of subjectivity that makes appraisal reports sometimes difficult to compare (differences in style, length, criteria appraised etc.). Here, managers have a key responsibility. In addition to the appraisal guidelines provided so far, the Human Resources Directorate extended the offer to managers, e.g. by organising specific training courses as from the autumn 2015.

In 2015, a total of 1712 staff members were evaluated.

The new feature in 2015 was the use of SYSPER. It allows for a better follow-up of the exercise, for systematic notifications on the important steps of the exercise, for a more complete career documentation in

SYSPER. SYSPER serves more and more as the one-stop shop for career files of EEAS staff.

6. WORKING CONDITIONS

6.1 Equal opportunities

The objective of the EEAS overall HR policy is to provide equal opportunities and perspectives for all staff. Notably, the EEAS continued to develop its HR policies on recruitment, career management, mobility and promotion possibilities, having in mind the principle of equal treatment of permanent Officials and Temporary Agents from Member States.

The EEAS continued to base its recruitments on merit first, taking into account the need for both gender and geographical balance when faced with several candidates of equal merit.

6.2 Time management

Since the Staff Regulation reform in 2014, there have been several developments in the time management of staff members at EEAS HQ and in EU Delegations (EEAS and Commission staff members):

Flexitime: Staff members can choose whether they want to apply the flexitime regime or not.

Home leave: The home leave entitlement for HQ staff is 2.5 days per year if they receive the expatriation allowance. For Delegation staff under Annex X, the entitlement is now between 2.5 and 5 days per year, contrary to 2 days per year until end 2013.³

Progress towards gender balance in the Service remained slow, as at its creation the EEAS inherited a predominantly male workforce in the block transfer and similarly to national Diplomatic Services continued to face challenges in attracting highly qualified female candidates for senior positions. Nevertheless, since the creation of the EEAS the number of women in management positions (notably Head of Delegation posts) has been steadily increasing, although this trend was not maintained in 2015.

Reduction of annual leave in EU Delegations: 2015 was the last year of the transitional measures for Delegation staff members, who were already assigned to a Delegation on 01/01/2014.⁴

Rest leave for difficult living conditions: In 2015, Delegation staff in 50 countries and their families (except for non-family postings) were benefitting from rest leave⁵ (in comparison to 30 countries in 2013⁶, and 47 countries in 2014⁷).

Work patterns: the EEAS hierarchy authorised the requests from 42 Delegations for derogations to the standard work pattern of 5x8 hours, in order to adapt better to local conditions.

³ HR Decision (2013)014 of 17/12/2013

⁴ Official Journal L 287, Volume 56, 29/10/2013

⁵ 2015 rest leaves: Ares(2015)766143 of 23/02/2015

⁶ 2013 rest leaves: Ares(2012)1542320 - 21/12/2012

⁷ 2014 rest leaves: Ares(2014)117325 - 20/01/2014

6.3 Support to staff in rotation

The EEAS rotation team (HR department) is responsible for removal and taking up duty files of EU staff to be posted to a Delegation outside the EU from HQ or from the place of recruitment (newly recruited staff). It is in charge of paying the installation allowance to staff members leaving for a Delegation outside the EU or transferring from a Delegation outside the EU to another. The team also deals with the annual travel exercise, which results in the payment in July of the annual travel flat rate allowance to all staff in Delegation and their dependents.

In agreement with the Commission, the EEAS implemented a new, more proactive procedure for the 2015 rotation exercise. Staff members were contacted at a very early stage (as soon as they received an offer for a posting to a Delegation) in order to give them all relevant information

regarding their removal, taking up duty and installation entitlement. Payments were made at the earliest possible stage with less paperwork, thereby shifting from an ex-ante to an ex-post control based approach.

In the framework of the regionalisation of the administrative tasks of Delegations (Pilot Project Europe), it was also decided that it would be more efficient to centralize the management of the expat staff's individual rights in HQ. As a result, the taking up duty travel, removal and storage files from 27 Delegations were transferred to EEAS HQ services on 1 July 2015. Over time, all Delegations will be concerned by the transfer of these tasks.

The EEAS HR department also provided social support to staff posted in Delegations and their family members facing difficult situations (financial problems, serious illness, death...).

6.4 Mediation (anti-harassment policy)

A new Mediator was appointed from 1 January. The Service was active in promoting respectful working relations and combatting harassment with a return to full staffing facilitating rapid and appropriate responses to all requests for assistance received, whether on issues of conflict and harassment or on rights and obligations. A record number of (120) cases were treated showing an increase in recorded cases of

conflict as well as a notable increase in cases of rights and obligations. The renewed network of Confidential Counsellors, with 5 trained volunteers working in parallel with the Commission's network and under professional supervision, dealt with (10) cases and gave the capacity to respond at an earlier stage of conflicts.

A first Mediator's report was issued in September as part of his responsibility to inform about his work and contribute to reducing conflict and preventing harassment. Anonymous data was presented on 228 cases over a period of 3 years showing that women are more likely to speak to the Mediation Service than men and complaints are more likely to be made against men than women, but there appear

to be trends towards more balance in both cases.

Commission staffs, especially officials in delegations, and local agents from both the EEAS and Commission, are under-represented among the Service's clients. Commission staff may not be sufficiently aware of their rights, while local staff may be inhibited by fear as well as lack of knowledge.

The Mediation Service's experience points to a number of recommendations to reduce conflict or problems over rights and obligations:

- greater emphasis on good management in the selection, monitoring and evaluation of managers as well as the necessary training and support for them;
- greater clarity on roles and responsibilities through up-dated job descriptions with objectives established and reviewed annually;
- more and clearer information on administrative rules;
- continued support to heads of administration in delegations and a reduced burden of work through regionalisation of some functions;
- increased support for assistants to heads of delegation.

The Mediation Service worked through presentations at welcome sessions, pre-postings and seminars to raise awareness of the obligation on all staff to refrain from any action or behaviour which might reflect adversely upon his/her position including any form of psychological or sexual harassment. Cooperation was strengthened with the Commission Mediator and the Commission Service

responsible for equality of opportunity and working conditions (DG HR.B.5) to promote a consistent approach and exchanges of good practice.

The Mediation Service responded to an increased number of individuals and drew on those cases to advocate with human resource departments concerned structural changes which may reduce problems in future.

6.5 Ethics

The aim of the EEAS ethics policy is to promote the highest standards in terms of independence, integrity, impartiality and objectivity; to implement and ensure

compliance with ethical rules and procedures; to raise awareness and give guidance to EEAS staff on professional ethics;

Activities in 2015

Publication of the EEAS Policy note on individual obligations regarding outside activities, gifts, honors and publications; attendance at almost all recurring events

(monthly welcome sessions, preposting sessions, HOD/HOA/Assistants' seminars, welcome back session, etc.) to provide a consistent presentation of ethics policy.

A total of 179 individual requests were treated in 2015:

| Type of request | 2015 | 2014 | 2013 |
|---|-------------|-------------|-------------|
| Art. 11: permission to accept honour, decoration, favour, gift or payment | 20 | 15 | 32 |
| Art. 11a: declaration of possible conflict of interest | 0 | 2 | 0 |
| Art. 12b: outside activity during active service or during CCP | 30 | 41 | 35 |
| Art. 11 + 12b : remunerated outside activity | 12 | 5 | 0 |
| Art. 13: declaration of gainful employment of spouse | 11 | 23 | 7 |
| Art. 15: notification of intention to stand for public office | 1 | 2 | 0 |
| Art. 16: occupational activity after leaving the service | 10 | 12 | 32 |
| Art. 16: acknowledgement of obligations after leaving the service | 63 | 37 | 30 |
| Art. 17: intention to publish a work or give a speech | 32 | 46 | 26 |
| Total | 179 | 183 | 162 |

Main observations:

- Number of requests remained quite stable;
- 60% of requests came from HQ staff, 40% from DEL staff;
- Apart from the acknowledgements of obligations after the service, the requests mostly concerned publications and outside activities during active service and/or leaves on personal grounds;
- There were surprisingly few declarations of gainful employment of the spouse, especially in comparison with 2014;
- 57% of staff leaving the service (retirement, end of contracts, resignations) returned the signed declaration of acknowledgement of obligations after leaving the service.

6.6. Infrastructure and security

6.6.1. Infrastructure

Headquarters

The aim of the EEAS infrastructure policy is to provide a cost-effective, environment friendly and adequately equipped working environment for the staff placed under the responsibility of the EEAS at HQ and in delegations.

2015 was the year of further adjustments. The following was realised at Headquarters:

- EEAS building:
 - Reorganisation of office space in the EEAS building in order to adapt to the new organisational chart;
 - Creation of new conference room for Protocol activities;
 - Refurbishing of HRVP and cabinet offices.
- Small reorganisation works at the Kortenbergh buildings.

Rental of offices to host the New European Regional Centre.



Delegations

Six delegations relocated in new offices: New Zealand, Libya (in Tunis), Peru, Sri-Lanka, Thailand, and Timor Leste.

Health and safety audits were performed in offices and residences in 19 delegations (Afghanistan, Angola, Burundi, Cambodia, Cap Verde, Strasbourg, Gabon, Iceland, Indonesia, Japan, Laos, New Zealand, Norway, Peru, Tanzania, Turkey, United Arab Emirates, Vietnam, Zambia). No cases needing urgent intervention were detected during these inspections.

Security works were finalized in EU delegations in Nigeria, Vietnam, Nicaragua, Honduras, Djibouti, Niger and Angola. Security installations were extended in Washington. In preparation of works that will be carried out in 2016, pre-visits were carried out in 6 other delegations.

A framework contract to buy real estate was signed in March 2015 which gave the EEAS access to a credit line of 200 M€. Two purchase projects (Russia and Hong Kong) were already identified and are under development.

6.6.2. Security

EEAS Security Policy

The aim of the EEAS Security Policy is to manage effectively the risks to staff placed under the responsibility of the EEAS, to EEAS premises, physical assets, information, and visitors.

For security at Headquarters, results achieved in establishing security capacities were further consolidated in 2015, gaining functional autonomy in most aspects of physical security, although some security services are still provided by the European Commission via Service Level Agreements (SLA). Important contacts with the relevant Belgian authorities were established concerning the security perimeter of the EEAS premises and concerns raised by the EEAS were taken into consideration.

Other main achievements include the operationalisation of the technical surveillance counter-measures team, whereby the necessary equipment was procured and first sweeping operations at Headquarters were conducted. In addition, progress was made in promoting a security culture in the EEAS, by establishing Departmental Security Coordinators,

providing security awareness trainings and counter-intelligence briefings, both for staff at HQ and in Delegations, as well as starting to work on a security awareness campaign. The capacity to conduct investigations into security breaches was increased. Moreover, work started to formulate detailed rules on security related issues, e.g. on information assurance and security clearance procedures.

Negotiations to conclude agreements and administrative agreements on the exchange of classified information with a number of third states and international organisations were advanced, including the conclusion of an administrative arrangement between the EEAS and Europol, the launch of negotiations with Moldova, the request for a mandate to launch negotiations with Morocco, the start of exploratory talks with Interpol, and the strengthening of working relations between the EEAS and Frontex. Regular meetings of the EEAS Security Committee were held throughout the year.

Field Security

The EEAS' general objective in the area of field security is to fulfil its duty of care towards all of the personnel employed by the EU Institutions in EU Delegations worldwide.

To accomplish this in 2015 the Field Security Division maintained, and will continue to maintain:

- the dispatch of Regional Security Officers (RSOs) to Delegations where either security conditions are considered to be changing or have deteriorated⁸;
- a high quality of security briefings, both for officials of the EEAS and for other Institutions (including visits to high risk countries by Members of the European Parliament);
- regular participation in meetings of crisis response teams where Delegations have been confronted with local difficulties;
- the preparation and delivery of security trainings, e.g. Security Management Team training, the RSO annual seminar and several pre-posting sessions for various groups of staff. (A 4-day long Anti-Terrorism-Training for RSOs and HQ security staff was organised in June.);
- quarterly reviews of the number and type of security incidents in Delegations; the number of incidents for 2015 was higher than in 2014, but this may be due to a better level of

reporting rather than a higher number of incidents.⁹);

- regular convening of the Security Committee to discuss field security issues with EU MS equivalent functions;
- regular participation in meetings of the 'Buildings Committee', to give technical inputs;
- the Travel Clearance Application (TCA) procedure mandatory for missions to high risk locations;
- reviews of the security layouts of several Delegations in order to rationalise expenditures in accordance with changing operational requirements;
- a number of Framework Contracts for the supply of security related equipment, including armoured vehicles (full life cycle fleet management approach), protective equipment, radios;
- the dispatch of security related equipment worldwide; and
- inputs to the management of the security budget across the EEAS, including the allocation of the initial budgets to Delegations and the management of subsequent changes during the course of the year.

⁸ A video about the work of the RSOs was produced and published on the EEAS intranet in 2015.

⁹ As in previous years most of the incidents reported (about 1/3) are related to crime, followed by civil unrest and traffic related incidents. Common features of the incidents reported are that: in many cases staff have not been observing basic security precautions and as a result have become the victim of theft or robbery; and staff have not always employed the security resources made available to them to avoid such incidents, e.g. not switched on the alarm systems at their residences.

In addition to the standard actions listed above as a part of security capacity building and the ongoing process of improvement in 2015, the Division also:

- provided technical inputs to the procurement process for a new 'Hostile Environment Awareness Training' contract;
- negotiated an agreement with France about the cooperation in the evacuation of diplomatic staff, which was signed in August;
- successfully managed an EPSO competition for the selection of Regional Security Officers and Regional Security Advisors;
- worked to have a quick reaction force included under a framework contract;
- managed security contracts on behalf of 5 Delegations where there were significant security needs and the Delegations had no capacity to manage the security needs themselves¹⁰. (Among these the Division successfully procured and concluded a new framework security contract for the Delegation in Haiti.);
- maintained a close involvement with, and follow-up to, a task force on security contracts concerning approximately half of the EU Delegations;
- undertook a tender to acquire more widespread support for its radio networks across Delegations;

- launched a survey among Delegations about locally organised security training;
- designed two e-learning tools 'BASE and SAFE' for use by EEAS staff and the staff of other EU Institutions and also those of the EU MS.

The two e-learning tools consist of: a) BASE (BASIC AWARENESS in SECURITY) which is designed for staff going to Delegations and b) SAFE (Security Awareness in Fragile Environments) which is designed for staff going to higher risk environments.

Based on realistic scenarios in BASE and SAFE staff will be sensitised to specific threats such as kidnappings and terrorism or exceptional situations such as an evacuation of a Delegation. BASE was made available in 2015 and SAFE should be available in spring 2016. These tools complement other activities maintained to fulfil the duty of care towards personnel in EU Delegations.



¹⁰ One of these contracts has been devolved to the Delegation concerning during the course of the year.

Secure Communications

In 2015, the Secure Communications Division was deeply involved in the preparation of the future classified corporate system which aims to replace various out of date systems. In the meantime the support and maintenance of existing systems was continued.

In parallel, the merge of both the communication centre (COMCEN) currently located in C150 and the Cipher

Office (CO) located in HQ was prepared. This change concerns also the registries which were still split for historical reasons. This allows to better use the existing resources and a better service to the end-users.

E-learning dedicated to Registry Control Officers was developed allowing reducing the number of class-room trainings while improving flexibility offered to trainees.

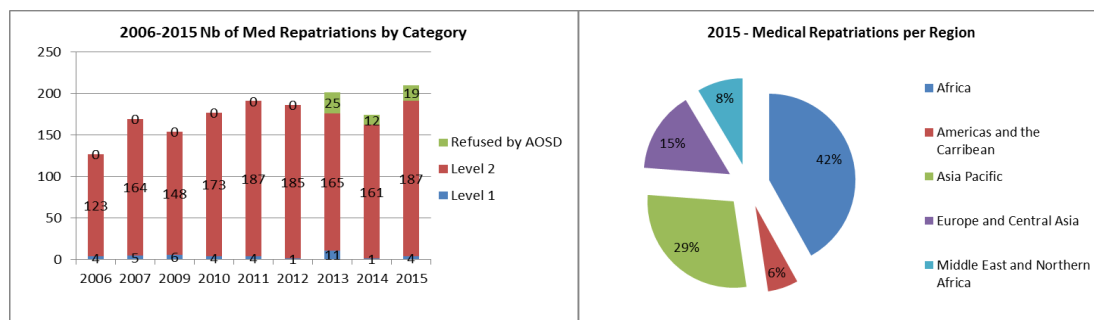
6.7. Medical assistance

Medical Repatriations

EEAS and Commission staff members (officials, contract agents, temporary agents) and their dependant family members residing permanently with the staff member in a third country are covered for repatriation on health grounds in cases of emergency and extreme emergency according to the third paragraph of Article 24 of Annex X of the Staff Regulations.

In 2015, the number of medical repatriations slightly increased with a total

of 210 medical repatriation requests. Of these, 19 were refused by the Authorizing Officer, as the problems were considered as non-urgent or involving a medical consultation that could be dealt with during an annual leave or a mission. Most medical repatriations (187) could be dealt with a commercial flight (level 2) and only 4 required the intervention of Falck Global Assistance (level 1). Unsurprisingly, most medical repatriation requests came from Africa.



Following a tender procedure for services related to level 1 medical repatriations, the contract with SOS international was ended on 30/06/2014 and replaced by a contract with Falck Global Assistance. In 2015, the services of Falck Global Assistance were

provided without any particular concern and allowed urgent medical repatriation by air ambulance and appropriate care to the staff members involved. A Steering Group Committee was held in Copenhagen in December 2015.

Networking

- EU MFA Medical Services

In November 2014, a meeting of EU Foreign Ministry Medical Services was organized in Brussels, in the EEAS premises. In 2015, this network continued to exchange on a very regular basis information and advice on matters of health of staff in Delegations. Exchanges and discussions focused on best practices towards the Ebola outbreak, air pollution, meningitis, high altitude environment and psychological support. No meeting was organized in Brussels in 2015 as some of the representatives had the opportunity to meet in Canada, during the ISTM Conference in May 2015 and as the UK representative agreed to organize the next meeting in London in June 2015.

- UN Medical Directors Working Group (UNMDWG)

For several years, the EEAS has been part of the UN Medical Director's working Group. Various medical topics are discussed on a regular basis. In 2015 a specific attention was given to Ebola, duty of care, pandemic preparedness, health risk survey, medical entry questionnaires and UN Clinics. The collaboration with the UN has always been very useful and in 2015, this allowed a close cooperation with UN Clinics in Ebola affected countries and psychological support in crises situations (for example, after the earthquake in Nepal) . The UN Medical Director's working Group met twice in 2015: in Vienna in February 2015 and in Bangkok in November 2015. Crucial issues, such as pandemic preparedness, vaccination, mental health strategy, alcohol and drug abuse.

- **Interinstitutional Medical Board (IMB)**

The IMB is a group of medical representatives of the EU Institutions and it offers an opportunity to medical officers of the Institutions and Agencies to meet and discuss under a unique legislative context, governed not only by national and EU legislation, but also by the Staff Regulations. Meetings are held 3 times a year in different EU Institutions.

Human Resources and SLA

In 2015, the EEAS Medical Cell, already composed of one nurse and one doctor has been reinforced with the arrival of one psychologist and a second doctor. This should allow the team to take over new responsibilities as soon as the current SLA with the EC Medical Service is revised.

Health risk assessment

In order to get a better understanding of the needs of staff in Delegations and conduct an appropriate risk assessment and risk stratification, missions have been conducted in Sierra Leone, Ghana and Togo, Thailand, Malaysia, Kenya and Somalia. Besides these evaluation missions and in order to better assess the needs, a survey was prepared.

Stress management

With the support of peer support capacities in the civilian CSDP missions, two 'Critical Incident Stress Management Courses' were organised in 2015 for Regional Security Officers and Heads of Administration. This initiative will be further developed and adapted in order to try to increase stress management and resilience in Delegations.

Absence management

The Medical cell has the goal to set up a sick leave policy, in order to ensure a good management of absences/presences for the duty of care of the EEAS staff, whose main objectives are:

- providing effective communication on absences/presences to staff and managers (guidelines, more implication of line managers).
- improving management of absences supported by sick leave data analysis, with a focus on long-term absence: better follow-up of medical controls, helping colleagues who face long-term sickness absence to return to work after recovery where possible, with the involved parties and in close cooperation with the Medical Service of the Commission.

Training for delegations

The EEAS Medical cell supported the division BA.IBS.2 by contributing on medical issues and mental health for the new security e-learning course BASE,

launched in August 2015. A further collaboration was foreseen for the course SAFE.

Others

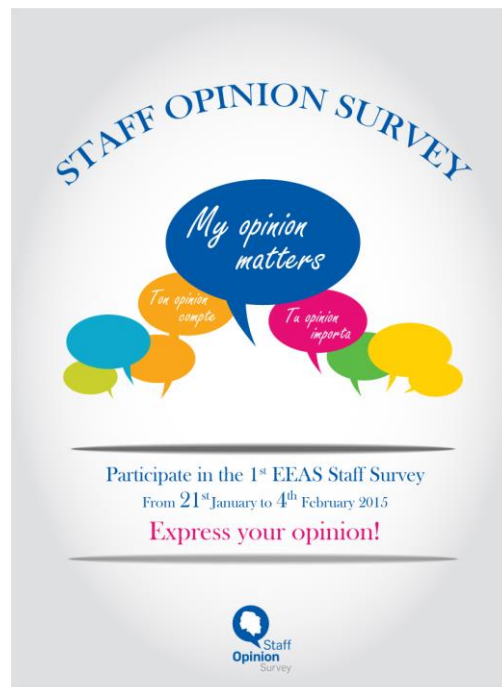
Besides the daily medical support and advice to staff, some issues required particular measures during the year 2015:

- **Ebola:** Since 2014, several West African countries were hit hard by the Ebola virus but fortunately, in the course of 2015, the number of affected people decreased and non-essential staff members were allowed to go back to the affected countries.
- **Ebola Conference:** On 3 March 2015, the EEAS medical cell was requested to participate in the Conference in order to make sure that appropriate preventive measures were taken to protect the participants at the Conference according to the Belgian Health Authorities procedures.
- **Mali:** Psychological support to EUDEL staff in Mali following the sudden death of a colleague in Bamako in March 2015. A psychologist was sent to Bamako for appropriate group debriefing and individual follow-up.
- **Meningitis:** Following meningitis epidemics in Niger and inadequate local medical resources (with counterfeit vaccines), appropriate vaccines for EU staff were sent to Niger in May 2015.
- **Nepal Earthquake:** Following the earthquake in Nepal in May 2015, several colleagues were evacuated and granted some additional leave. Psychological support was offered to the affected colleagues.
- **Central African Republic and Burundi:** Further to the evacuation of staff from Bangui and Bujumbura in October and November 2015, a group debriefing session as well as individual psychological follow-up was offered to the evacuated staff members.

