

Consolidated Annual Activity Report

2024

Adopted by Management Board Decision No MB/2025/003 of 30 April 2025



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Pursuant to Regulation (EU, Euratom) 2018/1046, Commission Delegated Regulation (EU) No 2019/715.

Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).

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Abbreviations

ABM	activity-based management
AOSD	authorising officer by subdelegation
BPfA	Beijing Declaration and Platform for Action
CA	contract agent
CAAR	Consolidated Annual Activity Report
CARE	Survey of Gender Gaps in Unpaid Care, Individual and Social Activities
CERT-EU	Cybersecurity Service for the Union Institutions, Bodies, Offices and Agencies
CO₂	carbon dioxide
CVI	corporate visual identity
DG	Directorate-General
DPO	data protection officer
ECA	European Court of Auditors
EESC	European Economic and Social Committee
EGD	European Green Deal
EIGE	European Institute for Gender Equality
EMPL	Committee on Employment and Social Affairs
EPO	European protection order
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council configuration
EUAN	EU Agencies Network
Eurofound	European Foundation for the Improvement of Living and Working Conditions
Eurojust	European Union Agency for Criminal Justice Cooperation
FEMM	Committee on Women's Rights and Gender Equality
FG	function group
FRA	European Union Agency for Fundamental Rights
FTE	full-time equivalent
Greena	Gender-responsive evaluation for a sustainable future for all
Greivio	Group of Experts on Action against Violence against Women and Domestic Violence
GRPP	gender-responsive public procurement
HR	human resources
IAS	Internal Audit Service
ICF	internal control framework
ICT	information and communications technology
IPA	Instrument for Pre-Accession Assistance

IT	information technology
JHAAN	Justice and Home Affairs Agencies' Network
MEP	Member of the European Parliament
PLO	project-led organisation
SCF	Social Climate Fund
SNE	seconded national expert
SPD	single programming document
TA	temporary agent

Management Board's analysis and assessment

The Management Board acknowledges the success of the European Institute for Gender Equality (EIGE) in fulfilling its unique role. Under the auspices of its Director, EIGE continues to demonstrate strength, flexibility, and adaptability in completing projects that contribute to achievements under EU high-level priority topics, providing high-quality research, collecting comparable data and undertaking comprehensive data analysis, and developing tools and methods for gender mainstreaming to complement and inform policymaking and other work by the EU institutions, Member States, candidate countries and potential candidate countries.

In particular, the Management Board would like to highlight the following.

1. The Consolidated Annual Activity Report (CAAR) provides a comprehensive and detailed account of EIGE's activities in 2024 in implementing its mandate and achieving the objectives set out in the annual work programme – the 2024–2026 single programming document.
2. The Management Board acknowledges that all strategic objectives have been achieved and notes the Agency's satisfactory level of performance based on key performance indicators, detailed in Annex I.
3. The Management Board welcomes the release of data from the EU Gender-based Violence Survey, carried out jointly by EIGE, Eurostat and the European Union Agency for Fundamental Rights. The results of the survey provide data that will better enable policymakers across the EU to combat violence against women and give more effective support to victims.
4. The Management Board appreciates the organisation of the Agency's second Gender Equality Forum in December, at which the results of the 2024 Gender Equality Index were revealed and a large group of diverse stakeholders, including youth participants, were brought together to take stock of gender equality in Europe and pave the path for the future – one that is just, inclusive and sustainable.
5. The Management Board appreciates management team's commitment to the safety and well-being of staff during the crisis created by Russia's continued war of aggression against Ukraine. The risks to the security of staff based in Vilnius are heightened by its proximity to the war zone. The Board acknowledges the measures taken by management to liaise with the relevant authorities, keep staff informed, organise safety training and promptly adapt EIGE's business continuity plan and crisis response strategies.
6. The Management Board welcomes the satisfactory budget implementation rates in 2024.

7. The Management Board acknowledges that the controls implemented in 2024 provided no evidence of significant or repeated errors in budget execution.
8. The Management Board acknowledges the implementation of EIGE's anti-fraud strategy in 2024.
9. In accordance with the financial regulations applicable to the Agency, the 2024 CAAR provides a satisfactory overview of the financial information for the year, based on risks related to EIGE's activities, including those identified on the basis of the risk assessment carried out by the Internal Audit Service and the measures taken to address them.
10. The Management Board welcomes the declaration of assurance by the Director, which states that she has identified no reservations or critical issues related to financial affairs in 2024.
11. The Management Board acknowledges that, in its audit of the reliability of the annual accounts and the legality and regularity of the financial transactions of the 2023 financial year, the European Court of Auditors found that the annual accounts fairly presented, in all material aspects, EIGE's financial position on 31 December 2023.

Concluding comments

In 2024, the Agency upheld its reputation as the knowledge centre for gender equality in the EU. Policymakers across Europe relied on EIGE's expert knowledge and resources to inform decision-making. EIGE's data and evidence have been essential in helping Europe's leaders design measures that are inclusive and promote gender equality in all areas of life, especially amid changes in technologies and the climate, the diversification of the nature of work and widening inequalities, the increasing influence of new governing systems, backlash against progress towards gender equality, new security challenges and the cost-of-living crisis.

The year saw the successful execution of the Agency's key strategic objectives, including providing support to the presidencies of the Council of the European Union, notably through knowledge products and publications on financial independence and returning to the labour market after parental leave.

The Agency played a crucial role in policy discussions, including by participating in the Digital Services Act consultation and through the release of EU-wide Gender-based Violence Survey data, which shed light on the prevalence of violence against women. EIGE's efforts to promote gender-

sensitive parliaments were supported by the release of its toolkit, while its communication campaign around the European Parliament elections highlighted the importance of gender-balanced political leadership.

The Management Board welcomed the inauguration of the Agency's new corporate visual identity, which emphasises intersectionality, an event that marked EIGE's 14th anniversary. The year culminated with a successful second Gender Equality Forum, showcasing progress in gender equality through the Gender Equality Index 2024, revealing key trends and disparities across Member States. With extensive engagement across high-profile events and continued collaboration with stakeholders, EIGE solidified its central role in shaping a gender-equal future for Europe.

A focus of the Management Board in 2024 was the follow-up to the Agency's second external evaluation, through which it oversaw the implementation of the action plan for addressing the recommendations of the external evaluation, liaising closely with the European Commission in respect to the recommendations targeting possible changes in EIGE's internal structure and the possible revision of its founding regulation.

Last but not least, the Management Board acknowledged the outstanding leadership of EIGE's Director, her dedication to managing the Agency and her commitment to staff, and it decisively concluded in 2024 that it would renew her mandate for an additional five years.

The Management Board looks forward to supporting the implementation of the next multiannual work programme and continuing its collaboration with EIGE's Director, management team and staff.

As attested by the above observations and in accordance with Article 48 of the EIGE Financial Regulation, the Management Board attaches this assessment of the 2024 CAAR for submission to the European Parliament, the Council of the European Union and the European Court of Auditors.

Executive summary

In 2024, the European Institute for Gender Equality (EIGE), the EU's agency for gender equality, successfully achieved its strategic objectives in all areas. Throughout the year, EIGE's work focused on several thematic priorities.

As the European Parliament elections took centre stage in 2024, EIGE prepared for the second Gender Equality Forum, which was held in Brussels and online, making it a significant year for the Agency.

Continuing to support the rotating presidencies of the Council of the European Union, EIGE contributed extensively to the Council conclusions of both the Belgian Presidency and the Hungarian Presidency by producing tailored knowledge products on gender equality, including the following two key publications: *Financial Independence and Gender Equality: Joining the dots between income, wealth, and power* and *Return to the Labour Market After Parental Leave: A gender analysis*. EIGE also carried out country visits to Denmark and Poland ahead of their upcoming Council presidencies in 2025. Additionally, a country visit was organised to the Netherlands, to engage with government officials, non-governmental organisations and members of the media, to explore which gender equality topics are high on the national agenda and establish ways to support their work using EIGE's evidence.

Another key contribution made by the Agency was its participation in a public consultation on the design of transparency reports under the Digital Services Act. EIGE stressed that the gendered dimension of risks associated with online violence must be captured to ensure digital safety. Throughout the year, EIGE published notable reports, underscoring important moments in 2024. Marking the second anniversary of Russia's war of aggression against Ukraine, EIGE published a report looking at access to sexual and reproductive healthcare services for women and girls fleeing the war.

Leading up to the European Parliament elections, EIGE actively presented the state of play and importance of gender-balanced political leadership using the Agency's latest evidence and toolkits in a communication campaign aimed at driving voters to vote with gender equality in mind.

A statistical brief presented the newest data on the representation of women and men in key political decision-making positions at the EU and national levels, based on data published in the EIGE Gender Statistics Database.

To support policymakers to make parliaments more gender sensitive, EIGE published a tool on gender equality action plans to support parliaments at all levels in the EU to better deliver on gender equality. From assessing the state of a parliament's gender-sensitivity to establishing a gender equality action plan, parliaments are encouraged to chart their progress towards transformative change for gender equality.

After the European Parliament elections, EIGE welcomed new Members of the European Parliament (MEPs) by creating an ‘easy-to-understand’ brochure outlining everything they need to know about the EU’s agency for gender equality and how EIGE works together with the European Parliament and relevant committees.

Another key report developed and published in 2024 was *Quality considerations for EIGE’s Gender Statistics Database (2nd edition): Evolving trends in producing gender equality data and intersectional perspectives*. It includes guidance on best practices for collecting data relating to sex, gender identity and intersecting inequalities.

Throughout the year, EIGE presented at various stakeholder events and meetings on more than 100 occasions, and EU policymakers cited the Agency’s work nearly 500 times. The EIGE liaison office in Brussels successfully supported stakeholder engagement at the EU level. EIGE’s Director continued to promote the Agency’s work by delivering more than 30 speeches at various high-level events.

The informal meeting with equality ministers held under the Belgian Presidency was an early milestone in the year. The Director’s keynote address at this meeting on what gender equality could look like in 2030 was shaped by EIGE’s strategic foresight work based on stakeholder consultations on what the future holds for gender equality, including potential challenges and solutions. The key messages presented in this address evolved across the year in other highlight interventions such as the High-level Conference on Gender Pension Gap & Pension Adequacy: Tackling Gender Inequality After Retirement, the High-level Conference on a Future-oriented European Pillar of Social Rights, the 68th session of the Commission on the Status of Women held in New York, Grevio (Council of Europe), the European Parliament (in particular the FEMM Committee) and the European Economic and Social Committee.

Additionally, the Agency started publishing monthly leadership articles from the Director on LinkedIn to facilitate further engagement.

EIGE made a notable change in the summer of 2024 (marking its 14th birthday) by unveiling a new corporate visual identity. Taking an ‘equality empowered by design’ approach, the Agency’s new look places greater emphasis on intersectionality – a growing strength in EIGE’s work.

In late autumn, EIGE released data from the EU-wide Gender-based Violence Survey alongside Eurostat and the European Union Agency for Fundamental Rights in a joint press conference in Brussels. The headline data revealed that one in three women in the EU have experienced physical

violence, sexual violence or threats in their adulthood. The data collection for this survey took place between September 2020 and March 2024. The results of the survey provide data that will better enable policymakers across the EU to combat violence against women and give more effective support to victims.

Between October and December 2024, EIGE carried out fieldwork to collect survey data on gender gaps in unpaid care, individual and social activities. The survey was conducted in all 27 Member States through online panels, with a total sample of 65 202 respondents. It provides high-quality data to support key EU policies, particularly the EU gender equality strategy, the European care strategy and the monitoring framework of the Council recommendation on access to affordable high-quality long-term care.

Closing off the year on the ultimate high, in December the Agency hosted its second Gender Equality Forum, in Brussels and online, revealing the results of the Gender Equality Index 2024 as part of a rich programme of panels, talks and workshops.

The results of the Gender Equality Index 2024 revealed that the EU scored 71 out of 100, an improvement of 0.8 points since 2023 (up 7.9 points since 2010). Since the 2023 Index, the greatest headway has been made by Malta, Czechia and Lithuania, with increases of 2.3, 2 and 1.7 points, respectively. However, over the past decade nearly one third of Member States have shown consistently lower-than-average Gender Equality Index scores, falling further behind the rest of Europe on the path to gender equality.

The Gender Equality Forum 2024 brought together a broad range of stakeholders, from MEPs and activists to EU representatives, civil-society organisations, business leaders, the media and government officials from Member States, to take stock of gender equality in Europe and plot a course for the future – one that is just, inclusive and sustainable. Speakers and participants alike represented an extensive depth of experience, knowledge and power, with 10 sessions out of 18 being organised by a range of EIGE stakeholders. EIGE ensured that the youth voice was resonant throughout the process, with 50 youth representatives being engaged before, during and after the Forum.

Part I. Achievements of 2024

Eliminating gender inequalities is crucial for building a stronger, fairer and more inclusive Europe, enabling the EU to more effectively tackle challenges and achieve its goals in uncertain times. The 2024 Gender Equality Index score of 71 (out of 100) shows that the EU is getting closer to achieving gender equality, but progress is slow, and the goal is, yet, far from realised.

In 2024, key [planning document of the European Institute for Gender Equality](#) (EIGE), EU policies, geopolitics and EU megatrends guided and shaped EIGE's work. Influencing factors included the 2020–2025 gender equality strategy, the newly appointed College of Commissioners and geopolitical tensions, such as the Russian war of aggression against Ukraine and rising anti-democratic forces that test the EU's commitment to human rights and gender equality. In line with stakeholders' needs and the EIGE Founding Regulation (Article 2), EIGE effectively achieved its strategic goals for the 2024 programming period, namely:

- to contribute to better-informed and evidence-based policymaking and decision-making to achieve gender equality and fight discrimination based on sex;
- to support the integration of a gender perspective into EU policies and resulting national policies;
- to effectively promote gender equality among key stakeholders and target groups.

To achieve its strategic objectives, EIGE's operational agenda spans three major areas: (1) providing evidence via research and data collection; (2) supporting gender-responsive policies, especially through gender mainstreaming and specific tools; and (3) communicating on gender equality. In alignment with the European Commission's priorities for the programming period, EIGE's work throughout 2024 aimed to streamline evidence in line with three thematic priorities: (1) gender-based violence, (2) the European Green Deal (EGD) and (3) a new push for European democracy. The 2024 communication campaign focus was on 'a new push for European democracy', in view of the European Parliament election and the related topic of gender-balanced participation and representation. Identification of these thematic communication priorities ensured that EIGE's work reflected the ongoing realities well, allowing for timely and comprehensive inputs to EU policymaking, while in parallel creating synergies for a more effective and efficient use of EIGE's human and budgetary resources.

In 2024, EIGE provided support to both the Belgian Presidency and the Hungarian Presidency of the Council of the European Union and carried out research that formed the basis for three

Employment, Social Policy, Health and Consumer Affairs Council configuration (EPSCO)

conclusions on:

- the [economic empowerment and financial independence of women as a pathway to substantive gender equality](#);
- [strengthening women's and girls' mental health by promoting gender equality](#);
- [ensuring work–life balance and gender equality for all generations in the context of demographic challenges](#).

In 2024, EIGE supported EU policymaking and contributed to non-EU policy discussions by, for instance:

- providing input to the opinion of the European Committee of the Regions – EU budget and place-based policies: Proposals for new design and delivery mechanisms in the MFF post-2027 (OJ C, C/2025/279, 24.1.2025);
- participating in the debate of the Section for Employment, Social Affairs and Citizenship of the European Economic and Social Committee (EESC) on the priorities of the 69th session of the UN Commission on the Status of Women;
- contributing to the European Parliament resolution on the priorities of the [69th session of the UN Commission on the Status of Women](#);
- contributing to the Council of Europe draft recommendation on equality and AI (GEC/ADI-AI(2024)7rev2).

In 2024, EIGE successfully delivered all its planned key outputs – from microdata analysis to gender mainstreaming tools and publications, to hosting the second Gender Equality Forum – supporting and guiding the EU's progress on gender equality. As regards key milestones for gender statistics, in 2024 EIGE conducted the second wave of its Survey of Gender Gaps in Unpaid Care, Individual and Social Activities (CARE) and, with Eurostat and the European Union Agency for Fundamental Rights (FRA), released EU-wide gender-based violence data. These microdata sources are vital for evidence-based policymaking, providing in-depth insights into gender equality and gender-based violence, including an intersectional perspective. Ahead of the 2024 European Parliament election, EIGE published a report on gender equality in European and national parliaments and developed a step-by-step tool for developing gender equality action plans in parliaments. In 2024, EIGE also published the report *Women Fleeing the War: Access to sexual and reproductive healthcare in the EU under the Temporary Protection Directive*.

The detailed overviews per activity area provided in this report describe how EIGE has achieved all outputs and the policy and societal impacts of those outputs. Overall, **EIGE achieved 95 % of its work programme** and reached the targets set in the amended 2024–2026 single programming document (SPD).

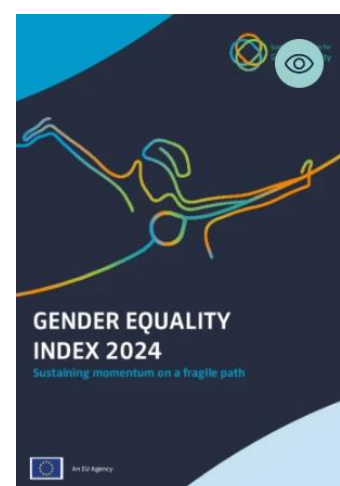
1.1 Research and data collection in 2024

1.1.1. Gender Equality Index and Survey of Gender Gaps in Unpaid Care, Individual and Social Activities

The specific objective of this activity – **to support EU and Member State policymaking by monitoring gaps and trends in gender equality** – was successfully achieved throughout 2024.

The **Gender Equality Index** is a tool for measuring progress in relation to gender equality in the EU, developed by EIGE. Since its launch in 2013, the Gender Equality Index has been widely recognised for its notable contribution to policy debates, monitoring processes and increasing awareness of gender equality in the EU. [A Union of Equality: Gender equality strategy 2020–2025](#) acknowledges the Gender Equality Index as **a key benchmark for gender equality in the EU** and sets out the aim of introducing the annual monitoring of gender equality, building on the Gender Equality Index (1). The [EU Gender Equality Strategy Monitoring Portal](#) was set up by the Joint Research Centre (JRC) in collaboration with EIGE (2). It integrates EIGE’s data and indicators, which are best aligned with the main aims of the gender equality strategy. The European Commission’s [JRC statistical audit of the 2020 Gender Equality Index](#) confirms that the Index meets the **quality standards for statistical soundness** and acknowledges it as a **reliable composite indicator for measuring gender equality** in the EU context, tailored to fit the EU’s policy goals (3).

The Gender Equality Index uses EU-wide data to inform a detailed understanding of gender equality across six dimensions of daily lives: work, money, knowledge, time, power and health. It also integrates two additional areas: violence and intersecting inequalities. The indicators



(1) <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0152>.

(2) <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

(3) <https://publications.jrc.ec.europa.eu/repository/handle/JRC122232>.

are closely linked to EU targets and international commitments such as the Beijing Declaration and Platform for Action (BPfA) and the 2030 Agenda for Sustainable Development. The report [Gender Equality Index 2024: Sustaining momentum on a fragile path](#) tracks progress in achieving gender equality in the EU in the short term (since the previous edition) and longer term (since 2010). In addition to this main report, [27 country analyses and factsheets](#), an [EU factsheet](#) and a dedicated [Index website](#) provide more detailed statistical analyses of results in the Member States.



Source: [Gender Equality Index website](#)

The EU average 2024 Gender Equality Index score stands at 71 points, which is just a 0.8-point improvement since the 2023 edition and a mere 7.9-point improvement since 2010. Although the EU average score is slowly heading upwards and towards convergence, score variations between countries remain large – ranging from 57.5 points in Romania to 82 points in Sweden. Gender balance in decision-making

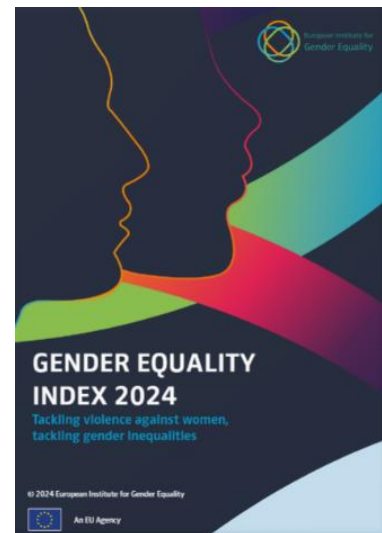
has the greatest room for improvement, despite making the most progress in recent years. Achievements in other domains and their impact on gender equality are much lower. The 2024 Gender Equality Index also reveals the diverse realities experienced by different groups of women and men, by examining how factors such as disability, age, education, country of birth and family type intersect with gender to create different pathways in people’s lives.

Findings related to the thematic focus of the 2024 Index have been published separately, in [Gender Equality Index 2024: Tackling violence against women, tackling gender inequalities](#). This report provides an overview of the extent of violence against women in the EU. It examines recent legal and policy developments across the EU and explores public perceptions of violence against women. The report, which includes data from a [2024 Eurobarometer survey](#), shows that, overall, sexual and physical violence is considered unacceptable by most people in the EU. However, several forms of violence, including financial control, hate speech and the non-consensual sharing of intimate images, still garner acceptance from significant shares of the EU population. The level of acceptability of

violence against women is lower in countries with higher levels of gender equality, as measured by the Gender Equality Index.

EIGE released the results of the 2024 Gender Equality Index during the [Gender Equality Forum](#) on 10 December 2024, and in a special briefing and discussion with representatives from Member States the following day. It was presented in full to members of the European Parliament’s Committee on Women's Rights and Gender Equality (FEMM) and, with a focus on the area of ‘time and work’, to the Committee on Employment and Social Affairs (EMPL).

For EIGE’s closest media representatives, a press briefing was held on 9 December 2024. It was attended by major mainstream media organisations, including the *EU Observer* and *El País*, and national titles covering a wide geographical range including Denmark and Greece. According to our Q4 2024 media monitoring efforts, the Gender Equality Index was mentioned 377 times by the EU mainstream media.



In 2024, EIGE developed a conceptual and methodological proposal for updates that will be introduced in the 2025 Index. The proposal was presented and discussed with EIGE’s key stakeholders, via bilateral meetings with the Directorate-General for Justice and Consumers, an online survey of around 150 stakeholders across the EU and a hybrid stakeholders’ consultation meeting on 9 October 2024 in Brussels. More than 50 and 20 participants joined the consultation meeting in person and online, respectively, including representatives of the European Commission, the Council of Europe, EU agencies, international organisations, academia, the EIGE Experts’ Forum, independent gender equality bodies, civil-society organisations working in gender equality and intersecting fields, and independent gender equality experts.

In 2024, EIGE carried out the second wave of [CARE](#). Data for the first wave of the survey was collected in 2022. The survey covers the following thematic sections: informal long-term care and access to long-term care services; informal childcare and access to early childhood education and care services; housework; leisure; volunteering; transport, digitalisation and environmental considerations in care; health and well-being of carers; and gender attitudes. The fieldwork took place in October–December 2024, collecting a total of 65 202 responses from participants (aged 16–74 years) across the 27 Member States.

The results of CARE will be incorporated into the 2025 Index. As stipulated in paragraph 12(e) of the [Council recommendation on access to affordable high-quality long-term care](#), EIGE supported the European Commission and the Social Protection Committee to establish a framework of indicators for monitoring the implementation of this recommendation. CARE indicators on access to long-term care services are included in the monitoring framework of the recommendation. CARE data will also contribute to the monitoring of the implementation of the [Council recommendation on early childhood education and care: the Barcelona targets for 2030](#). Paragraph 23 of this recommendation encourages EIGE to collect data regularly, develop indicators and carry out analyses on the gender care gap, the gender pay gap, the use of time in paid and unpaid work, and the individual and social activities of women and men with care responsibilities and their work arrangements throughout their working lives.

In 2024, the results of CARE and the 2024 Gender Equality Index were also presented in the policy brief [Return to the Labour Market After Parental Leave: A gender analysis](#). Parental leave is essential for enabling parents to balance their work and family responsibilities. However, women still disproportionately have to take on the role of primary caregiver and therefore the gender employment gap is wider among parents. An increase in men’s uptake of parental leave might be achieved through greater flexibility and higher pay levels. Evidence shows that the availability of subsidised care services has the most significant impact on reducing gender gaps in employment. Inequalities in work–life balance policies, or unequal uptake of the opportunities offered by such policies, maintain gender stereotypes and the gender care divide.



Table 1. Achievement of indicators for activity 1.1.1, Gender Equality Index

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to the Index	100	126	100 %	Policy monitoring reports
Output	Gender Equality Index 2024 report internally developed on time	Q3	September 2024	100 %	Project management tool
	Gender Equality Index EU and 27 Member State profiles internally developed on time	Q3	September 2024	100 %	Project management tool
	EU-wide survey data on gender gaps in unpaid care and individual and social activities (second wave) collected and approved internally on time	Q4	September 2024	100 %	Project management tool
	Number of consultation meetings with relevant EU and Member State stakeholders	1	1	100 %	Events register
	Policy briefs on work–life balance in support to the Hungarian Presidency internally developed on time	Q3	July 2024	100 %	Project management tool

1.1.2. Monitoring international commitments and supporting the presidencies of the Council of the European Union

The specific objective of this activity – **to support the EU and Member States in the implementation of international and EU commitments on gender equality** – was successfully achieved in 2024.

Employment, Social Policy, Health and Consumer Affairs Council, 7 May 2024



Source: Council of the European Union and the European Council, '[Employment, Social Policy, Health and Consumer Affairs Council, 7 May 2024](#)'.

including by **integrating a gender equality perspective** into economic and financial policies and legislation, tackling **gender-based economic violence**, addressing the **gender pay gap** and improving the availability of **sex-disaggregated data** in key areas such as fiscal policies, economic violence, individual wealth and the care economy.

In 2024, EIGE published the report [Financial Independence and Gender Equality: joining the dots between income, wealth, and power](#), which reviews the implementation of the BPfA in the area of 'women and the economy' in the EU. It was developed in support of the Belgian Presidency of the Council of the European Union and provides unique evidence for the EPSCO conclusions on the [economic empowerment and financial independence of women as a pathway to substantive gender equality](#). The report pools evidence on gender inequalities in financial independence in the EU, focusing on gender-sensitive measurement and highlighting gender biases of too narrow definitions, such as solely considering women's earnings in partnerships without acknowledging their potentially limited autonomy to access and use income amid stereotypes or due to economic violence. The report shows that that gender inequalities in income and wealth persist, disadvantaging women, with gaps

*The Council approved conclusions on the economic empowerment and financial independence of women as a pathway to substantive gender equality, based on a report by EIGE. The conclusions call for stronger measures to promote the **economic empowerment and financial independence** of women,*



widening with age and children, and with women often bearing financial responsibility for making ends meet. Based on the Euromod tax–benefit microsimulation model, the report shows that EU tax–benefit systems reduce gender inequalities in financial independence, but mainly for the working-age population.

