



European Institute for  
Gender Equality



# Single Programming Document

2025–2027

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# Foreword

The European Institute for Gender Equality (EIGE) upholds its reputation as the knowledge centre for gender equality in the European Union. Policymakers across Europe continue to rely on EIGE's expert knowledge and resources to inform decision-making. EIGE's data and evidence are essential to help Europe's leaders to design measures that are inclusive and promote gender equality in all areas of life, especially amid technological and climate change, the changing nature of work, widening inequalities, the increasing influence of new governing systems, backlash against progress towards gender equality, new security challenges and the cost-of-living crisis.

This single programming document covers 2025–2027. EIGE's work in this period and in the years to come will be highly influenced by the outcomes of the European Parliament elections in 2024, resulting in new strategic political priorities, including those established in the European Council's strategic agenda for 2024–2029, the Mario Draghi report on European competitiveness, and new European Commission political guidelines. The period will also include the final phase of the EU gender equality strategy for 2020–2025, a new gender equality strategy for post-2025 and a roadmap for women's rights. EIGE's priorities and work will be closely aligned with those of the EU to support the design, implementation and monitoring of the key strategic documents for achieving gender equality.

Throughout 2025–2027, EIGE will continue to support the presidencies of the Council of the European Union to monitor the EU's international gender equality commitments. This will include an overarching review of progress in gender equality across all areas of the Beijing Platform for Action since 2019 (in the form of the *Beijing + 30* report) and research support based on EU policy priorities for the second-semester presidencies. EIGE's Gender Equality Index is the EU's benchmarking and monitoring tool for gender equality and will continue to serve as an annual barometer of the state of gender equality in the EU. The results of EIGE's second Survey of Gender Gaps in Unpaid Care, Individual and Social Activities will enable the monitoring of EU commitments in the areas of gender equality, social rights and care.

EIGE's work on gender mainstreaming will focus on developing evidence-based practical resources and providing policy support and technical assistance to help policymakers integrate a gender perspective into all policy areas and stages of the policymaking cycle. EIGE will continue to provide the EU with the latest sex-disaggregated data and gender statistics for a range of policy areas, as well as quality standards for gender statistics within its Gender Statistics Database.

Elimination of gender-based violence will remain one of the main EU priorities and the core of EIGE's activities. EIGE has established itself as a primary source of information and tools to support the EU Member States in their responses to violence against women. The year 2025 will see an additional roll-out of activities relating to this thematic priority through EIGE's shared work with the European Union Agency for Fundamental Rights and Eurostat on the EU Survey on Gender-based Violence, following the finalisation of data collection in 2024.

Overall, EIGE will continue to strengthen and improve the implementation of an intersectional approach across its activities. It will communicate key messages on gender equality by means of campaigns and liaison with its key stakeholders and will also organise its biannual Gender Equality Forum in 2026. EIGE's work will continue to build on the recommendations from its second external evaluation in 2022.

Data and evidence are the bedrock of informed and effective policymaking on gender equality. I believe that this work programme provides plentiful and fertile grounds for developing policies across all areas of life.

Carlien Scheele  
Director

# Abbreviations

<b>AD</b>	Administrator
<b>BPfA</b>	Beijing Platform for Action
<b>CA</b>	Contract agent
<b>CAAR</b>	Consolidated annual activity report
<b>CARE survey</b>	Survey of Gender Gaps in Unpaid Care, Individual and Social Activities
<b>Cedefop</b>	European Centre for the Development of Vocational Training
<b>CSO</b>	Civil-society organisation
<b>DG</b>	Directorate-General
<b>ECA</b>	European Court of Auditors
<b>ECEC</b>	Early childhood education and care
<b>EIGE</b>	European Institute for Gender Equality
<b>EP</b>	European Parliament
<b>EUDA</b>	European Union Drugs Agency
<b>EU-GBV survey</b>	European Union Survey on Gender-Based Violence
<b>EU-OSHA</b>	European Agency for Safety and Health at Work
<b>Eurofound</b>	European Foundation for the Improvement of Living and Working Conditions
<b>Eurojust</b>	European Union Agency for Criminal Justice Cooperation
<b>FG</b>	Function group
<b>FGM</b>	Female genital mutilation
<b>FRA</b>	European Union Agency for Fundamental Rights
<b>FTE</b>	Full-time equivalent
<b>HR</b>	Human resources
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>JHA</b>	Justice and Home Affairs
<b>KPI</b>	Key performance indicator
<b>MFF</b>	Multiannual financial framework
<b>PMT</b>	Project management tool
<b>RRF</b>	Recovery and Resilience Facility
<b>SDG</b>	Sustainable Development Goal
<b>SNE</b>	Seconded National Expert
<b>SOP</b>	Standard Operating Procedure
<b>SPD</b>	Single Programming Document
<b>TA</b>	Temporary Agent
<b>VAW II survey</b>	FRA–EIGE Violence against Women Survey

# Mission statement

Gender equality is a fundamental value of the European Union. It is enshrined in the treaties (Article 2 and Article 3(3) of the Treaty on European Union and Article 8 of the Treaty on the Functioning of the European Union) as well as in the Charter of Fundamental Rights of the European Union (2009). Article 23 of the charter states: ‘Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex.’

Regulation (EU) No 1922/2006 establishing a European Institute for Gender Equality (the founding regulation) sets out EIGE’s mandate and objectives <sup>(1)</sup>. The founding regulation states: ‘The overall objectives of the Institute shall be to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens’ awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States as set out in Article 3.’

EIGE’s mission is set out below.

## To be the European knowledge centre on gender equality

We are an independent knowledge centre and the primary source of information on gender equality in the EU. We contribute to making the EU become a Union of equality, where women and men, girls and boys in all their diversity are free to pursue their chosen path in life, have equal opportunities to thrive, and can equally participate in and lead our societies.

EIGE’s unique expert knowledge, research, data and tools help policymakers to design measures that are inclusive and transformative and promote gender equality in all areas of life. We communicate our expertise effectively and work closely with partners to raise awareness at the EU and national levels and in EU candidate countries and potential candidate countries.

To support the promotion of gender equality in the EU, we:

- provide research and collect and analyse data on gender equality with an intersectional perspective;
- develop methods to improve gender statistics and data collections;
- communicate our comparable and reliable data and information **with a hope-based approach**;
- measure the state of gender equality at both the EU and Member State levels;
- develop methodological tools and provide technical support for gender mainstreaming in all EU and national policies;
- cooperate with EU institutions, Member States, international organisations, non-governmental organisations, equal opportunities organisations, universities and experts, research centres, social partners and related bodies, the media and our EU sister agencies.

<sup>(1)</sup> Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality (OJ L 403, 30.12.2006, p. 9), <http://data.europa.eu/eli/reg/2006/1922/oj>.

# 1. General context

Gender equality is a fundamental value and a key goal of the EU. The elimination of inequalities between women and men is essential for the creation of a stronger, fairer and more inclusive Europe. EU and Member State policies recognise gender equality as a backbone of economic and social well-being and a prerequisite for more inclusive societies. The policies that will guide the work of the European Institute for Gender Equality (EIGE) during the 2025–2027 programming period reaffirm that policy attention must be paid to gender equality and the EU's efforts towards more gender-sensitive progress.