6.8 Staff Survey

Following the practice in some MFAs and the European Commission, the EEAS conducted its first staff opinion survey in January 2015. The aim of the survey was to give all staff the opportunity to express

their opinion on the work environment and the functioning of the EEAS. The participation was good: 53 % of colleagues replied to the questionnaire (64% at HQ and 43% in delegations).



As a follow-up to the survey an analytical report was prepared by an independent consultant. The report, shared with all staff, provides an analysis of the result, conclusions and recommendations about the main issues raised by the survey.

Overall, the survey projected a picture of: (i) a good level of staff engagement (average 70%) and of job satisfaction, (ii) good relations amongst colleagues and with management, (iii) a positive perception of EU Delegations' role. It revealed that EEAS colleagues are willing to give extra effort when required, are

interested in their work and are proud to work for the EU. They have a clear understanding of expectations at work and generally consider that their skills match current job.

On the challenging side, the survey highlighted lower scores regarding: (i) career development (including organization of mobility, rotation and management of career path), (ii) information sharing and communication, (iii) complexity of the EEAS structure, (iv) some aspects linked to line and senior management.

In the course of 2015 follow-up actions have been implemented in order to address some of the areas for improvement identified in the survey: a reorganisation of the EEAS took place, policy papers addressing some categories of staff were drafted, the HR Directorate conducted a follow up survey on training and learning opportunities.

The EEAS is planning to conduct surveys on a regular basis. This will help to track and analyse trends and to monitor more closely the impact of implemented actions. The survey will be a tool to improve human resources policies and working environment and to better manage the institution.

7. SOCIAL DIALOGUE

2015 has seen the renewal of the Staff Committee's composition, with 20 members appointed for a three-year mandate, along with that of several joint committees. The EEAS signed a revised Framework Agreement with four representative trade unions.

These changes served to consolidate an approach whereby the administration and its social partners work together cooperatively and in a pragmatic spirit. This pattern was reflected in several provisions of the new Framework Agreement designed to enable more substantial and less procedural consultations as well as in the appointment of members to the statutory committees.

Consolidation and fine-tuning of HR policies and processes could increasingly draw on inputs and experience from past exercises (e.g. mobility and rotation). In

parallel, the development of a few outstanding policies (e.g. on the engagement and use of temporary agents) was the subject of successful social dialogue consultations leading to their adoption.

The articulation of the social dialogue has been significantly widened, involving now actors ranging from Heads of division up to the Secretary-General and the High Representative. This is consistent with the open and practical spirit inspiring social relations, insofar as it allows to tackle issues at the most appropriate level according to their technical rather than political implications. The reorganization of administrative support in delegations was but an example of complex topics which were dealt with from different angles and at different levels.

8. INTERNAL COMMUNICATION

Internal communication activities were developed in accordance with the communication strategy and plan adopted in December 2014. They reflected the HR priorities of the EEAS for 2015.

Broadly, three main areas of activities were subject of communication activities:

a) Human resources policies developments.

A systematic communication effort was conducted to present in a friendly manner issues like mobility, rotation, certification, appraisal, ethics at work, new careers policy, etc. It contributed to a better understanding of procedures by various categories of staff, making them aware of their obligations and opportunities. Communication provided transparency to HR processes and to decisions generally considered too "bureaucratic" by staff. This was particularly the case on the occasion of the reorganisation of the Service conducted in September 2015. An inter service coordinated communication contributed to a rather smooth transition to the new organisation of the EEAS.

b) EU delegations. Special attention was paid to communicate about issues and administrative procedures of particular interest to staff working in delegations: field security, new Living Conditions Allowance methodology, regionalisation of administrative support, improvement of the EU Delegations Guide, etc.

c) Participation of staff in the daily life of the Service. It was reflected in a number of communication activities, with the participation of staff representatives and members of professional bodies (Staff Committee, Bureau of Heads of delegations, Bureau of Chief of Administration...). The newly appointed Mediator (and his team) participated in various information activities to inform about his role and to encourage staff to contact him in case of need. The promotion of the first staff survey and the presentation of the results was also an interesting communication opportunity to highlight EEAS staff satisfactions and concerns, as part of a global and inclusive entity.

The added value and the impact of internal communication activities can be summarised as follows: more transparency in HR decision making; better understanding (and therefore better implementation) of administrative procedures; contribution to the development in the long term of a corporate culture.



Facts and figures

Initially, 34 topics were listed in the Internal Communication Plan 2015. At the end of the year, about 45 subjects were actually treated. Compared to the number of planned activities, the increase was partly due to the interest in the stories published which generated additional communication proposals from several services.

In terms of communication vectors, the intranet "EEAS Zone" remained almost the

exclusive channel. About 80 % of activities resulted in the publication of written articles and interviews and 20 % in video productions. In this respect, technical developments should be considered in order to make intranet easier to navigate in, to ensure the update of stored information and to accurately assess its use by staff. Similarly, the current resources allocated to the production of videos do not match the growing demand and interest in this type of communication.

Europe Day (9 May): a strong mobilisation of staff

For the first time, the EEAS participated in the open doors events organised by EU Institutions in Brussels on the occasion of the Europe Day. It proved to be a great success in terms of internal and external PR. About 2,400 people (among them, 800 EEAS staff and relatives) visited the exhibitions and other activities jointly organised by geographical and thematic divisions of the Service at the EEAS Headquarters. The work accomplished in

the field by the EEAS was highlighted throughout the day in a series of live and interactive video conferences with staff posted in EU Delegations around the world. Altogether, the 9 May event reflected the diversity of policies and actions developed and implemented under the responsibility of the High Representative of the Union for Foreign Affairs and Security Policy.



9. INFORMATION SYSTEMS (IT)

Human Resources activities are supported by several information systems, shared with the European Commission (i.e. Sysper, Syslog, MIPS, and JSIS), or built and maintained by the EEAS Information Technology Division. Information systems built by the EEAS covered business

processes which are specific to its organisation either because the EEAS implementing rules are different from other EU institutions, or because they are not covered by applications made available by the European Commission.

Achievements in 2015

Main central data related to organisation charts and jobs, as well as centrally recruited staff (i.e. permanent and temporary officials, contractual agents, etc.) are fully synchronised between all available information systems on a 24h basis by means of central data warehouses (COMREF & EASREF). These data warehouses were updated to fully support the new Job Context concept introduced in Sysper at the end of 2014 and several reorganisation exercises.

EU Delegations' local staff management is still supported by several applications: e-Del-HRM (Human Resources Information System for Delegations), e-VAL (Local Agents Appraisal and Promotion System), e-TIM (EU Delegation Time Management), etc., to pursue streamlining and automating most of local staff HR processes, including automated calculation and generation of local staff monthly payslips and payments via ABAC, presence (including flexitime) and absence management, etc.

But, thanks to an efficient collaboration between all business stakeholders, the first release of the HR DELEGATION portal was launched in production in July 2015.

Delegations were requested to update all local agents (and their dependants) data into this new portal before 1st December 2015, and since 1st of July, all new local agents and their dependant family members receive a Personal ID using RITO (Commission's application to guarantee the uniqueness of personal identification across all systems of all EU Institutions).

Progress was achieved around the HR Delegation portal next release, especially regarding the integration of the previous generation of information systems mentioned (e-Del-HRM), and the first release of the CISLA-RECAMAL module was delivered to the HR department. An additional module (e-Del-Jobs) to manage EU Delegations' organisation charts, qualify jobs, etc., was also prepared to be implemented in early 2016.

Headquarters (HQ) staff management remains supported by complementary information systems, to cover business processes not supported in Sysper. These systems benefited in 2015 of various evolutions: e-MOBILITY together with e-APPLICATION (covering all kinds of mobility exercise and vacancies management), e-RIGHTS (all kinds of certificates and several individual rights not managed in Sysper) and Pay4SNE (Seconded National Experts and Young Professionals in Delegations automated monthly allowance/salaries calculation and generation of monthly payments via ABAC) have evolved to comply, for instance, with DG Budget recommendations regarding local financial information systems.

EU Delegations' expatriate staff management is also supported by several applications: some linked to the implementation of annex X (individual rights) of the Staff Regulations as e-TRAVEL (yearly travel allowance calculation and payment via NAP or ABAC), e-LCA (Living Conditions Indexes definition); and other covering additional business domains like ESDAP (Crisis and Diplomatic data), Permanence (Heads of Delegation and Chargés d'affaires duty on-call information), Duty on-Call (Mobile App to disseminate Senior and Middle Management permanence information), RepDel (automated EU

Delegation charts generation, and published on Europa and on intranet web sites).

HR also benefits from additional tools for business intelligence (ICARE datawarehouse), Learning Management (e-Learning training enrolment and follow-up), e-DPO (Personal Data Protection notifications), EU-Del-Guide and Administrative Info (populate rules and administrative notices), e-TARJETA (automated business cards printing), etc.

Finally, a new Enterprise Social Network platform called TOGETHER@EEAS, based on Jive software, deployed and several communities of staff members have been setup (ASTs' Network, HoAs' Network, RSOs' Network, RITOs' network, Trainees' network, etc.). This collaboration platform is based on an ECAS authentication process and is available from outside the organisation. It offers a set of tools, fully integrated to Microsoft Office Suite, and allowing staff to share non-classified and non-sensitive documents (with versioning and on-line edit collaboration), to launch discussions, build knowledge bases, organise events including subscription processes, build thematic intranets (a PoC is ongoing about the Delegations Weekly Briefings), etc., and manage gamification between staff.

10. HR METRICS AND REPORTING

Human resources are the most critical asset of any organisation. Thorough human resources measurement and reporting policy enables the organisational management to collect consistent information about the categories of staff, which alleviates decision-making and ensures that management and development activities remain in line with overall organisational strategy. The purpose of the HR metrics system is to identify problems and opportunities in HR management, develop organizational goals, as well as methods to achieve them.

The EEAS HR metrics team produces a number of recurrent HR reports, such as the monthly EEAS HR Key Figures report;

a quarterly EEAS Statistical Bulletin for senior managers and HR professionals; an annual EEAS HR Report; regular briefings and nationality reports for the Member States representations and EEAS management.



EEAS HR Key Figures report includes charts and tables on EEAS staff and is published each month on the EEASZone:

<http://intragate.ec.europa.eu/eeas/eeaszone/?q=node/26893>

The Sysper-based **HR reporting tool**, development of which has been launched in 2014 by DG HR, has been further elaborated and tested in 2015, in close cooperation with DG HR and DIGIT. This new tool, which allows creating user-friendly and fully customised HR reports for all management levels, to develop a comprehensive trend analysis, and to increase the accuracy and rapidity of reporting processes, will become available to EEAS management in 2016.

Statistical bulletin provides an analysis of the EEAS staff from different angles: staff distribution per division in HQ and in EU Delegations; staff distribution per nationality, gender and age; management staff distribution; local agents' analysis per function domain, etc. It is a tool to support the management and the workforce planning in EEAS HQ and Delegations.

PART II. EEAS STAFF FACTS & FIGURES

1. DISTRIBUTION OF STAFF BY CATEGORY

EEAS Staff Summary

At the end of 2015, **4189 people worked in the EEAS**, both statutory staff and external staff. 1177 of EEAS statutory staff members worked in Headquarters (39%), while 1872 (61%) worked in the EU's network of 139 EU Delegations and Offices around the world. The largest group of staff were the 1107 Local Agents, all of whom were based in the Delegations. There were 934 staff members at AD (administrator or diplomatic) level, 631 at AST (assistant) level, 20 at AST-Secretary level and 357 Contract Agents. (The different

categories of EEAS staff are explained in Annex I.)

434 individuals were seconded to the EEAS from Member States or from international organisations (Seconded National Experts or SNEs). There were 220 trainees in the EEAS, and 385 individuals worked in the EU Delegations on the basis of the Junior Professionals in Delegations Programme. Finally, there were 353 staff members supplied to the EEAS by external service providers, and 95 interim staff members.

EEAS Population on 31 December 2015

| EEAS | | HQ Occupied | DEL Occupied | TOTAL EEAS |
|--|-------------------------------------|------------------------|-------------------------|-----------------------|
| AD | AD Officials | 401 | 219 | 620 |
| | TA AD MS Diplomats (TE+TP) | 141 | 166 | 307 |
| | TA Other (TC) | 7 | - | 7 |
| | Total AD | 549 | 385 | 934 |
| | AST/SC Officials | 10 | - | 10 |
| | AST/SC Temporary Agents | 10 | - | 10 |
| | AST Officials | 413 | 191 | 604 |
| | AST Temporary Agents (TC+TT+TP) | 27 | - | 27 |
| | Total AST | 460 | 191 | 651 |
| Total Establishment Plan posts (TDE) | | 1,009 | 576 | 1,585 |
| CA | GF IV | 43 | 51 | 94 |
| | GF III | 42 | 49 | 91 |
| | GF II | 53 | 88 | 141 |
| | GF I | 30 | 1 | 31 |
| | Total Contract Agents | 168 | 189 | 357 |
| LA | 1 | | 164 | 164 |
| | 2 | | 235 | 235 |
| | 3 | | 304 | 304 |
| | 4 | | 162 | 162 |
| | 5 | | 242 | 242 |
| | Total Local Agents | | 1,107 | 1,107 |
| Total Statutory Staff (FO, TA, CA, LA) | | 1,177 | 1,872 | 3,049 |
| STG | Total Trainees | 34 | 186 | 220 |
| JPD | Junior Professionals in Delegations | | 38 | 38 |
| Total EEAS Staff (FO, TA, CA, LA, STG, JPD) | | 1,211 | 2,096 | 3,307 |
| SNE | Seconded National Experts | 376 | 58 | 434 |
| PRE | Service Providers | 335 | 18 | 353 |
| IND | Interim staff | 6 | 89 | 95 |
| Total External Staff | | 717 | 165 | 882 |
| TOTAL | | 1,928 | 2,261 | 4,189 |

Source:SYSPER, Dec. 2015, all staff in activity

Origin and evolution of the EEAS staff

As set out in Article 27(3) of the Treaty on European Union, the EEAS was established on the basis of staff from three sources: Officials from relevant departments of the General Secretariat of the Council and of the Commission as well as staff seconded from national diplomatic services of the Member States.

On 1 January 2011, the first staff were permanently transferred to the EEAS: 585 from the Commission External Relations DG (which ceased to exist), 93 from the Commission Development DG (the remainder of which merged into the Development Cooperation DG), 436 from the Commission

Delegations and 411 from the Council of the European Union.

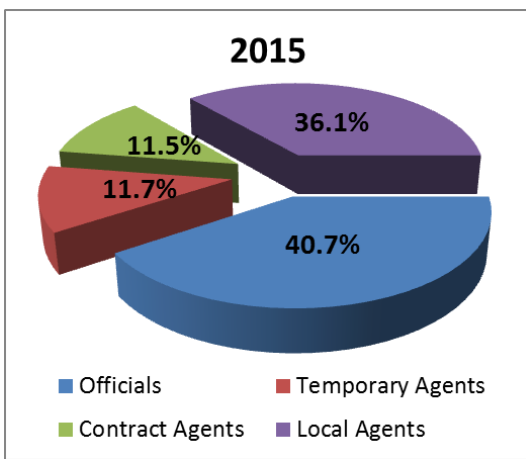
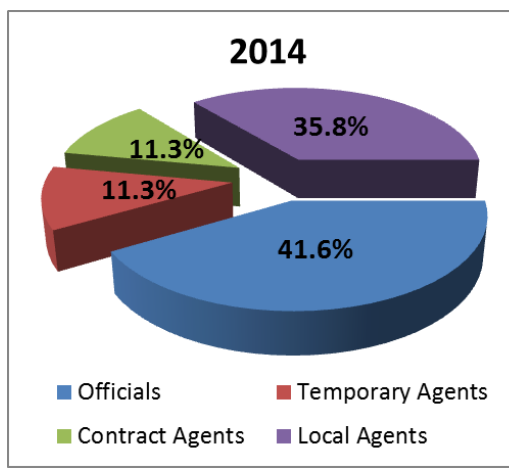
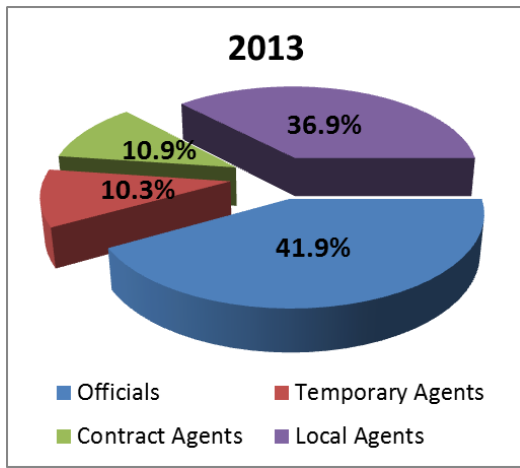
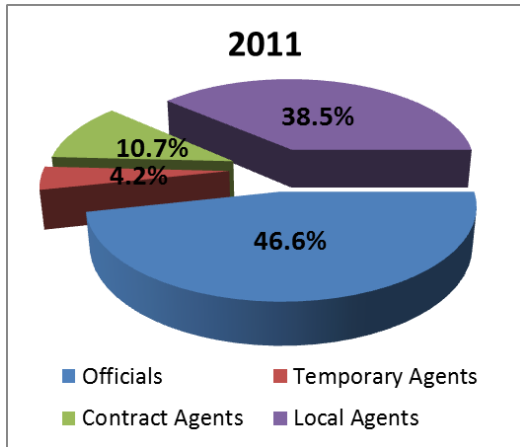
The table below illustrates the evolution of the EEAS statutory staff from 2011 to 1 January 2016. Along with a general increase of staff by 11%, the number of Officials gradually decreased each year in order to create Temporary Agent positions for the Member States Diplomats. By the end of 2015 the total number of Temporary Agents, most of whom were Member States Diplomats, increased by 3.5 times. The Contract and Local Agent population grew less extensively (an increase of 33% and 8% respectively).

Evolution of EEAS Statutory Staff (2011-2015, by semester)

| | 01/2011 | 07/2011 | 01/2012 | 07/2012 | 01/2013 | 07/2013 | 01/2014 | 07/2014 | 01/2015 | 07/2015 | 01/2016 | Variation 01/2011 - 01/2016 | |
|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------------|-------------|
| | | | | | | | | | | | | Change in staff count | % |
| Officials | 1357 | 1345 | 1308 | 1283 | 1266 | 1269 | 1260 | 1247 | 1241 | 1240 | 1238 | -119 | -9% |
| Temporary Agents | 98 | 121 | 226 | 257 | 292 | 312 | 336 | 338 | 362 | 355 | 347 | 249 | 354% |
| Contract Agents | 268 | 309 | 325 | 325 | 332 | 330 | 340 | 337 | 342 | 349 | 357 | 89 | 133% |
| Local Agents | 1019 | 1110 | 1132 | 1126 | 1119 | 1119 | 1057 | 1072 | 1076 | 1099 | 1105 | 86 | 108% |
| Total | 2742 | 2885 | 2991 | 2991 | 3009 | 3030 | 2993 | 2994 | 3021 | 3043 | 3047 | 305 | 111% |

Source: SYSPER, Dec. 2015, all staff in activity.

CHART 1. EEAS staff trends 2011-2015 (occupied posts)



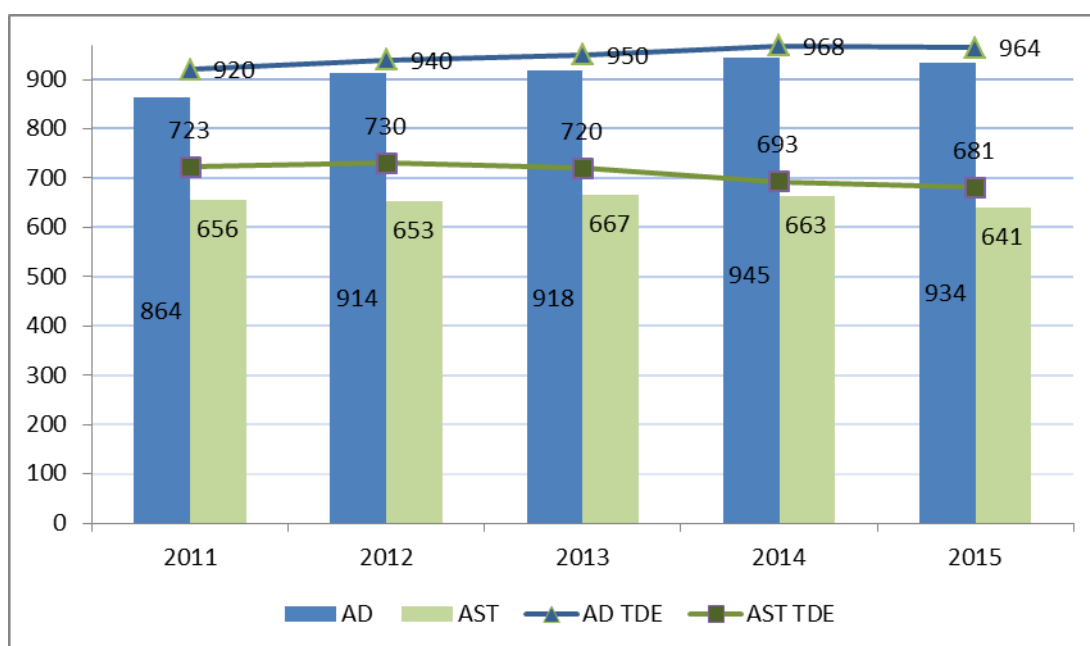
Function groups of Officials and Temporary Agents

Officials and Temporary Agents are either Administrators (AD) or Assistants (AST). As shown in Chart 2, the total number of Administrators has been continuously growing, up to a total of 9% increase in comparison to the AD count in 2011, whereas the total number of Assistants remained stable over the

past 3 years, with a little increase in numbers at the end of 2014 and decrease by the end of 2015. The number of Establishment Plan posts has been decreasing, due to mandatory staff cuts. Since the creation of the EEAS, Administrators outnumber Assistants.