EIGE also worked in closed collaboration with the Hungarian Presidency of the Council of the European Union and provided research support and evidence contributing to the EPSCO conclusions on [strengthening women’s and girls’ mental health by promoting gender equality](#) and Council conclusions on [ensuring work–life balance and gender equality for all generations in the context of demographic challenges](#). The EPSCO conclusions on mental health cover a wide range of measures, such as incorporating a gender perspective into the design of mental health policies, combating all forms of violence and gender stereotypes, and raising awareness about the importance of the timely and correct implementation of recent equal treatment legislation. Measures proposed in the Council conclusions on work–life balance include strengthening formal care services, introducing flexible working arrangements, combating ageism and promoting intergenerational solidarity.

In 2025, the global community marks the 30th anniversary of the Fourth World Conference on



Source: [UN Women website](#)

Women and adoption of the BPfA (1995). In December 2024, and in support of the Polish Presidency of the Council, EIGE delivered to the [High-Level Group on Gender Mainstreaming](#) the final draft of the report *Impact Driver: Marking milestones and opportunities for gender equality in the EU*, reporting on five years of progress across all 12 areas of concern of the BPfA ('BPfA + 30').

The report monitors the EU’s and Member States’ commitments to the BPfA in order to (1) inform post-2025 gender equality strategy debates; (2) increase knowledge among key stakeholders of the main trends and challenges in gender equality within the current crisis context and of key EU megatrends; (3) provide examples of policy initiatives at the EU and Member State levels to strengthen gender equality and the social dimension of the EU; and (4) inform the EU’s position on the global assessment of progress in the situation of women and gender equality and the empowerment of women and girls (e.g. as set out by the Commission on the Status of Women). The publication will be launched in 2025, along with the forthcoming EPSCO conclusions on

advancing gender equality in the AI-driven digital decade. To ensure the high quality of research findings, EIGE held an experts' consultation on the BPfA + 30 on 8 October 2024, in Brussels, discussing policy recommendations with experts from all 12 BPfA areas.

In 2024, EIGE initiated a study on cyberviolence affecting girls (aged 13–18 years) at the request of the forthcoming Cypriot Presidency of the Council of the European Union. The study will review the implementation of the BPfA in the EU in the areas of the 'girl child' and 'violence against women'. Several recent policy developments at the EU level attest to the growing attention given to the protection of girls against various forms of abuse and the promotion of online safety. The EU accession to the Istanbul Convention in 2023 and the adoption of the directive on combating violence against women and domestic violence (Directive (EU) 2024/1385) in 2024 will support greater protections for girls. The European strategy for a better internet for kids, launched in May 2022, also tackles issues like exposure to harmful content. Building on the four forms of cyberviolence outlined in Directive (EU) 2024/1385, the report will seek to foster understanding of girls' and young women's experiences of cyberviolence and their ability to recognise it as violence when they witness it as bystanders or experience it themselves. It will also investigate girls' and young women's perception of the relevance and usefulness of prevention efforts from schools and other institutions. The findings will inform policy debates in EPSCO and Council conclusions on preventing cyberviolence against girls.

Table 2. Achievement of indicators for activity 1.1.2, monitoring the international commitments and supporting the presidencies of the Council of the European Union

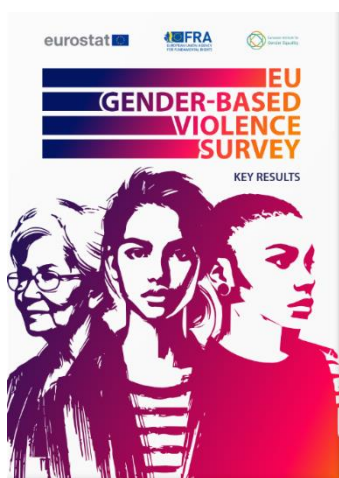
Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to BPfA reports	35	60	100 %	Policy monitoring reports
Output	BPfA report on financial independence and gender equality (Belgian Presidency, first semester 2024) developed internally on time	Q2	Report published in May 2024	100 %	Project management tool
	BPfA + 30 report to support Polish Presidency (first semester 2025) developed internally on time for high-level group review	Q4	December 2024	100 %	Project management tool

1.1.3. Data collection on gender-based violence: administrative and survey data on violence against women and domestic violence

The specific objective of this activity was **to support the use of a comparable measurement framework on violence against women, through the collection of administrative and survey data at the EU and Member State levels, and also to support EU and Member State legislative and policy developments, to prevent and combat violence against women and domestic violence.**

Throughout 2024, EIGE analysed the availability, quality and comparability of the administrative data in the Member States. To assess its accuracy, robustness and completeness, EIGE held bilateral meetings with national data providers to discuss the data collected in their countries, as well as data analysis and visualisation. The new data visualisation options within EIGE's Gender Statistics Database include a map view with [country profiles](#). This map view was developed in collaboration with Member States to address key comparability and analytical challenges related to intimate partner violence and domestic violence data. Due to extensive coordination with multiple governmental bodies and thorough data validation, the data and information were not published until Q1 2025.

In line with the European Commission's 2020–2025 gender equality strategy, which emphasises the need for comprehensive, updated and comparable data to inform policies on combating gender-based violence, EIGE and FRA, in close cooperation with Eurostat and the Commission, conducted a survey on violence against women in eight Member States that did not take part in Eurostat's EU Gender-based Violence Survey. The aim was to ensure coherence and synergy in research to collect EU-wide comparable data on violence against women.



The data collected by EIGE, FRA and Eurostat contributed to a comprehensive pool of data on the prevalence of violence against women in all 27 Member States. In 2024, EIGE, FRA and Eurostat jointly published the focus paper [EU Gender-based Violence Survey – Key results](#), which analysed this EU data and also served to populate the violence domain of the Gender Equality Index 2024. The findings from this joint project provided further evidence on the extent and characteristics of violence against women, supporting the development of new policies aimed at preventing and combating gender-based violence across the EU. Furthermore, EIGE and FRA held bilateral meetings with the eight Member

States participating in the survey to present the methodology and results at the national level, facilitating discussions on interpreting the data and using it for policy development.

In 2024, EIGE partnered with Eurojust to examine challenges and best practices in implementing the Directive 2011/99/EU on the European protection order (EPO), to improve cross-border protection for victims. The project aimed to assist the EU and its Member States to further and better implement the EPO Directive, and to provide practical recommendations for raising awareness and thus improving the protection of victims of crimes across the EU. The outcomes of this joint EIGE and Eurojust project, based on the insights and practices gathered from the judiciary, the justice sector and law enforcement agencies, and victim support services across various Member States, have been published in the report [Joint Report on the European Protection Order: Perspectives from the judiciary and support services](#). This report aims to inform policymakers and practitioners on ways to enhance the implementation of the EPO Directive and to raise awareness among support services and legal practitioners, including judges and prosecutors.

Throughout 2024, EIGE actively participated in various working groups and task forces, such as the Eurostat Crime Statistics Working Group and the EU-GBV Task Force, to ensure that gender-sensitive data was used effectively for policy impact.

Table 3. Achievement of indicators for activity 1.1.3. Data collection on gender-based violence: administrative and survey data on violence against women and domestic violence

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to EIGE's data collection on gender-based violence	10	71	100 %	Policy monitoring reports
Output	EIGE's administrative data on intimate partner violence, domestic violence, rape and femicide, including new visualisation with 27 Member State profiles published in the Gender Statistics Database on time	Q4	The new data visualisation, accompanied by the 27 Member State profiles, published in February 2025, due to validation checks requested by a few Member States	75 %	Gender Statistics Database

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
	Selected indicators on the basis of the Violence against Women Survey II and the EU Gender-based Violence Survey published in the Gender Statistics Database	Q4	Due to delays in data validation across countries, 65 new indicators from the survey were published in the Gender Statistics Database in February, 2025	75 %	Gender Statistics Database
	Gender-based violence entry point in the Gender Statistics Database updated on time	Q4	Due to delays in data validation across countries, all indicators were published in February 2025	75 %	Gender Statistics Database
	Report on specific forms of violence against women based on Violence against Women Survey II results internally developed on time	Q3	The joint focus paper <i>EU Gender-based Violence Survey – Key results</i> approved internally in September 2024	100 %	Project management tool
	Methodological report on administrative data collection internally developed on time	Q3	August 2024	100 %	Project management tool
	Number of consultation meetings with national data providers	1	1 consultation meeting with national data providers (and 27 online bilateral meetings)	100 %	Events register

1.1.4. Research into and development of indicators on gender-based violence: cyberviolence against women

EIGE's work on conceptual and measurement frameworks for cyberviolence against women and girls supports Directive (EU) 2024/1385 on combating violence against women and domestic violence. The directive mandates Member States to address and collect statistics on all forms of cyberviolence, and tasks EIGE with supporting this process by establishing common standards and data collection methods. In 2024, EIGE carried out an analysis of the available national data sources and statistical products and [developed a measurement framework](#) for Member States to measure the prevalence, incidence and number of reported cases of specific forms of cyberviolence against women and girls, that is, forms of cyberviolence covered by the directive, in order to report the data collected in a comparable way. The measurement framework proposes using eight indicators for the following forms of cyberviolence: non-consensual sharing of intimate or manipulated material; cyberstalking; cyber harassment; and cyber incitement to hatred or violence.

In 2024, to support the requirements of the Digital Services Act, EIGE also examined how digital platforms address cyberviolence against women and girls by reviewing publicly available standards and trust and safety policies. The study included anonymised interviews with representatives of 10 platforms (e.g. Reddit, TikTok, Tinder) to explore moderation practices, and it identified the following key challenges that digital platforms face in combating cyberviolence against women and girls:

- a lack of gender-sensitive approaches in standards and safety policies;
- data fragmentation due to inconsistent definitions of cyberviolence;
- inadequate moderation, reporting and response mechanisms for (1) gender-based violence, (2) violence against women and girls, and (3) cyberviolence against women and girls;
- insufficient cooperation, transparency and stakeholder collaboration.

The resulting [policy brief on digital platforms' role in addressing cyberviolence against women and girls](#) was finalised in October and published in December 2024.



Table 4. Achievement of indicators for activity 1.1.4, research into and development of indicators on gender-based violence: cyberviolence against women

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to EIGE's work on cyberviolence	2	34	100 %	Policy monitoring report
Output	Report on proposed comparable measurement framework on cyberviolence internally developed on time	Q3	July 2024	100 %	Project management tool
	Factsheet on the role of social media platforms in cyberviolence against women and girls' data collection internally developed on time	Q3	September 2024	100 %	Project management tool
	Number of consultation meetings with Member State stakeholders and experts	1	1 consultation meeting with national data providers (May 2024)	100 %	Events register

1.1.5. Research on emerging issue(s): gender-based violence in times of crises

Since 2022, EIGE has been assessing the impact of the Russian war of aggression against Ukraine, focusing on the availability of and challenges in accessing specialised support services for refugee victims of conflict-related sexual violence. Women and girls are disproportionately targeted by conflict-related sexual violence due to intersecting factors such as pre-existing gender inequalities, power imbalances and the conditions driven by armed conflict. Conflict-related sexual violence is often exacerbated by the use of rape as a weapon of war. Victims also face severe reproductive health consequences, including forced pregnancies, pregnancy complications, induced abortions, gynaecological issues and miscarriages.

In 2024, EIGE published this research on conflict-related sexual violence, primarily focusing on women and girls arriving in the EU and their access to specialised support services under the



Temporary Protection Directive (Council Directive 2001/55/EC of 20 July 2001). EIGE's report [Women Fleeing the War: Access to sexual and reproductive healthcare in the EU](#) assesses the availability of specialised services for conflict-related sexual violence victims across the EU. The report was based on an EU-wide questionnaire completed by 26 national experts and 12 follow-up interviews with non-governmental organisation and public body representatives in Czechia, Germany, Poland and Slovakia. The data is based on an evaluation of reproductive health services across five key dimensions – accessibility, affordability, availability, acceptability and quality – and is the basis for the new EIGE web section on [gender-based violence and crises](#).

In 2024, EIGE mapped international, regional and EU legal and policy instruments for and commitments on tackling gender-based violence in the context of crises. The desk research, supplemented by interviews with governmental bodies and non-governmental organisations involved in both the vision of the policy and the implementation and delivery of services, aimed to assess the main research on and policy gaps in combating gender-based violence in crises and to identify measures and practices that support the prevention of violence in these contexts. The report will be published in 2025.

At the national level, EIGE focused on the implementation of UN Security Council Resolution 1325 through national action plans, and it drafted a policy brief, which was published in Q1 2025, on using associated national action plans as a tool for combating gender-based violence in the context of crises. EIGE's work highlights that, to effectively combat gender-based violence in the context of migration, there is a need to strengthen the role of the gender equality bodies in crises management processes and to institutionalise the engagement of civil society at every stage of the national action plan process.

Table 5. Achievement of indicators for activity 1.1.5, research on emerging issue(s): gender-based violence in times of crises

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to EIGE's work on conflict-related sexual violence and gender-based violence	2	3	100 %	Policy monitoring report
Output	Policy briefs on Resolution 1325 and associated national action plans as a tool to combat gender-based violence in the context of crises – internally developed on time	Q4	December 2024	100 %	Project management tool

1.2. Supporting gender-responsive policies: gender mainstreaming and specific tools

In line with the strategic objective of supporting the integration of a gender perspective into EU policies and the resulting national policies, in 2024 EIGE continued developing gender mainstreaming resources for policy implementation. EIGE provided new, evidence-based knowledge, methods and tools and high-quality gender statistics to further support the EU and its Member States in designing more effective gender mainstreaming strategies in selected policy areas. EIGE continued to provide technical assistance to a number of EU institutions.

1.2.1. Policy support on gender mainstreaming

The specific objective of this activity – **to support EU and Member State policymaking on the implementation of gender mainstreaming as a strategy to achieve gender-responsive policy objectives** – was successfully achieved in 2024.

EIGE supported the EU and its Member States in strengthening institutional mechanisms for gender equality and in the implementation of gender mainstreaming across policy areas by (1) providing trends and evidence on and recommendations for the strengthening of gender equality policy and bodies and (2) providing good practices and know-how for and increasing the awareness and capacity of policymakers and officials of EU institutions and Member States, to help them effectively

implement gender mainstreaming across different policy areas. In 2024, EIGE collected data and presented preliminary trends and policy recommendations in relation to BPfA Area H 'Institutional mechanisms for gender equality and gender mainstreaming'. EIGE analysed the current situation and trends in the implementation of gender mainstreaming. This included examining the mandate, structures, resources and professional capacity of and the institutionalisation of methods and tools by gender equality bodies, to ensure effective and transformative policies. EIGE also looked at the accountability of institutional mechanisms, focusing on the processes in place to report on and monitor progress towards gender equality and to facilitate the involvement of civil-society organisations in developing gender equality policies. Additionally, the study closely examined the resources allocated to institutional mechanisms, to gain an understanding of how these resources affect the ability of institutions to fulfil their mandates.

As part of the study, EIGE interviewed 91 civil-society organisations across the 27 Member States to align with the BPfA's goal of involving civil-society organisations in the development and monitoring of the gender equality policy framework and in holding institutional mechanisms accountable. While the report primarily relies on official data from Member States, the qualitative data helps contextualise, gain an understanding of and analyse trends. EIGE will publish the results of the study in spring 2025.

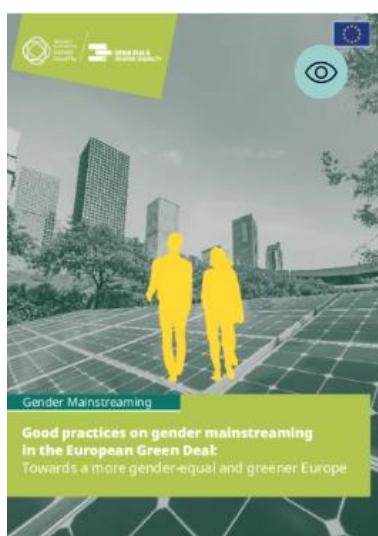
EIGE's experience of the monitoring of institutional mechanisms is the foundation for its support for and engagement in monitoring and reporting under Directives (EU) 2024/1499 and 2024/1500 of the European Parliament and of the Council of 7 May and 14 May 2024, respectively, on standards for equality bodies.

In May 2024, EIGE joined the Expert Group on the Implementation of EU Equality Law. Since then, it has provided technical support to the Commission in the development of indicators for the monitoring of the functioning of equality bodies, reflecting the standards established by Directives (EU) 2024/1499 and 2024/1500. Tasks have included participation in four workshops of the extended working group and in several meetings and exchanges with the subgroup working on indicators, and preparing background papers and methodological notes, proposing indicators and peer reviewing the work of the subgroup.

In 2024, EIGE continued to provide technical support for the flagship project 'Gender mainstreaming in public policy and budgeting' (initiated in 2022 and now extended until December 2025) of the Directorate-General for Structural Reform Support (now the Reform and Investment

Task Force). In this period, EIGE contributed to the design and implementation of a workshop dedicated to gender-responsive public procurement (GRPP). The methodology used for the workshop was based on EIGE’s GRPP toolkit and EIGE’s GRPP research findings and case studies. Participants received tailored guidance and gained insights on the alignment of procurement practices with broader gender mainstreaming goals.

EIGE also participated in the design and implementation of a workshop on gender impact assessment tailored to the area of transport. Finally, EIGE provided technical advice to the Directorate-General for Structural Reform Support in the design of a follow-up project, the ‘Gender in public finance academy’. Discussions regarding potential collaboration in the context of the gender academy were initiated in spring 2024 and will continue when Member States express interest in the new initiative.



EIGE published the report [Good practices on gender mainstreaming in the European Green Deal \(EGD\): Towards a more gender-equal and greener Europe](#). The report presents 12 good practices on how to mainstream gender in the EGD policy areas to simultaneously promote a more gender-equal world and a greener world. The good practices illustrate the importance of gender mainstreaming for a green and gender-just transition under the EGD, while providing effective and transferable examples for policymakers and practitioners, to support them in achieving both ecological sustainability and gender equality. The selected good practices cover a wide range of gender mainstreaming tools and EGD areas (climate,

environment and oceans, energy, transport, agriculture, finance and regional development, industry, and research and innovation) in selected Member States (Belgium, Bulgaria, Germany, Estonia, Spain, Italy, Lithuania, Malta, Austria and Sweden).

Table 6. Achievement of indicators for activity 1.2.1, policy support on gender mainstreaming

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to EIGE’s work on gender mainstreaming (Q1–Q4)	10	80	100 %	Policy monitoring report

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Methodological report on institutional mechanisms internally developed on time	Q4	Due to extended deadline for data collection, report developed in January 2025	75 %	Project management tool
	Report on institutional mechanisms for gender equality and gender mainstreaming internally developed on time	Q4	Due to extended deadlines for data collection, report developed in March 2025	75 %	Project management tool
	Factsheet on institutional mechanisms internally developed on time	Q4	Due to extended deadlines for data collection, factsheet developed in January 2025	75 %	Project management tool

1.2.2. Methods and tools for gender mainstreaming

The specific objective of this activity – **to provide tools to build the capacity of EU institutions and Member States to mainstream gender into all policy areas** – was successfully achieved in 2024. EIGE developed gender mainstreaming methods and tools to support EU and national priorities and provided varied technical support on the practical use of gender mainstreaming to EU institutions and Member States. In addition, EIGE made significant efforts to strengthen cooperation and partnership development, which resulted in a network of multipliers peer reviewing the tools and boosting the uptake and use of gender mainstreaming methods and tools in the EU.

In 2024, EIGE published the report [Gender equality in the European Parliament and in national parliaments in the European Union: 2023 state of play](#). The report presents evidence from the second round of collection of data on gender-sensitive parliaments and offers a comparative assessment of findings from the European Parliament and the national parliaments of the 27 Member States. It assesses parliaments’ performance in five areas outlined in EIGE’s self-assessment framework for gender-sensitive parliaments under an expanded measurement framework covering violence against women in parliaments, work–life balance, equal pay and the use of gender mainstreaming tools. EIGE published the data together with a methodological [report](#) outlining the



approach to data collection and a [factsheet](#) summarising where parliaments stand and what parliaments can do on their way to gender equality.

The data collected also served as a basis for developing a new evidence-based step-by-step [tool on gender equality action plans for parliaments](#). This one-of-a-kind tool takes into account the unique structure, roles and functions of parliaments, and provides practical guidance on developing, implementing, monitoring and evaluating a gender equality action plan as an important step towards achieving a gender-sensitive parliament. The tool supports parliaments in achieving gender-responsive institutional transformation and ensuring that gender equality commitments lead to change. This was presented to Members of the European Parliament and to members of the Committee of the Regions.

EIGE completed its work on action plans with the publication of a brief that expands the EIGE Gender Mainstreaming Platform's section on methods and tools by providing guidance on [gender equality action plans](#) by means of a tool that outlines the specific actions an institution can take to advance gender equality in the organisation.



In 2024, EIGE concluded work to support the effective implementation of gender-responsive evaluation in the EU as a tool to increase accountability for gender equality and gender mainstreaming commitments and effective policy, programme and project design in the context of the EU. EIGE published a [step-by-step toolkit on gender-responsive evaluation for a sustainable future for all \(the GREENA toolkit\)](#). This toolkit provides practical guidance on ensuring that EU evaluations consider gender equality at every stage of the evaluation process, from establishing the evaluation team, through fieldwork, to writing the evaluation report. Because of the way this toolkit is designed, it can be used across various policy areas, including those beyond gender equality and the environment.

As a follow-up to EIGE's second external evaluation and to better promote the use of practical tools, EIGE designed a [web version of the GREENA toolkit](#) which includes new interactive elements that facilitate engagement and help develop the competency of end users. The GREENA package includes a [factsheet](#) presenting the what, why and how of gender-responsive evaluation for a sustainable future for all and a policy brief, [Fostering a gender and intersectional perspective in EU foresight](#). The policy brief summarises findings showing that gender-specific concerns and the impact

of policies on gender inequalities have not been thoroughly integrated into EU strategic foresight approaches, and it also provides points for improvement and highlights opportunities for making EU foresight approaches more responsive to gender equality and intersectionality.

In 2024, EIGE initiated the development of evidence-based practical guidance and tools on gender-neutral job evaluation and classification systems to support the implementation of Directive (EU) 2023/970, to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms, and specifically to implement the EU legal provisions on pay transparency related to the update of existing EU guidelines on gender-neutral job evaluation (Article 4 of the EU Pay Transparency Directive).

In 2024, EIGE continued to provide technical support to EU institutions and Member States on the use of gender mainstreaming methods and tools. EIGE held support sessions and gave technical presentations to EU institutions, Member States and international organisations that focused on a range of topics, such as good practices on gender mainstreaming in the green transition, GRPP, gender-sensitive parliaments, gender equality action plans, gender impact assessments and gender-responsive evaluation. For example, EIGE supported the Directorate-General for Climate Action by providing technical guidance for integrating the gender perspective into the implementation, monitoring and evaluation of the Social Climate Fund (SCF). EIGE prepared technical guidance for Member States on the preparation of gender-responsive social climate plans, covering gender impacts on the three key areas of the SCF (transport, energy and microenterprise) and including a tailored checklist structured around the SCF Regulation.

EIGE supported the European Court of Auditors (ECA) by running an awareness-raising session for ECA staff on gender-responsive audit reports and continued to provide technical support to the European Parliament on gender mainstreaming (e.g. on gender-sensitive parliaments or gender audits). In preparation for the next multiannual financial framework, EIGE resumed providing support to the European Commission on gender budgeting and gender mainstreaming.

In 2024, EIGE organised two expert meetings back-to-back with the annual meeting of EIGE's Thematic Network on Gender Mainstreaming, where members shared updates on recent legal and policy developments, as well as gender mainstreaming practices, and reflected on EIGE's proposal to implement the recommendations of its second external evaluation concerning technical assistance on gender mainstreaming. Implementation of some of the proposals discussed with the

network, such as contract initiation for the development of a model for gender mainstreaming tools experts' webinars or a feasibility assessment for a help desk on gender mainstreaming, started in 2024 and will be further developed in 2025. Members also discussed key trends on institutional mechanisms for gender equality and gender mainstreaming, and the latest developments on gender statistics.

Table 7. Achievement of indicators for activity 1.2.2, methods and tools for gender mainstreaming

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of methods and tools-related references	50	80	100 %	Policy monitoring reports
Output	Tool on gender equality action plans (web version) published on time	Q1	Due to extended quality assurance, tool published in April 2024	75 %	Project management tool
	Number of stakeholders provided with technical assistance	1	8 stakeholders provided with technical assistance	100 %	Stakeholders' requests register
	Number of expert meetings, including EIGE's Thematic Network on Gender Mainstreaming	1	2 expert meetings	100 %	Events register

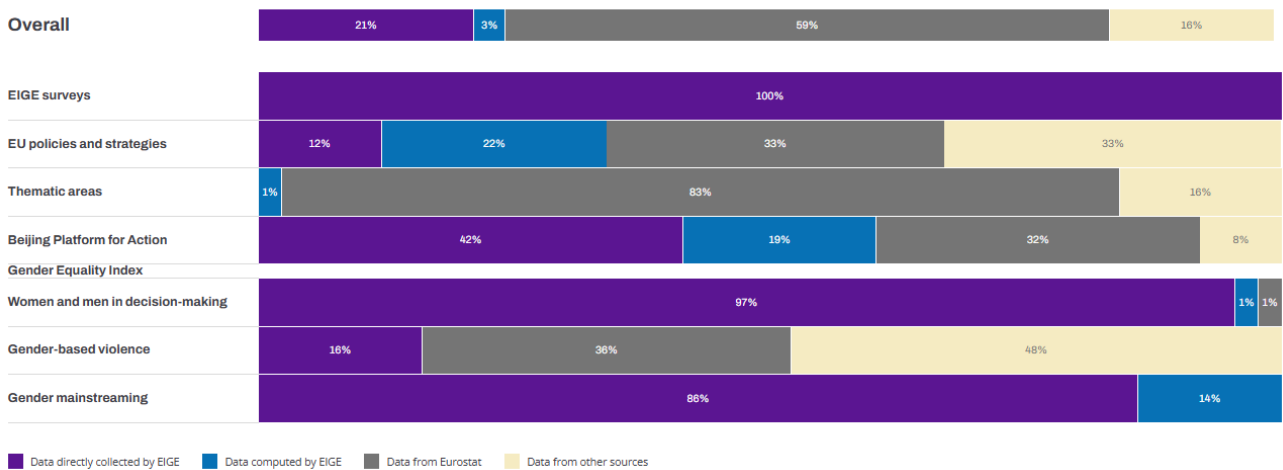
1.2.3. Gender Statistics Database

The specific objective of this activity – **to support EU and Member State policymaking by improving the collection and availability of high-quality gender statistics** – was successfully achieved in 2024.