## 1.1. Policy context

In 2024, there was a leadership change in the EU. EU citizens went to the polls to vote in the European Parliament (EP) elections and a new College of Commissioners then took power. New EU political priorities, taking into account new challenges, were outlined in the European Council's **strategic agenda for 2024–2029** <sup>(2)</sup>, the Mario Draghi report (of 9 September 2024), *The Future of European Competitiveness – A competitiveness strategy for Europe* <sup>(3)</sup>, and other strategic documents. In line with the vision outlined in these documents, **progress in gender equality** represents a significant yet underutilised asset for the EU, capable of addressing the long-term challenges of **growth** and **productivity** amid declining populations, as highlighted in the **Mario Draghi report**. By advancing gender equality in education, training, the labour market and work–life balance policies, the EU can further boost labour market participation, enhance work intensity and entrepreneurship, and more effectively tackle skills shortages and mismatches. This would not only lead to a sustained boost to the EU's economic productivity and innovation but also foster greater social cohesion, help mitigate demographic imbalances and further enhance the EU's attractiveness to global talent, whether women or men, in all its diversity. It would reinforce the EU's commitment to equity and social inclusion, ensuring that economic progress is both sustainable and aligned with its core values.

In 2025, many of the major EU strategies – including the EU gender equality strategy for 2020–2025, as part of a set of Union of equality strategies – will end, setting the basis for a renewal of policy priorities, as well as policy continuity. These events will affect the future of gender equality policymaking in the EU. EIGE will follow these developments and assess the potential impact of the changes on its work programme in 2025–2027.

For the start of the 2025–2027 planning period, the European Council's **strategic agenda for 2019–2024** will continue to affect a number of activities, having already impacted the priority areas and work programmes of EU institutions, including EIGE. The agenda focuses on protecting citizens and freedoms, developing a strong and vibrant economic base, building a climate-neutral, green, fair and social Europe and promoting European interests and values on the global stage. Each of these areas has a direct link to gender equality.

The **Commission's political guidelines** (2019–2024) reflect the priorities of the European Council's strategic agenda for 2019–2024 and those of the EP. Accordingly, they have shaped the knowledge base for EIGE's planning processes for the 2025–2027 period. They centre on six ambitions and are expected to remain of high policy importance in the coming years:

- (1) a European Green Deal,

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<sup>(2)</sup> [https://www.consilium.europa.eu/media/4aldqf12/2024\\_557\\_new-strategic-agenda.pdf](https://www.consilium.europa.eu/media/4aldqf12/2024_557_new-strategic-agenda.pdf).

<sup>(3)</sup> [https://commission.europa.eu/topics/strengthening-european-competitiveness/eu-competitiveness-looking-ahead\\_en](https://commission.europa.eu/topics/strengthening-european-competitiveness/eu-competitiveness-looking-ahead_en).

- (2) an economy that works for people,
- (3) a Europe fit for the digital age,
- (4) promoting our European way of life,
- (5) a stronger Europe in the world,
- (6) a new push for European democracy.

Russia's war of aggression against Ukraine since 2022 has increased the urgency of tackling these ambitions simultaneously. The green transition, energy security, economic turmoil and EU preparedness to support and integrate war refugees, the majority of whom are women and children, all continue to be realities, yet at an unprecedented scale and speed. A number of EU and national policies are in development to tackle them. Gender equality should be at the core of policy responses, not least due to the gendered nature of the crises. With men at war and women and children fleeing the country, there are increased risks of gender-based violence and trafficking of women and children, as well as challenges of gender-equal integration into labour markets and immense pressure on care infrastructure and public services to respond to the new needs amid existing shortages and gaps – gender-sensitive solutions are the only sustainable way forward. The European Commission's response in supporting Ukraine will further guide EIGE's work in these areas, particularly gender-based violence, in 2025–2027.

In 2020, the Commission put forward the **EU gender equality strategy for 2020–2025** to deliver on the ambition to achieve a Union of equality for women and men, girls and boys in all their diversity. The strategy sets out a vision, policy objectives and actions to progress gender equality and commits to ensuring that the Commission will include a gender equality perspective in all EU policy areas. The EU gender equality strategy for 2020–2025 takes a dual approach, combining gender mainstreaming with specific targeted actions to achieve gender equality. It also emphasises the importance of an intersectional perspective in its implementation, including referring to the **EU's commitment to the United Nations Convention on the Rights of Persons with Disabilities**. In addition, the strategy refers to the UN's **sustainable development goals (SDGs)**, building on SDG 5 as a standalone goal for gender equality. In 2019 the Commission established a **Task Force on Equality** to ensure that all equality matters, including gender equality, are coherently addressed and coordinated in EU policies.

The EU gender equality strategy for 2020–2025 and any future EU gender equality priorities in the coming years will guide EIGE's focus during 2025–2027. The EU's **action plan on gender equality and women's empowerment in external action** will further guide EIGE's work, including on Russia's war of aggression against Ukraine.

**Ending gender-based violence is a policy priority for the EU.** The President of the European Commission, Ursula von der Leyen, included EU accession to the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (the Istanbul Convention) as a priority in the EU gender equality strategy for 2020–2025. On 1 October 2023, the EU ratified the Istanbul Convention. The EU acceded to the convention as regards matters falling within its exclusive competence, namely with regard to matters related to institutions and public administration of the Union <sup>(4)</sup> and with regard to matters related to judicial cooperation in criminal matters, asylum and non-refoulement <sup>(5)</sup>. The EU is now bound by ambitious and comprehensive standards to prevent and combat violence against women

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<sup>(4)</sup> Council Decision (EU) 2023/1075 of 1 June 2023 on the conclusion, on behalf of the European Union, of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence with regard to institutions and public administration of the Union (OJ L 143I, 2.6.2023, p. 1).

<sup>(5)</sup> Council Decision (EU) 2023/1076 of 1 June 2023 on the conclusion, on behalf of the European Union, of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence with regard to matters related to judicial cooperation in criminal matters, asylum and non-refoulement (OJ L 143I, 2.6.2023, p. 4).

and domestic violence within these areas. This includes funding, policy and legislative measures. This was recently confirmed by the Court of Justice of the European Union in its judgment of 16 January 2024 <sup>(6)</sup>, which states that areas of EU law that fall within the competence must be interpreted consistently with the Istanbul Convention, even by EU Member States that have not yet ratified that convention. To date, all Member States have signed the convention, and all but five have ratified it.

In parallel, negotiations to adopt the Commission’s proposal for a **directive on preventing and combating violence against women and domestic violence** <sup>(7)</sup> have continued, and in May 2024 the Council of the European Union adopted the first binding EU law that aims to prevent and combat violence against women and domestic violence.