CHART 2. Officials and Temporary Agents (AD and AST), Occupied posts vs TDE

Trends December 2011- December 2015



Source: SYSPER.

EEAS AD Staff

By the end of 2015, there were 934 AD staff members in the EEAS (549 in HQ and 385 in Delegations):

| | AD5 | AD6 | AD7 | AD8 | AD9 | AD10 | AD11 | AD12 | AD13 | AD14 | AD15 | AD16 | Total |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|-----------|----------|------------|
| HQ | 24 | 25 | 39 | 38 | 35 | 43 | 61 | 109 | 105 | 57 | 12 | 1 | 549 |
| DEL | 9 | 7 | 39 | 19 | 34 | 27 | 17 | 93 | 73 | 57 | 8 | 2 | 385 |
| Total | 33 | 32 | 78 | 57 | 69 | 70 | 78 | 202 | 178 | 114 | 20 | 3 | 934 |

EEAS AD Staff: Member States Diplomats

In line with Article 98(1) of the Staff Regulations, until 30 June 2013, the EEAS recruited at AD level exclusively Officials from the General Secretariat of the Council and the Commission, as well as staff from the diplomatic services of Member States (the "three sources" of recruitment). As from 1 July 2013, the EEAS also considers the applications of Officials from other EU institutions.

Article 6(9) of the EEAS Council Decision sets out that diplomats from the Member States should, by the time the EEAS reaches full capacity, represent at least one third of all EEAS staff at AD level. Likewise, permanent

Officials of the Union should represent at least 60% of all EEAS staff at AD level.

At the end of 2015, **32.9 % of EEAS AD staff were Member States Diplomats**, which indicates a slight decrease in comparison to December 2014 (33.8%). Diplomatic services generally have high levels of staff turnover connected with job rotations and this is also the case for the EEAS, where AD Officials normally have postings of up to four years (EEAS Mobility and Rotation policies).

Overall, on 31 December 2015, there were 307 diplomats from the Member States in the EEAS. This figure is broken down between Delegations and Headquarters below.

Global figures

| | |
|---|--------|
| Total number of occupied AD posts in EEAS: | 934 |
| AD Officials: | 620 |
| AD Temporary Agents, Member States Diplomats: | 307 |
| AD Temporary Agents other than MS Diplomats: | 7 |
| Percentage of MS Diplomats vs total AD staff: | 32.9%* |

Delegations

| | |
|---|---------|
| Total number of occupied EEAS AD posts in Delegations: | 385 |
| Total number of AD posts occupied by MS Diplomats in Delegations: | 166 |
| Percentage of MS Diplomats in Delegations: | 43.1%** |

Headquarters

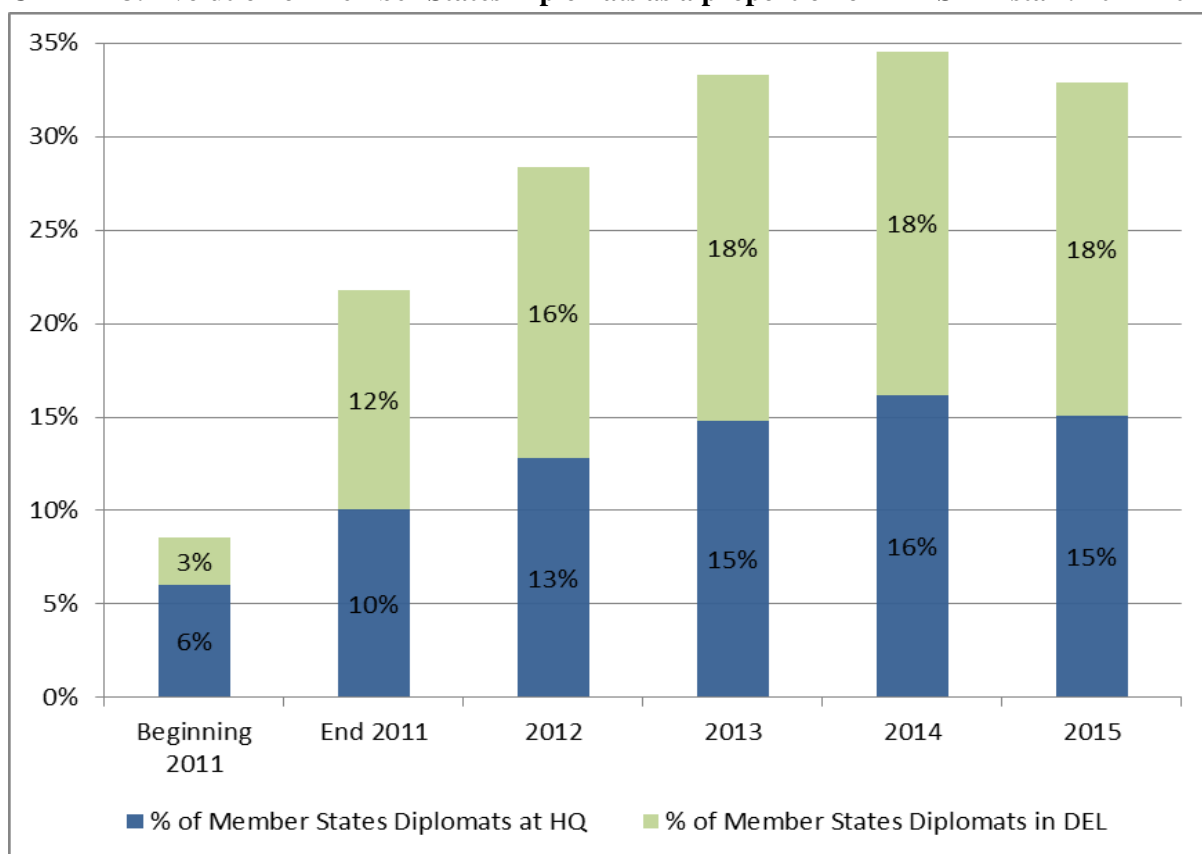
| | |
|--|----------|
| Total number of occupied EEAS AD posts at Headquarters: | 549 |
| Total number of AD posts occupied by MS Diplomats in Headquarters: | 141 |
| Percentage of MS Diplomats in Headquarters: | 25.7%*** |

* an overall decrease of almost 1% in comparison to December 2014.

** % of MSD in Delegations decreased slightly in comparison with 2014

*** % of MSD in HQ remained almost same as in December 2014, and grew by 3% in comparison to December 2013

CHART 3. Evolution of Member States Diplomats as a proportion of EEAS AD staff: 2011–2015



Source: SYSPER, January 2011, December 2011, December 2012, December 2013, December 2014, December 2015

More details on Member States Diplomats, in particular their division per Member State, are provided under Chapter 1.3. Distribution of Staff by nationality.

EEAS AST Staff

The table below divides the AST population in the EEAS according to grade and location (Headquarters or Delegations). There is no

recruitment of Temporary Agents from the diplomatic services of the Member States at AST level.

| | AST/SC 1 | AST/SC 2 | AST1 | AST2 | AST3 | AST4 | AST5 | AST6 | AST7 | AST8 | AST9 | AST10 | AST11 | Total |
|-------|----------|----------|------|------|------|------|------|------|------|------|------|-------|-------|-------|
| HQ | 18 | 2 | 26 | 41 | 63 | 61 | 65 | 52 | 59 | 30 | 32 | 6 | 5 | 460 |
| DEL | | | | 14 | 23 | 16 | 24 | 26 | 25 | 20 | 22 | 9 | 12 | 191 |
| Total | 18 | 2 | 26 | 55 | 86 | 77 | 89 | 78 | 84 | 50 | 54 | 15 | 17 | 651 |

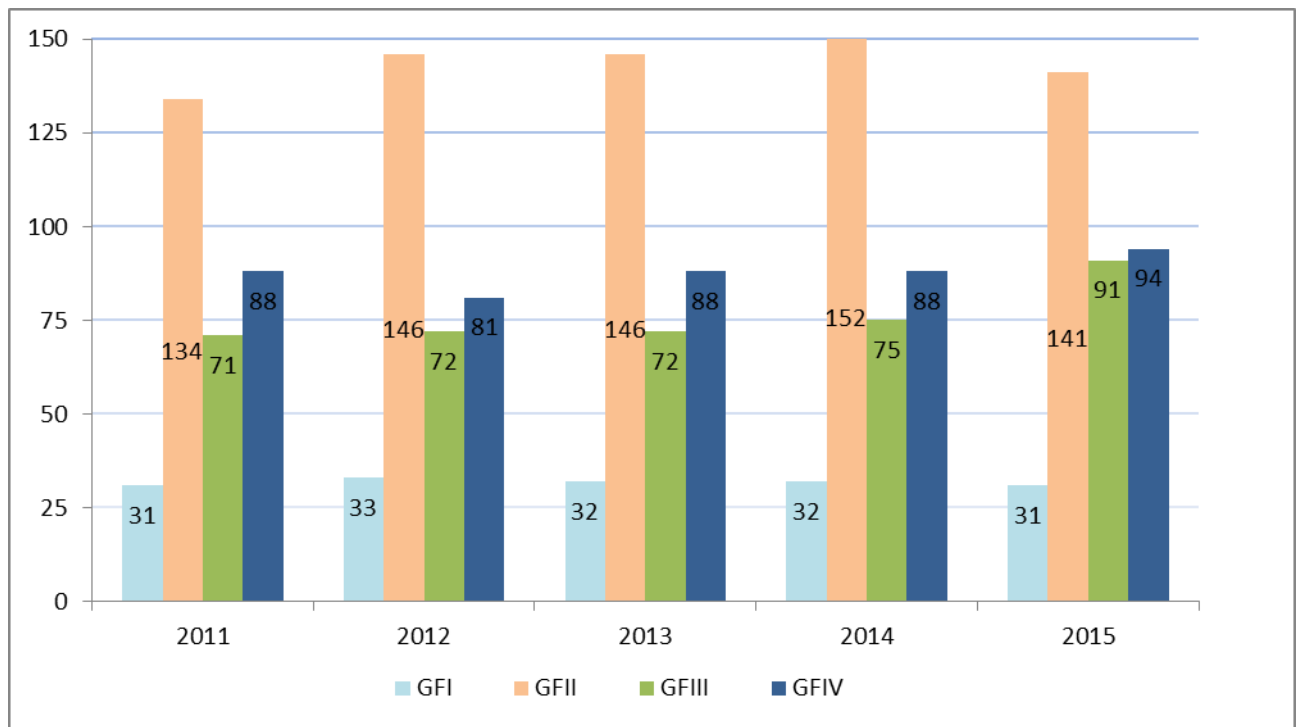
EEAS Contract Agents

Contract Agents can be contracted in function groups I, II, III or IV.

As shown in Chart 4, the total number of Contract Agents grew steadily over the past 5 years. In 2015 there was a decrease of 9% in function group II, which is the largest function

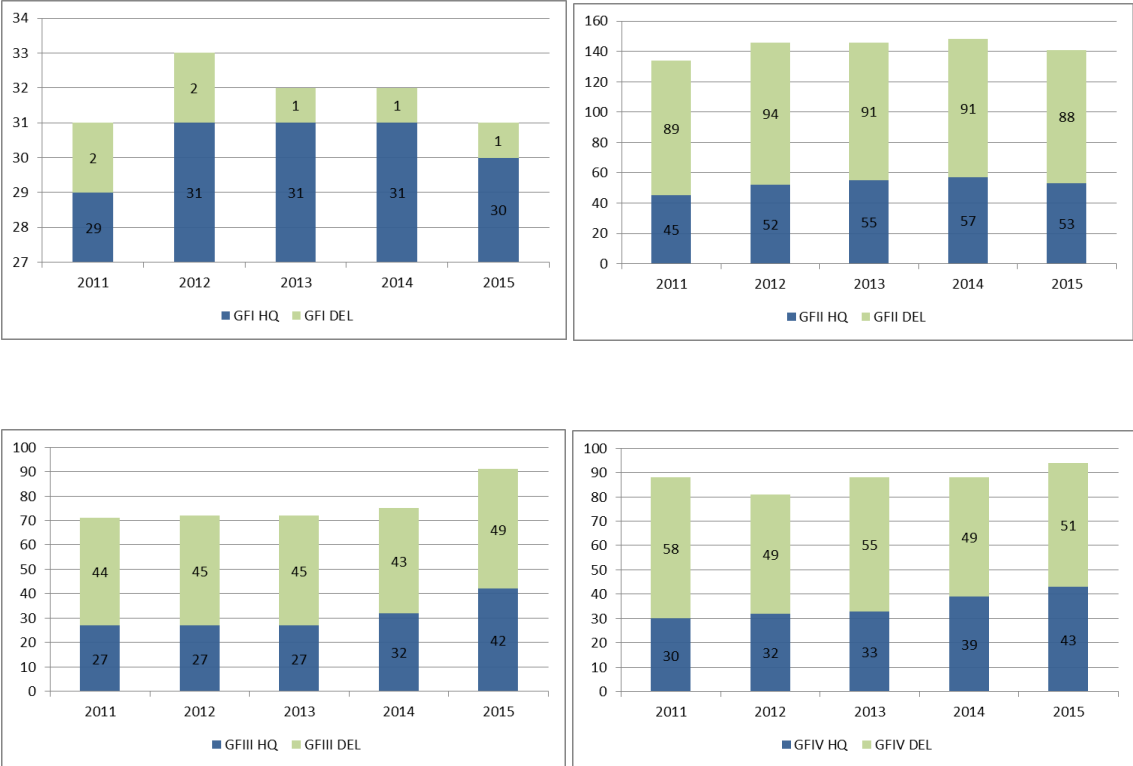
group, and is equivalent to secretary level. While in the past the 3 other function groups remained relatively stable, in 2015 there was a significant growth in function groups III and IV, by 21% and 7% respectively. Function group IV is the second largest, and equivalent to AD level.

CHART 4: EEAS Contract Agents, trends 2011-2015



Source: SYSPER, December 2015

CHART 5: Evolution of Contract Agents per function group at HQ and Delegations



Seconded National Experts

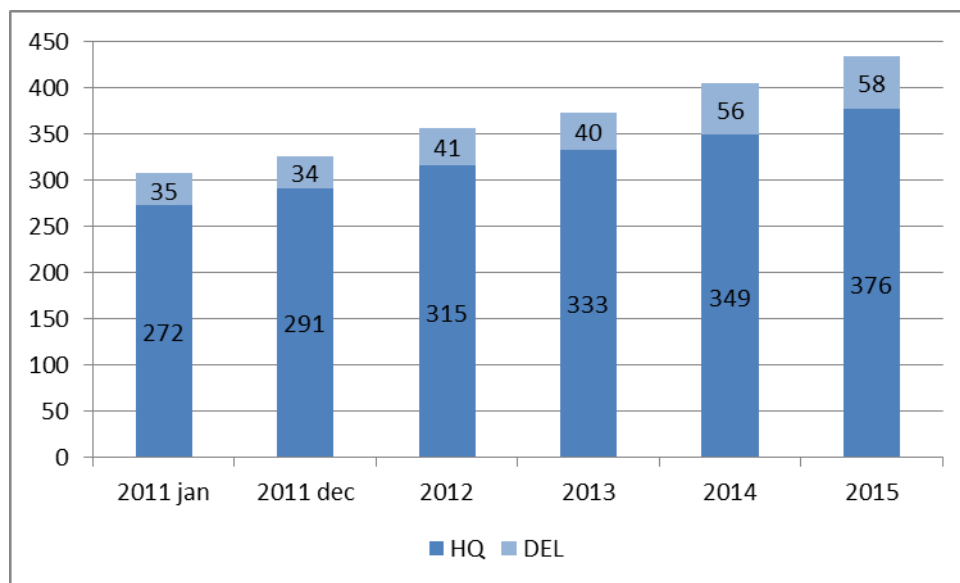
At the end of 2015, there were in total 434 SNEs in the EEAS. 376 were based in Brussels (growth by 8% in comparison with 2014), and 58 were based in the Delegations. The majority of the relatively high number of SNEs in the Headquarters of the EEAS worked in the crisis management structures. From the 376 Brussels-based SNEs, 151 (40%) were seconded “cost-free”, i.e. entirely paid by their

sending Member State (except for mission expenses). In the EU delegations the majority (80%) of the SNEs were "cost-free".

Overall, the total number of Seconded National Experts in the EEAS grew steadily by 5-10% each year, adding up to a total increase of 41% from January 2011 to December 2015.

As set out in Article 7 of the EEAS Council Decision, Seconded National Experts (SNEs) working in the departments and functions transferred to the EEAS on 1 January 2011 were also transferred to the EEAS, subject to the consent of the authorities of the originating Member State. The High Representative has, in accordance with Article 6(3) of the EEAS Council Decision, adopted the rules governing SNEs in the EEAS.¹¹

CHART 6. EEAS Seconded National Experts, trends 2011-2015

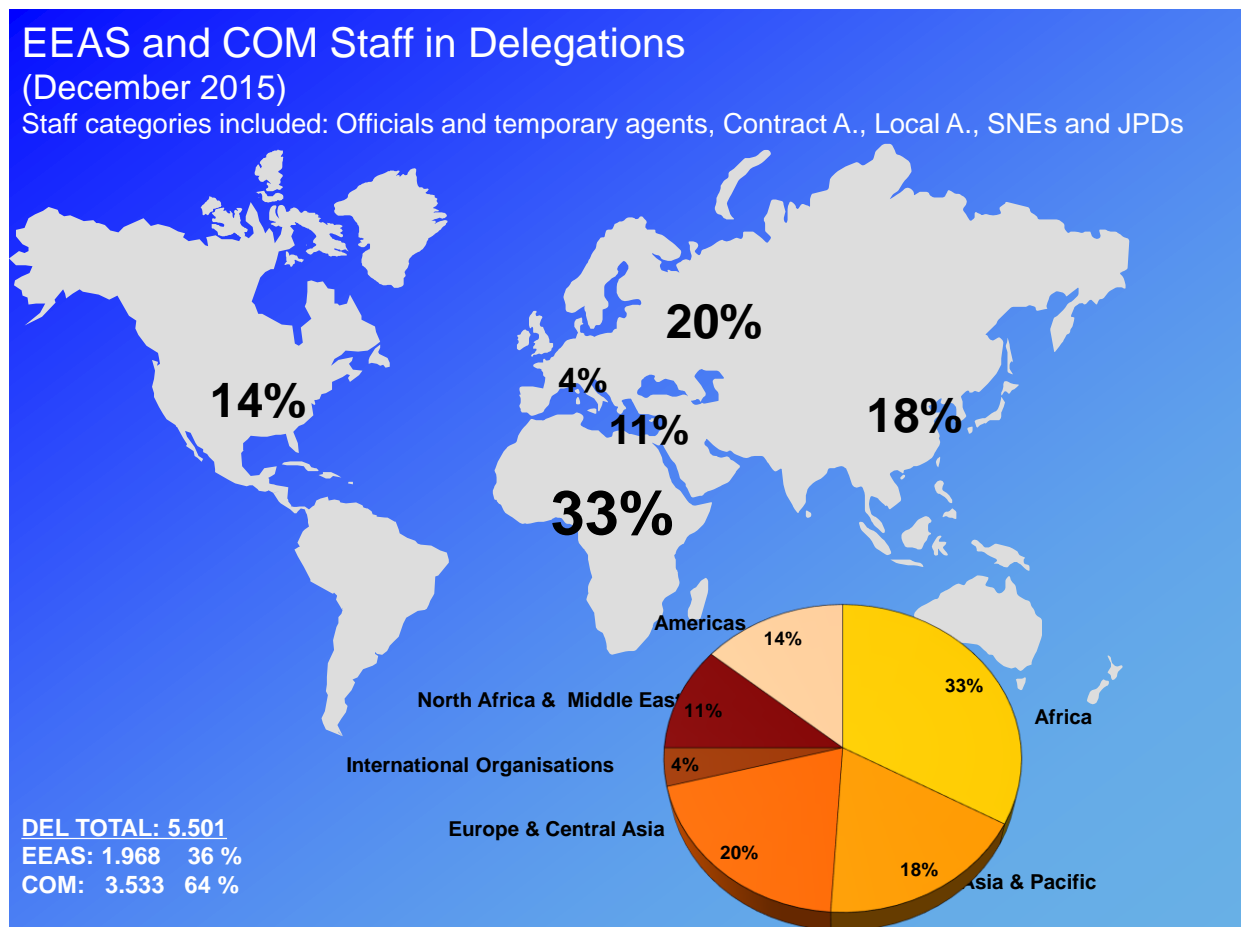


¹¹ Decision of the High Representative of the Union for Foreign Affairs and Security Policy establishing the rules applicable to National Experts Seconded to the European External Action Service, OJ 2012/C 12/04 14 January 2012. New Decision entered into force as from February 2014.

EEAS Headquarters vs EU Delegations:

39% of the EEAS Statutory Staff worked in Headquarters, and 61 % in Delegations. Apart from 1968 EEAS staff members, there were also 3533 Commission staff members working in the EU Delegations. Of the total number of staff, over one third was deployed in Africa, 20% in Europe and Central Asia, 18% in Asia and the Pacific, 14% in Americas and 11% in

the Middle East and North Africa region. The large presence in Africa is to some extent related to the fact that most development cooperation is concentrated there, but even more so due to the large number of countries, and thus delegations on this continent.



Source: SYSPER, December 2015

2. DISTIRUBION OF STAFF BY GENDER

As of 31 December 2015, 47 % of EEAS staff were women (including Officials, Temporary Agents, Contract Agents, Local Agents and SNEs).

Although the overall gender distribution seems to be close to equal, there were considerable inequalities in gender distribution per category of staff and per grade.

On 31 December 2015, only 31,7% of all AD staff (Officials + Temporary Agents) were women, which represents a minor increase in comparison with 2014 (31%). At the same time women were in majority as AST staff (68.2%) and Contract Agents (61%).

The following chart illustrates that gender proportions for Officials, Temporary Agents and Contract Agents were not equal at the function group level. Men outnumbered

women in the Administrator function group (Officials and Temporary Agents), and in function group IV (Contract Agents).

In the case of AST Officials and AST Temporary Agents and Contract Agents FG I, II and III (AST equivalent), women were in the majority (about 69%), whereas in the case of AD Officials and Temporary Agents, and Contract Agents group IV (AD equivalent), men were in the majority - above 68%. These proportions remained relatively stable through the years 2011-2014. In 2015 there was a slight shift (approximately 1-2%) towards more female staff in AD and CA FG IV grades.