The Gender Statistics Database is part of and supports EIGE's wider activities aimed at collecting, processing and disseminating gender statistics and gender-sensitive data. In 2024, EIGE's Gender Statistics Database continued setting standards for mainstreaming gender into statistical data production, which receives a high level of support from the Commission ⁽⁴⁾ (Figure 1).

⁽⁴⁾ For example, in the Commission opinion of 25 June 2024 on EIGE's draft 2025–2027 SPD, the Commission reiterates the relevance of the Gender Statistics Database.

Figure 1. Sources of indicators used in EIGE’s Gender Statistics Database



Source: [EIGE’s Gender Statistics Database website](#)

EIGE’s Gender Statistics Database offers decision-makers a solid and regularly updated tool to help monitor, identify and analyse gender gaps in the EU and to monitor policy implementation. For example, data on women and men in decision-making supports the monitoring of the implementation of the Commission’s 2020–2025 gender equality strategy, specifically its objective of ‘leading equally throughout society’. EIGE’s data revealing the persistent gender imbalance among key decision-makers in large corporations has been used by EU institutions to support and unlock legislative action, resulting in the adoption of the new EU law on gender balance on corporate boards in November 2022. In 2024, EIGE carried out a feasibility study to consider the options for setting up an EU data collection exercise that can support the European Commission in the monitoring of Directive (EU) 2022/2381 on gender balance among directors of listed companies.

Throughout 2024, developing, updating and communicating about the database were important parts of EIGE’s efforts in the collection and dissemination of gender statistics (Figure 2). EIGE prioritised statistics that are relevant to its mandate and that support the monitoring of policy frameworks such as the European Commission’s gender equality strategy and/or the 2030 Agenda for Sustainable Development. In this regard, in 2024, EIGE designed a new framework contract for the maintenance and updating of its Gender Statistics Database and consolidated and provided continuity to its unique statistical activities, while populating the Gender Statistics Database with updated statistics and indicators throughout its entry points.

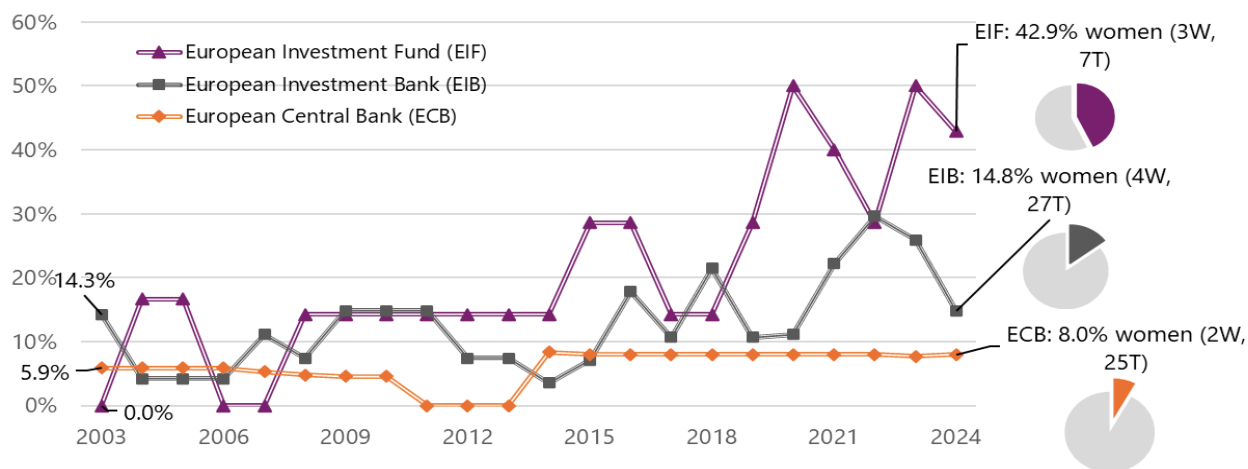
Statistics on the gender balance of leadership positions have been routinely collected within the 27 Member States, covering 13 life domains: politics, public administration, judiciary, business and

finance, social partners and non-governmental organisations, environment and climate change, media, education, science and research, sports, transport, COVID-19 and EU funding. In 2024, ahead of the 2024 European Parliament elections, and with the support of the Database, EIGE published the findings of a second round of EU-wide data collection on gender-sensitive parliaments, aiming to measure progress over time and identify trends in the gender equality and gender sensitivity of the European Parliament and national parliaments in the EU. Data was added to the gender mainstreaming entry point of the Database, providing continuity to the 2019 dataset.

EIGE is also a producer of official statistics within the European statistical system ⁽⁵⁾. Cooperating with EU agencies and bodies creates synergies and complementarities with statistics users and data providers. Throughout 2024, EIGE worked on producing an updated version of the report *Quality Considerations for EIGE's Gender Statistics Database*, which was initially published in 2021 as a reference document for key strategic stakeholders in gender statistics, in particular statistics' users and producers. The updated [Quality considerations for EIGE's Gender Statistics Database \(2nd edition\): Evolving trends in producing gender equality data and intersectional perspectives](#) (1) is in line with the latest conceptual approaches to producing equality data in general and gender equality data in particular, departing from sex as a key social variable and exploring the measurement of other intersecting variables such as gender identity, and (2) introduces the latest updates to the Gender Statistics Database itself, by reflecting EIGE's efforts on integrating an intersectional perspective within its work and evolved approach to managing database content, structure and functionalities.

⁽⁵⁾ Eurostat publishes data from EIGE's unique data collection on women and men in decision-making for the follow-up of the new development agenda on seats held by women in national parliaments and governments (https://ec.europa.eu/eurostat/statistics-explained/index.php?title=SDG_5_-_Gender_equality#Main_indicators).

Figure 2. Gender balance in business and finance: share of women (%) in decision-making bodies of European financial institutions, 2003–2024



Source [EIGE's Gender Statistics Database website](#)

In 2024, EIGE published two updated statistical briefs – one addressing [gender balance in politics](#) and the other focusing on [gender balance in business and finance](#). Additionally, EIGE published two short statistical briefs ('data talks'), supporting areas where EIGE offers unique gender statistics. The data talks focused on the [outcomes of the European Parliament election](#) and the [gender sensitivity of EU parliaments](#).

Table 8. Achievement of indicators for activity 1.2.3, Gender Statistics Database

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to the Gender Statistics Database (Q1–Q4)	50	84	100 %	Policy monitoring reports
Output	Datasets from EIGE's data collection activities (including surveys) and external providers (Eurostat and others), and respective methodological reports regularly updated on time	Q4	Datasets updated on time according to the annual data release calendar and scheduling of statistics data collection	100 %	Project management tool
	Datasets on women and men in decision-making collected on time and respective methodological	Respectively: Q1, Q2, Q3 and Q4	Collected and published on time for Q1, Q2, Q3 and Q4	100 %	Project management tool

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
	report updated on time				
	Number of expert meetings on the Gender Statistics Database (back-to-back with a meeting of the Thematic Network on Gender Mainstreaming)	1	1 expert meeting	100 %	Events register
	Number of statistical factsheets on women and men in decision-making regularly published	2 by Q2	1 factsheet published in May Q2, and due to delayed publication process 1 in July Q3	87.5 %	Project management tool
	Number of statistical briefs supporting the topical areas completed internally on time	2 by Q4	2 statistical briefs completed in Q4	100 %	Project management tool

1.3. Communicating gender equality

In 2024, EIGE achieved its strategic objectives **to contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; to support the integration of a gender perspective in EU policies and the resulting national policies; and to effectively promote gender equality to key stakeholders and target groups**. The Agency provided its key stakeholders with clear, timely and useful information and continued to reach out to new stakeholder groups active in various policy areas, ranging from the environment to security and care.

1.3.1. EIGE's communication campaigns and activities

In 2024, EIGE continued the thematic approach to its work programme and communications.

Ahead of the European Parliament election, from 15 April to 30 May 2024, EIGE ran a social media campaign to support the election.

EIGE wanted to contribute a forward-looking perspective on what gender equality brings to European societies, on where the challenges lie and on what gender equality gains have so far been achieved. In the spirit of voting for gender equality, the campaign had the theme ‘Equality 24/7’, which aimed to encourage voters to vote and to keep gender equality in mind.

Prior to the European Parliament elections, the campaign focused on social media activity, with sharable content being in the form of [knowledge-testing quizzes](#) that highlighted evidence on gender balance in decision-making and parliaments.

After the elections and in the lead-up to EIGE’s Gender Equality Forum, the campaign focused on keeping gender equality high on the agenda of the newly elected European Parliament. A printed double-sided poster was distributed to all cabinets, highlighting the gender dimensions of EU policies and also the toolkits and expertise that EIGE offers for equipping Members of the European Parliament (MEPs) with key insights for supporting gender equality.

On the International Day for the Elimination of Violence against Women, Eurostat, FRA and EIGE released key results of the [EU Gender-based Violence Survey](#), carried out jointly by the three organisations.

This also marked the beginning of a communications campaign, drawing attention to the prevalence of the multiple forms of violence that women are confronted with in all areas of life. The campaign urges the Member States to take gender-responsive, victim-centric and comprehensive action to address gender-based violence. The campaign will continue in 2025, culminating in the release of the full EU Gender-based Violence Survey report,



Every woman deserves to **be safe. But** one in three women still experience violence in the EU.



#SafeSpaces



which will provide a thorough analysis of gender-based violence, including the consequences of violence against women.

In 2024, the Agency also organised the Gender Equality Forum 2024 – a follow-up to the Gender Equality Forum 2022.

Communication efforts before, during and after the Forum 2024 ensured a rich agenda, with a wide variety of speakers bringing diverse dimensions to the discussions. From teaser reels from the youth participants and the pre-emptive release of an episode of [The Europeans](#) podcast to news item releases, the communication efforts in the lead up to the Forum 2024 paved the way for building excitement and sharing information.

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The Gender Equality Forum: Putting the YOU into youth action for gender equality

NEWS ARTICLE | TOPICS: Digital agenda, Energy, Environment and climate change, Migration, Youth | PUBLICATION DATE: 09 Dec 2024



Imagine a world where gender equality is no longer an ideal but a reality. What would that look like for you and future generations? Equal pay, balanced leadership, freedom from violence, and opportunities that don't depend on your gender?

Source: [EIGE website](#)



Making Gender Equality a Reality

European Institute... 4.65K subscribers

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Source: [Gender Equality Forum 2024 website](#)

During the Forum 2024, real-time snippets were shared on social media, highlighting the breadth and depth of the thematic discussions, inspirational talks and workshops. The aim was to present the Forum as the go-to platform for addressing gender-related issues across multiple sectors – from digital policy to climate action, from care to security policies – with the engagement of actors from multiple sectors.

After the Forum 2024, the communication outputs continued to shine a spotlight on memorable moments, hard-hitting truths and concrete steps forward. In the chair statement, the Director made a pledge to ensure that the Forum 2024 would provide a strategic reference for how EIGE supports its stakeholders to shape the new gender equality strategy through active engagement with actors across public and private institutions and with young people.

Gender Equality Forum 2024: Chair Statement

NEWS ARTICLE PUBLICATION DATE: 01 Jan 2025



Source: [EIGE website](#)



Bloomberg also highlighted a broader trend in which, according to a study by the European Institute for Gender Equality, only 8% of CEO positions at the largest listed companies across the EU-28 were occupied by women in 2023.

Source: [Euronews website](#)

Peaks occurred during the period ahead of the election and during the Gender Equality Forum and Gender Equality Index 2024 launch periods. Key features included coverage by [Euronews](#), [the New York Times](#), the [EU Observer](#), [Euractiv](#) and a range of national titles including from Denmark – a country where EIGE’s work has rarely been covered by the media to date – and France. Overall, we observe that media representatives are increasingly treating EIGE as an authority for evidence on gender equality in

Over the course of 2024, EIGE’s media coverage and engagement were further strengthened, with a 23 % increase in coverage in mainstream publications compared with the previous year.

euobserver

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Gender inequality in EU a 'continuous epidemic', finds new research

0 Comments

Health & Society

BY SALOMÉ BONNEYRAT, BRUSSELS, 10 DECEMBER 2024, 12:40:37
1 co-observer

The European Institute for Gender Equality (EIGE) has urged EU member states to push for further action to balance male-female power dynamics, in a new [report](#) on Tuesday (10 December).

Source: [EU Observer website](#)

the areas of women and men in decision-making, gender balance in national parliaments and the European Parliament, gender-based violence and related topics such as gender stereotypes and caring responsibilities.

In 2024, the Agency's Journalist Thematic Network concept was transformed into a new format – the 'briefing programme'. Rather than focusing on a close-knit network, the 'briefing programme' follows a more open, tailored and thematic approach, allowing a broader range of journalists to be introduced to EIGE's work. In 2024, the new format supported in-depth conversations with EIGE's Director and EIGE experts, for example during the Agency's country visit to Denmark and following the invitation of a broader range of journalists to attend relevant events such as the EU Gender-based Violence Survey press conference and the 2024 Gender Equality Index press briefing. Moving forward, the programme aims to engage journalists across the EU in tailored events and meetings that link relevant societal conversations to EIGE's work.

EIGE's social media presence in 2024 demonstrated strong overall growth.

In 2024, EIGE launched its Instagram account to better engage with young audiences, aligning with the Agency's commitment to strengthening conversations with young people. The account @eu_genderequality garnered significant attention, ending the year with 1 439 followers. There was a steady increase in the follower count throughout the year, culminating in a peak during Q4, when the account's audience grew by 43 %, with 435 new followers. Saves increased by 354 %, likes by 181 % and reels doubled, suggesting that the account's visual storytelling and interactive content have been effective in reaching a younger audience, with the majority of Instagram users being under 35.

Presence on this platform replaces EIGE's previous social media presence on X/Twitter, where it is no longer active. EIGE continues to have a presence on Facebook, but the focus on this platform is limited due to the lower overall engagement levels observed.

EIGE's profile on LinkedIn – the Agency's current key social media platform – also saw a steady rise in followers, closing the year with 68 198 followers – a 14 % increase compared with the previous year. Engagement metrics performed strongly throughout the year, with peaks around International Women's Day and in Q4, when EIGE co-launched the EU Gender-based Violence Survey and held its second Gender Equality Forum and released the results of the Gender Equality Index 2024.

Data-driven posts and policy-focused content performed exceptionally well, particularly posts tied to key awareness days.

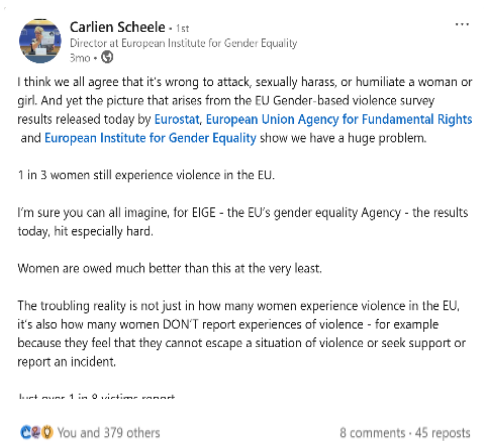
LinkedIn and Instagram are emerging as the most dynamic platforms for engagement, with video-first content playing a crucial role. Short-form explainers and event highlights boosted engagement and shares. Given these trends, stronger investment in in-house video production, including expert-led insights, event recaps and animated infographics, will be key in 2025, ensuring a consistent visual identity and increased audience retention.

EIGE's Director also continued to promote the Agency's work via speeches at high-level events organised by the Commission, the European Parliament, the presidencies of the Council of the European Union and EU agencies. The Director presented EIGE's work on more than 30 occasions in 2024. Fourteen key speeches by the Director were uploaded to a specific section on EIGE's website.

The Director continued posting monthly thought leadership pieces to add a personal voice and strengthen the outreach of the Agency's key activities, evidence and outputs. The topics covered by the Director's LinkedIn posts are aligned with priority gender equality issues and highlight key evidence produced by EIGE.

Based on the Management Board's request that EIGE work on responding to anti-gender initiatives and follow up on a session on anti-gender initiatives held during EIGE's 2022 Gender Equality Forum, EIGE continued its 'Communications Lab' (or 'Comms Lab') pilot, with an initial focus on understanding conversations surrounding violence against women. Violence against women is an ongoing priority area within EIGE's mandate, with a particular focus on (administrative) data collection. Violence against women also features prominently in Member States' national agendas. Meanwhile, anti-gender actors deploy specific narratives to undermine the focus on combating violence against women. The aim of the lab is to help craft proactive narratives on gender equality topics and strengthen joined-up approaches.

As part of Comms Lab activities, EIGE organised two workshops in 2024. The first workshop on strengthening narratives to combat violence against women took place in April in Brussels and



Source: [EIGE Director's LinkedIn profile](#)

gathered close to 40 communication and gender-based violence experts from EU institutions, international organisations, independent gender equality bodies and civil-society organisations, and consultants and independent experts from the EU and beyond. The first workshop was very well received by participants, who expressed interest in continuing collaboration under the Comms Lab.

In December 2024, a second closed-door workshop was held in Brussels under the scope of the Gender Equality Forum and was attended by around 20 communication and gender-based violence experts. EIGE organised this workshop in partnership with Civil Liberties, which is working on a messaging guide on the topic of communicating violence against women and which it plans to publish in 2025.

The launch of the EU Gender-based Violence Survey in 2024 presented an opportunity to apply some of the learnings from the Comms Lab, and the annual campaign focusing on the findings of the Gender-based Violence Survey in 2025 will enable communication approaches, narratives and messages to be explored further.

In 2024, EIGE also conducted a crisis communication simulation, to increase the Agency’s crisis preparedness, and organised a dedicated crisis preparedness session ahead of the Gender Equality Forum.

Table 9. Achievement of indicators for activity 1.3.1, EIGE’s communication campaigns and activities

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Media coverage of EIGE’s work	> 2 500 pieces of mainstream media coverage	3 980 pieces of mainstream media coverage throughout 2024	100 %	Media monitoring reports
	Media coverage of the Gender Equality Index	> 600 pieces of coverage	1 354 pieces of coverage	100 %	Media monitoring reports
Output	Number of campaigns implemented	2	2 campaigns implemented (Equality 24/7 and the EU gender-based Violence Survey)	100 %	EIGE’s website
	Number of news items published	20	26 news items published	100 %	EIGE’s website

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
	Number of regular posts on EIGE's social media channels	> 720	1 141 social media posts on EIGE's social media channels	100 %	Social media monitoring reports and social media planning documents
	Number of visual/audiovisual materials (packages) for priority topics	2	3 packages – 2 related to the above campaigns and 1 for the Gender Equality Forum	100 %	EIGE's website and social media
	Number of meetings with Comms Lab participants	2	1 workshop in Brussels in April 2024 and 1 workshop in December 2024 during the Gender Equality Forum	100 %	Events register

1.3.2. Building and maintaining stakeholder relations

Through continuous dialogue and cooperation with policymakers, EIGE sought to ensure that its **work is aligned with the policy needs of the EU institutions and Member States** and is delivered in a timely and useful manner. To better inform its ongoing work and identify issues and trends that could influence the future of gender equality in the EU, EIGE consulted its stakeholders throughout the year. This collaboration was guided by a strategic foresight approach, based on the principles of knowledge creation and information sharing.

As the European Parliament elections took central stage in 2024, EIGE's focus was to ensure that gender equality was part of strategic conversations at the EU level. Strengthening EIGE's position as the EU gender equality agency that provides relevant data and expertise and is recognised as a partner in these conversations remained high on EIGE's agenda.

In 2024, EIGE continued its strategic foresight activities and brought forward the results of its strategic foresight work achieved during 2023. The workshops with EIGE's Management Board and Experts' Forum, and the public stakeholder survey held at the end of 2023, identified the key trends and emerging issues that have largest impact on gender equality in the EU. Building on these findings, in 2024, EIGE's Director presented a [vision of what gender equality could look like in 2030](#) during an informal meeting with European gender equality ministers under the Belgian Presidency

of the Council of the European Union. Analysis of the findings from EIGE's strategic foresight work were also made public on a dedicated [strategic foresight](#) web page on EIGE's website.

At the end of the year, EIGE brought the discussions on the trends affecting gender equality in the EU to its second Gender Equality Forum. During the Forum, EIGE held two foresight youth visioning workshops, in which youth participants applied strategic foresight methods to explore and co-create positive future visions for gender equality in the EU. EIGE also held a foresight masterclass to introduce its stakeholders to practical insights into trend-based approaches to foresight for gender equality. The masterclass introduced the concepts of via an EIGE gender equality foresight how-to guide, which will be published EIGE's strategic foresight web page in 2025.

Throughout 2024, EIGE continued to closely cooperate with the European Commission and the European Parliament and further strengthened its efforts to promote gender equality in the agendas of the presidencies of the Council. In this context, EIGE worked closely with Belgium and Hungary and provided data and evidence for their policy discussions on promoting gender equality in economic and social policies, including through work–life balance measures and care. EIGE provided key contributions to EPSCO conclusions in the form of tailored knowledge products on gender equality, including the following two key publications: [Financial independence and gender equality: Joining the dots between income, wealth, and power](#) and [Return to the labour market after parental leave: A gender analysis](#). EIGE also actively supported the Belgian Presidency team with their high-level events, including on the gender pay gap and the European Pillar of Social Rights.

Looking to the future, EIGE engaged in discussions with the incoming Polish and Danish Presidencies of the Council of the European Union, to identify their needs for data and evidence in relation to their gender equality agendas. To this end, in 2024, EIGE organised country visits to Denmark and Poland to meet with a range of high- and expert-level actors to prepare EIGE's extensive contribution to the presidency programme. During these visits, the EIGE delegation also met with civil-society organisations to identify which gender equality topics are high on their agendas and establish ways to support their work through providing evidence gathered by EIGE. In 2024, EIGE delegation also visited the Netherlands where discussions with government officials and civil society focused on national gender equality developments and how EIGE's data and knowledge can further support national efforts in this area.

The Agency works to support the European Commission in different ways. EIGE participated in a public consultation by the European Commission on the design of transparency reports under the Digital Services Act. EIGE highlighted the need to include gender-based measurement instruments and stressed that the gendered dimension of risks associated with online violence must be captured to ensure digital safety.

To support gender mainstreaming in the context of the next multiannual financial framework, EIGE has been supporting the Directorate-General for Budget with the provision of guidance on gender impact assessment and the development of checklists for assessing gender impacts; an assessment of enabling conditions on gender equality as a prerequisite for funding and criteria for its assessment; and tracking methodology, including gender scores, minimum criteria and identification of predefined interventions and associated gender indicators.

EIGE also fed into the annual gender equality report and the LGBTIQ equality strategy implementation report. As an observer of the European Commission's Advisory Committee on Equal Opportunities for Women and Men, the Agency fed into two opinions around gender and health, and also the future gender equality strategy.

The year 2024 was very active for EIGE's liaison office in Brussels. The liaison office successfully completed the pilot phase at the end of 2023 and, following the Management Board decision, began its work on a permanent basis on 1 January 2024. The liaison office played a key role in ensuring that EIGE's work was taken up by relevant stakeholders in Brussels and brought to the attention of newly elected MEPs and the new commissioners. In this way, EIGE forged closer links with various committees of the European Parliament, the services of the European Commission and representatives from the Member States.

In the run up to the European Parliament elections, the liaison office organised consultations with Brussels-based civil-society organisations to exchange views on the elections and on how to address the threat of anti-gender narratives and far right advances during the elections. This exchange continued in a bilateral format throughout the year, and a follow-up consultation was held online in September 2024. A consultation with social partners was also held in order to exchange views around their plans ahead of the European Parliament elections.

After the European Parliament elections, EIGE welcomed the new MEPs by publishing an easy-to-understand brochure outlining everything they need to know about the EU's agency for gender

equality and how EIGE works with the European Parliament and its relevant committees. EIGE's Director presented the Agency's work to the new members of FEMM at the European Parliament, and was offered the opportunity to meet with a number of MEPs on a bilateral basis, including the Chairs of FEMM and EMPL.

In terms of cooperation with the European Parliament, EIGE has participated in a number of meetings and hearings of FEMM. In 2024, EIGE presented its work programme to FEMM; participated in International Women's Day 2024 discussions around women in sport; participated in the European Parliament's Gender Equality Week, during which EIGE presented the results of the 2024 Gender Equality Index to FEMM and discussed with EMPL members the ways of ensuring gender equality in the labour market; and presented on women's rights in the digital sphere in a joint hearing of FEMM and the Committee on Civil Liberties, Justice and Home Affairs. The presentation of the results of EIGE's annual Gender Equality Index has formed part of Gender Equality Week for a few consecutive years now, and exchanges between members of FEMM and EIGE's management team have become a regular practice.

EIGE participated in events hosted by both the Committee of the Regions, on gender-sensitive parliaments, and the EESC, on violence against women. EIGE also fed into an EESC consultation on EU budget and place-based policies: proposals for new design and delivery mechanisms for the MFF post-2027.

In 2024, EIGE built up to the second Gender Equality Forum, which was held in Brussels and online, making it a significant year for the Agency. The Gender Equality Forum 2024 brought together experts, young voices, practitioners and high-level decision-makers from EU institutions, national and local governments, civil society, academia, business, the media and the arts to take stock of gender equality in Europe and plot a course for the future – one that is just, inclusive and sustainable. It was split into two thematic strands – taking stock of gender equality now and in the future and tackling gender-based violence – both of which were incrementally communicated through complementary activities throughout 2024, including activities related to the release of the EU Gender-based Violence Survey data and the European Parliament elections.

A total of 362 participants and speakers from across the EU and beyond attended the event in person each day, and more than 1 000 followed online. The Agency put an emphasis on cooperation with key stakeholders in building the agenda, and 9 sessions out of 18 were conducted by EIGE's partners. Notable speakers of the Forum included Hadja Lahbib, Commissioner for

Equality, Preparedness and Crisis Management; MEPs, including Lina Gálvez (Chair of the European Parliament's Committee on Women's Rights and Gender Equality), Robert Biedron and Nicolea Stefanta; Maria-Andriani Kostopoulou, President of the Council of Europe's Group of Experts on Action against Violence against Women and Domestic Violence (GreVio); and Buks Akinseye, Global Head of Diversity, Equity and Inclusion at IKEA Retail (Ingka Group).

The 2024 Forum had a strong focus on youth engagement, with 30 % of the participants at the venue being under the age of 30 years. Young voices were an integral part of the forum agenda and youth participants actively contributed as speakers on the main stage, for example in the opening and closing sessions and in panel discussions and workshops. With various pre-forum activities and a dedicated communication channel, EIGE established a trusted relationship with youth participants that fostered their active engagement during the forum and thus contributed to the success of the event.