In 2022, the European Commission proposed to strengthen the rules in the **anti-trafficking directive** to prevent and combat trafficking in human beings. On 14 July 2024 the new directive on preventing and combating trafficking in human beings and protecting its victims entered into force. It explicitly includes forced marriage, illegal adoption and surrogacy as legally recognised forms of exploitation that must be subject to penalties <sup>(8)</sup>. In February 2024, the European Commission proposed a revision of the directive on combating child sexual abuse <sup>(9)</sup>, while co-legislators have continued discussions regarding the proposal for a regulation laying down uniform rules to address the misuse of relevant information-society services for online child sexual abuse in the internal market <sup>(10)</sup>. In 2023, it adopted a communication on temporary protection for those fleeing Russia’s war of aggression against Ukraine <sup>(11)</sup>, which contains a section on addressing the risks of trafficking in human beings. This relates to the EU strategy on combating trafficking in human beings (2021–2025) <sup>(12)</sup>. The **action plan on gender equality and women’s empowerment in external action** <sup>(13)</sup> also emphasises universal access to healthcare, including sexual and reproductive healthcare, and fully integrates the EU policy framework on women, peace and security. These aspects are complemented by the approval of the **Digital Services Act** in 2022, which establishes new rules to regulate several illegal and harmful forms of online content and provide better protection against the amplifying effects of digital products on gender-based violence and related serious negative consequences for physical and mental well-being. They are also complemented by the **recommendation on preventing and combating harmful practices**, which may be adopted in 2025.

Thriving in a gender-equal economy is a priority of the EU gender equality strategy for 2020–2025. Gender equality is also one of the key principles of **the European Pillar of Social Rights**, which calls for equality of treatment and opportunities between women and men in the labour market in relation to terms and

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<sup>(6)</sup> *WS v Intervjuirashit organ na Darzhavna agentsia za bezhantsite pri Ministerskia savet*, C-621/21, ECLI:EU:C:2024:47, paragraphs 46–47.

<sup>(7)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32024L1385>.

<sup>(8)</sup> On 24 June 2024, Directive (EU) 2024/1712 of the European Parliament and of the Council of 13 June 2024 amending Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims was published in the Official Journal. It entered into force on 14 July 2024 ([https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:L\\_202401712](https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:L_202401712)).

<sup>(9)</sup> European Commission (2024), Proposal for a directive of the European Parliament and of the Council on combating the sexual abuse and sexual exploitation of children and child sexual abuse material and replacing Council Framework Decision 2004/68/JHA (recast) (COM(2024) 60 final), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2024%3A60%3AFIN>.

<sup>(10)</sup> European Commission (2022), Proposal for a regulation of the European Parliament and of the Council laying down rules to prevent and combat child sexual abuse (COM(2022) 209 final), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2022%3A209%3AFIN>.

<sup>(11)</sup> [https://home-affairs.ec.europa.eu/temporary-protection-those-fleeing-russias-war-aggression-against-ukraine-one-year\\_en](https://home-affairs.ec.europa.eu/temporary-protection-those-fleeing-russias-war-aggression-against-ukraine-one-year_en).

<sup>(12)</sup> European Commission (2022), ‘Home Affairs Council: 10-point plan on stronger European coordination on welcoming people fleeing the war against Ukraine’, press release, 28 March, [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_2152](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_2152).

<sup>(13)</sup> European Commission (2020), ‘Gender action plan – Putting women and girls’ rights at the heart of the global recovery for a gender-equal world’, press release, 25 November, [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_20\\_2184](https://ec.europa.eu/commission/presscorner/detail/en/IP_20_2184).

conditions of employment, career progression and the right to equal pay <sup>(14)</sup>. **The European Pillar of Social Rights action plan**, put forward by the Commission in March 2021, sets an EU headline target to achieve at least a 78 % employment rate among the population aged 20–64 years by 2030 and to at least halve the gender employment gap compared with 2019.

The COVID-19 crisis highlighted the essential nature of care and the need for stronger national care systems. In 2022, the European Commission presented a new **European care strategy**, which sets an agenda to improve the situations of carers and care receivers. It presents a framework for policy reforms to guide the development of sustainable long-term care and early childhood education and care (ECEC) systems. The strategy aims to ensure high-quality, affordable and accessible care services, with better working conditions, gender equality and work–life balance for carers. It will also help to advance the implementation of the [European Pillar of Social Rights](#) and the [2030 EU headline targets](#) on employment, skills and poverty reduction. This includes closing the gender employment gap, increasing women’s empowerment and contributing towards gender equality, as established in the **Council recommendation on the revision of the Barcelona targets on early childhood education and care** <sup>(15)</sup> and the **Council recommendation on access to affordable high-quality long-term care** <sup>(16)</sup>. The Council recommendation on the Barcelona targets calls on EIGE to collect data regularly, develop indicators and carry out analyses of the gender care gap, the gender pay gap and the use of time in paid and unpaid work and individual and social activities by women and men with care responsibilities and of work arrangements, including family leave, throughout their working lives. For each recommendation, the Commission envisages publishing an in-depth implementation report to the Council within five years. Those reports will be based on EIGE’s input based on the plans and activities during 2025–2027.

Improving the work–life balance of workers is one way to address gender gaps in the labour market, in income and in care. By August 2022, Member States had to adopt the laws, regulations and administrative provisions necessary to comply with **Directive (EU) 2019/1158 on work–life balance for parents and carers and repealing Council Directive 2010/18/EU** (the work–life balance directive) <sup>(17)</sup>. Although the directive introduces minimum standards for family leave and flexible working arrangements, Member States are encouraged to go beyond the minimum standards to reach equal sharing of care responsibilities between partners. The Commission’s proposal for an EU law on **adequate minimum wages** <sup>(18)</sup> contributes to reducing inequalities at work and narrowing the gender gap in pay by requiring adequate statutory minimum wages, wider collective bargaining and improved access to minimum wage protection. Building on the key principles of the European Pillar of Social Rights, the Commission’s commitment to deliver a **legislative initiative on pay transparency** presents an important milestone for gender equality in the EU. The adoption of Directive (EU) No 2023/970 on equal pay for equal work

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<sup>(14)</sup> European Commission (n.d.), ‘The European Pillar of Social Rights in 20 principles’, European Commission website, 24 October 2023, accessed 27 November 2024,

<https://ec.europa.eu/social/main.jsp?catId=1606&langId=en#:~:text=2.,for%20work%20of%20equal%20value>.

<sup>(15)</sup> Council Recommendation of 8 December 2022 on early childhood education and care: The Barcelona targets for 2030 (OJ C 484, 20.12.2022, p. 1), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022H1220%2801%29>.

<sup>(16)</sup> European Commission (2022), Proposal for a Council recommendation on access to affordable high-quality long-term care (COM(2022) 441 final), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2022%3A441%3AFIN&qid=1662647539927>.

<sup>(17)</sup> Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work–life balance for parents and carers and repealing Council Directive 2010/18/EU (OJ L 188, 12.7.2019, p. 79), <http://data.europa.eu/eli/dir/2019/1158/oj>. The directive is undergoing incorporation into national law and conformity checks, with the potential implications for EIGE’s work in 2025–2027 to be assessed.