CHART 7: EEAS Staff gender evolution 2011-2015

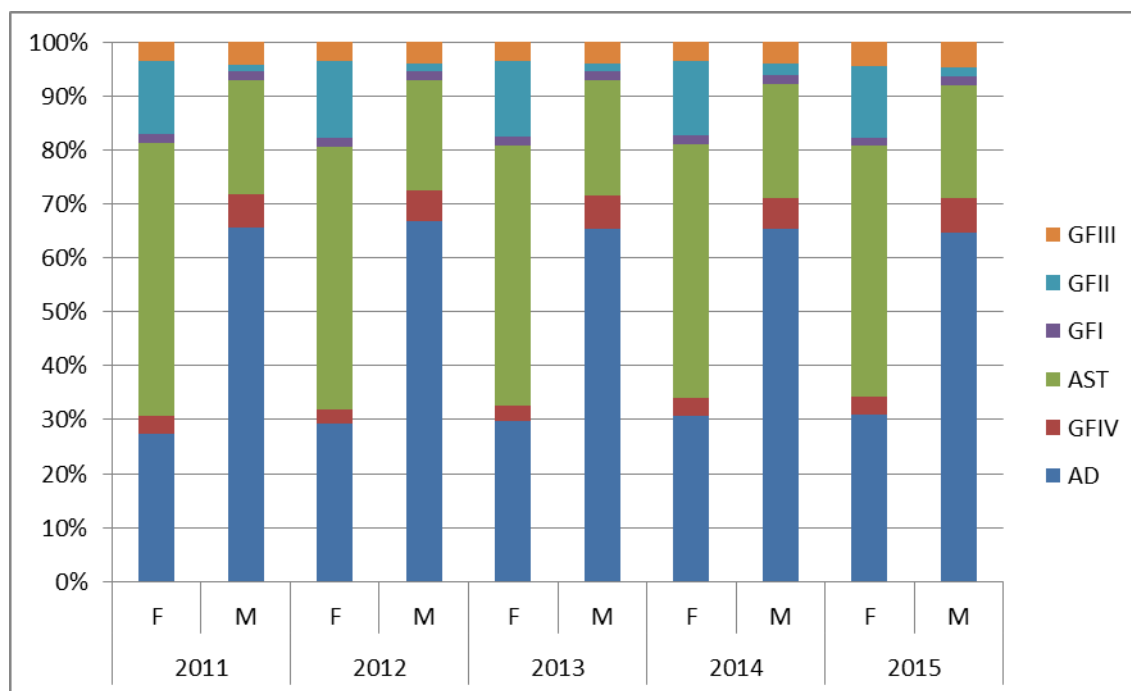
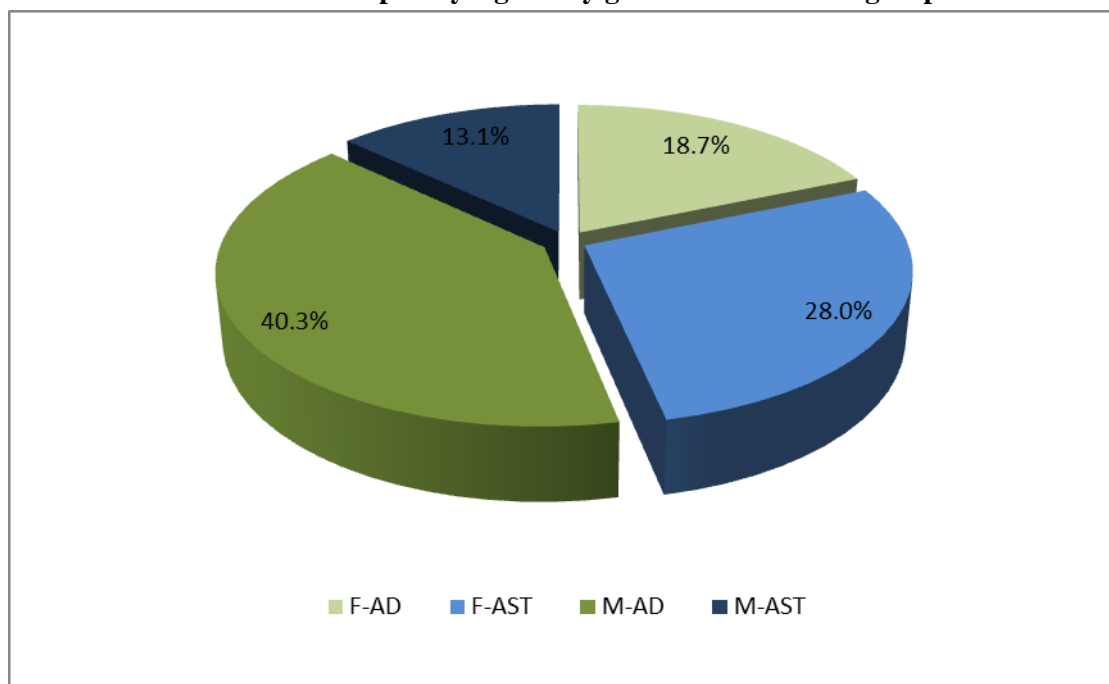


CHART 8: Officials and Temporary Agents by gender and function group



Source: SYSPER, December 2015

EEAS AD Staff

Overall, 638 of the 934 AD posts were held by men (68%, 1% decrease from 2014).

357 of the 654 occupied posts at EEAS Headquarters were held by men (65%), and 281 of the 385 posts in the Delegations were

occupied by men (73%). In other words, the proportion of men was much higher in Delegations than in Headquarters, and in both cases women were significantly underrepresented at the AD level.

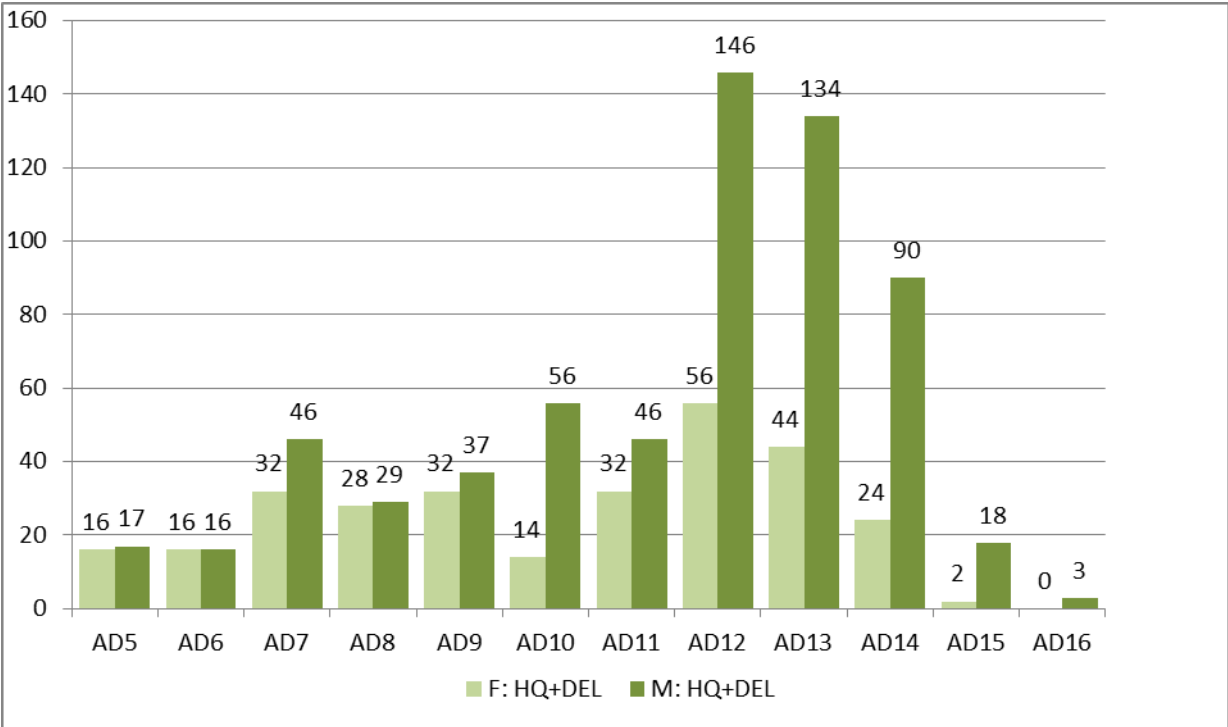
| HEADQUARTERS | | | | | | | | | | | | | |
|--------------|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|-------|
| | AD5 | AD6 | AD7 | AD8 | AD9 | AD10 | AD11 | AD12 | AD13 | AD14 | AD15 | AD16 | Total |
| Female | 12 | 12 | 18 | 19 | 15 | 13 | 26 | 32 | 30 | 13 | 2 | | 192 |
| Male | 12 | 13 | 21 | 19 | 20 | 30 | 35 | 77 | 75 | 44 | 10 | 1 | 357 |
| Total | 24 | 25 | 39 | 38 | 35 | 43 | 61 | 109 | 105 | 57 | 12 | 1 | 549 |

| DELEGATIONS | | | | | | | | | | | | | |
|-------------|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|-------|
| | AD5 | AD6 | AD7 | AD8 | AD9 | AD10 | AD11 | AD12 | AD13 | AD14 | AD15 | AD16 | Total |
| Female | 4 | 4 | 14 | 9 | 17 | 1 | 6 | 24 | 14 | 11 | | | 104 |
| Male | 5 | 3 | 25 | 10 | 17 | 26 | 11 | 69 | 59 | 46 | 8 | 2 | 281 |
| Grand Total | 9 | 7 | 39 | 19 | 34 | 27 | 17 | 93 | 73 | 57 | 8 | 2 | 385 |

Women accounted for a larger part of the population only in the lowest grades AD 5/AD 6. The imbalance becomes self-evident above all from grade AD12 to AD 16 at the HQ, and starting from grade AD10 in Delegations.

Women represented only 26% of AD staff in grades 10 and above, only 24% of the EEAS AD staff in grades 12-16 and by far a minority of 8.7% in grades 15-16. (Chart 9).

CHART 9: AD staff distribution per grade per gender (Officials and Temporary Agents)



Source: SYSPER, December 2015

EEAS AST staff

The gender balance situation of the AST staff was almost the opposite of that of AD staff. Traditionally, the majority of AST staff is female. In 2015, only 207 of the 651 AST posts were held by men (32%, an increase of 1 % in comparison with 2014).

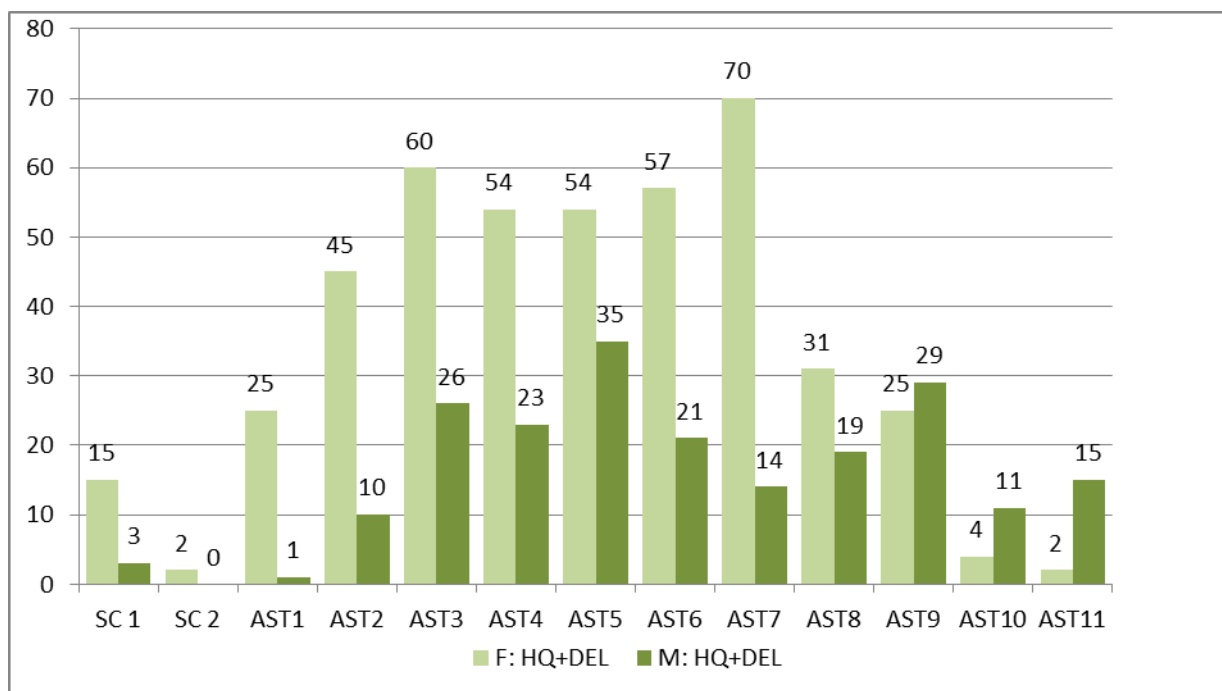
Men held 130 of the 460 posts at Headquarters (28%) and 77 of the 191 posts in Delegations (40%). In other words, men were significantly better represented in Delegations than in Headquarters, although in both cases women made up the majority within the AST population.

| | | HEADQUARTERS | | | | | | | | | | | | | |
|-------------|--|--------------|----------|------|------|------|------|------|------|------|------|------|-------|-------|-------|
| | | AST/SC 1 | AST/SC 2 | AST1 | AST2 | AST3 | AST4 | AST5 | AST6 | AST7 | AST8 | AST9 | AST10 | AST11 | Total |
| Female | | 15 | 2 | 25 | 33 | 45 | 41 | 38 | 40 | 51 | 18 | 19 | 3 | | 330 |
| Male | | 3 | | 1 | 8 | 18 | 20 | 27 | 12 | 8 | 12 | 13 | 3 | 5 | 130 |
| Grand Total | | 18 | 2 | 26 | 41 | 63 | 61 | 65 | 52 | 59 | 30 | 32 | 6 | 5 | 460 |

| | | DELEGATIONS | | | | | | | | | | | | | |
|-------------|--|-------------|----------|------|------|------|------|------|------|------|------|------|-------|-------|-------|
| | | AST/SC 1 | AST/SC 2 | AST1 | AST2 | AST3 | AST4 | AST5 | AST6 | AST7 | AST8 | AST9 | AST10 | AST11 | Total |
| Female | | | | | 12 | 15 | 13 | 16 | 17 | 19 | 13 | 6 | 1 | 2 | 114 |
| Male | | | | | 2 | 8 | 3 | 8 | 9 | 6 | 7 | 16 | 8 | 10 | 77 |
| Grand Total | | 0 | 0 | 0 | 14 | 23 | 16 | 24 | 26 | 25 | 20 | 22 | 9 | 12 | 191 |

Despite the fact that women were overall in majority, the percentage of men increased in the higher grades and as from grade AST9 and above men were in majority, as illustrated in chart 10.

CHART 10: AST staff distribution per grade per gender



Source: SYSPER, December 2015

EEAS Contract Agents

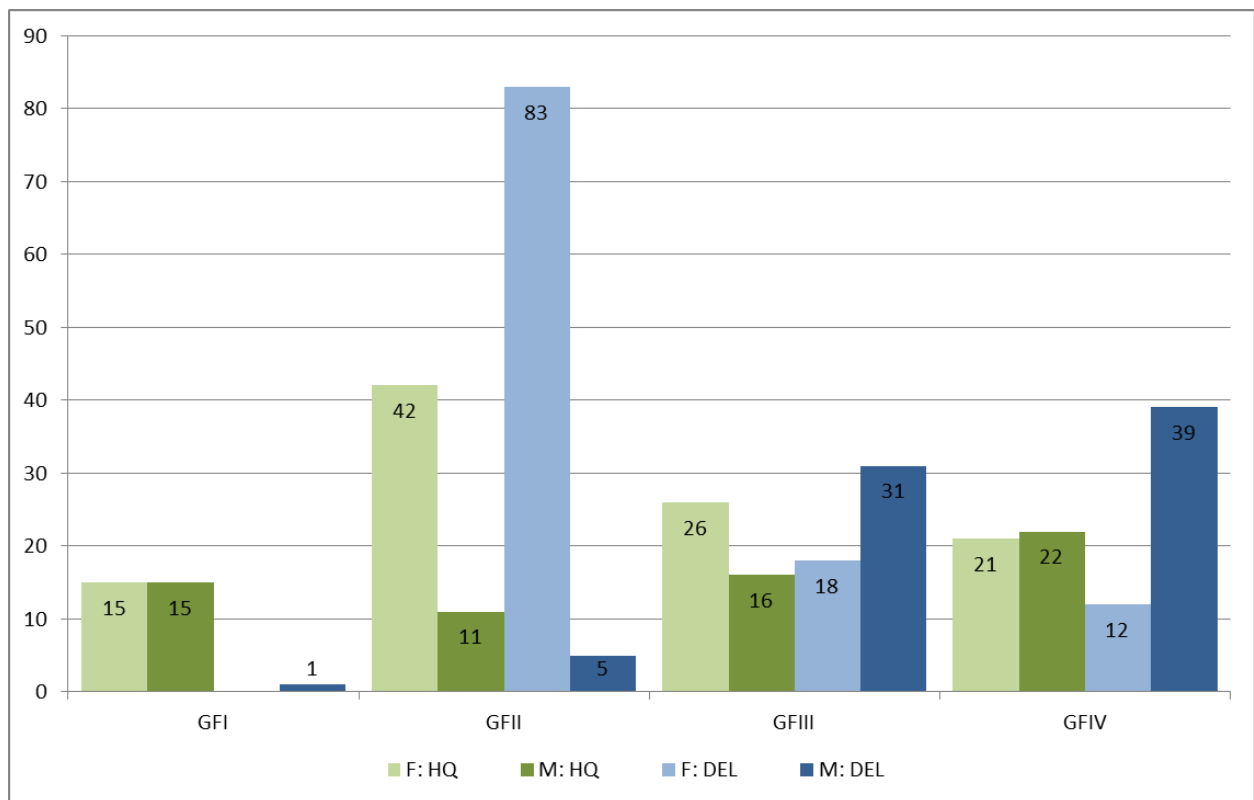
Overall, 217 of the 357 Contract Agent posts were held by women (61%). However, gender distribution was strongly influenced by the grade and location.

Looking at the gender distribution of the EEAS Contract Agents, a comparison could be made with the AD and AST gender distribution. The majority of Contract Agents in function group IV were male (64%, same as in 2014), but

there were significantly more male Contract Agents group IV in Delegations than in HQ (76% in Delegations and only 51% at HQ).

Function groups I-III typically represent AST and secretary level. A large majority of Contract Agents in groups I-III were female: 70%. The majority of Contract Agents in function group II (level of secretaries) both in delegations and at HQ were female.

CHART 11. EEAS Contract Agents per function group per gender (HQ and Delegations)



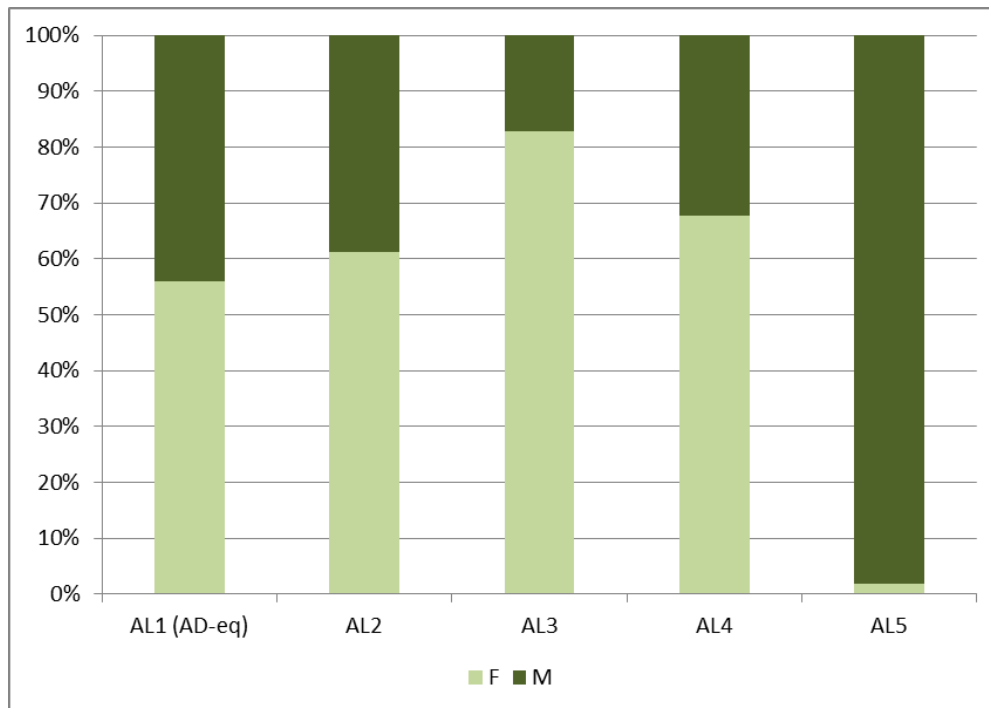
Source: SYSPER, December 2015

EEAS Local Agents

Overall, 54% of all Local Agent posts were held by women. Unlike in the case of other categories of staff (Officials, Temporary Agents and Contract Agents), women were equally represented in Local Agent higher grades, and much less represented in LA

function group 5 (which typically corresponds to the "Driver" function in Delegations). The majority of Local Agents in Grade 1 (AD equivalent), and in function groups 2-4 (AST equivalent) were female.

CHART 12. EEAS Local Agents per function group per gender (Delegations)



Source: SYSPER, December 2015

EEAS Seconded National Experts

As far as gender balance of SNEs is concerned, there were significantly more men than women seconded to the EEAS, particularly in Headquarters (78% of SNEs were men). This imbalance is, to a large extent, due to the

particular staffing composition of the crisis management structures and the EU Military Staff in particular, to which a significant number of male military personnel were seconded.

Junior Professionals in Delegations:

Out of total of 38 Junior Professionals working in December 2015 in EU Delegations, 20 were female (53%, an slight increase in comparison with 49% in 2014).

3. DISTIBUTION OF STAFF BY NATIONALITY

The EEAS does not apply quotas or recruitment policies based on nationality; however, the geographical balance is followed closely.