Despite limited resources, in 2024 EIGE maintained its ongoing exchange of information and kept in regular contact with international and regional organisations, especially with United Nations Entity for Gender Equality and the Empowerment Women (mainly on the topic of gender-based violence), the Council of Europe (mainly on gender-based violence, anti-gender initiatives and gender mainstreaming more broadly) and the World Health Organization Europe office (on health and well-being). EIGE also maintained close cooperation with the European Network of Equality Bodies (Equinet). As part of these engagement efforts, in 2024 EIGE participated in a number of high-visibility events, such as the 68th session of the Commission on the Status of Women, held in New York; the Council of Europe's Gender Equality Commission Conference on Gender Equality; the High-level Conference on the European Social Charter; GreVio and Parliamentary Assembly of the Council of Europe meetings; and Equinet's high-level round-table discussion on standards for equality bodies and its annual general meeting.

Throughout the year, EIGE continued its close cooperation with other EU agencies and sought further synergies where appropriate. Its most active cooperation was with the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and FRA. EIGE regularly exchanged information with Eurofound, and the agencies provided input to each other's reports and research projects. In 2024, the agencies benefited from each other's expertise in carrying out surveys and research in the area of the labour market and care, gender pay transparency measures and gender-neutral job evaluation. Cooperation with FRA focused mostly on the area of gender-based violence, including carrying out the joint Eurostat, FRA and EIGE

survey on gender-based violence in the EU. Cooperation with FRA also included EIGE participating in the strategic communication network C10.

EIGE also partnered with Eurojust to examine challenges in implementing the EPO and to support the EU strategy on victims' rights by improving cross-border protection for victims. A dedicated report will be published in 2025.

Table 10. Achievement of indicators for activity 1.3.2, building and maintaining stakeholder relations

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Number of policy references to EIGE's work (*)	> 700	634	91 %	Policy monitoring reports
Output	Number of events organised by EIGE (Gender Equality Forum, country visits, Experts' Forum meeting)	5	9 events organised in 2024	100 %	Events register

(*) Since 2024, EIGE has updated the methodology for recording references from policymakers and has been working with a new service provider.

1.3.3. Facilitating knowledge management

EIGE's website continued to serve its audience by providing easy access to the knowledge produced by the Agency and facilitating capacity development. New features were released, introducing elements of digital learning, including a quiz, interactive data visualisation, flip cards, a recommendation service and a matching game.

Two mini websites were developed, on the Gender Equality Forum 2024 and on the EU Gender-based Violence Survey, and the web section of the Gender Equality Index was updated, which allowed seamless communication on these major EIGE outputs.

In July 2024, EIGE revamped its corporate visual identity (CVI), including its logo. The new CVI aims to distinguish EIGE as the EU agency for gender equality. It consists of a new logo with a discernible 'equality loop' that alludes to intersectionality underpinning the breadth of the Agency's work, consistent and clear typography, accessible products – both online and offline for everyone – and a clearer presentation of visuals and texts, including fresh new colours and designs. The new

CVI ensures consistent, coherent communications aligned with the Agency’s values and goals. Such consistency helps to reinforce positive perceptions of the work that EIGE does across all touchpoints. The new CVI was applied to EIGE’s major physical and digital outputs during the second half of the year.

EIGE produced 21 publications during 2024. EIGE’s publications **met the reader’s needs well or excellently** for 94 % of readers who responded to a relevant survey conducted on EIGE’s website.

Table 11. Achievement of indicators for activity 1.3.3, facilitating knowledge management

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Outcome	Rate of stakeholders’ satisfaction with EIGE’s website	> 70 %	80 %	100 %	Survey report
Output	Updated web section of the Gender Equality Index, including country profiles	Q4	Web section updated in December 2024	100 %	Project management tool

1.3.4. Increased capacity of EU candidate countries and potential candidates to monitor and mainstream gender equality (2024–2027) – project

In Q1 2024, EIGE successfully completed and submitted a final report to the Directorate-General for Enlargement and Eastern Neighbourhood regarding its fifth Instrument for Pre-Accession Assistance (IPA) project ‘Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies’ (2018–2023).

In June 2024, EIGE presented to its Management Board the Agency’s approach for the next IPA project cycle (2024–2027) together with an overview of proposed activities and human resources (HR). The Management Board endorsed the proposal, following which EIGE developed an IPA project application. By the end of 2024, the application was still in development, with a view to being submitted to the Directorate-General for Enlargement and Eastern Neighbourhood for financing in 2025.

To support the EU's efforts in assessing the progress made in candidate and potential candidate countries in 2024, EIGE contributed to EU enlargement reports.

1.4. Organisation, administration and functioning of EIGE (horizontal)

The agency is divided into the following units: the Research & Policy Support Unit, the Outreach & Engagement Unit, the Director's Secretariat and the Administration Unit. The last two units deal primarily with cross-cutting tasks.

Some organisational changes took place in 2024. Due to its small size and for the purpose of gaining efficiency, the Knowledge Management Team was integrated into the Communications Team within the Outreach & Engagement Unit. With the aim of improving coordination and strengthening service continuity, three teams were created in the Administration Unit: the Human Resources & Audit Team, the Finance & Procurement Team and the ICT & Facility Management Team. Additionally, team leaders were appointed in the Administration Unit. Thus, team leader roles have been established across the entire agency.

This section reports on the cross-cutting tasks that support the fulfilment of operational objectives.

1.4.1. Procurement

In 2024, the procurement services in the Administration Unit further improved the effectiveness and efficiency of procurement processes to ensure the completion of the 2024 work programme (part of the SPD).

Procurement procedures were carried out in line with the 2024 procurement plan wherein a 98 % implementation rate was achieved on 31 December 2024. Moreover, in order to support the continuity of EIGE's services, as well as to procure essential and additional services, a further digitalisation of procurement processes took place with the **development of the internal EIGE contract library**. This platform enables the clear identification of all EIGE procurement-related procedures and actively assists project managers and the procurement team in implementing contractual deadlines via automated email alerts.

The procurement team delivered **several training sessions on procurement, contract management and lessons learned** throughout 2024.

Procurement colleagues also supported the implementation of EIGE’s working group on AI through procuring services to deliver training and develop guidelines on the effective and ethical use of AI tools in all the agency’s areas of activity’. Additionally, tender procedure templates were updated to reflect these developments.

Table 13. Achievement of indicators for activity 1.4.1, procurement and facility management

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Rate of implementation of the adopted 2024 procurement plan	> 90 %	Procurement procedures implemented in accordance with the 2024 procurement plan (one procedure still ongoing due to multi-lot nature and subject complexity)	98 %	Procurement plan
	Regular procurement training of EIGE staff	> 1/year	6 training sessions conducted	100 %	Training material
	EU PPMT set-up and used	Q1	PPMT was set-up in Q4 2023	100 %	PPMT
	Procurement guidelines, lessons learned, and templates kept up to date	> 1/year	Procurement guidelines and templates updated in 2024	100 %	Procurement intranet page

NB: PPMT, Public Procurement Management Tool.

1.4.2. Human resources management

In 2024, HR services within the Administration Unit focused on recruiting staff in line with EIGE’s establishment plan, whereby a **100 % occupancy rate** was in place on 31 December 2024. EIGE completed the **annual performance appraisal** exercise for all staff and ensured that staff members were offered appropriate training opportunities aimed at improving their skills and competencies.

In 2024, HR services continued to streamline internal HR processes and procedures, in light of the implementation of the Staff Regulations and implementing provisions and adopted new modules in Sysper2 (the Commission’s online HR management tool), such as ethics management and HR certificates.

Moreover, EIGE implemented relevant actions from its **2022–2027 HR strategy**, particularly those related to the digitalisation and simplification of HR workflows and policies and to the ‘employer of choice strategy’. In this respect, an administrative procedure for the workflows of selection procedures was adopted, and its aim was to clarify the roles and responsibilities of all the actors involved in the organisation of selection procedures. The traineeship policy was further clarified and simplified. Checklists for the onboarding of staff and for use at the end of staff service were established to support better processes. All in all, the HR strategy was implemented according to the roadmap, except for the intended launch of the competency framework, which was postponed for budgetary reasons.

In 2024, EIGE signed a service-level agreement for occupational and preventive medical services with the Commission’s medical service. Through this measure, EIGE benefits from the vast experience of the Commission’s medical service and from the efficiency and cost savings that these changes generated (compared with procuring services from the local market).

Last but not least, the HR team organised a staff engagement survey in 2024. The results were presented to all staff in July 2024, and the management team established, in cooperation with the Staff Committee, an action plan to address the areas in need of improvement, as revealed by the survey. Overall, the survey showed a high level of satisfaction across most dimensions, while also revealing trends that pointed to areas in need of improvement, particularly in the areas of cooperation among units and communication of management decisions.

Table 14. Achievement of indicators for activity 1.4.2, human resources management

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Average length of recruitment procedure	< 4 months	Average length of 2.3 months	100 %	Recruitment Plan
	Minimum occupancy rate of TA posts in the establishment plan by the end of 2024	90 %	Full occupancy on 31 December 2024	100 %	Establishment plan

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
	Percentage of eligible EIGE staff subject to performance appraisal to undergo evaluation in the 2024 exercise in line with the current implementing rules	100 %	All staff eligible were appraised in 2024, in accordance with the implementing provisions	100 %	HR tool
	Average attendance at in-house training	> 75 %	84 %	100 %	Attendance lists
	2022–2027 HR strategy implemented by Q4 2024, in accordance with the action plan set therein	100 %	All actions implemented, except the competency framework, which was postponed due to budgetary reasons	90 %	Report to the management team

NB: TA, temporary agent.

1.4.3. Budget implementation

In 2024, EIGE’s financial and accounting services ⁽⁶⁾ focused on drawing accurate financial statements that presented a fair view of the Agency’s financial performance and on coordinating the budget planning, consumption forecast, budget reviews and transfer of appropriations that led to EIGE achieving higher budget implementation rates.

The challenges posed by the rise in the inflation rate in Lithuania persisted in 2024. This led to additional budgetary needs in Title I caused by the indexation of salaries. Thus, EIGE’s financial services focused on regular budget reviews and close monitoring of budget implementation. The budgetary needs were offset by identifying internal savings and receiving additional appropriations from the Commission.

Despite these challenges, EIGE achieved **satisfactory budget implementation rates** in 2024. EIGE also performed an **ex-post control exercise**, which confirmed the functioning and effectiveness of its internal control system and identified only some minor deficiencies that were promptly addressed.

⁽⁶⁾ EIGE’s accounting officer function has been outsourced to the European Centre for the Development of Vocational Training as of 1 November 2023.

In terms of efficiency of controls, following an assessment of the cost of controls performed in March 2023, EIGE’s management decided to look into the possibility of simplifying financial workflows in order to identify efficiencies. The recommendations, which were implemented in 2024, related to the following main actions: enhancing the accountability of project managers in their newly established role as operational verifying agents (previously assigned to the Heads of Unit); simplification of the workflows for reimbursements under the BeWell@EIGE programme; and centralisation of financial initiation and financial verification functions in the Administration Unit. Overall, the measures **created efficiency gains in the use of HR** (estimated at 1 full-time equivalent (FTE)) and **reduced the cost of controls** (by EUR 28 178 annually).

Table 15. Achievement of indicators for activity 1.4.3, budget implementation

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Final accounts adopted by the deadline	1 July	Final accounts adopted on 27 June 2024	100 %	Management Board decision
	Minimum rate of budget implementation for commitment appropriations and for payment appropriations by 31 December 2024	> 95 % commitments > 75 % payments	Commitments: 99 % implemented by 31 December 2024 Payments: 81 % implemented by 31 December 2024	100 %	Budget execution reports
	Ex post controls report submitted to the authorising officer	Q4	Ex post controls submitted in December 2024	100 %	Ex post controls report

1.4.4. Internal control and audit

In 2024, EIGE received a positive opinion from the ECA on the reliability of its 2023 accounts and on the legality and regularity of its financial transactions. The audit observations from 2022 have been implemented but one is still to be formally closed by the ECA, as there were outstanding payments in 2023 from a contract that was assessed as irregular in the 2022 audit. In 2024, EIGE was granted budgetary discharge for the 2022 financial year.

There were no Internal Audit Service (IAS) engagements in 2024, and all outstanding IAS recommendations were closed in January 2023.

In 2024, EIGE’s Management Board adopted ethics rules and rules on the prevention and management of conflicts of interest concerning staff members ⁽⁷⁾. To further strengthen its ethics system, EIGE also established guidelines on gifts and hospitality ⁽⁸⁾, which were duly presented to staff and are published on the intranet. The adoption of the ethics module in Sysper supported the agency’s efforts to raise awareness and improve management of ethics requests.

Finally, the Agency implemented the 2024–2026 anti-fraud strategy in accordance with the action plan set therein. This entailed the establishment of administrative procedure for the organisation of selection panels to reduce the risk of recruitment fraud, fraud prevention training and the update of procurement guidelines and templates to include stipulations related to the risk of plagiarism.

Table 16. Achievement of indicators for activity 1.4.4, internal control and audit

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Percentage of ECA audit recommendations implemented on time	> 90 %	All recommendations from 2022 were fully implemented	100 %	ECA audit report
	Percentage of IAS audit recommendations implemented on time	> 90 %	All recommendations from the 2021 IAS audit on programming and reporting were fully implemented and closed in 2023	100 %	IAS audit report

⁽⁷⁾ Adopted by Management Board Decision No MB/2024/004 of 15 March 2024.

⁽⁸⁾ Adopted by Director’s Decision No 314 of 13 May 2024.

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
	Assessment report on effectiveness of internal control system sent to authorising officer	Q1	The internal control assessment report was transmitted to the authorising officer in March 2024	100 %	2023 CAAR
	Implementation of 2024–2026 anti-fraud strategy in accordance with the action plan	100 %	All actions implemented in accordance with the action plan	100 %	Management Board progress reports

NB: CAAR, Consolidated Annual Activity Report.

1.4.5. ICT infrastructure and facility management

In 2024, EIGE’s ICT & Facility Management Team ensured a level of high-quality ICT support services that enabled EIGE’s staff to perform their tasks effectively and securely.

The focus in the information and communications technology (ICT) area in 2024 was on maintenance and upgrade of the ICT infrastructure. In this respect, and as part of the business continuity testing, EIGE, in cooperation with the Cybersecurity Service for the Union Institutions, Bodies, Offices and Agencies (CERT-EU) ⁽⁹⁾, performed a vulnerability test of EIGE’s public servers, as part of the maintenance of the Agency’s business continuity plan. As a result, measures to enhance the security of the infrastructure and data were taken in 2024. Also related to the business continuity plan, EIGE organised evacuation training and an evacuation test in 2024. Crisis protocols were developed by EIGE’s crisis management team and presented to staff. Safety training was organised for all staff.

Also, in the area of crisis management, and considering the volatile geopolitical situation, the continued Russian war of aggression against Ukraine and EIGE’s location in Vilnius, Lithuania (and thus in proximity to the war zone), the Agency strengthened its liaison with the security officers of the agencies in the Baltic region and participated in crisis simulations organised by the Commission.

⁽⁹⁾ The computer security incident response team for all EU institutions, bodies and agencies.

As regards facility management, EIGE coordinated the renovation of its premises with the property owner, including in relation to structural changes to accommodate more office space and collaborative workspaces, the upgrading of carpeting and furniture and the installation of more ecological equipment and appliances.

Moreover, with the Director’s decision to establish an EIGE liaison office in Brussels on a permanent basis ⁽¹⁰⁾, with effect from 1 January 2024, EIGE proceeded with a procurement procedure for the lease of office space in Brussels.

Last, an internal satisfaction survey performed in 2024 showed a high level of satisfaction with IT services among EIGE staff.

Table 17. Achievement of indicators for activity 1.4.5, ICT infrastructure and facility management

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Timely completion of tasks in the 2022–2024 IT strategy	Q4	All activities completed on time	100 %	IT strategy
	Number of security breaches in 2024	0	0 (*)	100 %	Security incidents register
	Percentage of staff satisfied or very satisfied with IT services based on an annual satisfaction survey conducted by Q4 2023	> 85 %	96.8 % of respondents satisfied	100 %	Survey report
	Inventory checks performed according to the timeline prescribed in the policy on assets and inventory management (every two years)	Q4	Due to high workload in the team, the inventory was executed with delay in Q1 2025	75 %	Inventory report

⁽¹⁰⁾ Previously, from 1 January 2022 until 31 December 2023, operating on a pilot basis.

Indicator		Target for 2024	Achievement	Achievement rate (%)	Source of data
	Set targets for reduction of CO ₂ emissions, energy consumption and waste	Q4	Targets for the reduction of CO ₂ emissions stemming from EIGE's operational activities were set in Q4 2024	100 %	Management team minutes
	Average completion time for requests for work submitted (repairs, moves, alterations)	< 5 days	2.5 days	100 %	Requests registered in the Document Management System

(*) An incident that occurred at the end of 2023 was properly mitigated with the help of CERT-EU in early 2024.

NB: CO₂, carbon dioxide.

1.4.6. Management support assistance

Seeking robust productivity gains and organisational stability at the Agency, in 2024, the Director steered management's focus towards strengthening strategic and cross-functional planning. These efforts led to several key initiatives, including the simplification of workflows, enhanced goal-oriented advanced planning and scheduling, and the implementation of action plan steps (2024–2026) based on key areas of interest identified by Agency staff in this year's engagement survey. The management team advocated for more appropriate resources for the Agency so that it can continue to provide focused, value-driven support that directly addresses the needs of EU stakeholders, as recommended in the Agency's external evaluation (2022).

Sharing regional security and staff welfare concerns with several EU agencies located in Europe's Baltic neighbourhood, the senior leadership of EIGE, the Body of European Regulators for Electronic Communications and the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice banded together to strengthen their crisis protocols in response to potential adverse consequences of the Russian war of aggression against Ukraine, and have provided some safety training for their staff. Jointly, the three agency heads reached out to the European Commission in 2024, seeking its guidance and support

to add to the agencies' preparedness aimed at ensuring staff safety and business continuity in the event of a crisis.

In line with its well-established practices of holding regular (monthly and quarterly) meetings with staff, the agency leadership team, as well as delivering regular reports on its activities and those of the Management Board, held information sessions and workshops throughout 2024 to provide guidance on internal procedures and approaches and explain new developments, to ensure clarity across different staff categories and administrative levels.

Celebrating and acknowledging unit achievements throughout the year, management was also keen to welcome a new staff committee. At the beginning of May, EIGE leadership held a retreat, during which it consolidated its strategic vision for the Agency, particularly focusing on its proper positioning among stakeholders, the targeted setting of priorities and resource management. A healthy and motivated workforce remained at the forefront of discussions. Executive decisions (31) issued by the Director in 2024 were announced to staff promptly and published on the Agency's intranet.

Table 18. Achievement of indicators for activity 1.4.6, management support assistance

Indicators		Target for 2024	Achievement	Achievement rate (%)	Source of data
Output	Consult and report to the Management Board	Twice per year	Meetings held 18–19 June and 7–8 November	100 %	Summaries of proceedings on the Agency's website
	Monitoring and review of the project schedule for key programming documents for submission to the Management Board and standing committee	Twice per year	Reviewed in Q2; reviewed and updated in Q4	100 %	Director's Secretariat site on the Agency's intranet

Indicators		Target for 2024	Achievement	Achievement rate (%)	Source of data
	Communicate management decisions/actions to units, staff consultations	Monthly staff meetings	7 scheduled and held	100 %	Management Board wrap-up email to all staff director's messages to all staff Director's Secretariat site on the Agency's intranet
		Quarterly/consultative meetings	3 scheduled and held		

Part II(a). Management

2.1. Management Board and Experts' Forum

2.1.1. Management Board

In executing its governance role, the Management Board remained steadfast in its conviction that its decisions were designed to optimise the contributions of the Agency to the gender equality portfolio, benefiting the EU. Through close collaboration with the Director, the Board continued to acknowledge EIGE's commitment to the successful implementation of its annual work programme and the full achievement of its planned outcomes for the year. The Board remains mindful that the Agency continues to face challenges, including an evident disparity between stakeholder demands and available resources, the effects of elevated inflation on its budget and ongoing instability in its neighbouring region.

Under the leadership of its new chair, Esther van Dijk (the Netherlands), who began her term on 1 January 2024, the Board held two plenary and standing committee meetings throughout the year. During these meetings, the Board focused on standard business matters, ensuring that the Agency continued to deliver high-quality results. Moreover, driving the Board's efforts, the Chair worked actively with the Director-General of the Directorate-General for Justice and Consumers on several evaluation findings (2022), seeking lasting actions aimed at strengthening the Board's work through a potential revision of the EIGE Founding Regulation, thereby aiming to deliver greater and more streamlined benefits to the EU. The Agency greatly supported the Board in these efforts by

providing expansive background information collected through wide-ranging consultations, research and active engagement with key decision-makers. With the resignation of one of the three Member State representatives to sit on the Management Board's standing committee, Terhi Heinilä (Finland) was appointed.

The Management Board took 23 decisions throughout the year. One key decision was to reappoint Carlien Scheele as the Agency's Director for another five years, securing her leadership until 31 January 2030. Key decisions related to routine business were the adoption of the 2025–2027 SPD and the corresponding budget for 2025; a constructive analysis and assessment of the Agency's 2023 Consolidated Annual Activity Report (CAAR), and a favourable opinion of the final annual accounts for the 2023 financial year. It also approved the Agency's IPA programme for 2024–2027. The Board definitively approved its action plan to implement key recommendations from EIGE's second external evaluation (2022) for March 2022 through March 2027, and, acting on one of those recommendations, the Board approved the Agency's strategy to strengthen its intersectional approach. Tackling the impact on EIGE's budget caused by a rise in indexation and the country coefficient for Lithuania, the Board adopted an amended 2024–2026 SPD and an amended budget for 2024 to account for an additional EU subsidy from the Commission, enabling the Agency to meet its statutory obligations to staff.

In 2024, the Management Board introduced new ethics rules and rules on the prevention and management of conflicts of interest concerning staff members of EIGE covered by the Staff Regulations. This addition complements several other sets of conflict-of-interest rules already in place within the Agency. Following the resignation of the Agency's data protection officer, the Board seized the opportunity to build additional synergies across EU agencies by outsourcing the DPO role, as EIGE does not have such a post in its establishment plan. Consequently, the Board appointed Eurofound's DPO to serve as EIGE's DPO, starting 1 January 2025, under a service-level agreement between the two agencies.

To fulfil the Agency's obligation of providing regular updates to the Board throughout the year, staff submitted detailed reports on the Agency's work programme, budget execution, and audit and evaluation activities (including ECA IAS, and other assurance sources), along with other relevant matters.

The Agency's Director consistently kept the Chair of the Board informed about developments impacting the annual work programme, the Agency's crisis management and business continuity

plans, and staff well-being initiatives. Additionally, any potential risks or issues affecting control were promptly brought to the Board's attention when relevant. Board members remain dedicated to declaring their interests to prevent any conflicts during annual calls and meetings.

The Management Board, in agreement with the Commission, continued to adopt the necessary implementing measures, in accordance with the arrangements set out in Article 110 of the [staff regulations of officials and the conditions of employment of other servants of the European Community](#).

2.1.2. Experts' Forum

The year 2024 saw the change in the mandates of EIGE's Experts' Forum: Term V ended on 30 November 2024 and Term VI started on 1 December 2024. The new term will be running until 30 November 2027.

During the year, EIGE organised two meetings with the Forum members. The first, in June 2024, gathered members of Term V to discuss the European Parliament elections and the future of gender equality in the EU, linking with the important insights from EIGE's strategic foresight consultations. Members of the Experts' Forum also discussed, with EIGE's experts, ongoing EIGE research, with a specific focus on the sixth horizontal review of five years of progress across all 12 areas of concern of the BPfA ('BPfA + 30'), the revision of the Gender Equality Index methodology, and how to support EIGE's work on the collection of administrative data on violence against women and domestic violence. At this meeting, the Experts' Forum members also reflected on ways to improve the working methods of the forum and on lessons learned that could be passed on to forum members for the next term.

In July 2024, EIGE's Director approached Member State governments, the European Parliament and the European Commission, asking for nominations to Term VI of EIGE's Experts' Forum. After a successful call for nominations, the new term Experts' Forum started in full composition on 1 December 2024 and gathered for its first official meeting in December at the margins of EIGE's 2024 Gender Equality Forum. The meeting served as a starting point for discussions on how to enhance cooperation between EIGE and Experts' Forum members, and how to maximise the Forum's role in supporting EIGE's Director in ensuring the excellence and independence of the activities of the Agency and close cooperation between the Agency and competent bodies in the Member States. Regarding the effectiveness of the Expert's Forum, EIGE's second external

evaluation, in 2022, found that, in spite significant measures taken by the Agency to enhance the role of its advisory body, issues regarding the Experts' Forum efficiency and effectiveness remain. Thus, based on the results of the external evaluation, the Management Board issued its recommendations to the Commission in February 2023 (and further substantiated in November 2024), inviting the Commission to propose a full revision of the Agency's advisory body. The Management Board provided scenarios for such changes that would entail revision of the EIGE Founding Regulation.

EIGE appreciated the active engagement of Experts' Forum members during 2024 and looks forward to continuing a similar partnership in 2025.

2.2. Major developments

The year 2024 was marked by the continued volatile geopolitical situation caused by the Russian war of aggression against Ukraine and high inflation in the EU. Thus, tight budget monitoring, business continuity and safeguarding the safety and well-being of staff remained high on the agenda of EIGE's management team.

The following major developments marked 2024.

- EIGE's crisis management team remained active throughout 2024 and continuously monitored the regional situation. The Agency developed close communication and collaboration with the EU agencies in the Baltic region and with the Commission on matters of safety and security. In this respect, EIGE participated in exchanges of information among security officers and took part in crisis simulation activities organised by the Commission. Moreover, EIGE established crisis protocols, including for the evacuation of staff in case of armed conflict or nuclear accident.
- EIGE completed activities that contributed to the EU's support for Ukraine. Thus, in 2024, EIGE published a report looking at the access to sexual and reproductive healthcare services for women and girls fleeing the war.
- EIGE's management team mitigated the budgetary challenges created by high levels of inflation by closely monitoring budget implementation, identifying savings to partially offset budget needs and incorporating an additional EU subsidy into the budget. Despite the challenges, satisfactory levels of budget implementation were achieved.