<sup>(18)</sup> European Commission (2020), Proposal for a directive of the European Parliament and of the Council on adequate minimum wages in the European Union (COM(2020) 682 final), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020PC0682>.

(the pay transparency directive) <sup>(19)</sup> in 2023 represents a further significant step towards tackling gender discrimination in employment matters, addressing the gender pay and pensions gaps in the EU and increasing women's economic and financial independence. The directive envisages that the Commission may consider updating existing Union guidelines and developing practical guidance on gender-neutral job evaluation, in consultation with EIGE (recital 26 and Article 4(3) of the directive). EIGE's activities in supporting this task started in 2024 and will conclude in 2026.

Achieving gender balance in decision-making and politics remains a core gender equality priority. There are far too few women in leading positions, and equal representation is crucial for successful leadership and is a necessary precondition for a well-functioning democracy. With the adoption of **Directive (EU) 2023/970 on improving the gender balance on corporate boards** <sup>(20)</sup>, the Commission and Member States will continue to lead by example in ensuring gender parity in the EU. The directive is aimed to ensure that gender balance is sought on the corporate boards of listed companies across the EU, while enabling flexibility for Member States that have already adopted equally effective measures. The Commission calls on EIGE to continue the monitoring of the progress related to gender balance in economic decision-making. The Commission has also initiated a **defence of democracy package** <sup>(21)</sup>, which will bring together legislative and non-legislative measures to promote resilient and secure elections at the EU, national and local levels and support a culture of democratic participation in the EU beyond elections. This policy context makes clear the importance of EIGE's work on gender-sensitive parliaments and its data collection on women and men in decision-making, including on gender balance in corporate decision-making positions in the EU's largest listed companies throughout 2025–2027.

Following negotiations in the European Parliament and in the Council, directives (Directive (EU) 2024/1499 and Directive (EU) 2024/1500) laying down standards for equality bodies were adopted on 7 May 2024. Specifically, Directive (EU) 2024/1500 helps prevent sex discrimination in the workplace by strengthening the independence and functioning of the EU's equality bodies. Equality bodies must carry out activities to prevent discrimination and promote equal treatment as derived from the gender equality directives. Such activities may include promoting positive action and gender mainstreaming among public and private entities. In carrying out such activities, equality bodies can take into consideration specific situations of disadvantage resulting from intersectional discrimination, which is understood as discrimination based on a combination of sex and one or more of the grounds protected under Directives 79/7/EEC, 2000/43/EC, 2000/78/EC and 2004/113/EC. The proposed mechanism to monitor the implementation of the two directives on standards for equality bodies entrusts the role of collecting and analysing relevant data to EIGE <sup>(22)</sup>.

Introduced in 2020, the second 5-year digital strategy, **shaping Europe's digital future** <sup>(23)</sup>, addresses the profound changes resulting from digital technologies. It focuses on three key objectives: technology that

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<sup>(19)</sup> Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 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 (OJ L 132, 17.5.2023, p. 21), <http://data.europa.eu/eli/dir/2023/970/oj>.

<sup>(20)</sup> Directive (EU) 2022/2381 of the European Parliament and of the Council of 23 November 2022 on improving the gender balance among directors of listed companies and related measures (OJ L 315, 7.12.2022, p. 44), <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32022L2381>.

<sup>(21)</sup> European Commission (n.d.), 'Defending European democracy – Communication', European Commission website, accessed 27 November 2024, [https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13730-Defending-European-democracy-Communication\\_en](https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13730-Defending-European-democracy-Communication_en).

<sup>(22)</sup> European Commission (2022), Proposal for a directive of the European Parliament and of the Council on standards for equality bodies in the field of equal treatment and equal opportunities between women and men in matters of employment and occupation, and deleting Article 20 of Directive 2006/54/EC and Article 11 of Directive 2010/41/EU (COM(2022) 688 final), <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52022PC0688>.

<sup>(23)</sup> European Commission (n.d.), 'Shaping Europe's digital future', European Commission website, accessed 27 November 2024, [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/shaping-europes-digital-future\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/shaping-europes-digital-future_en).

works for people, a fair and competitive economy and an open, democratic and sustainable society. The ambitions of these objectives include investing in digital skills, protecting people from cyber threats and ensuring that artificial intelligence is developed in ways that respect people’s rights and earn their trust; these ambitions are particularly pertinent from a gender equality perspective. In 2024, the Council and the EP reached an agreement on a proposed directive to improve working conditions for platform workers, which would support many women and men in the EU in gaining **access to employment rights** <sup>(24)</sup>. This directive should further promote gender equality in the labour market by combating gender biases embedded in algorithmic tools and reducing the share of workers in precarious working conditions.

The Commission’s **better regulation agenda** <sup>(25)</sup> proposed several improvements to the EU policymaking process. These include mainstreaming the SDGs and improving how the policymaking process addresses emerging socioeconomic challenges, such as recovery from the COVID-19 pandemic, or challenges in relation to the 14 overall megatrends identified in the Commission’s strategic foresight agenda <sup>(26)</sup>. These global megatrends (e.g. widening inequalities, the changing nature of work, accelerating technological change and climate change) are long-term driving forces that are observable now and will probably significantly influence the future in many fields, including gender equality. The updated better regulation agenda commits to recognising and reporting on a broader range of impacts across all stages of the policy cycle, including evaluation. This includes **reporting on gender equality and the green transition** (notably, their socially just and fair dimensions). It also emphasises **strategic foresight** <sup>(27)</sup> as an integral part of policymaking in order to support the Commission in analysing socioeconomic trends and being better prepared for the future.

The **European Green Deal** is a growth strategy that aims to transform the EU into a fair and prosperous society and respond to the challenges of climate change. It also aims to conserve and enhance the EU’s natural capital and protect the health and well-being of citizens from environment-related risks and impacts. The Commission is committed to ensuring that the green transition is just and inclusive and **leaves no one behind** <sup>(28)</sup>. The European Green Deal recognises that all EU actions and policies should unite to help the EU achieve a successful and just transition towards a sustainable future. As the EU gender equality strategy for 2020–2025 emphasises, green policies tackling climate change affect women and men differently, and only evidence- and data-based gender and intersectional approaches and interventions can ensure that no one is left behind.

The **Recovery and Resilience Facility (RRF)** is a temporary instrument that is the centrepiece of [NextGenerationEU](#) – the EU’s plan to emerge stronger and more resilient from the current crisis.

Through the RRF, the Commission raises funds by borrowing on the capital markets (issuing bonds on behalf of the EU). These are then available to its Member States, to implement ambitious reforms and investments that:

- make their economies and societies more sustainable, resilient and prepared for the [green](#) and [digital](#) transitions, in line with the EU’s priorities;

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<sup>(24)</sup> <https://www.consilium.europa.eu/en/press/press-releases/2023/12/13/rights-for-platform-workers-council-and-parliament-strike-deal/>.

<sup>(25)</sup> European Commission (n.d.), ‘Better regulation: Why and how’, European Commission website, accessed 27 November 2024, [https://commission.europa.eu/law/law-making-process/planning-and-proposing-law/better-regulation\\_en](https://commission.europa.eu/law/law-making-process/planning-and-proposing-law/better-regulation_en).