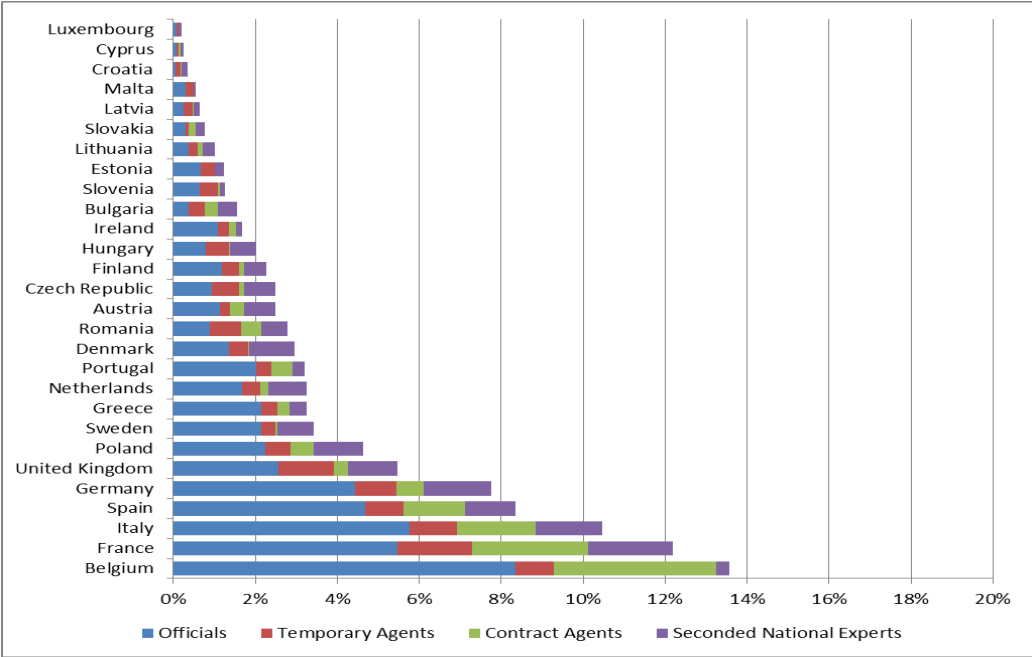
Chart 13 illustrates the distribution of nationalities in various categories of staff. Each EU nationality was represented in the Officials and Temporary Agents categories, including Croatia which joined the EU only in 2013. Overall, almost each EU nationality could be found within each staff category, with just 3 exceptions: there were no Contract Agents at the EEAS from Malta, Luxembourg and Estonia. There were also differences in the representation of nationalities. The proportion of Officials was higher among Belgian, French, German, Italian, Spanish and British

nationals. These nationalities also had relatively strong representation in the category of Temporary Agents. Many Temporary Agent posts were also filled by Czech, Hungarian and Romanian nationals.

Also worth noting was a high number of Contract Agents from Belgium, France, Italy and Spain.

France, Italy, Germany, UK, the Netherlands, Sweden and Denmark had better representation of Seconded National Experts within the EEAS. Among the Member States that joined the EU after 2004, the countries that were represented by a comparatively larger number of SNEs were the Czech Republic, Romania and Bulgaria.

CHART 13: EEAS Staff distribution per nationality



EEAS AD staff

The table below illustrates the AD staff distribution per nationality at the end of 2015. In Headquarters, each EU nationality was represented in the category of Officials with the exception of Latvia. In the case of EU Delegations – Bulgaria, Croatia and

Luxembourg were not represented by EEAS Officials. In fact, Luxembourg was not represented by any AD staff in EU Delegations.

| Nationality | HQ | | | DEL | | | TOTAL EEAS AD staff |
|--------------------|------------|------------------|------------|------------|------------------|------------|---------------------|
| | Officials | Temporary agents | Total AD | Officials | Temporary agents | Total AD | |
| Austria | 10 | 3 | 13 | 8 | 2 | 10 | 23 |
| Belgium | 31 | 8 | 39 | 19 | 8 | 27 | 66 |
| Bulgaria | 4 | 4 | 8 | | 4 | 4 | 12 |
| Croatia | 1 | | 1 | | 3 | 3 | 4 |
| Cyprus | 1 | 1 | 2 | 1 | | 1 | 3 |
| Czech Republic | 7 | 4 | 11 | 3 | 9 | 12 | 23 |
| Denmark | 10 | 4 | 14 | 7 | 7 | 14 | 28 |
| Estonia | 4 | 1 | 5 | 1 | 7 | 8 | 13 |
| Finland | 6 | 5 | 11 | 5 | 4 | 9 | 20 |
| France | 58 | 17 | 75 | 23 | 20 | 43 | 118 |
| Germany | 54 | 8 | 62 | 18 | 15 | 33 | 95 |
| Greece | 12 | 5 | 17 | 9 | 4 | 13 | 30 |
| Hungary | 7 | 8 | 15 | 2 | 4 | 6 | 21 |
| Ireland | 9 | 4 | 13 | 6 | 2 | 8 | 21 |
| Italy | 58 | 10 | 68 | 32 | 9 | 41 | 109 |
| Latvia | | 3 | 3 | 2 | 2 | 4 | 7 |
| Lithuania | 1 | | 1 | 3 | 4 | 7 | 8 |
| Luxembourg | 2 | 1 | 3 | | | | 3 |
| Malta | 1 | 3 | 4 | 2 | 2 | 4 | 8 |
| The Netherlands | 13 | 4 | 17 | 8 | 6 | 14 | 31 |
| Poland | 16 | 8 | 24 | 9 | 6 | 15 | 39 |
| Portugal | 9 | 5 | 14 | 10 | 4 | 14 | 28 |
| Romania | 4 | 9 | 13 | 1 | 5 | 6 | 19 |
| Slovakia | 1 | 1 | 2 | 1 | 1 | 2 | 4 |
| Slovenia | 2 | 7 | 9 | 1 | 4 | 5 | 14 |
| Spain | 37 | 10 | 47 | 25 | 12 | 37 | 84 |
| Sweden | 20 | 4 | 24 | 7 | 3 | 10 | 34 |
| United Kingdom | 23 | 11 | 34 | 16 | 19 | 35 | 69 |
| Grand Total | 401 | 148 | 549 | 219 | 166 | 385 | 934 |

EEAS AD staff distribution per nationality, split by HQ and DEL

| | | |
|------------|---------|--|
| % of AD is | In line | with the share of the country's population within EU |
| % of AD is | Above | the share of the country's population within EU |
| % of AD is | Below | the share of the country's population within EU |

| Nationality | Population | % | HQ AD staff | DEL AD staff | TOTAL |
|--------------------|--------------------|---------------|---------------------|----------------------|-----------------|
| | | | % of Total AD at HQ | % of Total AD at DEL | per nationality |
| Austria | 8,443,000 | 1.7% | 2.4% | 2.6% | 2.5% |
| Belgium | 11,095,000 | 2.2% | 7.1% | 7.0% | 7.1% |
| Bulgaria | 7,327,000 | 1.4% | 1.5% | 1.0% | 1.3% |
| Croatia | 4,280,000 | 0.8% | 0.2% | 0.8% | 0.4% |
| Cyprus | 862,000 | 0.2% | 0.4% | 0.3% | 0.3% |
| Czech Republic | 10,505,000 | 2.1% | 2.0% | 3.1% | 2.5% |
| Denmark | 5,581,000 | 1.1% | 2.6% | 3.6% | 3.0% |
| Estonia | 1,340,000 | 0.3% | 0.9% | 2.1% | 1.4% |
| Finland | 5,401,000 | 1.1% | 2.0% | 2.3% | 2.1% |
| France | 65,328,000 | 12.9% | 13.7% | 11.2% | 12.6% |
| Germany | 81,844,000 | 16.1% | 11.3% | 8.6% | 10.2% |
| Greece | 11,290,000 | 2.2% | 3.1% | 3.4% | 3.2% |
| Hungary | 9,958,000 | 2.0% | 2.7% | 1.6% | 2.2% |
| Ireland | 4,583,000 | 0.9% | 2.4% | 2.1% | 2.2% |
| Italy | 60,821,000 | 12.0% | 12.4% | 10.6% | 11.7% |
| Latvia | 2,042,000 | 0.4% | 0.5% | 1.0% | 0.7% |
| Lithuania | 3,008,000 | 0.6% | 0.2% | 1.8% | 0.9% |
| Luxembourg | 525,000 | 0.1% | 0.5% | 0.0% | 0.3% |
| Malta | 418,000 | 0.1% | 0.7% | 1.0% | 0.9% |
| The Netherlands | 16,730,000 | 3.3% | 3.1% | 3.6% | 3.3% |
| Poland | 38,538,000 | 7.6% | 4.4% | 3.9% | 4.2% |
| Portugal | 10,542,000 | 2.1% | 2.6% | 3.6% | 3.0% |
| Romania | 21,356,000 | 4.2% | 2.4% | 1.6% | 2.0% |
| Slovakia | 5,404,000 | 1.1% | 0.4% | 0.5% | 0.4% |
| Slovenia | 2,055,000 | 0.4% | 1.6% | 1.3% | 1.5% |
| Spain | 46,196,000 | 9.1% | 8.6% | 9.6% | 9.0% |
| Sweden | 9,483,000 | 1.9% | 4.4% | 2.6% | 3.6% |
| United Kingdom | 62,990,000 | 12.4% | 6.2% | 9.1% | 7.4% |
| Grand Total | 507,945,000 | 100.0% | 100% | 100% | 100% |

Member States Diplomats

In 2013, good progress was made towards the objective of reaching the 1/3 target for Temporary Agents from national diplomatic services in AD posts. This target was achieved in July 2013, since then the overall proportion of Member States Diplomats within EEAS AD

staff has been approximately 33%. In December 2014 this percentage grew to 33.8%, and in December 2015, the percentage of Member States Diplomats within the AD population slightly decreased to 32.9% due to a limited number of unforeseen departures.

Member States Diplomats as a proportion of AD staff

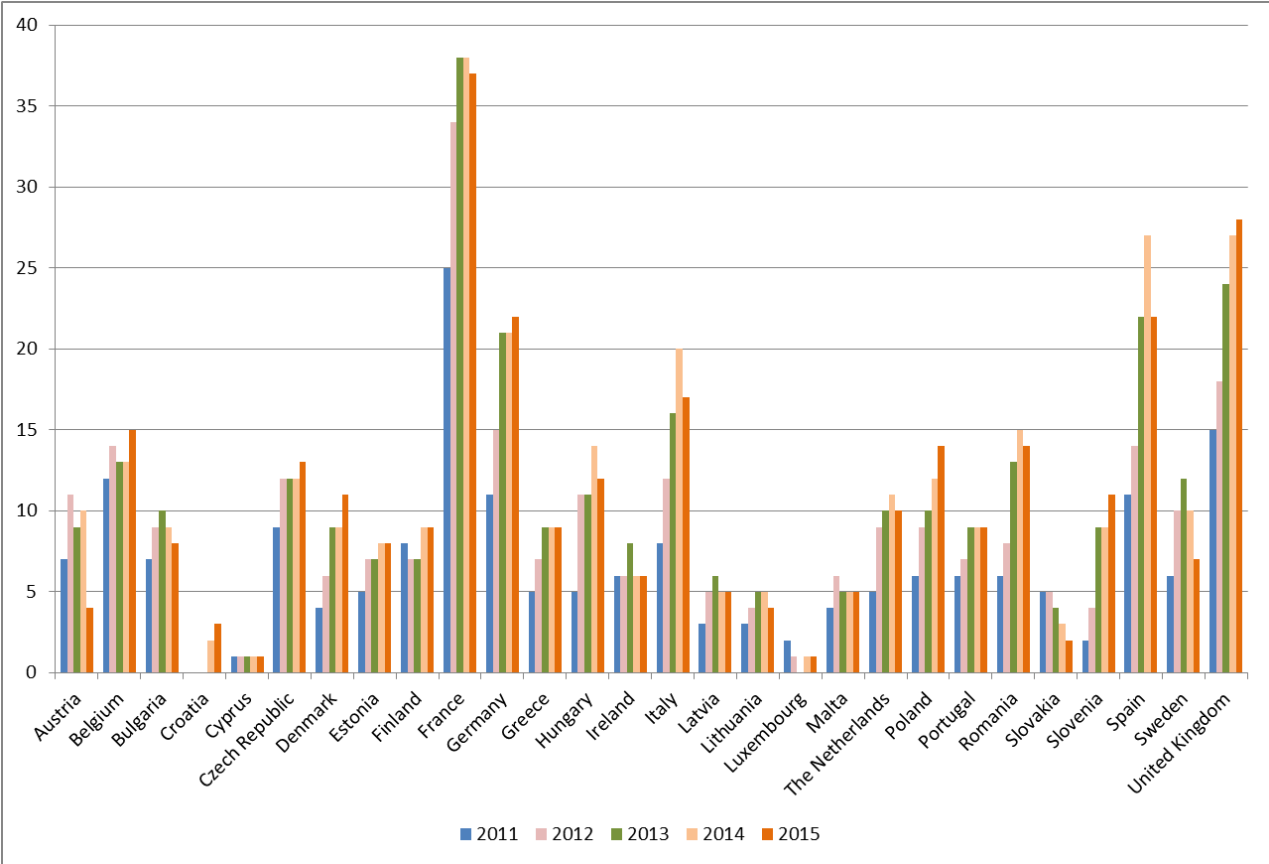
| | Country Population | % | AD Officials | % of Total Officials | Other AD Temporary Agents* | % of Total other TA | Member States Diplomats | % of Total MSD | Total AD staff | % of Total AD per nationality |
|-----------------|--------------------|---------------|--------------|----------------------|----------------------------|---------------------|-------------------------|----------------|----------------|-------------------------------|
| Austria | 8,443,000 | 1.7% | 18 | 3% | 1 | 14% | 4 | 1% | 23 | 2% |
| Belgium | 11,095,000 | 2.2% | 50 | 8% | 1 | 14% | 15 | 5% | 66 | 7% |
| Bulgaria | 7,327,000 | 1.4% | 4 | 1% | 0 | 0% | 8 | 3% | 12 | 1% |
| Croatia | 4,280,000 | 0.8% | 1 | 0% | 0 | 0% | 3 | 1% | 4 | 0% |
| Cyprus | 862,000 | 0.2% | 2 | 0% | 0 | 0% | 1 | 0% | 3 | 0% |
| Czech Republic | 10,505,000 | 2.1% | 10 | 2% | 0 | 0% | 13 | 4% | 23 | 2% |
| Denmark | 5,581,000 | 1.1% | 17 | 3% | 0 | 0% | 11 | 4% | 28 | 3% |
| Estonia | 1,340,000 | 0.3% | 5 | 1% | 0 | 0% | 8 | 3% | 13 | 1% |
| Finland | 5,401,000 | 1.1% | 11 | 2% | 0 | 0% | 9 | 3% | 20 | 2% |
| France | 65,328,000 | 12.9% | 81 | 13% | 0 | 0% | 37 | 12% | 118 | 13% |
| Germany | 81,844,000 | 16.1% | 72 | 12% | 1 | 14% | 22 | 7% | 95 | 10% |
| Greece | 11,290,000 | 2.2% | 21 | 3% | 0 | 0% | 9 | 3% | 30 | 3% |
| Hungary | 9,958,000 | 2.0% | 9 | 1% | 0 | 0% | 12 | 4% | 21 | 2% |
| Ireland | 4,583,000 | 0.9% | 15 | 2% | 0 | 0% | 6 | 2% | 21 | 2% |
| Italy | 60,821,000 | 12.0% | 90 | 15% | 2 | 29% | 17 | 6% | 109 | 12% |
| Latvia | 2,042,000 | 0.4% | 2 | 0% | 0 | 0% | 5 | 2% | 7 | 1% |
| Lithuania | 3,008,000 | 0.6% | 4 | 1% | 0 | 0% | 4 | 1% | 8 | 1% |
| Luxembourg | 525,000 | 0.1% | 2 | 0% | 0 | 0% | 1 | 0% | 3 | 0% |
| Malta | 418,000 | 0.1% | 3 | 0% | 0 | 0% | 5 | 2% | 8 | 1% |
| The Netherlands | 16,730,000 | 3.3% | 21 | 3% | 0 | 0% | 10 | 3% | 31 | 3% |
| Poland | 38,538,000 | 7.6% | 25 | 4% | 0 | 0% | 14 | 5% | 39 | 4% |
| Portugal | 10,542,000 | 2.1% | 19 | 3% | 0 | 0% | 9 | 3% | 28 | 3% |
| Romania | 21,356,000 | 4.2% | 5 | 1% | 0 | 0% | 14 | 5% | 19 | 2% |
| Slovakia | 5,404,000 | 1.1% | 2 | 0% | 0 | 0% | 2 | 1% | 4 | 0% |
| Slovenia | 2,055,000 | 0.4% | 3 | 0% | 0 | 0% | 11 | 4% | 14 | 1% |
| Spain | 46,196,000 | 9.1% | 62 | 10% | 0 | 0% | 22 | 7% | 84 | 9% |
| Sweden | 9,483,000 | 1.9% | 27 | 4% | 0 | 0% | 7 | 2% | 34 | 4% |
| United Kingdom | 62,990,000 | 12.4% | 39 | 6% | 2 | 29% | 28 | 9% | 69 | 7% |
| Total | 507,945,000 | 100.0% | 620 | 100% | 7 | 100% | 307 | 100% | 934 | 100% |

* The EEAS also employs a few AD Temporary Agents in the Cabinets (7 in 2015), who are not Member States Diplomats.

France, UK, Spain and Germany were by far better represented by the MSD than other countries. In 2015 the number of MSD decreased particularly for Austria, Hungary,

Italy and Sweden, and grew for Belgium, Denmark, Poland and Slovenia.

CHART 14: Member States Diplomats evolution per nationality (2011-2015)



Source: SYSPER, December 2015

EEAS AST staff

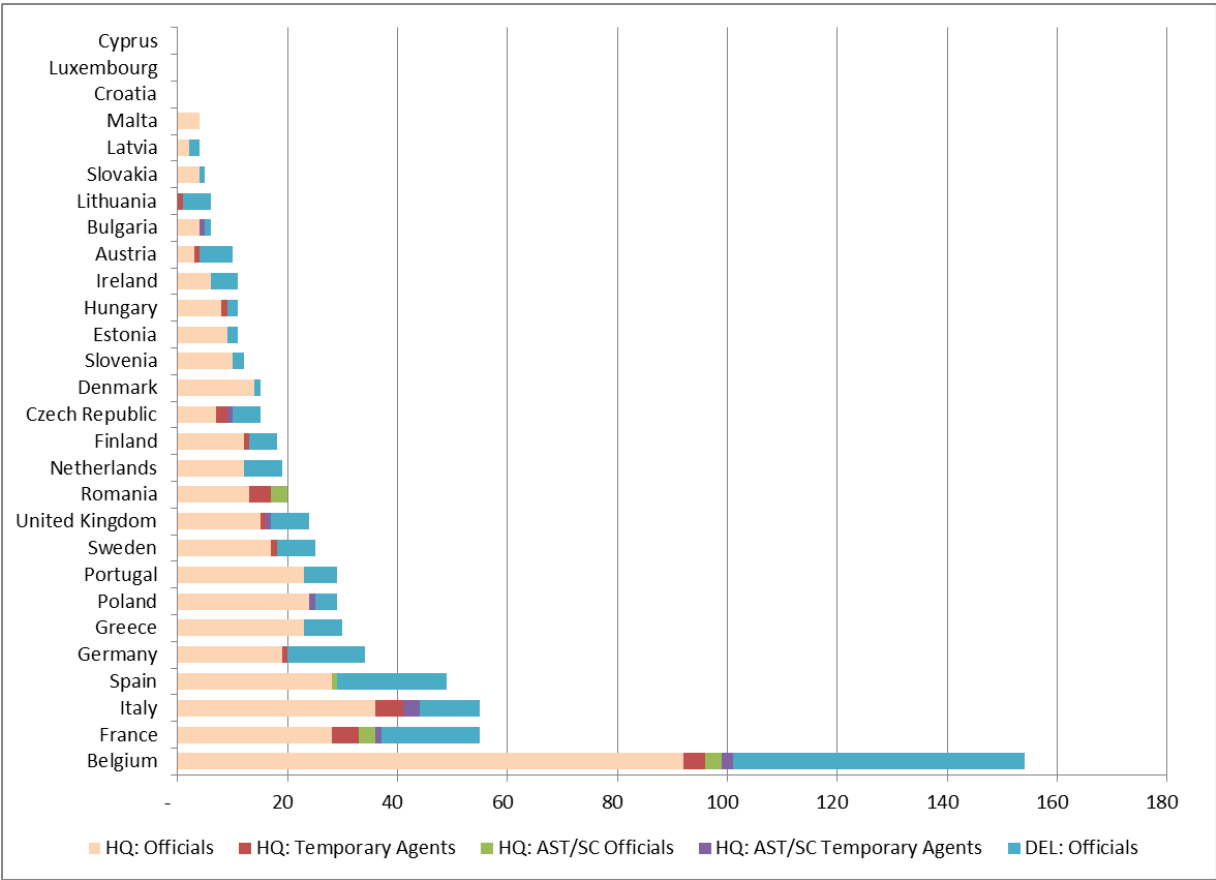
The Member State best represented in the AST category by a considerable margin was Belgium (24%), followed by France, Italy and Spain (8% each), Germany (5%) and Greece (5%).

Member States which joined the Union in 2004 and 2007 were less well represented; nationals from those Member States made up in total

around 19% of the total AST population, but there is a growing trend - for comparison: in 2012 the proportion was 12.7%, and in 2013 this proportion was 16.5%, in 2014 – 18%.

As of December 2015, there were no AST staff members from Cyprus, Croatia and Luxembourg in the Service.