- Further digitalisation of key processes was achieved in 2024 with the implementation of the ethics and certificates modules in Sysper2, the public procurement management tool and the contracts library tool.
- In the area of HR management, 100 % of establishment plan posts were filled by the end of the year. The HR strategy was successfully implemented in 2024 with a focus on implementing the ‘employer of choice strategy’, making HR processes more efficient, and the adoption of relevant HR policies and implementing provisions. The launch of the competency framework was nonetheless postponed due to budgetary limitations.
- EIGE’s management remained focused on the implementation of the recommendations of the Agency’s second external evaluation (performed in 2022). This included the adoption of an organisational strategy on intersectionality, consolidating internal capabilities for technical assistance, expanding the Agency’s outreach towards its stakeholders and simplification of administrative processes. Regarding the simplification of administrative processes, a revision of financial workflows took place in 2024 that aimed to progressively centralise the Administration Unit. The measures taken in 2024 created significant efficiency gains.
- Also, in the area of creating efficiencies and synergies, the management engaged an external independent consultant to review the project-led organisation (PLO) approach. The recommendations issued by the evaluator in 2024 will be implemented in 2025, and they aim at further simplifying and clarifying project management processes.
- Marking EIGE’s 14th year of operation, the management inaugurated the Agency’s new CVI in June 2024. Taking an ‘equality empowered by design’ approach, the Agency’s new look places greater emphasis on intersectionality – a growing strength in EIGE’s work.
- The liaison office in Brussels successfully achieved its objectives during the pilot and was established as of 1 January 2024 as a permanent office by the Director’s decision and upon the Management Board’s favourable opinion.
- Furthermore, the management team coordinated the successful implementation of all audit recommendations.

2.3. Budgetary and financial management

2.3.1. Budget and procurement

EIGE’s 2024 budget was initially planned based on 2023 estimates, and the requested amount that was subsequently approved in the budgetary procedure was EUR 9 349 487.74. Due to the continued rise in inflation in the EU in 2024, an indexation of salaries of 7.1 % applied with retroactive effect to the remuneration of EIGE’s statutory staff, in line with Article 65 of and

Annex XI to the EU Staff Regulations. This created a budgetary need in the last quarter of 2024. The budgetary need was offset partly by identification of internal savings and reprioritisation of certain activities and partly by receipt of additional appropriations in EU subsidy. The additional funds were incorporated in EIGE's budget via budgetary amendment procedure in October 2024.

The 2024 budget following the amendment and including revenues was EUR 9 432 056.54. The final 2024 budget, which reflects all transfers, was published in the *Official Journal of the European Union* ⁽¹⁾ in December 2024.

The inflationary situation in 2024 has put strains on EIGE's budget implementation capabilities. Thus, the focus during the reporting period was on regular budget reviews and close budget monitoring, while also facilitating the closer monitoring of procurement execution deadlines and strengthening inter-unit cooperation and enhancing skills in the area of financial management. Particular efforts were put into identification of internal savings and reprioritisation of activities, without compromising the achievement of core activities and the quality of the outputs produced.

Also, efforts were put to reduce the level of carry forwards in 2024, following the ECA finding of high-level carry-overs in 2023. Actions such as early and regular monitoring of the contract launch, and implementation were taken. However, due to the nature of some projects, such as the reports for the EU presidencies and the Gender Equality Forum, the ability to reduce carry-overs in 2024 was limited.

Specifically, the following measures were taken in the area of financial management:

- bi-weekly budget monitoring meetings were held, and monthly budget implementation reports were produced;
- the detailed planning and monitoring of procurement procedures was carried out in line with the SPD;
- procurement guidelines for staff, including checklists, internal timelines and procedural steps, were updated, to improve the quality of the documents produced in the framework of procurement actions;
- the public procurement management tool was used fully for open procedures;
- training on lessons learned and on contract management (i.e. procurement case-law analysis) was provided;

⁽¹⁾ OJ C/2025/1141.

- training on budget management was provided;
- electronic flows were used for all procurement and financial files;
- the contracts library was established.

As a result of these measures, satisfactory levels of budget implementation were achieved in 2024, namely 99.47 % (98.48 % in 2023) of committed appropriations and a payment appropriations rate of 81.53 % (81 % in 2023). Furthermore, 99.07 % of payments were made within the legal due date (97.55 % in 2023). No interest due to late payments was paid in 2024. Further information on compliance with the payment time limits and on the suspension of the time limits is provided in Annex II.

Budget transfers

In 2024, seven transfers between titles were made, amounting to EUR 420 555.15 (transfers of EUR 103 872.50 in 2023). EIGE performed five transfers in Title I (nine transfers in 2023), eight transfers in Title II (five transfers in 2023) and two transfers in Title III (one transfer in 2023). Aside from this, three transfers were made involving budget lines from different titles but without falling into the category of transfer between titles (six in 2023). More detailed information is presented in Annex II.

Carry-overs from 2023 (C8)

The payment of funds in administrative and operational appropriations (C1) carried forward from 2023 was 96.09 % (97.64 % in 2023), following the trend in previous years (96.98 % in 2022 and 98.45 % in 2021).

Carry-overs to 2025 (C1)

The operational appropriations (fund source C1) carried over to 2025 amounted to 50.18 % (48.93 % to 2024). The percentage of administrative carry-overs to 2025 was at similar levels for Title I and Title II (0.60 % and 18.92 %, respectively) compared with administrative carry-overs to 2024 (0.50 % and 11.81 %, respectively). The administrative and operational appropriations carried over to 2025 amounted to 18.47 % (18.24 % in 2024) (see Annex II).

Amount to be paid back to the European Commission (surplus)

The amount to be transferred back to the Commission is EUR 116 551.74 (EUR 178 176.40 in 2023), below the threshold of the accepted 5 %.

Revenue and expenditure

Revenue in 2024 amounted to EUR 9 435 482.28 (EUR 9 360 040.49 in 2023), from which the EU contribution amounted to 99.96 % (99.99 % in 2023).

Expenditure in 2024 amounted to EUR 9 405 884.73 (EUR 9 427 487.78 in 2023), with EUR 5 156 713.71 in Title I (EUR 5 009 863.10 in 2023), EUR 1 351 339.21 in Title II (EUR 1 198 491.88 in 2023) and EUR 2 897 831.81 in Title III (EUR 3 219 132.70 in 2023).

The Agency's balance sheet as of 31 December 2024 and the statement of financial performance are presented in Annex VIII.

Public procurement

For the purpose of this document, the term 'contract' refers to contracts awarded following open, very low-, low- or medium-value negotiated procedures, external experts' contracts and specific contracts resulting from interinstitutional / joint procurement procedures under the EU Financial Regulation, which is applicable to the general budget of the EU and the financial rules of EIGE.

In 2024, EIGE's procurement procedures complied with the principles of transparency, proportionality, equal treatment and non-discrimination. All public procurement contracts were tendered on the broadest possible basis, while, for negotiated procedures below the directive's thresholds (very low-, low- and medium-value contracts), the Agency invited at least the minimum number of candidates to ensure a balance between publicity and proportionality. During 2024, there were no legal actions brought against EIGE, and no exceptional negotiated procedures were carried out.

In line with the implementation of the annual work programme set out in the 2024–2026 SPD ⁽¹²⁾, 39 operational procurement procedures were completed during 2024 for a total of EUR 2 788 519.68 (Figure 3). These included 2 open procedures resulting in a direct contract, 2 negotiated procedures below the directive's thresholds and 35 order forms / specific contracts under framework contracts (FWC) (Figure 4). In addition, EIGE signed 2 framework service contracts (total ceiling amount EUR 900 000.00) and 10 interinstitutional framework service

⁽¹²⁾ As amended by Management Board Decision No MB/2024/018 of 13 December 2024.

contracts (total ceiling amount EUR 473 372.29) as a participating contracting authority. EIGE also concluded eight contracts with external experts' worth EUR 57 600.00

Figure 3. Proportion of the budget accounted for by operational procurement procedures in 2024

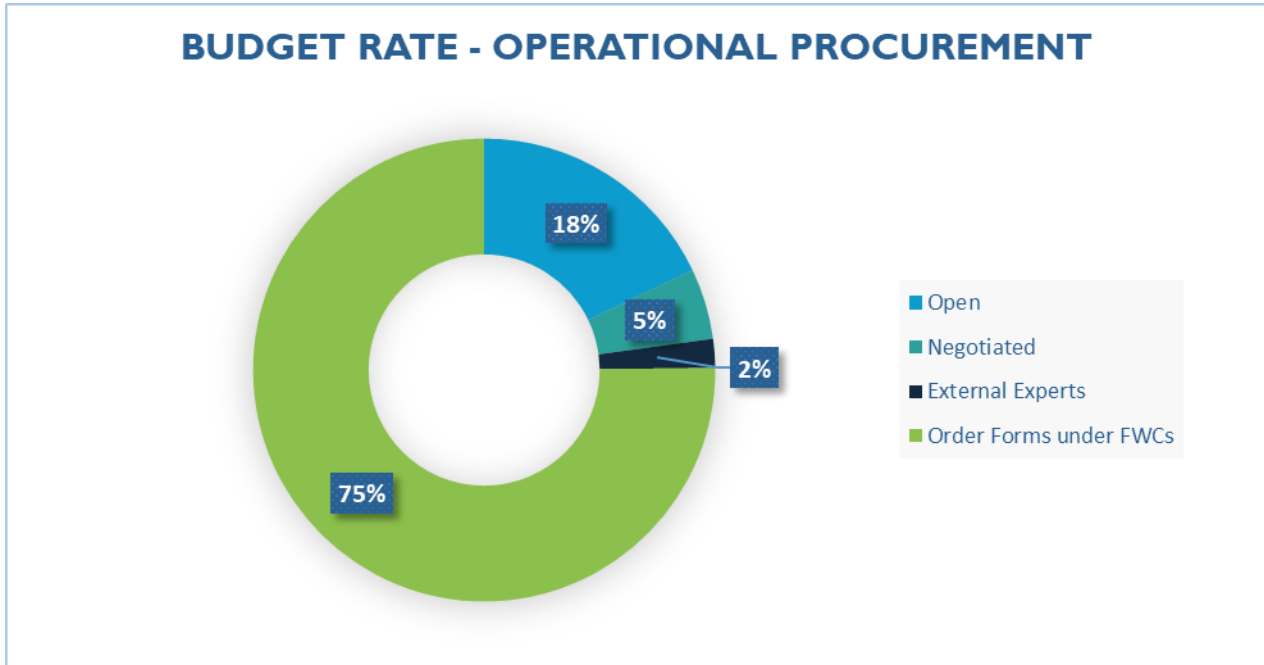
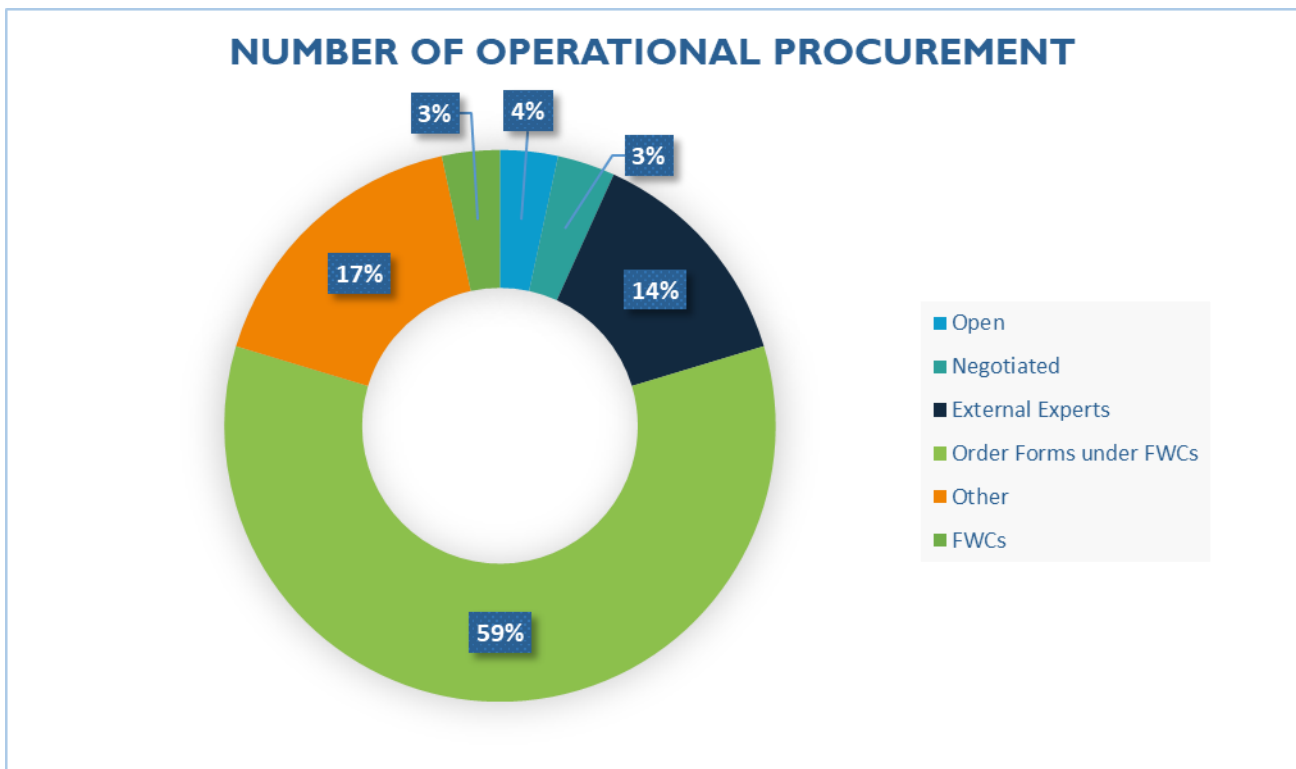


Figure 4. Number of operational procurement procedures in 2024



In 2024, 48 administrative procurement procedures were concluded for a maximum total of EUR 331 810.26 (Figure 5).

These included four negotiated procedures below the directive's thresholds with a maximum value of EUR 38 054.40 (Figure 6). The Agency signed 42 order forms under framework contracts amounting to EUR 293 755.86.

In addition, EIGE signed two framework service contracts (total ceiling amount EUR 411 000) and one building contract for the rent of premises in Brussels.

Figure 5. Proportion of the budget accounted for by administrative procurement procedures in 2024

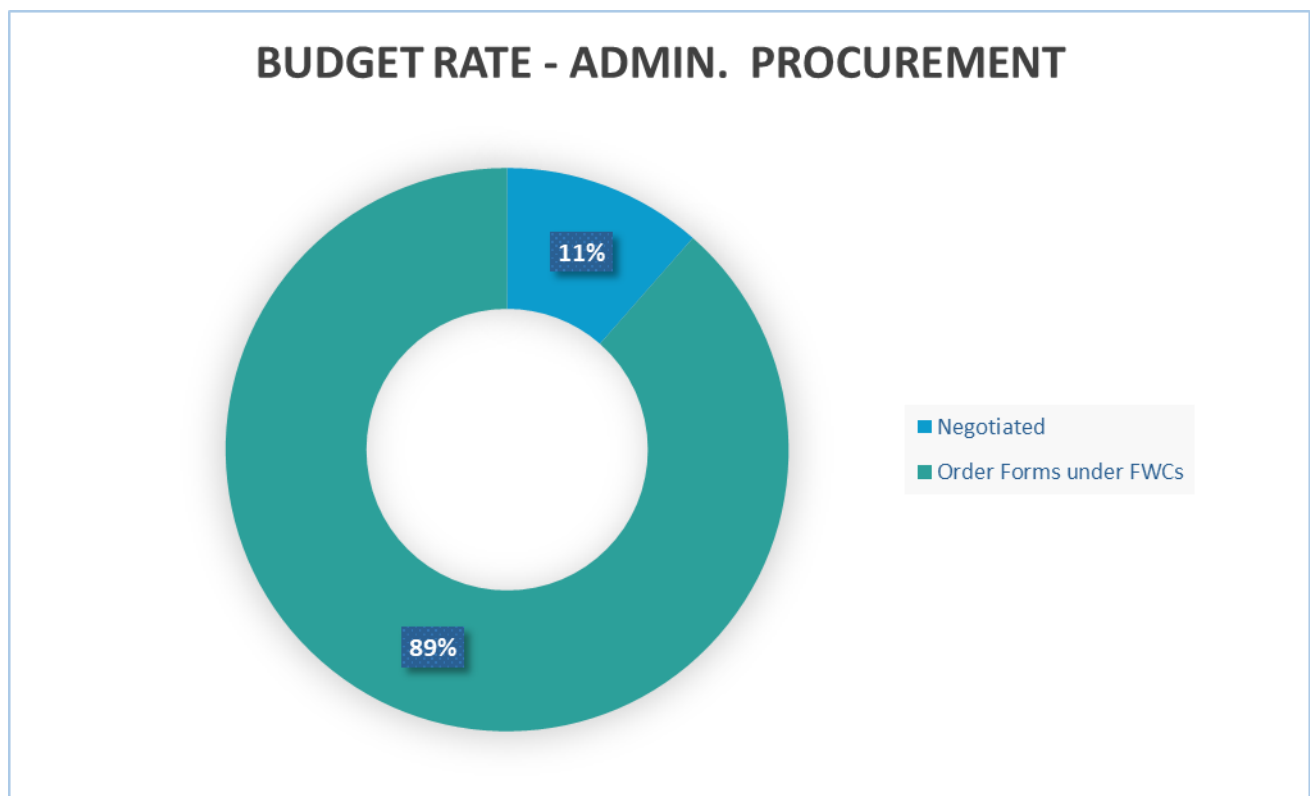
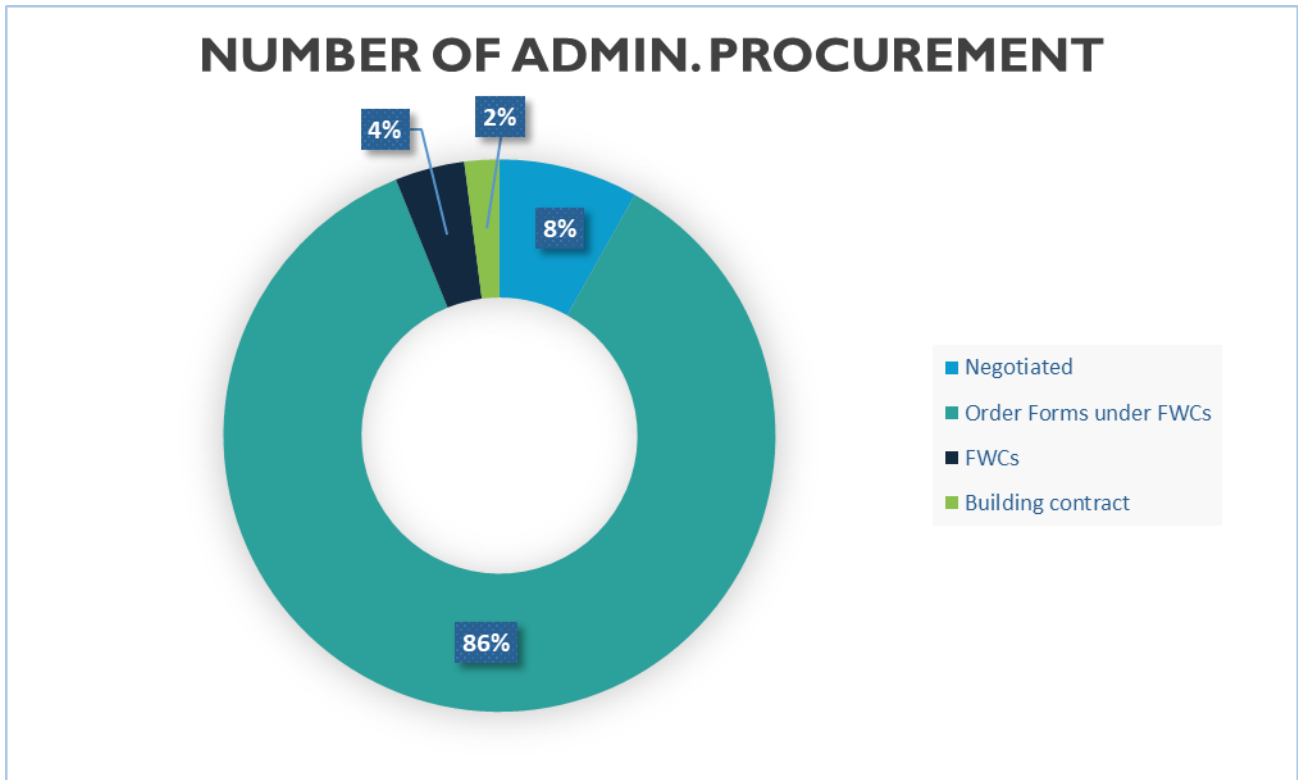


Figure 6. Number of administrative procurement procedures in 2024



2.3.2. Information on grants, contributions and service-level agreements

In Q1 2024, EIGE successfully completed and submitted a final report to the Directorate-General for Enlargement and Eastern Neighbourhood regarding its fifth IPA project ‘Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies’ (2018–2023).

In June 2024, EIGE presented to its Management Board the Agency’s approach for the next IPA project cycle (2024–2027) together with an overview of proposed activities and HR. The Management Board endorsed the proposal, following which EIGE developed an IPA project application. By the end of 2024, the application was still in development, with a view to be submitted to the Directorate-General for Enlargement and Eastern Neighbourhood for financing in 2025.

2.3.3. Control results

In addition to the audit of the annual accounts performed by the ECA (or ‘the Court’) (see the results presented in Section 2.7.2), EIGE’s 2023 accounts were audited in 2024 by an external independent auditor in line with Article 104 of the EIGE Financial Regulation. The audit did not identify any material findings.

In addition, EIGE conducted an *ex-post* controls exercise in November 2024 in line with the procedure for performing *ex post* controls adopted by Director’s Decision No 204 of 18 March 2021. A total of 1 800 control operations were performed on a sample of 40 transactions with a total value of EUR 1 103 698. The results show that the internal control system in place ensures the compliance of the transactions with the financial rules and with the internal procedures. The report included six recommendations related to minor deficiencies that were promptly addressed.

2.3.4. Costs and benefits of controls

The assessment of the cost of controls was conducted on the basis of the Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls ⁽¹³⁾.

For the purpose of the exercise, the following control systems were considered.

- **Procurement.** This system is used for the procurement process and contract management operations.
- **Reimbursements.** HR and mission reimbursements are managed using this system.
- **Payroll.** This system is used for the payment of staff salaries and entitlements and other payroll operations such as regularisations and social contributions.
- **Ex post controls.** As all audits are externalised (ECA, IAS and external audit consultancy), only internal costs related to the coordination of audits and the annual *ex post* controls exercise were considered.
- **Grants.** The Agency does not manage grants and so this system was not included.

The assessment focused on controls in financial management, specifically on the control operations pertaining to the following financial roles: financial initiation, financial verification, financial

⁽¹³⁾ Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls – Directorate-General for Budget updated edition – December 2020.

authorisation (including the delegated Authorising Officer role) and checks performed by the procurement officer and assistant. The accounting function is outsourced to the European Centre for the Development of Vocational Training.

The assessment exercise involved the following:

- the identification of staff members pertaining to the control functions;
- the identification of time spent on controls in terms of FTEs;
- the calculation of the cost of controls (based on average salary ⁽¹⁴⁾ in grade multiplied by the FTE using EIGE's activity-based management (ABM) tool);
- cost aggregation per category;
- the assessment of the cost of controls against the funds managed (expenditure in 2023) in each category (for *ex ante* controls);
- the assessment of the cost of controls against the budget controlled for *ex post* controls;
- the presentation of the results in the overview table.

Table 19. Overview of cost of controls

Relevant control system	<i>Ex ante</i> controls			<i>Ex post</i> controls			TOTAL		
Title	Cost of controls (EUR)	Funds managed (EUR)	Ratio (%)	Cost of controls (EUR)	Budget controlled (EUR)	Ratio (%)	Cost of controls (EUR)	Funds managed (EUR)	Ratio (%)
Payroll	819	4 856 87	0.02 %	—	—	0.00 %	819	4 856 987	0.02 %
Reimbursements	36 909	747 284	4.94 %	—	—	0.00 %	36 909	747 284	4.94 %
Procurements	21 770	3 557 000	0.61 %	8 795	1 103 698	0.80 %	30 565	4 660 698	0.65 %
TOTAL	48 800	8 152 506	0.59 %	8 698	1 381 804	0.63 %	68 293	10 264 969	0.66 %

⁽¹⁴⁾ EIGE's ABM tool assigns overheads based on the FTE allocation and therefore only costs of salaries were being considered.

Assessment

a. Effectiveness

Ex post checks on the legality and regularity of transactions are performed annually by the ECA and by an independent external auditor. At the time of the drafting of this report, the ECA audit of the 2024 accounts was still ongoing. In the report on the audit of the 2023 accounts, the Court did not issue any findings related to the legality and regularity of transactions with a materiality that would qualify its opinion.

The ratio of the cost of controls for payroll operations to the funds managed is very low – only 0.02 % (0.05 % in 2023). It is to be noted that this area is also subject to controls by the Paymaster Office of the European Commission.

EIGE's financial portfolio consists of segments with a relatively low error rate. This is thanks to the inherent risk profile of the projects and the performance of the related control systems. Low-value transactions are linked to a higher probability of error due to the short financial workflows employed; however, the impact is very low. These types of payments occur mostly in the area of reimbursements where the ratio between the cost of controls and funds managed is 4.94 % (relatively high compared with the other two control systems, but, overall, very low compared with the total funds managed, 0.3 %).

b. Efficiency and cost-effectiveness (economy)

Efficiency is achieved by yielding the best results with the resources employed. The principle of economy requires that the resources used by EIGE in the pursuit of its activities be made available in due course, in an appropriate quantity, with an appropriate quality and at the best price. This subsection outlines the indicators used to monitor the efficiency of the control systems.

Qualitative analysis of the management review of the registry of exceptions and internal control weaknesses

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable management to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. The annual analysis of the level of compliance with the internal control framework (ICF) includes qualitative analysis and actions for improvement.

In 2024, two exceptions were registered with a materiality below EUR 500.

Moreover, EIGE regularly implements preventive measures together with internal awareness-raising activities, such as regular presentations and training sessions for staff members in the area of ethics and integrity and fraud prevention.

Ex ante controls on procurement procedures

All procurement procedures were subject to an *ex-ante* review before the launch of the call for tenders.

Issues identified and tackled have been recorded as lessons learned. The procurement team also developed a list of procurement red flags, which serves as fraud prevention tool.

Ex post controls on procurement are conducted annually by the ECA. In its latest report, the ECA did not identify material findings related to procurement that would qualify its opinion. The controls are therefore considered effective and the ratio between the cost of controls and the funds managed is very low: 0.64 % (similar to 2022).

Results of the *ex-post* controls exercise

In 2024, EIGE conducted an *ex-post* control on payments. A total of 1 800 control operations were performed on a sample of 40 transactions with a total budget controlled of EUR 1 103 690. The results show that the internal control system in place ensures the compliance of the transactions with the financial rules and the internal procedures. The report included six recommendations to enhance the internal controls to address minor deficiencies. The costs of *ex post* controls in 2024 are low, with a ratio of just 0.80 % of the budget controlled.