<sup>(26)</sup> European Commission (2024), ‘The megatrends hub’, European Commission website, accessed 27 November 2024, [https://knowledge4policy.ec.europa.eu/foresight/tool/megatrends-hub\\_en](https://knowledge4policy.ec.europa.eu/foresight/tool/megatrends-hub_en).

<sup>(27)</sup> European Commission (2021), Commission communication – Better regulation: Joining forces to make better laws (COM(2021) 219 final), <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=COM:2021:219:FIN>.

<sup>(28)</sup> European Commission (2021), Commission communication – Better regulation: Joining forces to make better laws (COM(2021) 219 final), <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=COM:2021:219:FIN>.

- address the challenges identified in country-specific recommendations under the [European semester](#) framework of economic and social policy coordination.

The RRF is also the main instrument for the implementation of the [repowerEU plan](#) – the Commission’s response to the socioeconomic hardships and global energy market disruption caused by Russia’s aggression against Ukraine. Regulation (EU) 2021/241 (the RRF regulation) <sup>(29)</sup> acknowledges that ‘women have been particularly affected by the COVID-19 crisis as they represent the majority of healthcare workers across the Union and struggle in balancing unpaid care work with their employment responsibilities.’ Article 18(4)(o) of the RRF regulation requires Member States to explain how their national recovery and resilience plans are expected to contribute to ‘gender equality and equal opportunities for all and the mainstreaming of those objectives’. For some Member States, gender equality measures also contribute to addressing their respective country-specific recommendations.

The Commission will continue to fund and promote actions to progress gender equality by means of **various EU funding instruments**, including socially responsible criteria (e.g. gender equality) in public procurement. Article 9 of Regulation (EU) No 2021/1060 (the common provisions regulation) for shared management funds covering 2021–2027 establishes gender equality as a horizontal principle and mandates gender mainstreaming and the integration of a gender perspective throughout the preparation, monitoring, report and evaluation of programmes <sup>(30)</sup>. Under the better lawmaking framework <sup>(31)</sup>, the Commission will assess the gender impact of its activities and measure expenditure on gender equality in the 2021–2027 **multiannual financial framework (MFF)**. The 2024 midterm review of the MFF, as well as 2025–2027 preparations and negotiations for the next MFF, might reveal the need to further promote equal opportunities in the EU budget and across all funding programmes through gender mainstreaming.

In line with its founding regulation, EIGE will continue to collect data, provide research, develop tools for gender mainstreaming and make policy recommendations on gender equality. The joint institutional responsibility outlined in the EU gender equality strategy for 2020–2025 notes the high added value and expectations regarding EIGE’s work: ‘EIGE will also provide data and research to feed into the evidence-based policy-making of EU institutions and Member States.’

## 1.2. Gender equality challenges

Many of the gender equality challenges identified several decades ago by the Beijing Platform for Action (BPfA) remain relevant today and are outlined in the EU gender equality strategy for 2020–2025. In 2020, EIGE’s *Beijing + 25* report <sup>(32)</sup> showed that no country had yet fully completed the BPfA objectives outlined in 1995. The report tracked progress against these long-standing challenges and assessed new issues that had emerged in recent years, including those arising from digitalisation, the green transition and the growing

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<sup>(29)</sup> Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility (OJ L 57, 18.2.2021, p. 17), <http://data.europa.eu/eli/reg/2021/241/oj>.

<sup>(30)</sup> Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, the Just Transition Fund and the European Maritime, Fisheries and Aquaculture Fund and financial rules for those and for the Asylum, Migration and Integration Fund, the Internal Security Fund and the Instrument for Financial Support for Border Management and Visa Policy (OJ L 231, 30.6.2021, p. 159), <http://data.europa.eu/eli/reg/2021/1060/oj>.

<sup>(31)</sup> Interinstitutional agreement between the European Parliament, the Council of the European Union and the European Commission on better law-making (OJ L 123, 12.5.2016, p. 1), [http://data.europa.eu/eli/agree\\_interinstit/2016/512/oj](http://data.europa.eu/eli/agree_interinstit/2016/512/oj).

<sup>(32)</sup> EIGE (2020), *Beijing + 25: The fifth review of the implementation of the Beijing Platform for Action in the EU Member States*, Publications Office of the European Union, Luxembourg, [https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language_content_entity=en).

backlash against women's rights and gender equality. EIGE's *Beijing + 30* report will be published in 2025 and provide an overview of these challenges up to the second half of 2024. Emerging research, including on the basis of EIGE's work on strategic foresight, shows that the COVID-19 pandemic highlighted and worsened many of these issues, including violence against women, women's labour market situation, the frailty of care sectors, the need for gender-sensitive COVID-19 recovery policies, and long-term effects on the health of women and men. Russia's war of aggression against Ukraine brought further security, migration, social and economic challenges, and gender equality is an important factor in emerging issues and solutions.

Following social, economic and geopolitical trends, gender equality challenges generally fall into several key areas:

- (1) **gender inequalities in the economy, social protection and services;**
- (2) **freedom from gender-based violence, stereotypes and stigma;**
- (3) **parity democracy, accountability and gender-responsive institutions;**
- (4) **peaceful and inclusive societies.**

Selected gender equality challenges across these themes are described briefly below.

### 1.2.1. Gender inequalities in the economy, social protection and services

Notwithstanding some progress in recent decades, gender inequalities persist in the labour market. This includes lower pay rates for women than for men, particularly women from certain vulnerable ethnic and migrant backgrounds and lone mothers. Once in the labour market, women are more likely to have jobs that are precarious, untenured and part-time. The COVID-19 crisis had a particular negative effect on women's jobs, with pandemic containment measures strongly impacting temporary, part-time and informal workers.

Employment inequalities are embedded in the **disproportionate share of unpaid care work** carried out by women. EIGE's 2023 survey<sup>(33)</sup> showed that the consequences of unpaid care work differ considerably by gender and confirmed the tendency for women to take on care work and reduce their working hours (15.5 % of employed women involved in unpaid care reduced their hours, compared with 12.2 % of men) and for men to assume the financial burden by increasing paid work (6.8 % of employed women involved in unpaid care increased their hours, compared with 10.2 % of men), possibly compensating for income losses within the same household<sup>(34)</sup>. In 2021, every fourth woman (26 %) worked part-time due to caring duties (compared with 5 % of men)<sup>(35)</sup>, while 6 in 10 employed women (60 %) experienced some change in employment as a result of childcare responsibilities, compared with 17 % of employed men<sup>(36)</sup>. Characteristics of women's employment conditioned by informal care responsibilities draw attention to a substantial and persistent **gender pay gap** in the EU (13 % in 2021), as well as a **gender pension gap**. Gender inequalities in the labour market also contribute to other inequalities over the life course, as women accumulate less experience in the labour market, lower lifetime earnings and fewer pension rights. This puts them at greater risk of poverty than men, particularly when taking care of children, without a partner or in older age. The share of unpaid work has been recognised as a major determinant of who was affected most during and in the aftermath of the COVID-19 crisis. Those with higher shares of

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<sup>(33)</sup> Results of EIGE's 2023 Survey of Gender Gaps in Unpaid Care, Individual and Social Activities are presented in the Gender Equality Index 2023 focusing on the European Green Deal (<https://eige.europa.eu/gender-equality-index/thematic-focus/green-deal>).