CHART 15: AST Staff distribution per nationality



Source: SYSPER, December 2015

EEAS Contract Agents

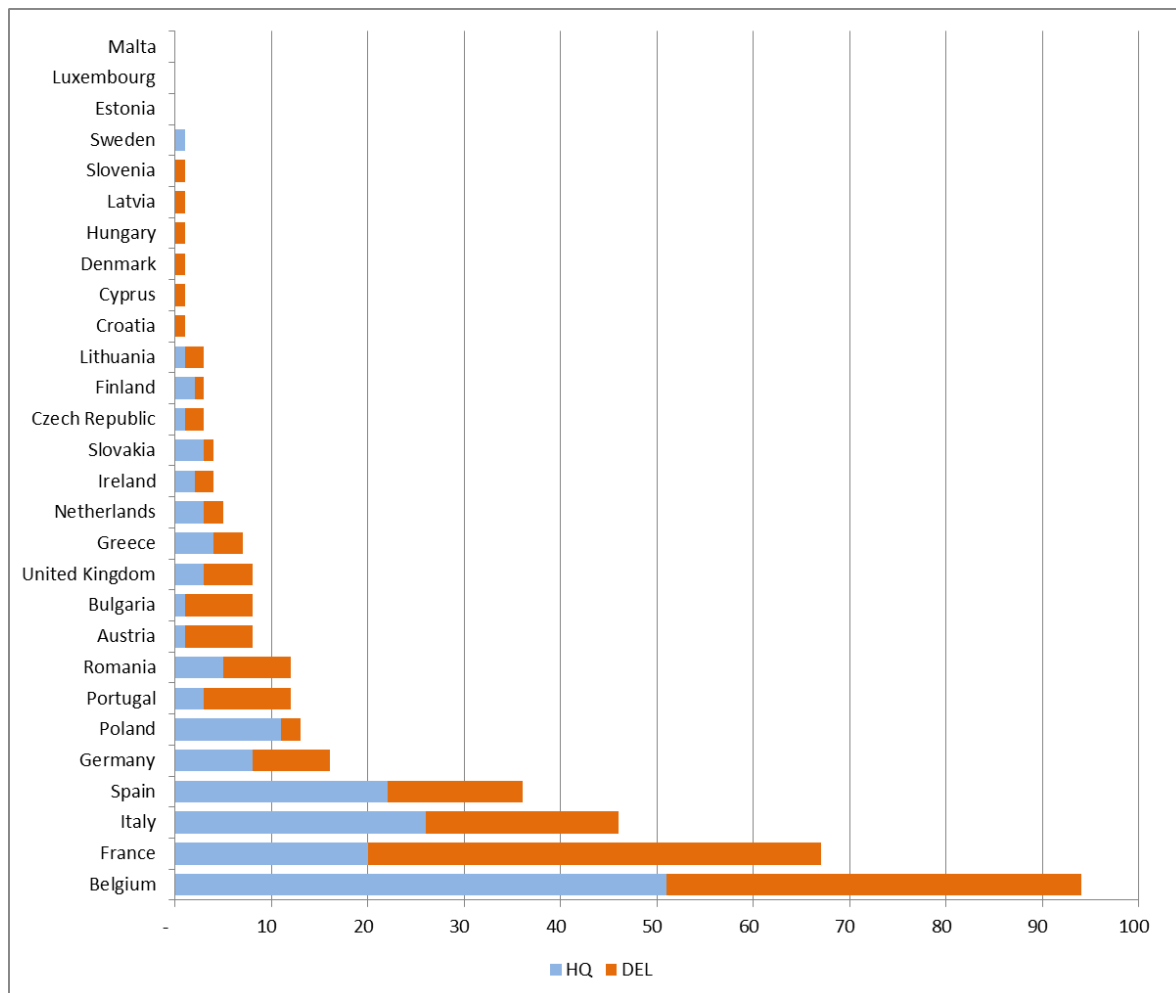
Chart 16 illustrates the Contract Agents staff distribution per nationality at the end of 2015.

Following a similar pattern as for AST staff, the Member State best represented at the CA category by a considerable margin was Belgium (26%), followed by France (19%), Italy (13%) and Spain (10%). These 4 countries accounted for almost 70% of the EEAS Contract Agents population. 3 Member States were not represented in the Contract

Agent staff category: Estonia, Luxembourg and Malta.

As of December 2015, nationals from Member States which joined the Union in 2004 and 2007 made up in total about 13% of the EEAS Contract Agents staff (which shows a steady growth pattern: in 2013 they represented only 10% of the EEAS CA staff, in 2014 – 12%).

CHART 16: EEAS Contract Agents distribution per nationality (HQ and DEL)



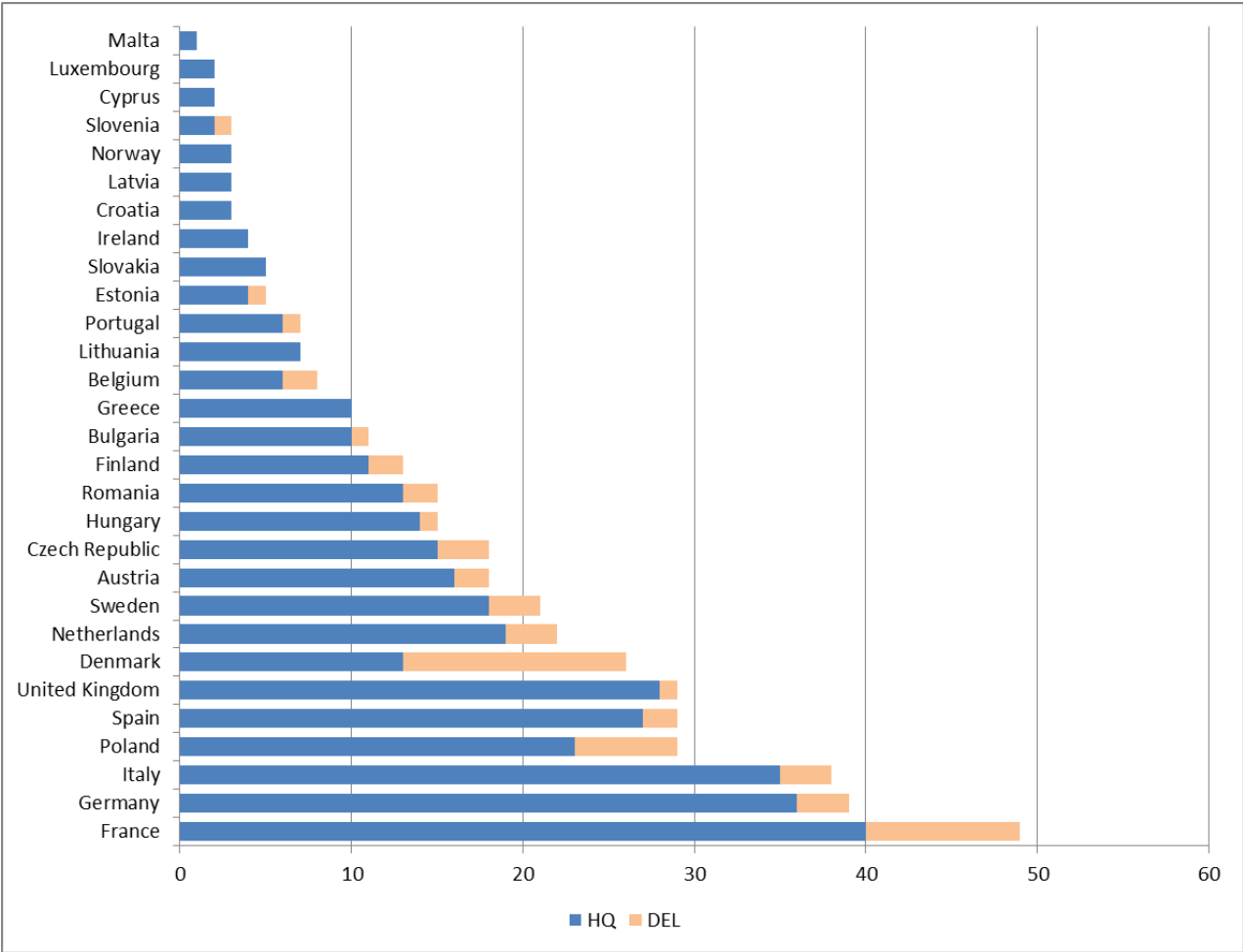
Source: SYSPER, December 2015

EEAS Seconded National Experts

The Member States with the highest number of seconded staff in the EEAS were France (11%), Germany and Italy (both 9%), Poland, Spain and UK (7%). Nationals of the Member States which joined the Union after 2004

represented 27% of EEAS SNEs, an increase from a proportion of 23% in 2012 and 25% in 2013. EEAS also employed 3 Norwegian SNEs.

CHART 17: SNE distribution per nationality (HQ and DEL)



Source: SYSPER, December 2015

4. DISTRIBUTION OF STAFF BY AGE

The average age of EEAS staff, including FO, TA, CA and LA was 46.1 years, same as in 2014. The EEAS staff has been gradually aging. In 2011 the average age of the same categories of staff was 44.5, in 2012 - 45.1, in 2013 - 45.4 years.

Only a minority of EEAS staff members were younger than 30 years old (2%), and most of them were Local Agents in Delegations and Contract Agents at the EEAS Headquarters.

The age category 30-39 years represented just under a quarter of the EEAS staff (23%) and the proportion of Officials and Temporary Agents was growing steadily, although, Contract Agents and Local Agents were still in majority for this age category.

The age category 40-49 years was the largest in the EEAS (38%) and all categories of staff were represented more or less equally within this age category.

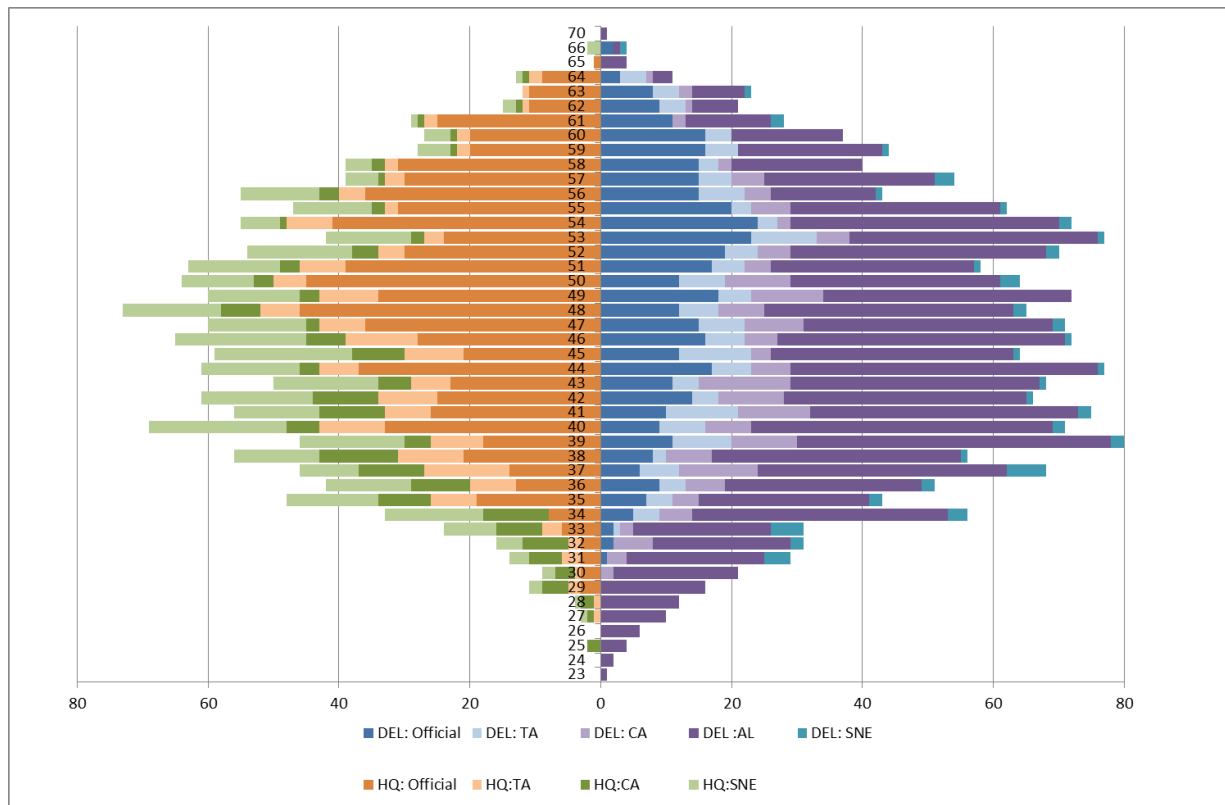
The age category 50-59 years counted for another 31% of EEAS staff, and to a larger extent included Officials and Temporary Agents (AD and AST together). There were significantly fewer Contract Agents in this age category (only 5%). Local Agents represented 30% of staff within this age category.

Finally, the age group 60-69 years counted for approximately 6.5% of EEAS staff and included a large proportion of Officials. The age pyramid for Officials in Chart 18 is indicative of the number of Officials who will terminate their service in the EEAS in the coming years.

EEAS staff age distribution (including: Officials, Temporary Agents, Contract Agents, Local Agents and SNEs):

| | HQ | DEL | Total | |
|--------------------|-------------|-------------|-------------|-------------|
| Age range | Staff Count | Staff count | Staff Count | % |
| <30 | 20 | 51 | 71 | 2% |
| 30-39 | 334 | 466 | 800 | 23% |
| 40-49 | 614 | 701 | 1315 | 38% |
| 50-59 | 486 | 584 | 1070 | 31% |
| >=60 | 99 | 129 | 228 | 7% |
| Grand Total | 1553 | 1931 | 3484 | 100% |

CHART 18: Age pyramid: EEAS staff at HQ and DEL (Officials, Temporary Agents, Contract Agents, Local Agents and SNEs)



The age distribution of EEAS staff shows some inequalities per gender. While women were in majority in the age groups <30 and 30-39 years old, they were by far in minority in

the age categories 50-59 and above 60. This applies to some extent to all categories of staff

EEAS staff age distribution per gender (including: Officials, Temporary Agents, Contract Agents, Local Agents and SNEs):

| | HQ | | | | HQ Total | DEL | | | | DEL Total | Grand Total |
|--------------------|------------|---------------|------------|---------------|-------------|------------|----------------|------------|----------------|-------------|-------------|
| | Female | % of total HQ | Male | % of total HQ | | Female | % of Total DEL | Male | % of Total Del | | |
| <30 | 13 | 65.0% | 7 | 35% | 20 | 38 | 75% | 13 | 25% | 51 | 71 |
| 30-39 | 192 | 57.5% | 142 | 43% | 334 | 285 | 61% | 181 | 39% | 466 | 800 |
| 40-49 | 268 | 43.6% | 346 | 56% | 614 | 353 | 50% | 348 | 50% | 701 | 1315 |
| 50-59 | 197 | 40.5% | 289 | 59% | 486 | 231 | 40% | 353 | 60% | 584 | 1070 |
| >=60 | 31 | 31.3% | 68 | 69% | 99 | 41 | 32% | 88 | 68% | 129 | 228 |
| Grand Total | 701 | 45.1% | 852 | 55% | 1553 | 948 | 49% | 983 | 51% | 1931 | 3484 |

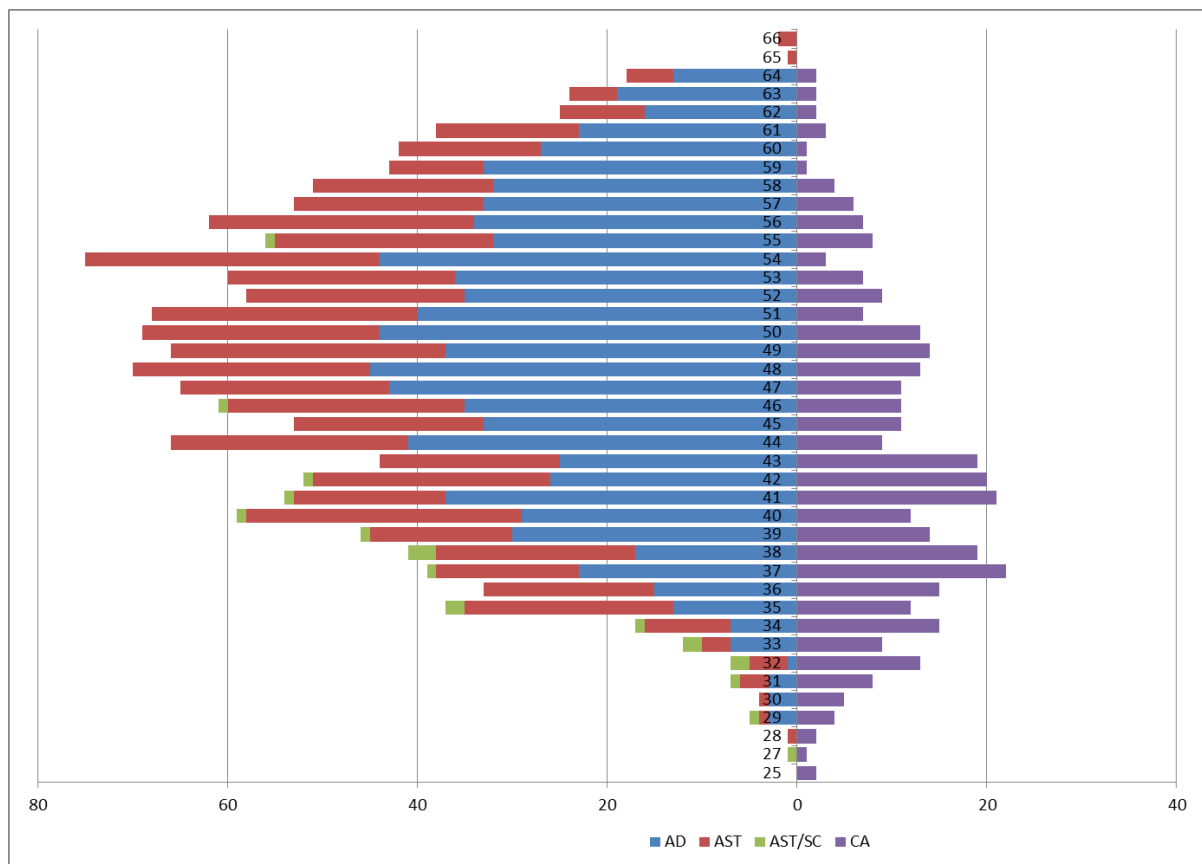
51% of Officials in the EEAS (AD and AST together) were 50 years old or older, and almost 10% of Officials were 60 or older, meaning that the EEAS will be losing 10% of its most experienced staff in the next few years due to retirement.

The average age of EEAS AD and AST staff was 48.5 years old. There was a slight difference between AD and AST population: the average age of AD staff was 50.2 years old, while the average age of AST was 47.6 years

old. Only 6 % of EEAS Officials belonged to the younger population group (28 - 35 years old) and a majority of them were in AST grades.

Overall, it is the group of Contract Agents that has a ‘young’ age pyramid. Only 26% of Contract Agents were 50 years old and above (in comparison with 51% of EEAS Officials being 50 or above). The average age of EEAS Contract Agents was 42.6.

CHART 19: Age Comparison: EEAS Officials and Temporary Agents vs Contract Agents

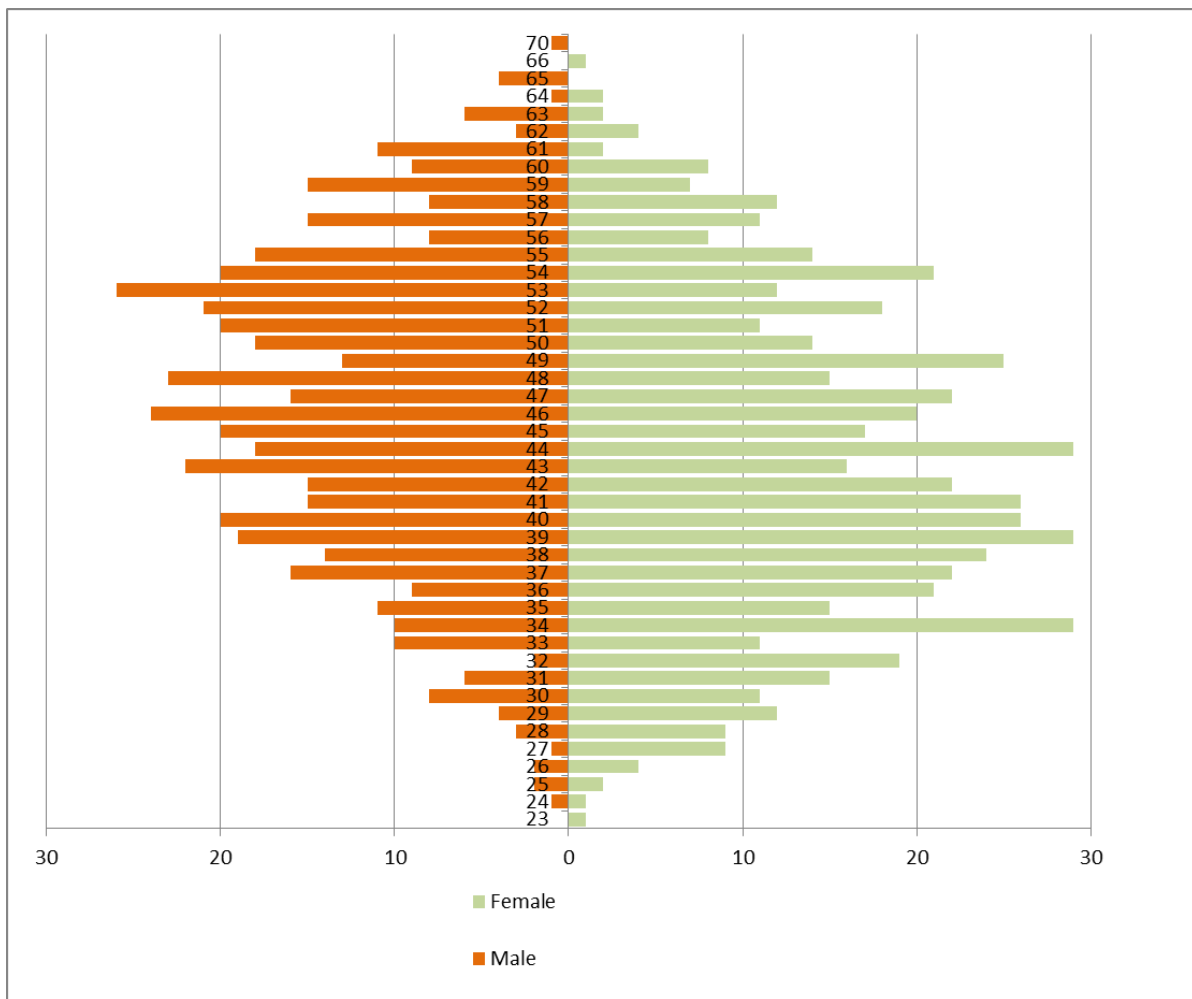


Source: SYSPER, December 2015

Overall, the age analysis of Local Agents employed by the EEAS shows the same pattern as for other staff categories, with slightly more female staff members in younger age

categories. The average age of EEAS Local Agents was 44.5 (same as in 2014).