Activity-based budgeting

EIGE is programming and monitoring the resource consumption by employing an ABM approach. For this, EIGE is using an ABM tool that consists of activity-based budgeting and activity-based costing functionalities. EIGE used the costing functionality to calculate the cost of its activities in 2024. The results are presented in Annex V.

2.4. Delegations and subdelegations

A delegation of power for budget implementation in the capacity of an authorising officer by subdelegation (AOSD) was issued by the Director in 2023 to the head of the Research & Policy Support Unit for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to one year for Title III, valid until 11 December 2024, also for a ceiling of EUR 500 000. The delegation was renewed on 2 December 2024, with validity until 11 December 2025, under the same conditions.

In 2023, the Director also delegated the power of budget implementation in the capacity of an AOSD to the head of the Outreach & Engagement Unit for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to one year for Title III, valid until 8 February 2024, also for a ceiling of EUR 500 000. A new delegation was issued on 5 February 2024 for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to one year for Title III, valid until 8 February 2025.

In addition, in 2023, the Director delegated the power of budget implementation in the capacity of an AOSD to the head of the Administration Unit for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to one year for Title III, valid until 31 March 2024, also for an amount of EUR 500 000. On that delegation's expiry, the Director issued a new delegation for budget implementation in the capacity of an AOSD to the head of the Administration Unit for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and a period limited to one year for Title III, valid from 1 April 2024 to 31 March 2025, also for an amount of EUR 500 000.

2.5. Human resources management

During 2024, different initiatives helped to consolidate the working environment while not forgetting the prolonged concerns resulting from the Russian war of aggression against Ukraine.

Hybrid working arrangements featuring telework continued to be widely used even as the scope for greater interaction among staff at the office was evident through various meetings, learning and development opportunities and social interaction.

The chart in Annex III presents an overview of the organisational structure at the end of 2024.

During the year, EIGE ensured:

- full occupancy of available posts by securing timely replacements in the different staff categories – contract agents (CAs), temporary agents (TAs), seconded national experts (SNEs) and trainees – as the need arose, in anticipation of staff departures and in line with established standards for selection and recruitment procedures;
- the implementation of existing policies and procedures, such as applicable staff rights and entitlements, and adapting HR-related policies, notably on teleworking, psychotherapy support and implementing provisions (e.g. ethics rules and prevention of conflict of interests for statutory staff), while sustaining institutional commitment to enabling career development opportunities, including learning and development activities and the Justice and Home Affairs Agencies' Network (JHAAN) exchange pilot initiative.

The occupancy rate of EIGE's establishment plan (Annex IV) at the end of 2024 was maintained at full capacity and no TAs left the Agency in 2024. This follows the trend of an establishment plan turnover rate of 4 % in 2023 and 11 % in 2022.

While significant recruitment by larger and better-resourced EU agencies offering higher starting grades and the widespread perception of better long-term career opportunities elsewhere both remain a challenge, EIGE has nevertheless been able to attract candidates of quality in sufficient numbers to fill its vacancies.

During 2024, three selection procedures were launched and concluded with offers duly accepted by the chosen candidates. The Agency was also able to fall back on existing reserve lists to complete its recruitment requirements for 2024 and the start of 2025.

Three procedures that were launched towards the end of 2023 ⁽¹⁵⁾ were successfully concluded with offers in 2024, while three other open calls for applications launched in 2024 were finalised with appointments ⁽¹⁶⁾.

⁽¹⁵⁾ Researcher – GBV (ref. EIGE/2023/TA/07/AD6); Gender Mainstreaming Officer (ref. EIGE/2023.CA/08/FG4); and Administrative Agent – Creative Production and Social Media (ref. EIGE/2023/CA/10/FG3).

⁽¹⁶⁾ Procurement Officer (ref. EIGE/2024/CA/04/FG4); ICT Officer – Database Management (ref. EIGE/2024/CA/06/FG 4); and Expert – GBV (ref. EIGE/2024/CA/08/FG4).

Separately, two calls were launched for SNE posts and four calls were issued in connection with traineeships.

Excluding applications for traineeships and SNE posts, EIGE received 114 applications in response to its calls for applications closing before the end of 2024. Of these, 64 % were submitted by women and 36 % by men.

Moreover, of the 1 339 applications received in response to the four calls for traineeships, 89.4 % of applications were submitted by women, 9.6 % by men and 1.0 % by candidates who identify as non-binary. There were also 42 applications received following two calls for SNEs. Of these applications, 86 % were submitted by women and 14 % were submitted by men. EIGE will continue its efforts in the context of its HR strategy, to attract underrepresented applications.

It is evident that a structural gender divide in subject choices at tertiary-level education remains entrenched, presenting EIGE with an ongoing challenge to improve the gender balance within its ranks. The overall gender imbalance in statutory staff numbers at EIGE stood at 71:29 at the end of 2024, an improvement on the 75:25 ratio registered at the end of 2023. Meanwhile, the gender balance achieved in EIGE's management team in 2021 has since been maintained. As the Agency reaches out to broader audiences to promote a more diverse staff body, the commitment to ensure that all vacancy announcements feature gender-sensitive language remains in place.

Annex IV details the distribution of staff by Member State. As of 31 December 2024, 17 of the 27 Member States were represented at EIGE (there were 19 Member States represented in 2022 and 2023). Lithuania maintained its position as the most represented (37.5 %), followed by Spain (10 %) and Romania (7.5 %).

During the year, EIGE's management, with support from HR services, sustained efforts to enhance the working environment. Respect and integrity, team spirit and cooperation across the units were combined to strengthen staff's understanding of and support for a zero-tolerance stance on psychological and sexual harassment.

As part of EIGE's commitment to career development, 30 annual staff appraisals based on performance objectives for 2023 were completed in 2024, and these were followed by the reclassification of six TAs and one CA.

Commitment to competency development and training of staff is central to increasing the Agency's knowledge, capabilities and skills. To promote and facilitate professional development, 31 different group training programmes were organised in 2024, while 24 statutory staff members undertook 42 individual training courses throughout the year.

EIGE continued to promote language training in 2024 for its TAs, CAs and SNEs, reimbursing up to EUR 500 per staff member. In total, 16 requests were made by members of staff to take classes in various EU languages, notably English, French, Italian, Lithuanian, German and Spanish.

In line with the Framework Financial Regulation in force, which sets out the obligation for EU agencies to carry out a benchmarking exercise, EIGE carried out a benchmarking and screening exercise, following the Commission's methodology adapted for agencies. The exercise showed that in 2024 80.6 % (2023: 81.1 %; 2022: 79.9 %) of all staff worked on operational tasks and 11.6 % (2023: 10.8 %; 2022: 11.8 %) delivered administrative support. The remaining 7.7 % (2023: 7.8 %; 2022: 8 %) of staff performed a 'neutral' function. Details are presented in Annex IV.

2.6. Strategy for efficiency gains

In 2024, EIGE maintained close cooperation with EU agencies and sought further synergies where appropriate. EIGE has established cooperation with FRA, based in Vienna, and Eurofound, based in Dublin, for research and communication activities in particular.

Furthermore, EIGE was an active participant in the JHAAN and joined the agencies of the network in supporting Member States and EU institutions in responding to the Russian war of aggression against Ukraine and helping people affected and displaced by the war. In respect of this, EIGE contributed to the joint JHAAN paper on Justice and Home Affairs agencies' contributions to EU solidarity with Ukraine. Colleagues from FRA were hosted at EIGE's liaison office and a colleague from the European Union Agency for Asylum was hosted at EIGE's communications team as part of the JHAAN staff exchange. EIGE was also involved with the EU Agencies Network on Scientific Advice, in particular with the quantitative survey data cluster, the socioeconomic cluster and the futures cluster.

EIGE also actively participated in the activities of the EU Agencies Network (EUAN): it engaged in the exchange of information in different clusters; it responded to requests for information in a timely manner; and it engaged in discussions on the agencies' involvement in EU policies, EU

agencies in a changing context (opportunities and challenges), EUAN administration of excellence and other relevant topics, such as a future-proof EUAN structure and governance.

Furthermore, following an internal user feedback survey on the Agency's project management methodology (i.e. the PLO approach), in 2023, EIGE's management decided to engage an external independent consultant to perform a review of the PLO framework. The evaluation issued several findings and recommendations, among which was the need to further simplify the PLO methods, processes and tools. Actions to implement the recommendations will take place in 2025.

As regards internal efficiency gains, EIGE further digitalised its work by the development or adoption of tools, such as Sysper2 (module on ethics), the e-recruitment tool (online application tool) and by onboarding the public procurement management tool. In the area of resource management, EIGE continued to make use of the activity management tool to achieve better and more efficient allocation of human and financial resources.

Finally, EIGE performed a revision of its financial workflows and implemented several actions in 2024 that led to significant efficiency gains (estimated at 1 FTE and around EUR 28 000 annually). Such measures included the simplification of reimbursement procedures under the BeWELL@EIGE policy, the appointment of project managers in the role of operational verifying agents and the centralisation of workflows in the Administration Unit.

Regarding shared services, EIGE started to use the accounting services of the European Centre for the Development of Vocational Training in 2024 and signed a service-level-agreement with Eurofound for sharing the DPO function.

2.7. Assessment of audit and ex post evaluation results during the reporting year

2.7.1. Internal Audit Service

The IAS had no engagements at EIGE in 2024.

2.7.2. European Court of Auditors

In February 2024, the ECA carried out the audit on the reliability of the annual accounts and the legality and regularity of the financial transactions for the 2023 financial year. The audit did random checks on commitments, payments, recruitments and procurement procedures and detected no material errors. In the Court's opinion, the annual accounts presented fairly, in all material respects, the financial position of EIGE on 31 December 2023, the results of EIGE's operations, its cash flows and the changes in net assets for the year that ended, in accordance with the provisions of the EIGE Financial Regulation and the accounting rules adopted by the Commission's accounting officer. In the Court's opinion, revenue and payments underlying the accounts for the year that ended on 31 December 2023 were legal and regular in all material respects.

The ECA issued two observations on the legality and regularity of transactions, one observation on management and control systems and one on observation on budgetary management. EIGE provided replies to all observations, which are part of the annual report on EU agencies for the 2023 financial year.

European Court of Auditors' observation on legality and regularity of transactions

'When approving budgetary commitments, purchase orders and invoices for services relating to the assessment of its staff, EIGE mixed up two interinstitutional framework contracts, which led to:

- incorrect application of the *ex-ante* checks stipulated by Article 73(3) of its own financial regulation;
- an amount exceeding the ceiling of the framework contract by € 54 thousand;
- the incorrect application of daily rates.'

EIGE's reply

'EIGE takes note of the Court's observation and will take measures to ensure a proper implementation of interinstitutional framework contracts with particular attention to HR related contracts.'

European Court of Auditors' observation on legality and regularity of transactions

'In our 2022 report on EU agencies (paragraph 3.17.9) we established that one bid sent to the functional mailbox of the procurement team had gone missing and had therefore not been taken into account in the remainder of the procedure. Because of this, we concluded that the entire procedure and the resulting contract, as well as any associated payments, were irregular. In 2023, EIGE paid € 59.6 thousand under this contract.'

EIGE's reply

'EIGE implemented several corrective and preventive measures, such as:

- Set-up of automatic acknowledgement of receipt in the procurement functional mailbox;
- Testing of the procurement mailbox by ICT agents;
- Update of the template for invitation to tender specifying the need to contact the general procurement mailbox in 48 hours if no acknowledgement of receipt was received.'

European Court of Auditors' observation on management and control systems

'When auditing a payment under a framework contract for intranet services, we noted that EIGE monitored contract consumption at the level of payments rather than budgetary commitments. We then observed the same practice under another framework contract. This approach is not compliant with Article 111 of the EU Financial Regulation. It creates a risk that the total value of signed legal commitments, which are based on budgetary commitments and oblige EIGE to make payments in the future, will exceed the framework contract ceiling.'

EIGE's reply

'EIGE established a template for monitoring the consumption of framework contracts in November 2023. The template takes into account both payments and commitments. EIGE will take measures to reinforce a consistent and correct use of the template.'

European Court of Auditors' observation on budgetary management

'In 2023 EIGE carried over 18 % of the year's total appropriations to 2024. We observed that there were significant carry-overs under Title III (48 %). The carry-over rates for Title I and Title II were not high, but some 20 % of the appropriations carried over under Title I were cancelled. Recurrent high rates of carry-overs contradict the budgetary principle of annuality and are indicative of structural issues in the budget process and implementation cycle.'

EIGE's reply

'The high-level inflation in the EU and particularly in Lithuania affected EIGE's budget implementation capabilities in 2023, similarly to 2022. EIGE will take measures to improve the budget execution.'

2.7.3. *Ex post* evaluations

EIGE performs evaluations of its projects and activities that entail high expenditure in accordance with Article 29 of its Financial Regulation ⁽¹⁷⁾. In this respect, EIGE is using as of 2022 the services contracted via an Inter-Agency Joint Procurement procedure. The evaluations are coordinated by EIGE's project support office ⁽¹⁸⁾, based on the annual evaluations plan, approved by the director and in accordance with the evaluation strategy defined in the SPD.

In 2024, the Director decided, following consultation of the management team, to evaluate the efficiency and the effectiveness of the PLO framework. The decision was based on the results of an internal assessment conducted by the project support office, which showed that project managers are not sufficiently supported by the PLO framework, tools and methodology in their project management tasks. The external consultants conducted a thorough review of the PLO templates, tools, processes and framework. They performed extensive desk review and conducted interviews and focus groups with EIGE's management team and project managers. The results were presented to all staff in Q4 2024. Actions for improvement based on the evaluation's recommendations will take place in 2025.

⁽¹⁷⁾ Management Board Decision No MB/2019/024 of 20 December 2019 adopting the Financial Regulation of EIGE.

⁽¹⁸⁾ The mandate of the project support office ended in December 2023 and the evaluations in 2024 were coordinated by the Human Resources & Audit Team Leader.

2.8.a. Follow-up of recommendations and action plans for audits and evaluations

During 2024, EIGE continued to follow up on outstanding recommendations from previous years. In 2024, there were no outstanding IAS audit recommendations.

Regarding the outstanding ECA recommendations, two out of three recommendations from 2022 have been marked completed. One recommendation has been implemented but remains open due to outstanding payments in 2023 pertaining to a contract that was found to be irregular in the 2022 audit. As regards the ECA observations for the financial year 2023, these are currently being assessed by the ECA in the follow-up review, and the results will be published in the annual report on EU agencies for the 2024 financial year expected in the last quarter of 2025.

European Court of Auditors' observation on the legality and regularity of transactions – closed

'In two audited payments we found that a cost category ("unforeseen expenditure") not included in the framework contract worth € 3.7 million had been included in specific contracts (order forms) and invoices. The total amount paid under this contract in 2022 was € 511.3 thousand. Of this, € 25.6 thousand was labelled "unforeseen expenditure" and was therefore irregular.'

European Court of Auditors' observation on management and control systems – open

'In one audited procurement procedure (negotiated procedure with at least three candidates, with a value below € 60 thousand), we established that one bid sent to the functional mailbox of the procurement team had gone missing, either by human error or because of an IT malfunction, and had therefore not been taken into account in the remainder of the procedure. Because of this, we conclude that the entire procedure and the resulting contract, as well as any associated payments, were irregular.'

European Court of Auditors' observation on management and control systems – closed

'EIGE had not disclosed earmarked budget appropriations of € 3.7 million (around one third of budget), for a framework contract for event organisation services, in the single programming document for 2021–2023. This undermined the Agency's budgetary transparency towards its management board and other stakeholders.'

2.8.b. Follow-up of recommendations issued following investigations by the European Anti-Fraud Office

There were no outstanding European Anti-Fraud Office recommendations in 2024.

2.9. Follow-up of observations from the Discharge Authority

Article 107(2) of the Framework Financial Regulation, Commission Delegated Regulation 2019/715 of 18 December 2018, states ‘At the request of the European Parliament or the Council, the Director shall report on the measures taken in the light of those observations and comments’.

The table below provides an overview of the measures taken by EIGE in response to the Discharge Authority’s observations and comments of 11 April 2024 with respect to implementing the Agency’s 2022 budget.

Discharge was granted on 11 April 2024.

Table 20. Follow-up of observations from the Discharge Authority

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
3. Notes with concern that, according to the Court’s report, the institute had not disclosed, for a framework contract for event organisation services, the related earmarked budget appropriations of EUR 3.7 million in the institute’s single programming documents (SPDs), thus undermining the budgetary transparency towards the institute’s board and other stakeholders; calls on the institute to include all operational framework contracts in its single programming documents.	The 2023–2025 SPD has been amended and the respective framework contract is presented in the procurement plan. The 2024–2026 SPD includes the plans for launching operational framework contracts.	Implemented
12. Welcomes the fact that balanced gender distribution, which was achieved in 2021 in senior and middle management (2 men (50 %) and 2 women (50 %)), was maintained in 2022 and notes the recurrent unbalanced gender distribution on the management board (8 men (21.62 %) and 29 women (78.38 %)) and among staff overall (14 men (29.17 %) and 34 women (70.83 %)); reiterates its	EIGE maintains its continued efforts to attract applications from the under-represented gender and will continue to keep the Discharge Authority informed regarding progress.	Ongoing

<p>call on the institute to ensure gender balance in the future; acknowledges, nevertheless, that, according to the institute’s written replies, in order to achieve gender balance among its staff, it has taken concrete proactive steps and measures such as increasing the reach of vacancy notices to attract a more diverse talent pool or the use of gender-sensitive wording in vacancy announcements to attract the attention of both women and men; asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating their members to the institute’s management board.</p>		
<p>16. Notes with concern the observation from the Court’s report regarding a framework contract, for which the payment by the institute in 2022 of an amount of EUR 25 571.18 (out of a total of EUR 511 296 paid under that contract) for the cost category ‘unforeseen expenditure’ was found irregular due to the fact that that cost category was not included in the framework contract; welcomes the fact that the institute has introduced a formal amendment to the framework contract defining the percentage of the budget for and the purpose of usage of unforeseen expenditure.</p>	<p>EIGE has amended the respective framework contract and included contingency provisions for unforeseen additional costs, up to a limit of 7 % of the initial order.</p>	<p>Implemented</p>
<p>17. Notes another observation from the Court’s report regarding the irregularity of the procedure and the resulting contract in connection with an audited negotiated procedure with at least three candidates, with a value below EUR 60 000; acknowledges, nevertheless, with regard to the latter observation that in 2022 no payments were made under that contract; calls on the institute to address the shortcomings of its internal control deficiencies in the area of procurement.</p>	<p>EIGE has taken several steps to address the identified internal control weakness:</p> <ul style="list-style-type: none"> ▪ IT team tests mailboxes as soon as they are set up; ▪ IT team sets automatic notifications of receipt and tests that the function is working; ▪ bidders are instructed to contact EIGE immediately if they do not receive confirmation of receipt. 	<p>Implemented</p>
<p>18. Notes that the institute published on its website the curricula vitae (CVs) and declarations of interests of its Director and Management Board members; recalls</p>	<p>EIGE has established, via Director’s Decision No 316 of 25 June 2024, the procedure for publishing the Director’s meetings with interest representatives on the Agency’s website. According</p>	<p>Implemented</p>

<p>the importance of CVs and declarations of interests being published; calls on the institute to publish its meetings with interest representatives without delay and provide the Discharge Authority with information on the web page where such meetings are published.</p>	<p>with the set procedure, the meetings with interest representatives shall be published on the website within four weeks from the occurrence of the meeting.</p>	
<p>21. Notes that the IAS performed a specific assessment of the institute’s internal control system in 2022; notes further the results of that assessment, in which four moderate deficiencies related to components I (the control environment), III (control activities) and IV (information and communication) and one major deficiency related to component III and the need for the improvement or significant improvement of various principles (4, 10, 11 and 13) were identified; calls on the institute to report to the Discharge Authority on the progress made in addressing the IAS’s findings.</p>	<p>EIGE reports on the implementation of internal control deficiencies identified in the reporting year in Part III, Section 3.1 (‘Effectiveness of internal control systems’) of the Consolidated Annual Activity Report (CAAR). As reported in EIGE’s 2023 CAAR, all the internal control deficiencies identified in 2022 have been addressed. One internal control weakness affecting component III and principle 11 (related to an offer not received in the dedicated procurement mailbox) has been addressed but is not yet closed since it is under ECA review.</p>	<p>Implemented</p>
<p>25. Welcomes the institute’s commitment to digitalise its procurement procedures through the onboarding of the Public Procurement Management Tool, expected to be completed in Q4 of 2023; notes that, according to the institute’s replies to the questions from Parliament’s Committee on Budgetary Control, it updated its cybersecurity policy in 2022 to enhance security measures; recalls the importance of regularly updating arrangements for cybersecurity audits, tests and IT risk assessments.</p>	<p>EIGE conducts regularly, in cooperation with CERT-EU, vulnerability tests and impact assessments. Measures to enhance the cybersecurity system are defined in line with the results of the assessments.</p>	<p>Ongoing</p>

2.10. Environment management

EIGE took several measures during 2024 to strengthen its efforts to achieve sustainable and environmentally friendly processes. It established the role ‘green officer’. This role has the task of proposing a framework and measures to reduce the negative impacts on the environment caused by EIGE’s operations. The ‘green officer’ alongside the deputy from the EIGE’s Green Office, supports all of the Agency’s environmental work.

To reduce carbon dioxide (CO₂) emissions, EIGE remained committed to ensuring that its contracts include environmental sustainability clauses. It also adopted an environmentally friendly approach to its work practices, detailed in Annex VII.

2.11. Assessment by management

EIGE has in place a functioning internal control system of processes and procedures, assuring the appropriate management of the risks relating to the legality and regularity of underlying transactions and the nature of payments. The internal control system designed provides reasonable assurance that EIGE is achieving effectiveness, efficiency and economy of operations, reliability of reporting, safeguarding of assets and information, and prevention, detection, correction and follow up of fraud and irregularities.

The established internal control system is based on segregation of duties, a risk management and control strategy, avoidance of conflicts of interest, appropriate audit trails and data integrity in data systems, and established procedures for monitoring performance and for following up any internal control weaknesses identified.

To enhance the existing internal control system, EIGE's Management Board adopted a new ICF on 12 June 2019, in line with the Commission's revised ICF. There are 17 principles to provide assurance that the organisation is meeting its objectives. In accordance with the provisions of the ICF, the Director adopted ⁽¹⁹⁾ the guidelines for the assessment of internal control and the internal control indicators.

Financial management and control are rooted in core processes, such as procurement (from the assessment of needs to the selection of suppliers to the award decision), financial operations (establishing the financial commitment, making payments, monitoring contracts and recovering debts with ad hoc procedures in place) and supervisory measures (including *ex post* controls), which form the basis for achieving sound financial management.

⁽¹⁹⁾ Director's Decision No 252 of 27 June 2022.

Clear procedures

EIGE's procedures and policies serve as a reference for the daily activities of the staff.

During 2024, EIGE's Management Board adopted the following decisions in respect to implementing provisions of the Staff Regulations:

- a request for the Commission's agreement for EIGE to derogate from Commission Decision C(2023) 8630 of 12 December 2023 on the prevention of and fight against psychological and sexual harassment, and repealing Decision C(2006) 1624/3;
- ethics rules and rules on the prevention and management of conflicts of interest concerning staff members of EIGE covered by the Staff Regulations;
- the adoption of Commission Decision of 21 February 2024 amending Decision C(2011) 1278 final on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights.

Ethics and integrity

During 2024, the HR team organised several ethics and integrity training courses, and training on fraud prevention. Training on the prevention of harassment was organised in 2024, for both management and staff. EIGE also had active confidential counsellors in 2024. A fraud prevention session was delivered by an European Anti-Fraud Office expert in December 2024.

The 2024–2026 anti-fraud strategy was adopted by the Management Board on 13 December 2023 (Ref. MB/2023/024). In 2024, all actions were implemented as prescribed in the action plan set therein, namely:

- the procurement templates were updated to include mitigating measures for the risk of plagiarism;
- the administrative procedure on the workflows for the organisation of selection procedures was established and communicated to staff;
- EIGE's quality assurance policy was updated to incorporate the requirement for project managers to scan all the deliverables (outsourced and internal) for plagiarism before the internal formal approval.

An administrative inquiry was conducted and concluded in 2024. The follow-up to the results of the inquiry is ongoing.

Continuity of services

While a thorough business impact assessment was conducted in 2022 in relation to the update of EIGE's business continuity plan, a vulnerability test of EIGE's public servers was conducted with the support of the CERT-EU. Measures to enhance the security and resilience of EIGE's systems were implemented consequently. Moreover, the crisis management team maintained its activities in 2024, in relation to the ongoing Russian war of aggression against Ukraine. The crisis team met on regular basis and maintained an open channel of information with the EU and local authorities. EIGE also provided safety and security training for staff. Last, EIGE developed crisis protocols, including for situations of emergency evacuation in case of geopolitical conflicts or nuclear accidents.

Ex ante verification

In accordance with applicable procedures, each operation is verified in terms of regularity, conformity and sound financial management. Staff members with the right competencies and skills and robust experience of the relevant procedures and IT-related tools are placed in *ex ante* verification positions. When the basic (short) financial circuit is applied at EIGE, the functions of verification and authorisation are performed by the authorising officer or AOSD.

Ex post control system

To complement the *ex-ante* verifications and to confirm the reliability of the internal control system, a decision on implementing an *ex post* control system (Director's Decision No 203 of 18 March 2021) and a procedure concerning the *ex post* control system was established (Director's Decision No 204 of 18 March 2021). The *ex-post* control exercise was performed in November 2024 and resulted in no material findings. The report, however, included some recommendations for strengthening the internal control system, which have been implemented.

Key indicators used for assessment by management

Analysis of exceptions

Since 2010, EIGE has introduced and maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2024, two exceptions involving financial and procedural deviations were registered (eight exceptions in 2023). Both exceptions had a materiality level below EUR 500. At the end of each financial year, the exceptions are analysed by the head of administration and the internal control coordinator to ensure that exceptions are followed up with corrective action.

Rate (%) of external and accepted internal audit recommendations implemented

There were no IAS engagements in 2024 and no outstanding recommendations.

Fraud cases detected

In 2024, no fraud cases were detected (as in 2023).

Part II(b). External evaluations

In line with Article 20 of the EIGE Founding Regulation, EIGE's Management Board commissions the organisation of the third external evaluation of the Agency.

The second evaluation of EIGE took place in 2022. The evaluation report ⁽²⁰⁾ was presented at the November 2022 Management Board meeting.

According to the external evaluation, EIGE is a well-functioning organisation and fulfils the mandate set out in its Founding Regulation. Its expertise and programme of work is key in the promotion of gender equality in the EU, and its data and research are needed to ensure and inform further progress. Stakeholders value EIGE's contribution to the development of effective policies and initiatives. The Gender Equality Index continues to be the main reference within the EU, providing a platform to compare Member States and monitoring gender equality.