<sup>(34)</sup> European Commission (2023), *2023 Report on Gender Equality in the EU*, Publications Office of the European Union, Luxembourg, [https://commission.europa.eu/system/files/2023-04/annual\\_report\\_GE\\_2023\\_web\\_EN.pdf](https://commission.europa.eu/system/files/2023-04/annual_report_GE_2023_web_EN.pdf).

<sup>(35)</sup> EU Labour Force Survey (lfsa\_epgar).

<sup>(36)</sup> EIGE (2021), *Gender inequalities in care and consequences for the labour market*, Publications Office of the European Union, Luxembourg, <https://eige.europa.eu/publications-resources/publications/gender-inequalities-care-and-consequences-labour-market>.

unpaid work lost most – they could not keep their jobs due to intensified care needs at home, needed to reduce working hours and underwent increased work–life balance conflicts, including burnout (especially those in the medical field).

The share of informal care is largely determined by the **lack of affordable and good-quality care services and infrastructure**. Investment in national ECEC and long-term care services strongly relates to gender equality outcomes in society. Statistical analysis of the impact of a variety of family-friendly measures (e.g. parental leave, flexible working arrangements, childcare provision) on women’s labour market participation shows that the provision of subsidised ECEC services has the most significant impact on reducing gender gaps in employment <sup>(37)</sup>. It also shows that unpaid care distribution is one of the main obstacles to progress on gender equality <sup>(38)</sup>.

**Technological advancements and digital solutions**, ranging from the world of work to cyber violence, are transforming people’s lives, with **positive and negative effects on gender equality**. The digital transformation of economies, for example, opens new prospects, but may exacerbate long-standing gender inequalities. In recent years, the number of women in **platform work** has grown, accelerating with the COVID-19 pandemic and the expansion of digital forms of work. Platform work is gender segregated and often involves limited or no access to maternity and parental leave, sick pay and unemployment benefits. Despite efforts to increase women’s participation in science and technology occupations, the 2021 women in digital scoreboard <sup>(39)</sup> showed a substantial **gender gap in specialist digital skills**, with women accounting for only 19 % of ICT specialists and about one third of science, technology, engineering and mathematics graduates. The spread of **telework** as a working arrangement in the context of the COVID-19 pandemic may have helped some women to remain in employment during the crisis. However, seeing telework primarily as an option for women with caring duties holds a major risk of reinforcing gender roles and making telework a highly feminised alternative to office-based work. For example, it may particularly affect the salaries and career progression of women with children due to increased invisibility compared with male colleagues working from the office.

### 1.2.2. Freedom from gender-based violence, stereotypes and stigma

Women experience **gender-based violence, stereotypes and stigma**, leading to persistent gender inequalities throughout various areas of life. Recent years have seen a dramatic rise in forms of gender-based **cyber violence**, grounded in the increased use of digital technologies such as computers and smartphones, and maximised by constant connectivity. Like other forms of gender-based violence, the roots of this form of digitised violence are embedded in structural inequalities between women and men and linked to media reproductions of **gender stereotypes**. The false perception of cyber violence as less significant than other types of violence limits awareness and acceptance of and action to tackle cyber violence against women and girls. Despite a growth in the prevalence of cyber violence against women and girls, there are important shortcomings in both the legal and policy frameworks and in data collection processes across the EU.

Generally, it is not possible to determine the full **extent of violence against women at the EU level**, largely due to differences in national legal and monitoring systems and under-reporting. As many as 1 in 2

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<sup>(37)</sup> EIGE (2019), *Gender Equality Index 2019 – Work–life balance*, Publications Office of the European Union, Luxembourg, <https://eige.europa.eu/publications/gender-equality-index-2019-work-life-balance>.

<sup>(38)</sup> EIGE (2022), ‘Gender Equality Index 2022: Gender equality under threat, specific groups hardest hit’, news article, 24 October, <https://eige.europa.eu/newsroom/news/gender-equality-index-2022-gender-equality-under-threat-specific-groups-hardest-hit#:~:text=The%20freshly%20launched%20Gender%20Equality,points%20higher%20than%20in%202010.>

<sup>(39)</sup> European Commission (2021), ‘Women in digital scoreboard 2021’, news article, 20 October, <https://digital-strategy.ec.europa.eu/en/news/women-digital-scoreboard-2021>.

women in the EU have experienced **sexual harassment**, while 1 in 3 have been affected by **physical and/or sexual violence**. Women and girls account for more than two thirds of victims of **trafficking in human beings** and they are overwhelmingly trafficked for sexual exploitation. The risks of human trafficking increased significantly with Russia's war of aggression against Ukraine <sup>(40)</sup>. In addition, international organisations have reported mounting evidence of **rape and sexual violence against women and girls** in Ukraine <sup>(41)</sup>.

**A rise of movements and initiatives opposing gender equality** has led to restrictive legislative measures and initiatives hostile to those defending women's rights and gender equality, such as smear campaigns against women's rights civil-society organisations (CSOs) and physical and virtual attacks against women politicians, journalists and human rights activists. These so-called anti-gender movements have contested the role and significance of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (the Istanbul Convention); politicians, opinion leaders and the media have spread misinformation that 'gender' has a hidden politicised meaning in order to generate opposition to the convention's ratification at the national and EU levels. The COVID-19 crisis has shown the importance of improvement: the extreme circumstances of the pandemic forced more women to spend an increased amount of time in abusive situations while isolated from their usual support networks, and spikes in domestic violence were reported across the EU during that time. In addition, the COVID-19 pandemic and associated lockdown measures increased reliance on digital tools in daily life, with evidence suggesting that this has amplified cyber violence, in particular against women and girls.

### 1.2.3. Parity democracy, accountability and gender-responsive institutions

Balanced representation of women and men in different policy areas and in **decision-making positions**, including in politics, has yet to be achieved. Despite the availability of **gender mainstreaming** tools and methods, including from EIGE, gender impact assessment and gender budgeting are not regularly used in policymaking processes or to design gender-sensitive policies. As noted in EIGE's latest report on effective structures for gender equality and gender mainstreaming in the EU <sup>(42)</sup> and the *Beijing + 25* review <sup>(43)</sup>, the approach to mainstreaming gender across different areas of EU and national policy is fragmented and shows a lack of continuity and progress. This is in part due to the lack of resources and limited capacity of gender equality bodies. Tools to support gender mainstreaming activities, including gender budgeting, gender equality training and gender impact assessment, are not widely used. In parallel, numerous challenges remain in the production and use of **gender statistics**. Data needs to be disaggregated by sex, and challenges and concerns related to women and men in society must be better reflected within the data's underlying concepts, definitions and measurement types.