CHART 20: Age pyramid EEAS Local Agents per gender



Source: SYSPER, December 2015

5. EEAS MANAGEMENT STAFF

On 31 December 2015, there were 282 managers in the EEAS, including Officials, Temporary Agents, and SNEs: 90 staff members occupied middle management posts in HQ, and 144 in Delegations; 29 staff members occupied senior management posts in HQ and 19 in Delegations.

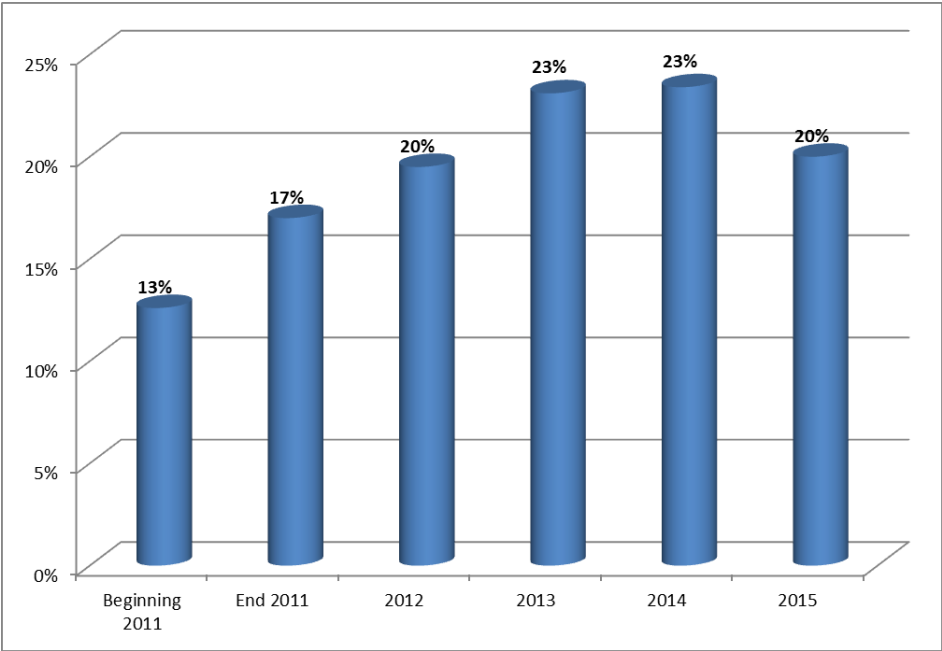
EEAS AD Staff: Heads of Delegation

At the end of 2015, there were 133 Head of Delegation posts occupied and 5 Chargé d’Affaires.

As far as gender balance at this level is concerned, since 2011 the proportion of female Member State Diplomats has been steadily increasing, as well as the proportion of women in Head of Delegation posts, until 2015. The

chart below shows a significant increase in the number of female Heads of Delegation over the period of 2011-2014: in 2011 there were only 17.8% and in 2012 there were 19.5 % of women occupying the Head of Delegation posts. In 2013, a continued effort to attract more women to the Management posts in Delegations resulted in 23% of women as Heads of Delegation. In 2014 this proportion remained unchanged, but at the end of 2015, due to rotation and shortage of female candidates, there were only 20% of female Head of Delegation, which represented a significant decrease since 23 % in 2014.

Chart 21: Proportion of Female Heads of EU Delegations, trends 2011-2015



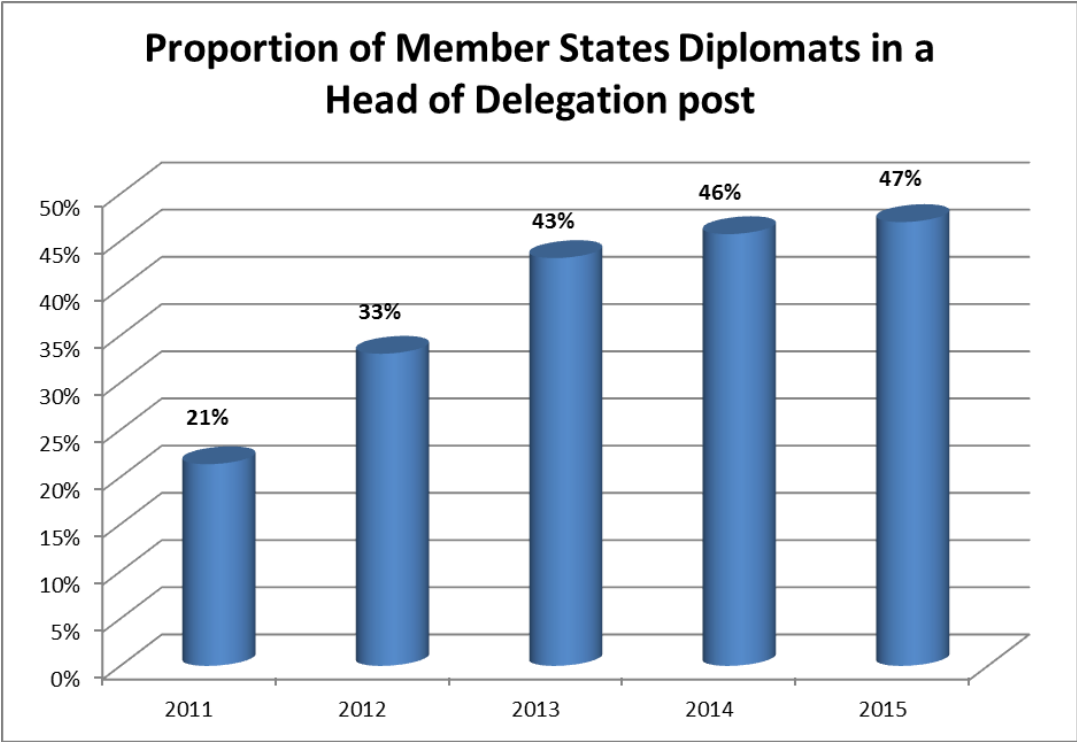
All EU nationalities were represented at the Head of Delegation level, with the exception of five Member States: Cyprus, Latvia, Luxembourg, Malta and Slovakia.

63 of the 134 Heads of Delegation posts were occupied by Member State diplomats (47%). Of those, 10 were women (16%) and 16 were nationals of Member States who joined the Union in 2004, 2007 and 2013 (25%).

Since 2011 the proportion of Member States Diplomats occupying the post of Head of Delegation grew by 26%.

There were also 29 Deputy Heads of Delegation at management level. Of those, 7 were women (24%) and 6 Deputy Head of Delegation posts were occupied by Member State Diplomats (21%).

Chart 22: Proportion of Member States diplomats as Head of Delegation, trends 2011-2015

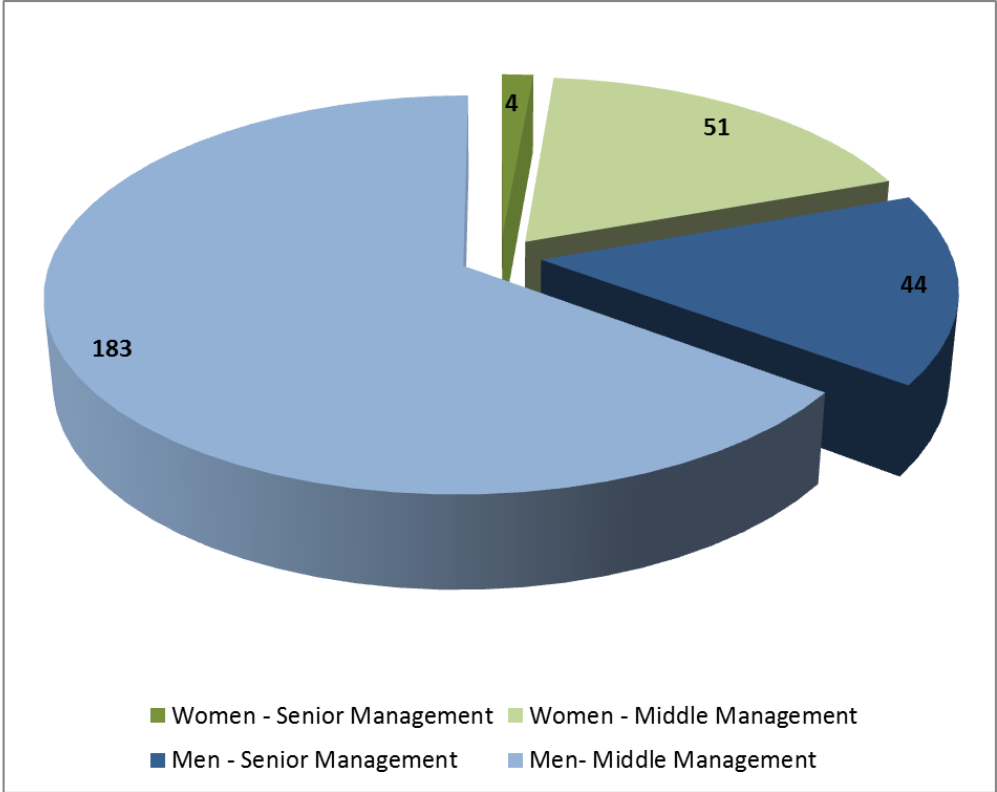


Gender

Further analysis of the Administrators function group reveals that what is valid for function groups is also valid for types of post (AD non-management, middle management and senior management). On 31 December 2015, women were strongly under-represented in senior management, in middle management and, to a lesser extent, in AD non-management post

types. However, over the years, the trend has been towards a larger proportion of women. Overall, the gap between men and women in higher function groups has narrowed. Still, women tended to account for a larger part of the population in lower grades.

CHART 23: Management staff by gender



Source: SYSPER, December 2015

Nationalities

Member States that were better represented at the management level were: Italy (15%), Spain (11%), France, UK and Germany (10% each). Together they represented 55 % of EEAS management staff. The Member States that joined the EU after 2004 represented only 12 % of EEAS management staff. Cyprus and Luxembourg did not have any staff members in management functions.

In comparison with the overall country population, Belgium, Ireland and the Netherlands were better represented at the management level, while Poland and Romania were underrepresented in that category of staff.

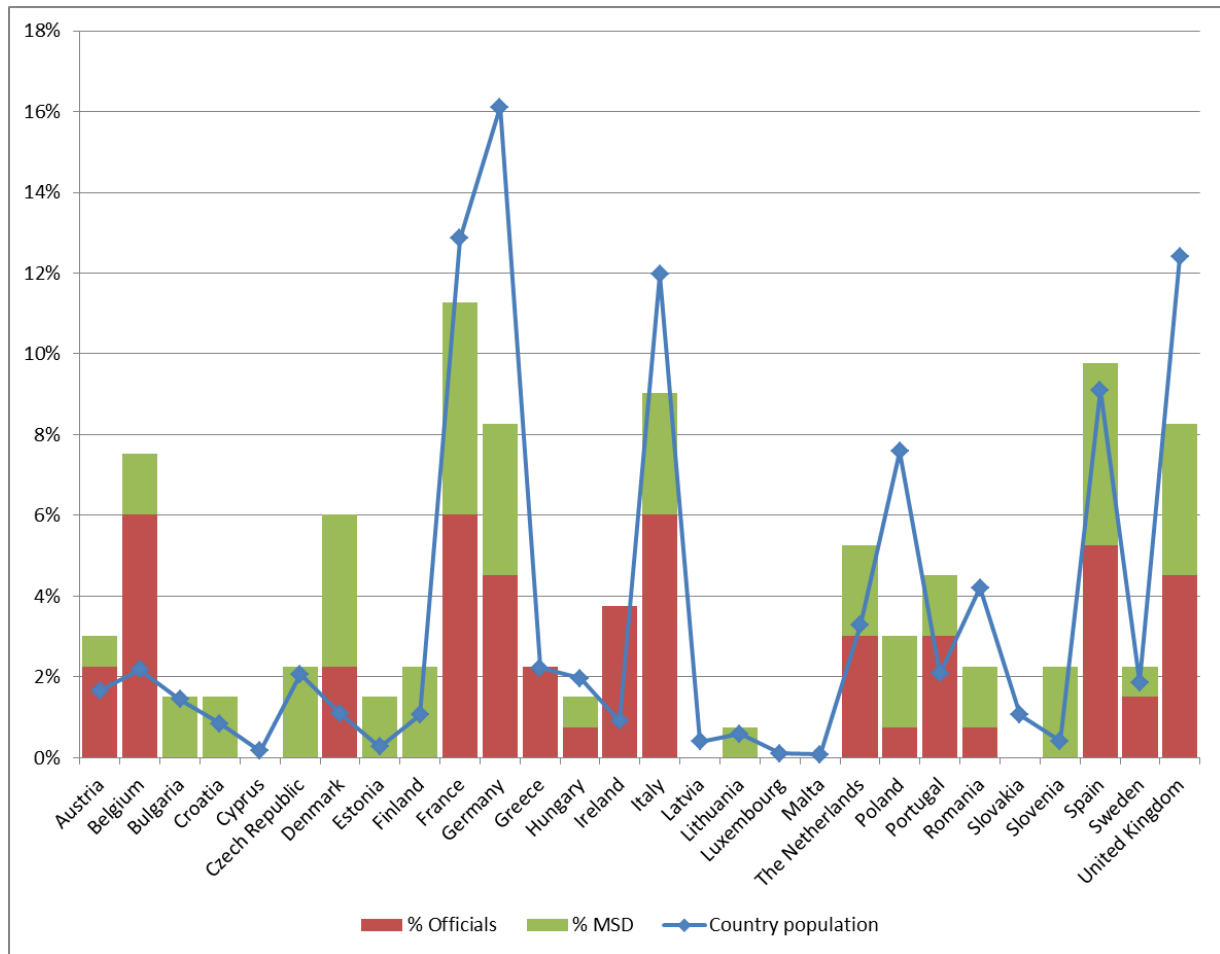
EEAS Management staff distribution per nationality, December 2015

| Nationality | Middle Management | Senior Management | Total | % |
|-----------------|-------------------|-------------------|------------|-------------|
| Austria | 6 | 5 | 11 | 4% |
| Belgium | 16 | 3 | 19 | 7% |
| Bulgaria | 4 | | 4 | 1% |
| Croatia | 2 | | 2 | 1% |
| Cyprus | | | 0 | 0% |
| Czech Republic | 3 | | 3 | 1% |
| Denmark | 8 | 2 | 10 | 4% |
| Estonia | 3 | | 3 | 1.1% |
| Finland | 4 | 2 | 6 | 2% |
| France | 26 | 3 | 29 | 10% |
| Germany | 21 | 6 | 27 | 10% |
| Greece | 5 | | 5 | 2% |
| Hungary | 4 | 1 | 5 | 2% |
| Ireland | 9 | 1 | 10 | 4% |
| Italy | 38 | 4 | 42 | 15% |
| Latvia | | | 0 | 0.0% |
| Lithuania | | 1 | 1 | 0.4% |
| Luxembourg | | | 0 | 0% |
| Malta | 1 | | 1 | 0% |
| The Netherlands | 11 | 2 | 13 | 5% |
| Poland | 6 | 2 | 8 | 3% |
| Portugal | 7 | 2 | 9 | 3% |
| Romania | 2 | 1 | 3 | 1% |
| Slovakia | 1 | | 1 | 0.4% |
| Slovenia | 3 | | 3 | 1.1% |
| Spain | 26 | 4 | 30 | 11% |
| Sweden | 8 | 2 | 10 | 4% |
| United Kingdom | 20 | 7 | 27 | 10% |
| Total | 234 | 48 | 282 | 100% |

Chart 24 demonstrates that the nationality distribution of Heads of Delegation followed the same pattern as overall management staff distribution. Seven Member States counted for

over 60% of Heads of Delegation: France, Spain, Italy, Germany, United Kingdom, Belgium and Denmark.

CHART 24: EEAS Heads of Delegation distribution per nationality



Source: SYSPER, December 2015

Nationality distribution trends 2011-2015

The following table demonstrates the evolution of AD management staff in the EEAS HQ and delegations over the period of 5 years and provides a comparison with the proportion of country's population within the total European population. Nationalities whose representation

at the EEAS grew most significantly in the past 5 years are: Denmark, Germany, Italy and Slovenia. At the same time, the representation of Greece, Ireland and Belgium decreased noticeably. For the rest of the nationalities situation remained relatively stable.

EEAS AD Management staff: HQ+DEL

| | 12/2011 | 12/2012 | 12/2013 | 12/2014 | 12/2015 | % of Total AD management staff | | Country population as proportion of Total European population |
|--------------------|------------|------------|------------|------------|------------|--------------------------------|-------------|---|
| | | | | | | in 2011 | in 2015 | |
| Austria | 8 | 7 | 8 | 9 | 9 | 3.3% | 3.5% | 1.7% |
| Belgium | 21 | 20 | 17 | 15 | 18 | 8.7% | 7.0% | 2.2% |
| Bulgaria | 2 | 3 | 3 | 2 | 2 | 0.8% | 0.8% | 1.4% |
| Croatia | 0 | 0 | 0 | 2 | 2 | 0.0% | 0.8% | 0.8% |
| Cyprus | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | 0.2% |
| Czech Republic | 4 | 6 | 6 | 4 | 3 | 1.7% | 1.2% | 2.1% |
| Denmark | 5 | 5 | 8 | 9 | 10 | 2.1% | 3.9% | 1.1% |
| Estonia | 2 | 3 | 2 | 1 | 3 | 0.8% | 1.2% | 0.3% |
| Finland | 4 | 3 | 4 | 5 | 5 | 1.7% | 1.9% | 1.1% |
| France | 28 | 31 | 32 | 30 | 27 | 11.6% | 10.5% | 12.9% |
| Germany | 19 | 21 | 24 | 22 | 24 | 7.9% | 9.3% | 16.1% |
| Greece | 11 | 10 | 8 | 8 | 5 | 4.6% | 1.9% | 2.2% |
| Hungary | 6 | 6 | 5 | 6 | 5 | 2.5% | 1.9% | 2.0% |
| Ireland | 12 | 12 | 12 | 9 | 9 | 5.0% | 3.5% | 0.9% |
| Italy | 26 | 25 | 32 | 35 | 38 | 10.8% | 14.8% | 12.0% |
| Latvia | 2 | 2 | 3 | 1 | 0 | 0.8% | 0.0% | 0.4% |
| Lithuania | 1 | 1 | 1 | 1 | 1 | 0.4% | 0.4% | 0.6% |
| Luxembourg | 1 | 1 | 0 | 0 | 0 | 0.4% | 0.0% | 0.1% |
| Malta | 1 | 1 | 1 | 1 | 1 | 0.4% | 0.4% | 0.1% |
| The Netherlands | 9 | 10 | 12 | 13 | 11 | 3.7% | 4.3% | 3.3% |
| Poland | 5 | 7 | 7 | 7 | 6 | 2.1% | 2.3% | 7.6% |
| Portugal | 10 | 10 | 8 | 7 | 9 | 4.1% | 3.5% | 2.1% |
| Romania | 3 | 3 | 3 | 2 | 3 | 1.2% | 1.2% | 4.2% |
| Slovakia | 2 | 2 | 1 | 0 | 0 | 0.8% | 0.0% | 1.1% |
| Slovenia | 0 | 2 | 2 | 2 | 3 | 0.0% | 1.2% | 0.4% |
| Spain | 26 | 25 | 29 | 28 | 27 | 10.8% | 10.5% | 9.1% |
| Sweden | 8 | 9 | 10 | 10 | 10 | 3.3% | 3.9% | 1.9% |
| UK | 25 | 27 | 24 | 27 | 26 | 10.4% | 10.1% | 12.4% |
| Grand Total | 241 | 252 | 262 | 256 | 257 | 100% | 100% | 100% |

The evolution of management staff nationalities in EEAS HQ from 2011 till 2015 is demonstrated in Chart 25.

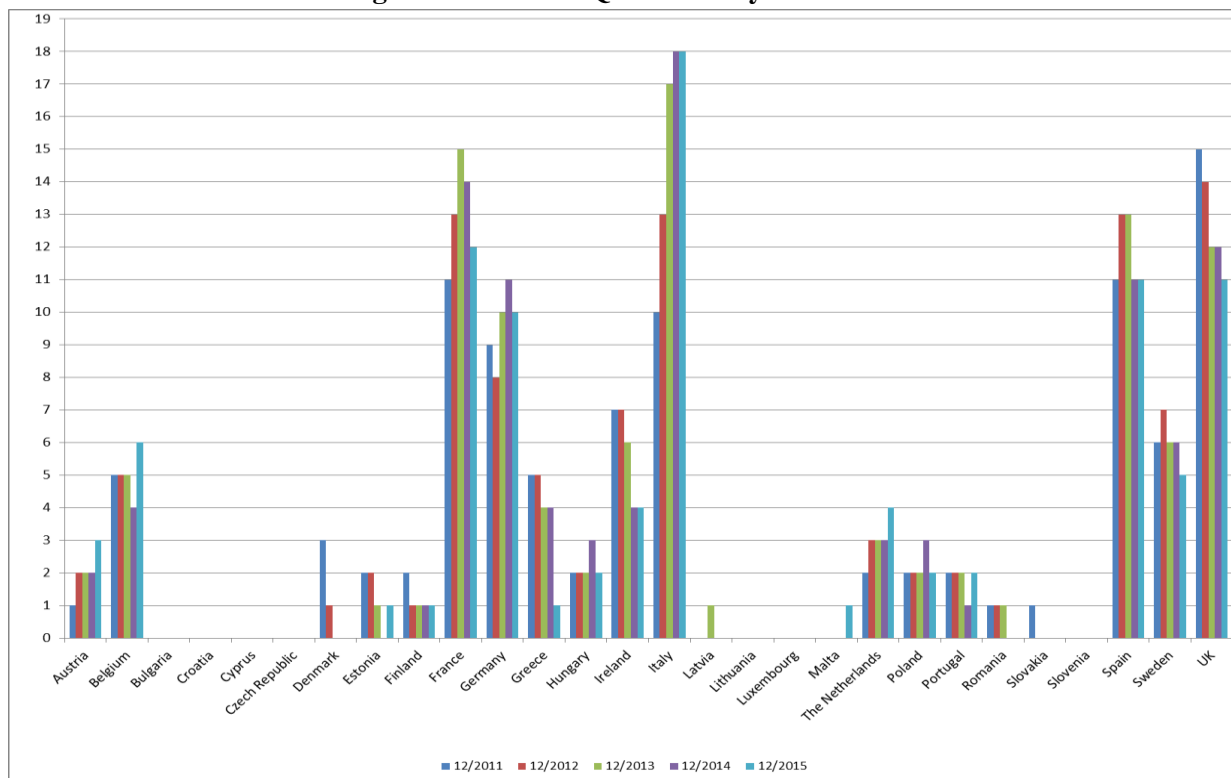
In most cases the fluctuation over the 5 years period was rather limited, but proportion of certain nationalities changed more significantly:

- the representation of Italian staff in management posts grew most significantly: from 10 people in 2011 to 18 people in 2015, an increase of 80%;
- the proportion of the Dutch staff grew from 2 people in 2011 to 4 people in 2015;
- the representation of Austrian staff in management posts in the EEAS HQ grew from 1 in 2011 to 3 staff members in 2015;

- the proportion of Estonian and Finnish management staff members decreased from 2 to 1 person;
- the proportion of Irish staff went down from 7 persons in 2011 to 4 persons in 2015;
- the most significant decrease was demonstrated by management staff with Greek nationality – from 5 to 1 person between 2011 and 2015.