The report shows considerable improvement since the first evaluation of EIGE in 2015.

Nevertheless, some key concerns persist, such as the role of the Experts' Forum, the functioning of the Management Board and staffing issues.

Based on the results of EIGE's second external evaluation, the Management Board defined and submitted its recommendations ⁽²¹⁾ to the Commission on 9 February 2023 (and further substantiated in November 2024).

⁽²⁰⁾ European Commission, *Second independent external evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)*, Publications Office of the European Union, Luxembourg, 2022, https://commission.europa.eu/system/files/2023-02/EIGE_2nd_External_Evaluation_Final_Report_112022_EN.pdf.

⁽²¹⁾ EIGE, 'Recommendations arising from the second external evaluation of the European Institute for Gender Equality', Vilnius, 9 February 2023, https://commission.europa.eu/system/files/2023-02/Letter_EIGE_Management_Board_recommendations_to_Commission_on_2nd_External_Evaluation_20230209_EN.pdf.

Recommendations submitted to the Commission arising from EIGE's second external evaluation in 2022 are as follows.

1. **Allocate sufficient and adequate resources to the Agency.** The evaluation findings make a strong case that the current resources allocated to EIGE are not sufficient to fulfil its tasks under the Founding Regulation. This is exacerbated by increasing demand for support to EU institutions and Member States, alongside EIGE's specific tasks and operational activities.
2. **Revise the composition of the Management Board.** The evaluation showed that revising the composition of the Management Board to include representatives of all Member States would ensure continuity of work and maintain dialogue with all Member States. The creation of an Executive Board based on the current standing committee would help to streamline the decision-making process. These changes would result in better alignment with the common approach and increase EIGE's efficiency and effectiveness.
3. **Revise the Experts' Forum.** The evaluation found that the Experts' Forum still struggles to demonstrate clear added value. It suggests that securing the excellence and independence of EIGE's activities could instead be supported by a scientific committee, ad hoc expert groups or another forum.

Recommendations submitted to EIGE's management are as follows.

1. **Develop an organisational strategy to strengthen the intersectional approach.** The evaluation found that EIGE has made significant steps in applying the intersectional approach to data collection, analysis and reporting. Nevertheless, an organisational strategy for enhanced intersectionality could allow for a more coherent approach across EIGE's activities, and a commitment to continuous improvement.
2. **Map and review gender mainstreaming needs among EU- and national-level stakeholders with policymaking and budgetary competencies.** Against the available resources, EIGE should consider the work on toolkit development against other viable options to satisfy stakeholders' needs (more direct technical assistance, emerging policy areas that may require specific competency development for gender mainstreaming, etc.).
3. **Build on EIGE's accumulated credibility and expertise to create larger networks.** The evaluation recommends that EIGE increasingly embeds its work on gender equality within larger policy programmes, following the priorities of the Commission's agenda. EIGE is already taking such steps, such as its rapid response to the COVID-19 pandemic or the recent focus on the EGD. Stakeholders suggested, however, that EIGE

could become more involved in other policy areas. Further work should be coupled with better dissemination efforts to ensure that existing knowledge reaches EIGE’s stakeholders.

EIGE developed an action plan to implement the recommendations addressed to the Agency.

Action plan

Recommendation	Description	Actions	Status
No 12. Develop an organisational strategy to strengthen EIGE’s intersectional approach.	Despite steps made so far by EIGE, an organisational strategy for enhanced intersectionality could allow for a more coherent approach across EIGE’s activities and a commitment to continuous improvement. All actors in the gender equality field are developing their thinking and understanding of intersectionality and the Management Board thinks that EIGE could benefit from drafting an organisational strategy on the intersectional approach.	EIGE defined steps to apply the intersectional approach to data collection, analysis and reporting, as well to stakeholder outreach and communication, and horizontal activities. The strategy to strengthen EIGE’s intersectional approach was approved by the Management Board on 7 November 2024.	Completed
No 15. On an operational level, map and review the needs in the area of gender mainstreaming of the EU and national-level stakeholders with policymaking and budgetary competencies.	The evaluation found that EIGE was effective in meeting the general objectives defined in its Founding Regulation and in complying with its tasks. EIGE is also effective in meeting its strategic objectives. EIGE has been found to be particularly effective in meeting its first strategic objective of providing high-quality research, data and tools to support decision-making by EU and national policymakers. Specifically, EIGE’s stakeholders were largely satisfied with the quality of the services and outputs produced by EIGE in 2015–2020. An increasing demand for EIGE’s expertise in gender mainstreaming is expected to continue to grow in the near future. However, due to the	EIGE and the Management Board have incorporated a strengthened strategic perspective on EIGE’s gender mainstreaming work and provision of technical assistance in preparation of the draft 2025–2027 SPD and draft 2026–2028 SPD. To better map and review stakeholders’ needs on gender mainstreaming and identify improved ways to respond to stakeholders’ needs, EIGE consulted its Thematic Network on Gender Mainstreaming on 30 November 2023, with the participation of Member States, the Commission and the Council of Europe. The outcomes of the discussion served as an initial blueprint	Ongoing and to be considered each year during preparation of the SPD

Recommendation	Description	Actions	Status
	<p>limited capacities in this area, EIGE should consider other options to meet stakeholders' needs.</p> <p>Against the available resources, EIGE should consider the work on 'toolkit development' against other viable options to satisfy stakeholders' needs (more direct technical assistance, emerging policy areas that may require specific competency development for gender mainstreaming, etc.).</p>	<p>for developing further action on technical assistance on gender mainstreaming.</p> <p>The following approaches to meeting stakeholders' needs in the area of gender mainstreaming more efficiently are to be considered, subject to available human and financial resources.</p> <p>1. Provision of expanded and tailored gender mainstreaming technical assistance and response to requests of external stakeholders.</p> <p>a. Provision of tailored support (the Reform and Investment Task Force and Member States on the gender mainstreaming flagship project; the Directorate-General for Justice and Consumers on the implementation of pay transparency and women on boards directives).</p> <p>b. Development of the approach for the new technical assistance component for ongoing work on methods and tools, including the 'technical assistance gender mainstreaming webinars'.</p>	Ongoing

Recommendation	Description	Actions	Status
		<p>2. Development and implementation of an advanced technical assistance approach.</p> <p>a. Helpdesk on gender mainstreaming (launch in 2026).</p> <p>b. Overhaul of EIGE’s gender mainstreaming platform, including updates of content every five years. Next updates: country profiles (2025) and policy areas (2026).</p> <p>c. Tool on gender and intersecting inequalities analysis with a technical assistance component (e.g. capacity building / awareness-raising webinars and information pills). The additional component will be tested in 2025 with the tool on gender-neutral job evaluation.</p> <p>d. Development and launch of a new framework contract on gender mainstreaming for regular tasks. The new framework contract shall enable quick request response.</p> <p>3. Consultations with relevant EU and national-level stakeholders related to planned multiannual and annual activities in the area of gender mainstreaming (including on new tools and updates of existing resources).</p>	<p>Development – 2024–2025 Implementation – 2025 onwards</p> <p>a. 2026</p> <p>b. 2026</p> <p>c. 2026</p> <p>ongoing</p> <p>2027</p>

Recommendation	Description	Actions	Status
		<p>4. As of 2027, within the advanced technical assistance approach, the work on gender mainstreaming methods and tools will be fully merged with technical assistance, meaning that developed or updated tools will be more tailored and provide the basis for the provision of technical assistance.</p> <p>5. From 2027, EIGE plans to resume a sectorial approach for gender mainstreaming policy support, with the aim to better cover emerging issues and/or policy areas that require specific competency development for gender mainstreaming.</p> <p>In 2024, EIGE established an internal Task Force on Technical Assistance to further develop technical assistance and general support to key stakeholders. The following approaches to meet stakeholders' needs more efficiently are considered, subject to available human and financial resources.</p> <ul style="list-style-type: none"> ▪ Update the stakeholders' requests registry to allow for an easy analysis of requests for a better mapping and needs analysis. ▪ Develop EIGE's expertise in capacity building / technical assistance, including new approaches (e.g. e-learning). 	<p>2027</p> <p>2027</p> <p>Ongoing</p>

Recommendation	Description	Actions	Status
<p>No 23. Build on EIGE’s accumulated credibility and expertise to create larger networks.</p>	<p>The evaluation recommends that EIGE increasingly embeds its work on gender equality within larger policy programmes, following the priorities of the Commission’s agenda, as it emerged in the chapter on relevance. According to the external evaluation, EIGE is already taking steps in the right direction: it quickly reacted to the COVID-19 pandemic, offering gender analyses of its developments in terms of public health, employment and economic hardships. Also, EIGE’s recent focus on the EGD represents another step in the right direction. However, stakeholders suggested that EIGE could become more involved in other policy areas. Further work should be coupled with better dissemination efforts to ensure that existing knowledge reaches EIGE’s stakeholders.</p>	<p>This recommendation is incorporated in the 2024–2026 SPD and preparation of the 2025–2027 SPD.</p> <p>Building on EIGE’s current approach to strategic engagement with stakeholders, the following approaches are considered, subject to available human and financial resources.</p> <ul style="list-style-type: none"> ▪ Consider which stakeholders, including existing EIGE networks) can work as multipliers and make the most out of their support to EIGE’s outreach and engagement activities. ▪ EIGE’s liaison office in Brussels could support identification of institutional and non-institutional stakeholders, who can act as multipliers at the EU level. ▪ Link and connect stakeholders, that is, those who work on gender equality with those who do not (yet) but are working, on, for example, the EGD and may be interested in a gender perspective (as to let the latter know about EIGE’s work). 	<p>Ongoing and to be considered each year during preparation of the SPD</p>

Part III. Assessment of the effectiveness of the internal control systems

3.1. Effectiveness of internal control systems

Results of the assessment of internal control

A specific assessment of internal control for the year 2024 was performed in accordance with EIGE's ICF ⁽²²⁾ and EIGE's guidelines for the assessment of internal control ⁽²³⁾.

The assessment was carried out at three levels:

1. principles (based on the analysis of the detected strengths and deficiencies);
2. components (based on an analysis of the results at the principle level);
3. the internal control system as a whole (based on an analysis of the results at the component level).

The following information sources are used to identify internal control strengths and deficiencies:

1. assessment by management;
2. audit conclusions, findings and recommendations;
3. exceptions registered in the Register of Exceptions;
4. implementation of the anti-fraud strategy;
5. the accounting officer's validation of financial management systems;
6. report on *ex post* controls;
7. results of the internal survey on 'soft controls' ⁽²⁴⁾;
8. report of the neutral verifier for the use of ABAC;
9. results of the staff engagement survey;
10. follow up of the internal control deficiencies identified in previous years;
11. the achievement rate of the internal control indicators in 2024;
12. ongoing or finalised legal proceedings (if applicable).

Based on the above information, the Agency's internal control coordinator ⁽²⁵⁾ supported management in identifying both the internal control strengths and deficiencies, and in assessing the

⁽²²⁾ Adopted in Management Board Decision No MB/2019/018 of 12 June 2019.

⁽²³⁾ Adopted in Director's Decision No 252 of 27 June 2022.

⁽²⁴⁾ A survey on internal controls was not performed in 2024 (to avoid duplication), since a staff engagement survey was conducted.

⁽²⁵⁾ Role assigned to the Human Resources & Audit Team Leader.

severity of the identified deficiencies corresponding to the relevant internal control principles, as follows.

- **Moderate deficiency.** This has a moderate impact on the presence and/or functioning of the principle. With such a deficiency, the principle is in place and functions, but some improvements are needed.
- **Major deficiency.** This has a significant impact on the presence and/or functioning of the principle, but the principle is partially effective. With such a deficiency, the principle is partially in place and/or is partially functioning; substantial improvements are needed.
- **Critical deficiency.** This has a fundamental impact on the presence and/or functioning of the principle and the principle is not effective. With such a deficiency, the principle is not in place and/or essentially does not function as intended.

Three moderate deficiencies in component III were identified.

At the level of principles, it can be concluded that most principles are present and functioning as intended. However, some improvements to principles 10 and 11 are required.

Components I, II, IV and V are present and functioning well while some improvements are needed in component III.

The table below presents the deficiencies identified, their severity and the impact on the internal control components

Table 21. Internal control deficiencies in 2023, their severity and the impact on the internal control components

No	Internal control deficiency description and date	Source of the internal control deficiency	Severity: 1. None 2. Moderate 3. Major 4. Critical	Affected internal control component	Affected internal control principle
1	Insufficient monitoring of the consumption of framework contracts	ECA	Category 2. Moderate	III	10
2	Inventory not performed in 2024, as per the requirements of EIGE's inventory and assets management policy	Management controls	Category 2. Moderate	III	10
3	A cybersecurity incident that compromised EIGE's firewall triggered the need to establish the cybersecurity risk management framework with urgency	Management controls	Category 2. Moderate	III	11

The table below presents the status of deficiencies that were identified in the 2023 internal control assessment.

Table 22. Status of internal control deficiencies identified in the 2023 assessment

No	Internal control deficiency description and date	Reassessed severity	Status	Affected internal control component	Affected internal control principle
1	Unauthorised access to confidential documents of a selection procedure	Management controls	Closed. Actions were implemented as per the anti-fraud strategy, namely a procedure and a workflow for selection procedures have been established and communicated to all the relevant actors	III	11

No	Internal control deficiency description and date	Reassessed severity	Status	Affected internal control component	Affected internal control principle
2	In two audited payments a cost category ('unforeseen expenditure') was not provided for in the framework contract	ECA audit	Closed. The framework contract was amended and the observation was closed by the ECA	III	10
3	A framework contract was not disclosed in the SPD (procurement plan) and thus undermining the principle of transparency	ECA audit	Closed. EIGE ensured in the subsequent SPDs that all operational framework contracts were included in the procurement plan (Annex XIV)	II	6
4	Document management policy (2014) needs updating	Self-assessment	Closed. The document management policy was updated in 2024 and aligned with the Commission's document management rules.	IV	13

Management has defined an action plan to address the internal control deficiencies identified in the reporting year.

The actions to address all the deficiencies identified in 2023 have been implemented and the related deficiencies closed.

Fraud prevention and detection

Aiming to minimise the risk of fraud, EIGE continued to raise awareness among staff members in 2024 to facilitate the detection and prevention of possible fraudulent activities. Fraud risks are being continuously monitored and assessed through annual fraud risk assessments. A fraud risk assessment was performed in November 2024. No new emerging risks were identified.

In the reporting year, EIGE devoted most of its efforts to implement the 2024–2026 anti-fraud strategy.

Specific actions were implemented to mitigate areas of risk, including the following:

- the procurement templates were updated to include the measures against plagiarism;
- the administrative procedure on the workflows for the organisation of selection procedures was established and communicated to staff;
- EIGE's quality assurance policy was updated to incorporate the requirement for project managers to scan all the deliverables (outsourced and internal) for plagiarism before the internal formal approval.

As a result, the anti-fraud strategy was implemented in accordance with the action plan in 2024.

Prevention and management of conflicts of interest

The prevention and management of conflicts of interest is carried out through awareness raising and by monitoring the validity of the declarations of interest signed by the Management Board, senior management and staff involved in the recruitment and procurement activities.

In 2024, EIGE's Management Board adopted the 'ethics rules and rules on the prevention and management of conflict of interests concerning staff members covered by the Staff Regulations'.

A conflict of interests was confirmed in respect to a member of a selection committee in 2024. The member was removed from the proceedings of the selection committee and was replaced by the alternate.

Additionally, a conflict of interests was found for a member of an evaluation committee in a procurement procedure. The member was removed from the proceedings of the evaluation committee and was replaced by the alternate.

3.2. Conclusions of assessment of internal control systems

EIGE assessed its internal control system during the reporting year and concluded that most components are present and functioning as intended, with some improvements needed as a result of moderate deficiencies relating to component III.

3.3. Statement of the Manager in charge of risk management and internal control

I, the undersigned,

Manager in charge of risk management and internal control within the European Institute for Gender Equality,

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with the Agency's internal control framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Place: Vilnius, Date:

(signature)

Emmanuel Maurage

Part IV. Management assurance

4.1. Review of the elements supporting assurance

The declaration of assurance, provided by the authorising officer, based on all information at their disposal, is structured around the following four pillars or 'building blocks':

- assessment by management (audits and supervisory checks, *ex post* controls, monitoring reviews);
- assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits (IAS and ECA) and evaluations during the reporting year);
- follow up of reservations and action plans resulting from audits from previous years, and follow up of observations from the Discharge Authority;
- assessments of internal control.

The key financial and non-financial indicators on legality and regularity and sound financial management show no evidence of inadequate/ineffective safeguards that exposed EIGE to key risks.

In 2024, two exceptions were recorded. They referred to formal or procedural errors that did not expose EIGE to key risks and that were addressed by immediate actions to prevent any future reoccurrence.

No critical internal control deficiencies were identified in the internal control assessment report for the year 2024.

Thus, after careful consideration of the results of audits and supervisory checks, monitoring reviews and self-assessments, management considered that the actions implemented to date gave reasonable assurance as to the architecture of the internal control system and that this system was operating correctly as a whole and could therefore be considered to be appropriate.

Based on all the facts presented in the previous sections, and on the opinion of the ECA on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts, it can be stated that the Agency operates in an environment where the risks are appropriately managed.

Furthermore, the control procedures put in place ensure the legality and regularity of the underlying transactions; the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management.

4.2. Reservations

The authorising officer does not issue any reservations.

Part V. Declaration of assurance

I, the undersigned, Director of the European Institute for Gender Equality,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, *ex post* controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here that could harm the interests of the Agency.

Place: Vilnius, Date:

(signature)

Carlien Scheele

Annexes

Annex I. Core business statistics

KPIs in relation to strategic objectives	Strategic objectives		
	Key performance indicators	Target	Achievement level
	Rate of achievement of annual activities*	> 95 %	95 %
	Number of contributions to EU policies	5	8
	Timely submission ²⁶ of the draft annual work programme (single programme document (SPD))	Q4	31 January 2023
	Number of presentations of EIGE's work at stakeholder events	60	104
KPIs in relation to management of financial and human resources	Sound financial management		
	Key performance indicators	Target	Achievement level
	Rate (%) of implementation of Commitment Appropriations	> 95 %	99.47 %
	Rate (%) of cancellation of Payment Appropriations	< 5 %	1 %
	Rate (%) of payments executed within the legal/contractual deadlines	> 75 %	99.07 %
	Rate (%) of outturn	<5 %	1 %
	Effective running of organisation		
	Key performance indicators	Target	Achievement level
	Rate (%) of implemented external and accepted internal audit recommendations	> 90 %	100 %
	Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	< 10 %	0
Annual average days of short-term sick leave per staff member	Absence without med. cert. < 3 Absence with med. cert. < 9	Absence without med. cert. -1.39 Absence with med. cert.- 2.70	

* Activities refer to projects as described in annual work programme (AWP) - Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

²⁶ The KPI refers to the submission of the draft SPD to the Commission for consultation as per the regulatory deadline (31 January in the year preceding the start of the programming period).

Annex II. Statistics on financial management

Budget outturn and cancellation of appropriations

Budget outturn	2022	2023	2024
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	8 435 072.52	9 360 040.49	9 435 482.28
Payments made (-)	-7 062,834.31	-7,725,099.17	-7 654 856.14
Carryover of appropriations (-)	-1 629 722.29	-1 702 388.61	-1 751 028.59
Cancellation of appropriations carried over (+)	71 504.16	33 379.52	65 750.23
Adjustment for carryover of assigned revenue appropriation from previous year (+)	434 360.91	212,243.13	21 203.95
Exchange rate differences (+/-)	-266.25	1.04	0.01
Adjustment for negative balance from previous year (-)			
TOTAL	248 114.74	178 176.40	116 551.74

Rates of implementation of appropriations (commitments and payments)

Commitments

Official Budget Title	Fund Source	Commitment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	% Commit
1	C1	5 163 569.25	5 149 545.05	99.73%
	C4			
	C5	8.40	0.00	0.00%
	C8	24 498.87	11 074.41	45.20%
	C9			
	R0	7 168.66	3 530.00	49.24%
			5 195 245.18	5 164 149.46
2	C1	1 359 415.70	1 350 313.28	99.33%
	C4	1 025.93	0.00	0.00%
	C8	141 550.50	128 156.97	90.54%
			1,501,992.13	1,478,470.25
3	C1	2 909 071.59	2 882 029.37	99.07%
	C4	2 399.81	2 119.81	88.33%
	C5	624.26	0.00	0.00%
	C8	1 515 135.29	1 476 203.05	97.43%
	R0	13 402.63	0.00	0.00%
			4 440 633.58	4 360 352.23
Total		11 137 870.89	11 002 971.94	98.79%

NB:

C/O – carry-over of the appropriations to the next year.

CFWD – carry forward of the outstanding commitments at the end of the year to the next year.

Cancelled – unused appropriations at the end of the year and cancelled.

C1 – fund source associated with the appropriations of the year.

C4 – fund source associated with appropriations internally assigned in the reported year.

C5 – fund source associated with the appropriations internally assigned in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the precedent year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carry forward without corresponding payment appropriations.

R0 – fund source associated with appropriations carried over to the reported year, funded by revenue externally assigned in the previous year or with appropriations of the year funded by revenue externally assigned in the reported year.

Payments

		Payment			
Official Budget Title	Fund Source	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment	Automatic Carryover of Payment Appropriations to 2024
1	C1	5 163 569.25	5 118 697.70	99.13%	30 847.35
	C5	8.40	0.00		
	C8	24 498.87	11 074.41	45.20%	
	R0	7 168.66	3 530.00	49.24%	3 638.66
		5 195 245.18	5 133 302.11	98.81%	34 486.01
2	C1	1 359 415.70	1 094 786.37	80.61%	255 526.91
	C4	1 025.93	0.00	0.00%	1 025.93
	C8	141 550.50	128 156.97	87.34%	
		1 501 992.13	1 222 943.34	81.42%	256 552.84
3	C1	2 909 071.59	1 435 722.26	49.35%	1 446 307.11
	C4	2 399.81	2 119.81	88.33%	280
	C5	624.26	0.00	0.00%	
	C8	1 515 135.29	1 476 203.05	97.43%	
	R0	13 402.63	0.00	0.00%	13 402.63
		4 440 633.58	2 914 045.12	65.62%	1 459 989.74
Total		11 137 870.89	9 270 290.57	83.23%	1 751 028.59

NB:

Cancelled – unused appropriations at the end of the year and cancelled.

C1 – fund source associated with the appropriations of the year.

C4 – fund source associated with appropriations internally assigned in the reported year.

C5 – fund source associated with the appropriations internally assigned in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the precedent year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carry forward without corresponding payment appropriations.

R0 – fund source associated with appropriations carried over to the reported year, funded by revenue externally assigned in the previous year or with appropriations of the year funded by revenue externally assigned in the reported year.

Execution C1 appropriations during 2022–2024

Indicators	Results 2024 (%)	Results 2023 (%)	Results 2022 (%)
Commitment rate	99.47	98.48	97.91
Payment rate	81.10	81.76	81.10

Payment monitoring over last 3 years

Indicators	Results 2024 (%)	Results 2023 (%)	Results 2022 (%)
Delayed payment rate	0.93	2.45	1.91

Comparison of carry-overs * (C1) to the next year in last 3 years

Indicators	Results 2024	Results 2023	Results 2022
Title I	30 847.35	24 498.87	18 427.48
Staff	0.60 %	0.50 %	0.43 %
Title II	255 526.91	141 550.50	20 4622.93
Infrastructure	18.92 %	11.81 %	18.29 %
Title III	1 446 307.11	1 515 135.29	1 194 428.75
Operations	50.18 %	48.93 %	42.28 %
Total	1 732 681.37	1 681 184.66	1 417 479.16
	18.47 %	17.96 %	17.17 %

* Non-differentiated commitment and payment appropriations, corresponding to obligations duly contracted at the close of the financial year, are automatically carried over to the following financial year.