One of the EU priorities and policy areas where the lack of gender-balanced representation and participation is prominent and persistent is tackling **environmental challenges and climate change**. While everyone is affected by the impact of climate change, those most vulnerable tend to be women, due

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<sup>(40)</sup> Euronews (2022), "'Huge risk' Ukrainian children can fall into trafficking, says EU Commissioner", news article, 21 March, <https://www.euronews.com/2022/03/21/huge-risk-ukrainian-children-can-fall-into-trafficking-says-eu-commissioner>.

<sup>(41)</sup> United Nations (2022), 'Mounting reports of crimes against women, children in Ukraine raising "red flags" over potential protection crisis, Executive Director tells Security Council', Security Council meetings coverage, 11 April, <https://www.un.org/press/en/2022/sc14857.doc.htm>.

<sup>(42)</sup> EIGE (2023), *The Pathway to Progress: Strengthening effective structures for gender equality and gender mainstreaming in the EU*, Publications Office of the European Union, Luxembourg, <https://eige.europa.eu/publications-resources/publications/pathway-progress-strengthening-effective-structures-gender-equality-and-gender-mainstreaming-eu>.

<sup>(43)</sup> EIGE (2020), *Beijing + 25: The fifth review of the implementation of the Beijing Platform for Action in the EU Member States*, Publications Office of the European Union, Luxembourg, [https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language_content_entity=en).

in part to persistent societal inequalities, as women have fewer resources with which to mitigate the impacts of climate change. Despite gender differences in environmental behaviours and attitudes, and growing evidence of the gendered impacts of climate change, EU climate change policy has largely omitted gender equality concerns and perspectives. The dominance of men in environmental sectors and decision-making across most Member States weakens the influence of women in areas that will become more important as the EU takes further steps to tackle climate change.

Russia's war of aggression against Ukraine has highlighted the importance of women acting as fundamental forces for leadership in **conflict resolution** and the **promotion of lasting peace** at all levels. A number of EU policies acknowledge the importance of women's participation in EU external action, security and peace building; for example, the EU is actively implementing UN Security Council Resolution 1325 on Women, Peace and Security and placing it at the centre of the full spectrum of the EU common foreign and security policy<sup>(44)</sup>. Similarly, the action plan on gender equality and women's empowerment in external action<sup>(45)</sup> puts a renewed emphasis on the need to strengthen women's participation in policy and governance processes at all levels. However, while women contribute strongly to peace building at the local level, their access to formal, high-level peace processes remains disproportionately low<sup>(46)</sup>.

#### 1.2.4. Peaceful and inclusive societies

Women and men living in the EU come from many **different socioeconomic, educational and cultural backgrounds**. Women and men in all their diversity face different realities, which can result in intersecting inequalities and multiple types of discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age, gender identity or sexual orientation. For example, women and men with disabilities have higher unmet health needs. As many as 7 % of women and 6 % of men with disabilities have experienced an unmet need for medical services (compared with 4 % of women and 3 % of men among the total population)<sup>(47)</sup>.

Certain life circumstances, including being a refugee or asylum seeker, or being economically dependent, can increase women's vulnerability to various forms of inequality and gender-based violence. For example, women often face various gendered challenges in accessing asylum, including difficulties in travelling (for financial or cultural reasons), lack of awareness of their rights, greater difficulties in proving the harm they have experienced (e.g. if this took place in the private sphere), the presence of family members during the asylum process, and trauma or shame. Women and girls on the move are also at serious risk of gender-based and sexual violence throughout their journeys<sup>(48)</sup>.

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<sup>(44)</sup> European Union External Action (2024), 'Implementing the women, peace and security agenda', strategic communication, 11 November, [https://www.eeas.europa.eu/eeas/implementing-women-peace-and-security-agenda\\_en](https://www.eeas.europa.eu/eeas/implementing-women-peace-and-security-agenda_en).

<sup>(45)</sup> European Commission (2020), 'Gender action plan – Putting women and girls' rights at the heart of the global recovery for a gender equal world', press release, 25 November, [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_20\\_2184](https://ec.europa.eu/commission/presscorner/detail/en/ip_20_2184).

<sup>(46)</sup> EIGE (2020), *Beijing + 25: The fifth review of the implementation of the Beijing Platform for Action in the EU Member States*, Publications Office of the European Union, Luxembourg, [https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language_content_entity=en).

<sup>(47)</sup> EIGE (2021), *Gender Equality Index 2021: Health*, Publications Office of the European Union, Luxembourg, [https://eige.europa.eu/publications-resources/toolkits-guides/gender-equality-index-2021-report?language\\_content\\_entity=en#:~:text=EIGE's%20Index%20shows%20it%20will,gender%20equality%20in%20the%20EU](https://eige.europa.eu/publications-resources/toolkits-guides/gender-equality-index-2021-report?language_content_entity=en#:~:text=EIGE's%20Index%20shows%20it%20will,gender%20equality%20in%20the%20EU).

<sup>(48)</sup> EIGE (2020), *Beijing + 25: The fifth review of the implementation of the Beijing Platform for Action in the EU Member States*, Publications Office of the European Union, Luxembourg, [https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states?language_content_entity=en).

In 2022, Russia’s war of aggression against Ukraine led millions of Ukrainians, mainly women with children, to flee the country. Displaced women and children experience stress and trauma, health complications (particularly pregnant women), injury and the risk of gender-based violence, sexual exploitation and human trafficking. Women victims of sexual violence need access to sexual and reproductive health services. Women also typically take on caring roles for children and older relatives, which increases their need for support and protection.

EIGE aims to contribute to **gender equality progress by tackling this wide spectrum of challenges** with all of its actions. The institute’s short- and medium-term objectives ensure continuity of work on long-standing issues, alongside a focus on emerging issues, including those at the core of forthcoming EU policy initiatives. During 2025–2027, EIGE’s work will be streamlined to tackle thematic priorities (see Section 2). This does not lessen the importance of other gender equality challenges, such as the backlash against women’s rights and gender equality or work–life balance, but rather implies that selected areas of gender (in)equality, such as **gender-based violence against women, gender inequality in decision-making, gender care gaps, environmental concerns and security and migration concerns**, may be more prominent on the working agenda. EIGE will ensure an intersectional approach in its work, in line with the European Commission’s strategies as part of its Union of equality vision (e.g. the LGBTIQ equality strategy for 2020–2025 and the strategy for the rights of persons with disabilities for 2021–2030).

### 1.3. EIGE’s response to the policy context and gender equality challenges

The EU gender equality strategy for 2020–2025, the Task Force on Equality and the Commission’s firm commitment to gender mainstreaming within relevant portfolios (see Section 1.1) have all increased the need for evidence-based information and resources on gender equality, as well as technical assistance in implementing gender equality, particularly gender mainstreaming. More specifically, EIGE is experiencing a continuous increase in requests for support to monitor gender equality objectives and in relation to specific topics, such as gender-responsive budget tagging, gender mainstreaming in human resources (HR) policies or gender action plans for institutional transformation.