As demonstrated in Chart 25, in the period of 5 years, seven nationalities were not represented at the management level at the EEAS HQ: Bulgaria, Croatia, Cyprus, Czech Republic, Lithuania, Luxembourg, and Slovenia.

CHART 25: EEAS AD management staff in HQ: nationality trends 2011-2015



Source: SYSPER, December 2015

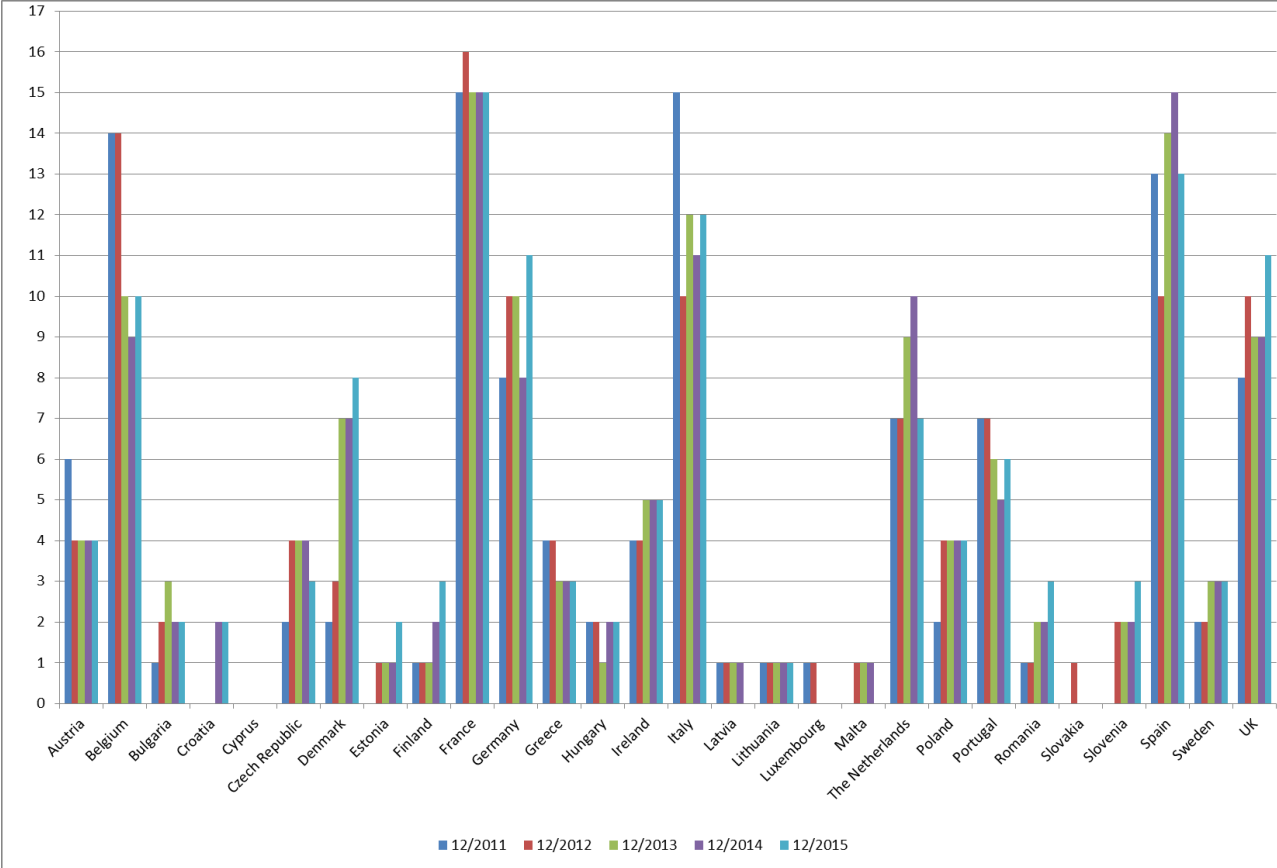
The evolution of Head of Delegation nationalities from 2011 till 2015 is demonstrated in Chart 26.

At the same time, the representation of Austria, Belgium, Italy, Luxembourg and Malta within the HoD staff decreased since 2011.

Proportion of the following nationalities grew more significantly: Denmark (from 2 to 8 HoD), Finland and Romania (both nationalities grew from 1 to 3 HoD).

As demonstrated in Chart 26, over the period of 5 years, only one nationality was not represented at the Head of Delegation level: Cyprus.

CHART 26: EEAS Heads of Delegation: nationality trends 2011-2015



Source: SYSPER, December 2015

Age distribution

Senior managers and, to a lesser extent, middle managers were predictably among the oldest staff members. Only 4 % of management staff was under 45 years old. 79% of all managers were above 50 years old, and 18% were above 60 years old.

| Age Range | Middle Management | | Senior Management | | Total | % |
|--------------------|-------------------|------------|-------------------|-----------|------------|-------------|
| | HQ | DEL | HQ | DEL | | |
| <45 | 4 | 7 | | | 11 | 4% |
| 45-49 | 21 | 23 | 3 | 2 | 49 | 17% |
| 50-54 | 25 | 39 | 9 | 4 | 77 | 27% |
| 55-59 | 31 | 46 | 12 | 6 | 95 | 34% |
| 60-64 | 9 | 29 | 5 | 7 | 50 | 18% |
| Grand Total | 90 | 144 | 29 | 19 | 282 | 100% |

ANNEX I STAFF TYPOLOGY

I. STATUTORY EEAS STAFF

The employment conditions of staff members employed by the EEAS are governed by the Staff Regulations of Officials (SR) or the Conditions of Employment of Other Servants of the European Union (CEOS). The CEOS apply to Temporary Agents, Contract Agents, Local Agents and special advisers. These staff members are referred to as statutory staff.

Officials are appointed by the EEAS after they have passed a competition or selection procedure under Article 29(2) SR and are assigned to permanent establishment plan posts for an undetermined period of time.

Temporary Agents in the EEAS are essentially:

- staff seconded from national diplomatic services of the Member States contracted to fill temporarily permanent establishment plan posts in the EEAS (Article 2 (e) CEOS);

Contract Agents are contracted by the EEAS and assigned to jobs not covered by the establishment plan:

- to carry out manual or administrative support service tasks for either a determined or undetermined period of time (Article 3a(a) CEOS);

- in Representations and Delegations of Union institutions (Article 3a(d) CEOS);

- to replace certain absent Officials or Temporary Agents or to perform duties other than those referred to in Article 3(a) CEOS for a period of maximally three years (Article 3b CEOS).

Local Agents (Article 4 CEOS) are employed by the EEAS for manual or service duties and are working in places outside the European Union, according to local law. Local staff is assigned to posts not covered by the establishment plan.

II. NON-STATUTORY EEAS STAFF

In addition to statutory staff, the European Commission and the EEAS also employ non-statutory staff. The legal basis for employment contracts between the EEAS and non-statutory staff members is different from the legal basis for staff covered by the Staff Regulations or the Conditions of Employment of Other Servants. The employment conditions of non-statutory staff members are governed by national laws and regulations in force in the place of employment. Non-statutory staff (Agents under national law) are assigned to jobs not covered by the establishment plan and most contracts expire after a fixed period of time.

Persons other than those mentioned above are related to the EEAS through their professional activity, directly or indirectly. They collaborate with the EEAS outside the context of an employment contract with the EEAS and, hence, are not EEAS staff.

Some of them (trainees) have an individual contract, as opposed to an employment contract, with the EEAS. Some are contracted by an employment agency or belong to a national administration and are subsequently seconded to the EEAS. Some are not remunerated. Others receive an allowance or grant on top of the salary they receive from their employer. For example:

- **Seconded National Experts** are employed by a national administration and seconded to the EEAS.

- **Junior Professional in Delegations:** The EEAS and the Commission have deployed from March 2013 a programme for Junior Professionals in Delegations. The aim of the programme is to enable graduates from the Member States of the EU to gain first-hand experience in the work of the Delegations. The basic principle is of one EEAS Junior Professional per Member State. The legal basis for the recruitment of JPDs is the Joint Decision of the European Commission and the High Representative of the EU for Foreign Affairs and Security Policy on 12 June 2012 establishing a High Level Traineeship Programme in the EU Delegations in Partnership with the EU Member States, EEAS DEC(2012) 009/02.

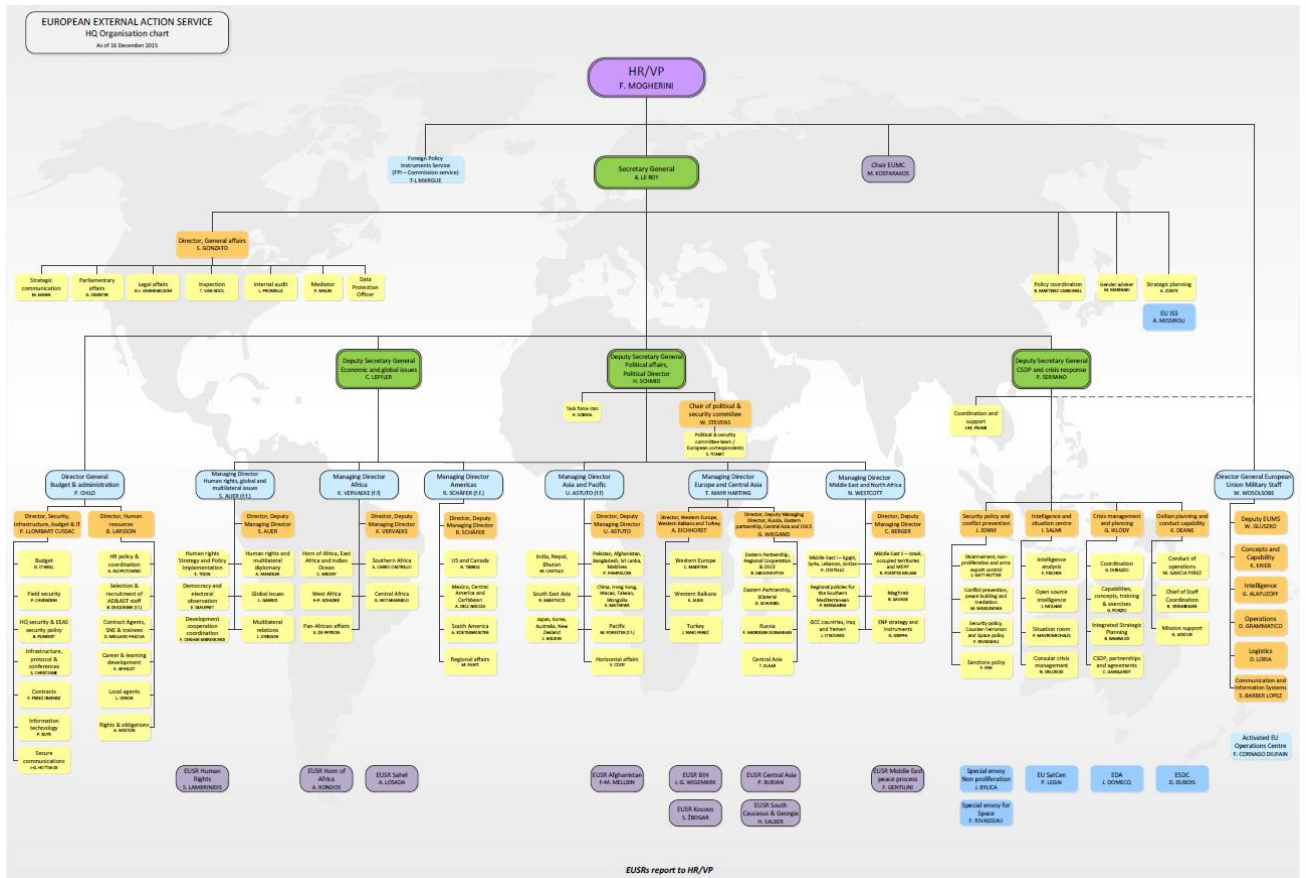
- **Trainees** sign individual contracts with the EEAS. Some types of traineeship contracts include the payment of an allowance or the reimbursement of expenses, whereas other contract types do not provide for any remuneration. The overall purpose of all traineeships is to enable trainees to learn about EU policies and EEAS's activities.

- **Service providers** are contracted by a private company and carry out specialised outsourced tasks, in particular in the area of information technology.

- **Interim Staff** are contracted by job agencies and deliver services to the EEAS to replace absent staff or to carry out short-term duties for a maximum of six consecutive months.

**Source: Staff Regulations, EU Commission HR report*

ANNEX II: EEAS Organisational chart



ANNEX III: List of EU Delegations

139 EU Delegations

105 Delegations

- | | | |
|------------------------------|-------------------|------------------------------|
| 1. AFGHANISTAN | 36. GAMBIA | 72. NORWAY |
| 2. ALBANIA | 37. GEORGIA | 73. PAKISTAN |
| 3. ALGERIA | 38. GHANA | 74. PAPUA NEW GUINEA |
| 4. ANGOLA | 39. GUATEMALA | 75. PARAGUAY |
| 5. ARGENTINA | 40. GUINEA | 76. PERU |
| 6. ARMENIA | 41. GUINEA-BISSAU | 77. PHILIPPINES |
| 7. AZERBAIJAN | 42. HAITI | 78. RUSSIA |
| 8. BANGLADESH | 43. HONDURAS | 79. RWANDA |
| 9. BELARUS | 44. ICELAND | 80. SENEGAL |
| 10. BENIN | 45. IRAQ | 81. SERBIA |
| 11. BOLIVIA | 46. ISRAEL | 82. SIERRA LEONE |
| 12. BOSNIA AND HERZEGOVINA | 47. IVORY COAST | 83. SINGAPORE |
| 13. BOTSWANA | 48. JAPAN | 84. SOMALIA (BASED IN KENYA) |
| 14. BRAZIL | 49. JORDAN | 85. SOUTH AFRICA |
| 15. BURKINA FASO | 50. KAZAKHSTAN | 86. SOUTH SUDAN |
| 16. BURMA/MYANMAR | 51. KENYA | 87. SUDAN |
| 17. BURUNDI | 52. KOREA | 88. SYRIA |
| 18. CAMBODJA | 53. KYRGYZSTAN | 89. SWAZILAND |
| 19. CAMEROON | 54. LEBANON | 90. TAJIKISTAN |
| 20. CANADA | 55. LESOTHO | 91. TANZANIA |
| 21. CAPE VERDE | 56. LIBERIA | 92. TIMOR-LESTE |
| 22. CENTRAL AFRICAN REPUBLIC | 57. LIBYA | 93. TOGO |
| 23. CHAD | 58. MADAGASCAR | 94. TUNESIA |
| 24. CHILE | 59. MALAWI | 95. UGANDA |
| 25. CONGO REP. | 60. MALAYSIA | 96. UKRAINE |
| 26. CONGO REP. DEM. | 61. MALI | 97. UNITED ARAB EMIRATES |
| 27. COSTA RICA | 62. MAURITANIA | 98. UNITED STATES OF AMERICA |
| 28. CUBA | 63. MEXICO | 99. URUGUAY |
| 29. DJIBOUTI | 64. MOLDOVA | 100. UZBEKISTAN |
| 30. DOMINICAN REPUBLIC | 65. MONTENEGRO | 101. VENEZUELA |
| 31. EGYPT | 66. MOROCCO | 102. VIETNAM |
| 32. EL SALVADOR | 67. MOZAMBIQUE | 103. YEMEN |
| 33. ERITREA | 68. NAMIBIA | 104. ZAMBIA |
| 34. ETHIOPIA | 69. NEPAL | 105. ZIMBABWE |
| 35. FYROM | 70. NIGER | |
| | 71. NIGERIA | |

13 Regional Delegations (without dependant regionalised Delegation)

- | | |
|--------------|--|
| 1. BARBADOS | ANTIGUA AND BARBUDA, DOMINICA, GRENADA, ST LUCIA, ST VINCENT AND THE GRENADINES, ST KITTS AND NEVIS |
| 2. CHINA | MONGOLIA |
| 3. FIJI | COOK ISLANDS*, KIRIBATI, MARSHALL ISLAND, MICRONESIA, NAURU, NIUE, PALAU, SAMOA, TONGA AND TUVALU, NEW CALEDONIA |
| 4. GABON | EQUATORIAL GUINEA, SAO TOME AND PRINCIPE |
| 5. INDIA | BHUTAN |
| 6. INDONESIA | BRUNEI |
| 7. JAMAICA | BELIZE, BAHAMAS |
| 8. TURKEY | TURKMENISTAN |

- | | | |
|-----|-----------------|---------------------------------|
| 9. | MAURITIUS | COMOROS, SEYCHELLES |
| 10. | SAUDI ARABIA | BAHRAIN, KUWAIT, OMAN AND QATAR |
| 11. | SRI LANKA | MALDIVES |
| 12. | SOLOMAN ISLANDS | VANUATU |
| 13. | SWITZERLAND | LIECHTENSTEIN |

* not considered "Sovereign state recognized by the UN" and free associate of New Zealand

5 Regional Delegations (with dependant regionalised Delegations)

| | Dependant Regionalised Delegation: | |
|----|---|---------------------|
| 1. | AUSTRALIA | NEW ZEALAND |
| 2. | COLOMBIA | ECUADOR |
| 3. | GUYANA | TRINIDAD AND TOBAGO |
| 4. | NICARAGUA | OFFICE PANAMA |
| 5. | THAILAND | LAOS |

4 Regionalised Delegations (Chargé d'affaires)

| | Under the authority of the Regional Delegations to: | |
|----|--|-----------|
| 1. | ECUADOR | COLOMBIA |
| 2. | LAOS | THAILAND |
| 3. | NEW ZEALAND | AUSTRALIA |
| 4. | TRINIDAD AND TOBAGO | GUYANA |
| 5. | PANAMA | NICARAGUA |

4 Representation Offices

1. CHINA -HONG KONG (OFFICE OF THE EUROPEAN UNION)
2. WEST BANK AND GAZA STRIP (OFFICE OF THE EU REPRESENTATIVE)
3. KOSOVO (EUROPEAN UNION OFFICE IN KOSOVO)
4. TAIWAN (EUROPEAN ECONOMIC & TRADE OFFICE)

8 multilateral Delegations to International Organisations

- 1 ADDIS ABABA (AFRICAN UNION)
- 2 GENEVA (UN)
- 3 GENEVA (WTO)
- 4 NEW YORK (UN)
- 5 PARIS (OECD/UNESCO)
- 6 ROME (FAO - HOLY SEE - ORDRE DE MALTE)
- 7 STRASBOURG (COE)
- 8 VIENNA (UN/ IAEA/OECD)

37 Accreditations (ambassadeur non résident)

| | Depending on the Delegation: | |
|----|-------------------------------------|----------------|
| 1 | ANTIGUA AND BARBUDA (BARBADOS) | |
| 2 | BAHAMAS | (JAMAICA) |
| 3 | BAHRAIN | (SAUDI ARABIA) |
| 4 | BELIZE (TECHNICAL OFFICE) | (JAMAICA) |
| 5 | BHUTAN | (INDIA) |
| 6 | BRUNEI | (INDONESIA) |
| 7 | COMOROS (TECHNICAL OFFICE) | (MAURITIUS) |
| 8 | COOK ISLAND* | (FIJI) |
| 9 | DOMINICA | (BARBADOS) |
| 10 | GRENADA | (BARBADOS) |
| 11 | EQUATORIAL GUINEA | (GABON) |
| 12 | MARSHALL ISLAND | (FIJI) |
| 13 | KIRIBATI | (FIJI) |
| 14 | KUWAIT | (SAUDI ARABIA) |
| 15 | LIECHTENSTEIN | (SWITZERLAND) |
| 16 | MALDIVES | (SRI LANKA) |
| 17 | MICRONESIA | (FIJI) |
| 18 | MONGOLIA | (CHINA) |

| | | |
|----|----------------------------------|-------------------|
| 19 | NAURU | (FIJI) |
| 20 | NEW CALEDONIA (TECHNICAL OFFICE) | (FIJI) |
| 21 | NIUE* | (FIJI) |
| 22 | OMAN | (SAUDI ARABIA) |
| 23 | PALAU | (FIJI) |
| 24 | PANAMA | (NICARAGUA) |
| 25 | QATAR | (SAUDI ARABIA) |
| 26 | ST KITTS AND NEVIS | (BARBADOS) |
| 27 | ST LUCIA | (BARBADOS) |
| 28 | HOLY SEE** | (ROME) |
| 29 | ST VINCENT AND THE GRENADINES | (BARBADOS) |
| 30 | SAMOA (TECHNICAL OFFICE) | (FIJI) |
| 31 | SAO TOME AND PRINCIPE | (GABON) |
| 32 | SEYCHELLES | (MAURITIUS) |
| 33 | SURINAM | (GUYANA) |
| 34 | TONGA | (FIJI) |
| 35 | TURKMENISTAN | (TURKEY) |
| 36 | TUVALU | (FIJI) |
| 37 | VANUATU | (SOLOMAN ISLANDS) |

* NOT MEMBER OF THE UN

** OBSERVER TO THE UN