Budget out-turn over the last 3 years

Indicators	Results 2024	Results 2023	Results 2022
Budget out-turn	1.24 %	1.90 %	2.94 %

Budget result 2024

		2024	2023	
REVENUE				
	Balancing Commission subsidy	+	9,432,056.54	9,358,919.46
	Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+		
	Fee income	+		
	Other income	+	3,425.74	1,121.03
	TOTAL REVENUE (a)		9,435,482.28	9,360,040.49
EXPENDITURE				
	<i>Title I: Staff</i>			
	Payments	-	5,122,227.70	4,978,187.17
	Appropriations carried over to the following year	-	34,486.01	31,675.93
	<i>Title II: Administrative Expenses</i>			
	Payments	-	1,094,786.37	1,056,941.48
	Appropriations carried over to the following year	-	256,552.84	141,550.50
	<i>Title III: Operating Expenditure</i>			
	Payments	-	1,437,842.07	1,689,970.52
	Appropriations carried over to the following year	-	1,459,989.74	1,529,162.18
	TOTAL EXPENDITURE (b)		9,405,884.73	9,427,487.78

OUTTURN FOR THE FINANCIAL				
YEAR (a-b)			29,597.55	-67,447.29
Cancellation of unused payment appropriations carried over from previous year		+	65,750.23	33,379.52
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue		+	21,203.95	212,243.13
Exchange differences for the year (gain +/- loss -)		+/-	0.01	1.04
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR			116,551.74	178,176.40
Balance year N-1		+/-	178,176.40	248,114.74
Positive balance from year N-1 reimbursed in year N to the Commission		-	-178,176.40	
Result used for determining amounts in general accounting			116,551.74	178,176.40
Commission subsidy - agency registers accrued revenue and Commission accrued expense			9,315,504.80	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1			116,551.74	178,176.40

Revenue in 2024

Agency reporting: Input table on budgetary revenue 2024				
Budget Item	Type of revenue	Revenue Budget	Entitlements established	Revenue received
1000	Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	9 432 056.54	9 432 056.54	9 432 056.54
	Sundry revenue	-	-	-
2300	Administrative and Financial revenues	3 425.74	3 425.74	3 425.74
	Total	9 435 482.28	9 435 482.28	9 435 482.28

Budgetary transfers

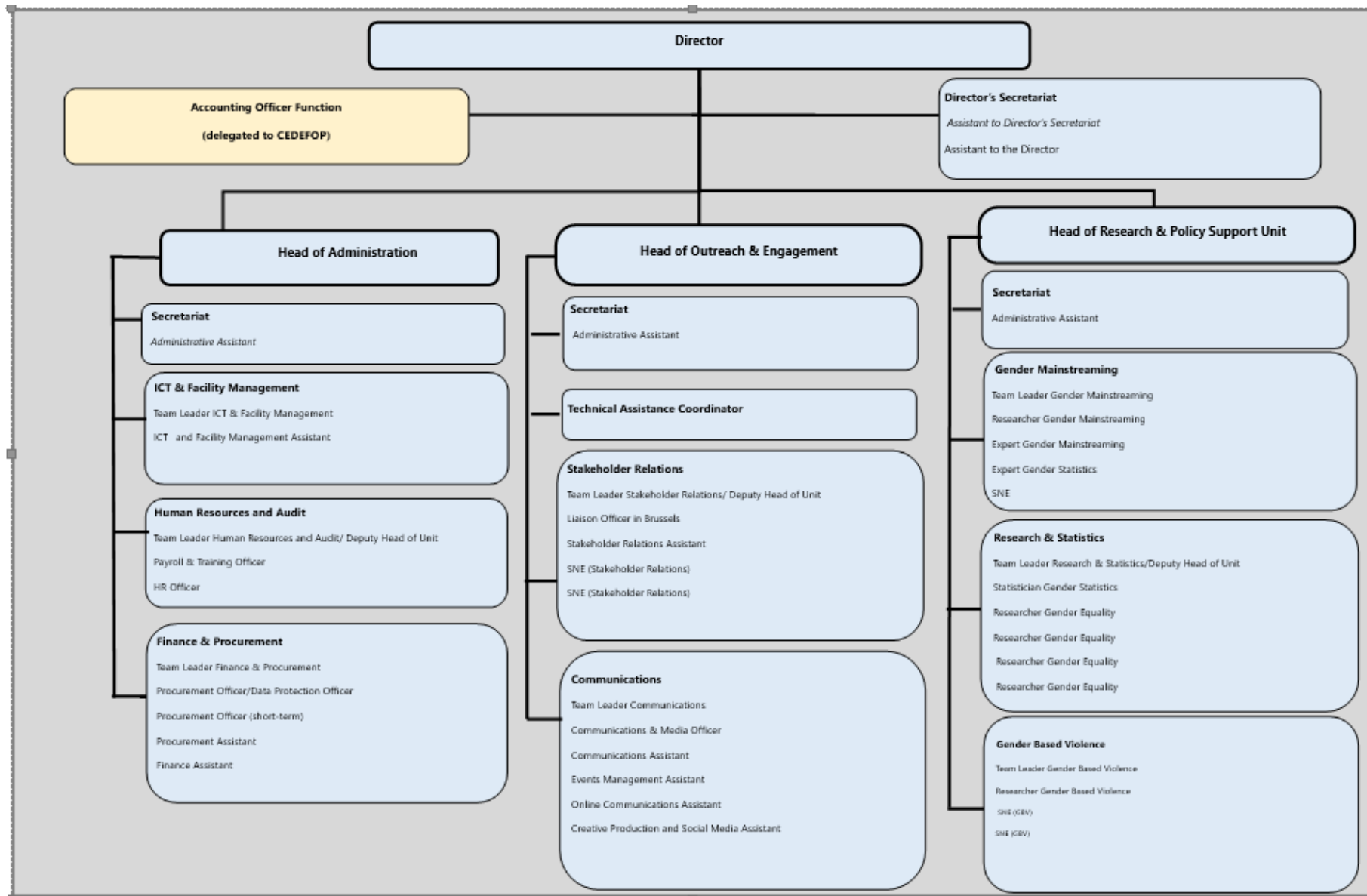
Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	FINAL
EIGE-B2024-1100-C1-EIGE	2 460,987.74	138 906.56		10 037.41	2 609 931.71
EIGE-B2024-1101-C1-EIGE	315 000.00			-25 698.92	289 301.08
EIGE-B2024-1102-C1-EIGE	330 000.00			3 255.99	333 255.99
EIGE-B2024-1103-C1-EIGE	27 000.00			260.29	27 260.29
EIGE-B2024-1113-C1-EIGE	750 000.00	70 000.00	82 568.80	-958.13	901 610.67
EIGE-B2024-1114-C1-EIGE	0				0
EIGE-B2024-1130-C1-EIGE	150 000.00			238.54	150 238.54
EIGE-B2024-1141-C1-EIGE	77 000.00			-9,527.15	67 472.85
EIGE-B2024-1150-C1-EIGE	130 000.00	3000		13 652.83	146 652.83
EIGE-B2024-1176-C1-EIGE	235 000.00	34 000		22 231.76	291 231.76

Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	FINAL
EIGE-B2024-1181-C1-EIGE	30 000.00	-15 000.00		-10 056.00	4 944.00
EIGE-B2024-1182-C1-EIGE	13 000.00	-2 900.00		-5 241.50	4 858.50
EIGE-B2024-1183-C1-EIGE	2 000.00			-660.56	1339.44
EIGE-B2024-1184-C1-EIGE	30 000.00	-8 000.00		-15 450.92	6 549.08
EIGE-B2024-1190-C1-EIGE	0				0
EIGE-B2024-1191-C1-EIGE	0				0
EIGE-B2024-1210-C1-EIGE	0				0
EIGE-B2024-1220-C1-EIGE	0.00				0
EIGE-B2024-1230-C1-EIGE	2 000.00			-786.20	1 213.80
EIGE-B2024-1300-C1-EIGE	15 000.00	3 900.00		700.00	19 600.00
EIGE-B2024-1410-C1-EIGE	40 000.00	-18 400.00		-7 052.42	14 547.58
EIGE-B2024-1421-C1-EIGE	20 000.00			2 844.40	22 844.40
EIGE-B2024-1423-C1-EIGE	110 000.00			-26 943.20	83 056.80
EIGE-B2024-1500-C1-EIGE	75 000.00	21 344.00		4 309.49	100 653.49
EIGE-B2024-1601-C1-EIGE	40 000.00	3400		9 933.00	53 333.00
EIGE-B2024-1602-C1-EIGE	0				0
EIGE-B2024-1603-C1-EIGE	0				0
EIGE-B2024-1604-C1-EIGE	0.00	15000			15 000.00
EIGE-B2024-1701-C1-EIGE	2 000.00			-1000	1 000.00
EIGE-B2024-1702-C1-EIGE	3 000.00	6068.49		8604.95	17 673.44
EIGE-B2024-1703-C1-EIGE	0				0
EIGE-B2024-2000-C1-EIGE	495 728.00	-18444.2		-1 569.40	475 714.40
EIGE-B2024-2010-C1-EIGE	2 900.00	-26.19		184.6	3 058.41
EIGE-B2024-2020-C1-EIGE	0				0
EIGE-B2024-2030-C1-EIGE	45 000.00	-4630.64		697.40	41 066.76

Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	FINAL
EIGE-B2024-2040-C1-EIGE	0.00				0
EIGE-B2024-2050-C1-EIGE	17,000.00	-1 804.96		17 379.90	32 574.94
EIGE-B2024-2060-C1-EIGE	0				0
EIGE-B2024-2070-C1-EIGE	112 000.00	-3,149.86		687.40	109 537.54
EIGE-B2024-2090-C1-EIGE	0				0
EIGE-B2024-2100-C1-EIGE	45 000.00			-3194.48	41 805.52
EIGE-B2024-2110-C1-EIGE	120 000.00	-49 280.36		12 028.84	82 748.48
EIGE-B2024-2120-C1-EIGE	135 000.00	-4 976.18		125 000.00	255 023.82
EIGE-B2024-2130-C1-EIGE	0				0
EIGE-B2024-2140-C1-EIGE	9,000.00			-408.12	8 591.88
EIGE-B2024-2150-C1-EIGE	0				0
EIGE-B2024-2210-C1-EIGE	0.00			7 454.4	7 454.40
EIGE-B2024-2221-C1-EIGE	0.00				0.00
EIGE-B2024-2231-C1-EIGE	0				0
EIGE-B2024-2232-C1-EIGE	0				0
EIGE-B2024-2251-C1-EIGE	0				0
EIGE-B2024-2300-C1-EIGE	2 000.00	663			2 663.00
EIGE-B2024-2320-C1-EIGE	0				0
EIGE-B2024-2321-C1-EIGE	0				0
EIGE-B2024-2329-C1-EIGE	0				0
EIGE-B2024-2330-C1-EIGE	15 000.00	13 600.00		-3 708.75	24 891.25
EIGE-B2024-2331-C1-EIGE	0	18 237.50			18 237.50
EIGE-B2024-2340-C1-EIGE	0				0
EIGE-B2024-2350-C1-EIGE	0				0
EIGE-B2024-2352-C1-EIGE	3,500.00	1 500.00			5 000.00

Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	FINAL
EIGE-B2024-2353-C1-EIGE	0				0
EIGE-B2024-2354-C1-EIGE	4,000.00	-1400		-1 340.00	1 260.00
EIGE-B2024-2355-C1-EIGE	98 000.00	590.65		-6 000.00	92 590.65
EIGE-B2024-2359-C1-EIGE	0	300			300
EIGE-B2024-2500-C1-EIGE	700			-250	450.00
EIGE-B2024-2510-C1-EIGE	70 472.00			-23 957.44	46 514.56
EIGE-B2024-2511-C1-EIGE	47 200.00			-28 480	18 720.00
EIGE-B2024-2520-C1-EIGE	55 000.00	-7 499.16		-8 288.25	39 212.59
EIGE-B2024-2521-C1-EIGE	0				0
EIGE-B2024-2600-C1-EIGE	0				0
EIGE-B2024-2700-C1-EIGE	15,000.00	37 000.00			52,000.00
EIGE-B2024-2710-C1-EIGE	0				0
EIGE-B2024-2800-C1-EIGE	0				0
EIGE-B2024-3001-C1-EIGE	30 000.00				30 000.00
EIGE-B2024-3111-C1-EIGE	44 000.00	79 000.00		4000	127 000.00
EIGE-B2024-3215-C1-EIGE	660 000.00	-15 813.39		-19 701.53	624 485.08
EIGE-B2024-3315-C1-EIGE	320 000.00	-75 840.00		-28 293.92	215 866.08
EIGE-B2024-3415-C1-EIGE	1 010 000.00	-79 932.77		-5 123.73	924 943.50
EIGE-B2024-3512-C1-EIGE	1 136 000.00	-139 412.49		-9 810.58	986 776.93
EIGE-B2024-3601-C1-EIGE					
EIGE-B2024-3602-C1-EIGE					
EIGE-B2024-4001-C1-EIGE					
Total	9 349 487.74	0.00	82 568.80	0.00	9 432 056.54

Annex III. Organisational chart of the Agency on 31.12.2024



Annex IV. Establishment plan and additional information on human resources management

Function group and grade	Year 2024			
	Authorised budget		Actually, filled as of 31.12.2024	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14		1		1
AD 13		1		
AD 12				1
AD 11		3		1
AD 10		1		2
AD 9		3		1
AD 8		5		7
AD 7		5		4
AD 6		2		3
AD 5		0		1
AD TOTAL		21		21
AST 11				
AST 10				
AST 9		1		1
AST 8				
AST 7		2		3
AST 6		2		1
AST 5		1		1
AST 4				
AST 3				

AST 2				
AST 1				
AST TOTAL		6		6
AST/SC 6				
AST/SC 5				
AST/SC 4				
AST/SC 3				
AST/SC 2				
AST/SC 1				
AST/SC TOTAL				
TOTAL		27		27
GRAND TOTAL	27		27	

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment*	Indication whether the function is dedicated to administrative support or operations
e.g., Head of Department, Deputy Director etc. (please identify which level in the structure it corresponds to taking the Director as level 1).	TA 2a	AD14	The Director has overall legal responsibility for the Agency as Authorising Officer and Appointing Authority.
e.g., Head of Unit, Head of Business Area (please identify which level in the structure it corresponds to taking the Director as level 1).	TA 2f	AD9-AD12	EIGE's structure has three Heads of Unit, respectively covering: (i) Administration (ADM), (ii) Research and Policy Support (R&PS), (iii) Outreach and Engagement (O&E)
e.g., Head of Sector (please identify which level in the structure it corresponds to taking the Director as level 1).	Head of Sector: n/a Team Leaders: TA 2f	n/a AD5-AD10 AST 5 & AST 9	The appointment of six Team Leaders was confirmed in December 2023 to cover respectively three areas each in R&PS (Gender Mainstreaming, Gender-Based Violence, Research and Statistics ²⁷), and two areas in O&E (Communications, Stakeholder Relations ²⁸). A Deputy Head of Administration was appointed in June 2021. In addition, in January 2024, three team leaders were appointed in the Administration Unit to cover respectively Audit and HR, Finance and Procurement as well as ICT and Facilities
e.g., Senior Officer, Senior Specialist, etc.	TA 2f	AD8	R&PS
e.g., Officer, Specialist	TA 2f, CA 3a	AD 5-AD 7; FG IV	ADM, R&PS, O&E
e.g., Junior Officer	n/a	n/a	n/a
e.g., Senior Assistant	TA 2f	AST 4-AST 6	Director's Secretariat, ADM, R&PS, O&E
e.g., Junior Assistant	n/a	n/a	n/a

²⁷ The Team Leader for Research and Statistics was also confirmed as Deputy Head of R&PS.

²⁸ The Team Leader for Stakeholder Relations was also confirmed as Deputy Head of O&E.

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment*	Indication whether the function is dedicated to administrative support or operations
e.g., Head of Administration	TA 2f	AD 12	ADM
e.g., Head of Human Resources	n/a	n/a	n/a
e.g., Head of Finance	n/a	n/a	n/a
e.g., Head of IT	n/a	n/a	n/a
e.g., Secretary	CA 3a	FG II	ADM
e.g., Mail Clerk	n/a	n/a	n/a
e.g., Webmaster – Editor	CA 3a	FG III	O&E
e.g., Data Protection Officer	CA 3a	FG IV	ADM
e.g., Accounting Officer	n/a	n/a	n/a
e.g., Internal Auditor	TA 2f	AD7	ADM
e.g., Secretary to the Director	CA 3a	FG III	Director’s Secretariat

Implementing Rules:

Commission Decision of 21 February 2024 amending Decision C(2011)1278 final on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights - Management Board Decision No MB/2024/014 of 30 October 2024.

Ethics rules and rules on the prevention and management of conflicts of interest concerning staff members- Management Board Decision No MB/2024/004 of 15 March 2024

Job screening/benchmarking exercise:

Job Type (sub) category	2024 (%)//	2023 (%)#	2022 (%)^^	2021 (%)^	2020 (%) *	2019 (%) **	2018 (%) ***
Administrative Support and Coordination	11.58	10.94	11.8	14.5	16.2	14.7	15.0
Administrative support	10.03	9.47	10.46	12.85	12.7	13.6	13.2
Coordination	1.55	1.47	1.34	1.65	3.5	1.1	1.8
Operational	80.64	81.1	79.9	77.6	75.6	80.8	77.3
Top-level operational coordination	9.34	9.31	9.44	9.17	9.6	9.6	8.9
Programme management & implementation	71.30	71.99	68.99	66.97	65.4	70.7	67.9
Evaluation & impact assessment	0.00	0.0	0.0	0.0	0.0	0.0	0.0
General operational	0.00	0.0	1.51	1.47	0.6	0.5	0.5
Neutral	7.77	7.77	8.3	7.9	8.3	6.0	7.7
Finance / Control	7.38	7.38	7.63	7.15	7.5	5.1	7.0
Linguistics	0.39	0.39	0.67	0.73	0.8	0.9	0.7

#// A 100% occupancy of establishment plan posts was registered at the end of 2024. The equivalent of eight trainees is taken into account and no interims were deployed. The total estimated number of FTEs for the year was 51.05 and includes 1 CA engaged on a short-term post.

A 100% occupancy of establishment plan posts was registered at the end of 2023. The equivalent of eight trainees is taken into account and no interims were deployed. The total estimated number of FTEs for the year was 53.68 (including two CA posts funded under IPA for nine months from January until the end of September and an FTE of 3.29 CAs engaged on short-term posts).

^^ A 100 % occupancy of establishment plan posts was registered at the end of 2022. While no interims were deployed, the equivalent of 8 trainees is taken into account. The total number of FTEs estimated for the year is 53.34 (including two CA posts funded under IPA). In addition, during 2022 four additional CAs were engaged on short term contracts.

^ 2021 ended with a 4 % vacancy rate of establishment plan posts. The equivalent of 4.1 interim staff and 8 trainees is taken into account. The total number of FTEs counted is 54.5 (including two CA posts funded under IPA).

* 2020 ended with a zero-vacancy rate of establishment plan posts. The equivalent of 5 interim staff and 3 trainees is taken into account. The total number of FTEs counted is 52 (including two CA posts funded under IPA).

** 4 posts were vacant in the administration unit for most of the year. 5 interim staff were taken into account. 6 trainees were taken into account. The total number of FTEs counted is 52.8.

*** 3 posts were counted as full FTEs although 3 colleagues were on maternity and parental leave and were present only 6 months, 5 months and 2 months during the year. 5 interim staff were taken into account. 2 interim staff who finished their contracts mid-2018 (each employed half a year) were not taken into account. 6 trainees were taken into account. The total number of FTEs counted is 56.

Geographical balance (at 31.12.2024)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FG II/CA FG III		Total	
	Number (max. 26)	% of total staff members in AD and FG IV	Number (Max 15)	% of total staff members in AST SC/AST and FG I, II, III	Total no (Max 41)	% of total staff
Belgian	2	0.077			2	0.050
Bulgarian	1	0.038			1	0.025
Dutch	2	0.077			2	0.050
Finnish	1	0.038	1	0.071	2	0.050
French	1	0.038			1	0.025
German	1	0.038			1	0.025
Greek	2	0.077			2	0.050
Irish	1	0.038			1	0.025
Italian	1	0.038			1	0.025
Latvian	1	0.038			1	0.025
Lithuanian	4	0.154	11	0.786	15	0.375
Maltese	1	0.038			1	0.025
Polish	1	0.038			1	0.025
Portuguese	1	0.077			1	0.025
Romanian	2	0.077	1	0.071	3	0.075
Slovenian	1	0.038			1	0.025
Spanish	3	0.115	1	0.071	4	0.100
Total	26	1.00	14	1.00	40	1.00

Annex V. Human and financial resources by activity

Activity	Tot. Com.	Tot. FTE	Tot. Title I	Tot. Title II	Tot. Title III
Providing evidence: Research and Data Collection	€ 2,943,725.58	10.63	€ 1,363,613.61	€ 392,061.44	€ 1,188,050.54
Monitoring of international commitments and supporting the Presidencies of the Council of the EU	€ 441 956.55	2.48	€ 326 703.92	€ 93 048.11	€ 22 204.52
The Gender Equality Index	€ 1 237 098.88	4.12	€ 519 252.91	€ 138 283.85	€ 579 562.12
Data collection on administrative data on violence against women and domestic violence	€ 667 322.73	2.07	€ 288 241.58	€ 81 914.85	€ 297 166.29
Development of the indicators on cyber violence against women	€ 297 042.26	0.90	€ 111 486.91	€ 49 465.82	€ 136 089.52
Gender based violence in times of crisis	€ 300 305.16	1.07	€ 117 928.28	€ 29 348.80	€ 153 028.08
Supporting gender responsive policies: Gender Mainstreaming and Specific Tools	€ 1,182,575.97	5.54	€ 690,637.05	€ 202,272.51	€ 289,666.41
Policy support on gender mainstreaming	€ 206 543.49	1.04	€ 145 761.82	€ 53 461.67	€ 7 320.01
Methods and tools for gender mainstreaming	€ 407 718.41	2.90	€ 316 322.25	€ 79 779.14	€ 11 617.01
Gender Statistics Database	€ 568 314.06	1.61	€ 228 552.98	€ 69 031.69	€ 270 729.39
Communicating Gender Equality	€ 3,092,325.53	11.30	€ 1,417,748.76	€ 388,561.63	€ 1,286,015.14
EIGE's communication campaigns and activities	€ 1 432 311.19	3.79	€ 476 769.05	€ 129 244.97	€ 826 297.17
Building and maintaining stakeholder relations	€ 1 178 80.49	4.31	€ 557 642.07	€ 171 132.46	€ 449 605.96
Facilitating knowledge management	€ 481 633.85	3.20	€ 383 337.64	€ 88 184.20	€ 10 112.01
Organisation, Administration and Functioning of EIGE (Horizontal)	€ 2,150,844.72	15.06	€ 1,680,630.04	€ 470,214.68	€ -
Procurement	€ 250 111.65	2.34	€ 185 626.95	€ 64 484.70	€ -
Human Resources Management	€ 436 182.92	2.64	€ 335 873.40	€ 100 309.53	€ -
Budget Implementation	€ 515 689.52	3.38	€ 422 544.96	€ 93 144.56	€ -
Internal Control and Audit	€ 258 009.61	1.49	€ 216 948.84	€ 41 060.77	€ -
ICT Infrastructure and Facility Management	€ 283 416.72	2.10	€ 225 545.84	€ 57 870.88	€ -
Management Assistance Support	€ 407 434.31	3.11	€ 294 090.05	€ 113 344.25	€ -
Total	€ 9,369,471.80	42.53	€ 5,152,629.46	€ 1,453,110.25	€ 2,763,732.09

Annex VI. Contribution, grant and service level agreements. Financial Framework Partnership Agreements

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2023	2024
Contribution agreements								
1. IPA/2018/402-854 – Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018–2021).	20.12.2018. Addendum No 1 was signed on 19.12.2019 (IPA/2019/414-064) Addendum No 2 was signed on 12.10.2022	EUR 928 950.30	1.1.2019–31.9.2023	European Commission. DG Neighbourhood and Enlargement Negotiations. D5 Western Balkans Regional Cooperation Programmes	There are two specific objectives: 1 – Strengthening capacities of IPA beneficiaries in monitoring and mainstreaming gender equality. 2 – Improving regional cooperation and gender equality awareness in the region of the Western Balkans and Türkiye.	Amount Number of CA Number of SNEs	Amount 2023 – EUR 190 007.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	N/A
TOTAL						Amount Number of CA Number of SNEs	Amount 2023 – EUR 190 007.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	N/A

Annex VII. Environmental management

In 2024, EIGE actively implemented initiatives to reduce CO₂ emissions and promote environmentally sustainable work practices.

The Agency remained committed to incorporating environmental sustainability clauses in its contracts. To date, EIGE has included requirements for contractors to adopt eco-friendly measures in contracts for services such as the supply of stationery and printing materials, cleaning services, office furniture delivery and installation, promotional material production, catering and event organisation.

Additionally, EIGE continued to prioritise recycling efforts for paper, plastic and food waste. A notable example is the successful 'bottles for charity' programme, which recycled 589 drinking containers from the office and donated nearly EUR 60 to charity. Efforts to reduce paper usage were also actively promoted. To support this, EIGE's default printing setting is duplex black-and-white printing, and all shared printers are equipped with staff ID card readers to prohibit unauthorised use. In 2024, the Agency continued to use entirely electronic workflows, eliminating paper-based processes. New employees are introduced to the Agency's commitment to environmentally friendly practices during their induction meetings.

To curb its carbon footprint, missions at EIGE are reviewed several times before approval. This includes each unit preparing a preliminary mission budget for the year ahead and the requirement for management and stakeholders to approve each mission. The Agency's mission management tool incorporates an electronic approval and reporting workflow. Thanks to these measures and travel contractors, EIGE tracks CO₂ emissions from business travel. In 2024, the Agency's missions were calculated under a new international standard (IATA RP-1726 (industry average data) with UK BEIS RF kg CO₂ equivalent), which allows the Agency to consider more detail-orientated consumption than in previous years (i.e. by taking into consideration aircraft type and fuel consumption). According to the IATA RP-1726 (industry average data) with UK BEIS RF kg CO₂ equivalent calculation, EIGE's operations produce 85 862 kg of CO₂ emissions. Following the calculation of post-COVID-19 travel CO₂ emissions, the green officer's aim is for the Agency to remain within 100 tonnes of CO₂ emissions in 2025.

The effort to reduce emissions was not the only activity under the 'green' consideration in 2024'. EIGE prepared the 'walking challenge 2024' aimed at reducing employees' carbon footprint in their daily commute. The results were a success and are to be repeated in the upcoming year.

Last, following the establishment of EIGE's liaison office in Brussels on permanent basis as of 1 January 2024, the Agency's internal refurbishment committee oversaw the tender preparation and implementation for office furniture. This included requesting environmentally sustainable materials and responsible practices in its production. The refurbishment committee ensured that ICT and other appliances met the highest EU energy efficiency ratings (AAA).

Annex VIII. Annual accounts

Balance sheet and statement of financial performance as of 31 December

2024 ⁽²⁹⁾

Thousands of EUR †			
	Note	2024	2023
NON-CURRENT ASSETS			
Intangible assets	2	-	-
Property, plant and equipment	2	40	100
Exchange receivables and non-exchange recoverables	2	-	2
		40	102
CURRENT ASSETS			
Pre-financing	2	-	1
Exchange receivables and non-exchange recoverables	2	1,898	1,929
		1,898	1,931
TOTAL ASSETS		1938	2033
CURRENT LIABILITIES			
Payables and other liabilities	3	-136	-201
Accrued charges and deferred income	3	-842	-633
		-978	-834
TOTAL LIABILITIES		-978	-834
NET ASSETS		959	1199
Accumulated deficit		1,199	1,081
Economic result of the year		-240	118
NET ASSETS		959	1199

⁽²⁹⁾ The final accounts will be available in July 2024 and will be published on EIGE's website (<https://eige.europa.eu/about/documents-registry?ts=accounts>).

Statement of financial performance

Thousands of EUR			
	Note	2024	2023
REVENUE			
Revenue from non-exchange transactions		-	-
Funds from the Commission	3.1	9,319	9,371
		9,319	9,371
Revenue from exchange transactions			
Other	3.2	3	-
		-	-
Total revenue		9,322	9,372
EXPENSES			
Operating costs	3.3	-3,103	-2,998
Staff costs	3.4	-4,957	-4,709
Other expenses	3.5	-1,503	-1,547
Total expenses		-9,562	-9,254
ECONOMIC RESULT OF THE YEAR		-240	118

Annex IX. Access to public documents

Pursuant to Article 17(1) of Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents ⁽³⁰⁾, public institutions shall publish annually a report for the preceding year, and include the number of cases in which the institution refused to grant access to documents, the reasons for such refusals and the number of sensitive documents not recorded in the register.

In accordance with the abovementioned legal provision, EIGE reports on the handling of requests for access to its documents in 2024:

- EIGE received three requests for access to documents in 2024 via email or via the [form for requesting access to documents on the EIGE website](#);
- there were no cases in which EIGE refused to grant access to documents;
- no confirmatory action pursuant to Article 7 of Regulation (EC) No 1049/2001 was taken by EIGE in 2024.

All requests were handled in full compliance with the provisions of Regulation (EC) No 1049/2001 and EIGE's policy on public access to documents ⁽³¹⁾.

⁽³⁰⁾ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32001R1049&from=EN>.

⁽³¹⁾ Adopted in Management Board Decision No MB/2013/006 of 14 June 2013.