Due to growing recognition of the **Gender Equality Index** as a monitoring tool to assess gender equality progress in the EU, the Index has been released annually since 2019. The EU gender equality strategy for 2020–2025 recognises the Index as a **key benchmark for gender equality** and has established the Gender Equality Strategy Monitoring Portal<sup>(49)</sup>, which builds on the Index. This adds high political relevance to annual Index releases. Since 2019, the Index has chosen a thematic focus on an area of high political relevance (work–life balance in 2019, digitalisation and the future of work in 2020, health in 2021, care and the COVID-19 pandemic in 2022, the European Green Deal in 2023 and violence against women in 2024). This enables a broader context for the interpretation of Index scores and more comprehensive analysis of gender inequalities in selected areas. In 2022, EIGE began to collect stakeholder feedback on the conceptual and methodological aspects of the Index in preparation for a more substantial update (to be completed in 2025).

In 2022, **EIGE’s second external evaluation**<sup>(50)</sup> recognised that the Gender Equality Index and its thematic focuses place and maintain various gender equality issues on political agendas at both the EU and

<sup>(49)</sup> European Commission (n.d.), ‘Gender Equality Strategy Monitoring Portal’, European Commission website, accessed 27 November 2024, <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

<sup>(50)</sup> European Commission (2022), *Second independent external evaluation of the European Institute for Gender Equality*, Brussels, [https://commission.europa.eu/system/files/2023-02/EIGE\\_2nd\\_External\\_Evaluation\\_Final\\_Report\\_112022\\_EN.pdf](https://commission.europa.eu/system/files/2023-02/EIGE_2nd_External_Evaluation_Final_Report_112022_EN.pdf).

national levels. It has proved a valuable tool for EU and national policymaking work. The evaluation also recognised the key role of the Index in advancing an intersectional approach in EIGE’s research and communications <sup>(51)</sup>.

In 2024, EIGE carried out the second wave of the **EU-wide Survey of Gender Gaps in Unpaid Care, Individual and Social Activities (CARE survey)**. The overall objective of the survey is to focus on time-use data collection and to fill the data gaps in the EU policy priority areas of work–life balance and gender inequality in informal care. The survey covers several thematic areas: informal long-term care, informal childcare, access to care services, housework, leisure, volunteering/charitable/political activities, work–life balance, gender norms, health and well-being, means of transport used, use of digital tools, and environmental considerations, including in care activities. Since 2023, the survey data has improved the capacity of the Gender Equality Index to capture changes in the domain of time in a conceptually sound, coherent and regular way. This EU-wide data contributed to monitoring the EU gender equality strategy for 2020–2025 <sup>(52)</sup>, for which closing the gender care gap is a key objective. In 2022, the European Commission presented the European care strategy, which called on EIGE to collect data regularly, develop indicators and carry out analyses of the gender care gap, the gender pay gap, the use of time in paid and unpaid work and individual and social activities of women and men with care responsibilities, and their work arrangements throughout their working lives <sup>(53)</sup>. The second-wave survey data will be presented in the Gender Equality Index 2025 and thematic reports responding to broader policy needs. The third wave of the survey is envisaged in 2027, subject to budget availability.

Since 2010, the **presidencies of the Council of the European Union have requested EIGE’s contributions**, increasing the scope of its research to support decision-making at the EU level. Since 2022, the thematic focus of the Gender Equality Index has supported the presidency of the second semester, while reports focusing on BPfA implementation have supported the presidency of the first semester. The presidencies’ requested research topics have enabled EIGE to work on priority policy issues, such as emerging gender equality outcomes of the COVID-19 crisis (2020–2021), gender inequalities in artificial intelligence and platform work (2020–2021), psychological violence against women and coercive control (2021–2022), young women and men in the aftermath of the COVID-19 pandemic (2021–2022), gender equality and gender mainstreaming in the COVID-19 recovery (2022–2023), work–life balance and bridging the gender care gap (2022–2023) and gender inequality and financial independence (2023–2024). In 2023, EIGE initiated the *Beijing + 30* review (draft report due in 2024, for publication in 2025), making another important contribution to the assessment of progress in gender equality across the 12 areas of the BPfA since 2019. The study will present recommendations on possible policy actions to promote gender equality post-2025 and strengthen the monitoring of gender equality in the EU. It will also 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. by the Commission on the Status of Women).

In 2022, **EIGE’s second external evaluation** noted the important contribution of EIGE’s BPfA reports to Council conclusions and beyond. For example, EIGE’s research on topics such as care, work–life balance and women and men in decision-making informed the policymaking work of the EP Committee on Women’s

<sup>(51)</sup> EIGE (2023), ‘EIGE has successfully established itself as EU knowledge centre for gender equality, external evaluation finds’, news article, 15 February, <https://eige.europa.eu/newsroom/news/eige-has-successfully-established-itself-eu-knowledge-centre-gender-equality-external-evaluation-finds>.

<sup>(52)</sup> European Commission (2023), *2023 Report on Gender Equality in the EU*, Publications Office of the European Union, Luxembourg, [https://commission.europa.eu/system/files/2023-04/annual\\_report\\_GE\\_2023\\_web\\_EN.pdf](https://commission.europa.eu/system/files/2023-04/annual_report_GE_2023_web_EN.pdf).

<sup>(53)</sup> European Commission (2022), ‘A European care strategy for care givers and care receivers’, press release, 7 September, [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_22\\_5169](https://ec.europa.eu/commission/presscorner/detail/en/ip_22_5169).

Rights and Gender Equality, cross-country analysis and examples from other Member States. Member States found the BPfA indicators very useful for measuring progress on national gender equality strategies.

Building on its extensive experience in work–life balance and informal care, EIGE will continue to support **the monitoring of work–life balance and care-related initiatives and measures** across the EU by providing relevant data (e.g. EIGE’s CARE survey) and informing policy discussions, including through the development of gender care gap indicators. Together with the European Commission’s Directorate-General (DG) for Justice and Consumers and the Joint Research Centre, EIGE will continue to support updates of the Gender Equality Strategy Monitoring Portal <sup>(54)</sup>.

EIGE’s work on **gender-based violence** against women and girls is driven by the need to support the EU and Member States to implement a legislative framework. It is well aligned with EU directives such as Directive (EU) 2024/1385 on combating violence against women and domestic violence <sup>(55)</sup>, Directive 2012/29/EU (the Victims’ Rights Directive) <sup>(56)</sup> and Directive 2011/99/EU (the European Protection Order directive) <sup>(57)</sup>, as well as with Regulation 2022/2065/EU amending Directive 2000/31/EC (the Digital Services Act) <sup>(58)</sup> and international legal or policy frameworks such as the Istanbul Convention and the BPfA that require Member States to uphold commitments to tackle gender-based violence.

Since 2010, EIGE has continuously carried out **research and collected data that is not otherwise available or comparable** to support institutions and experts working to prevent and combat gender-based violence in the EU and beyond. In 2024, EIGE provided prevalence data on violence against women as part of the joint FRA–EIGE Violence against Women Survey (VAW II survey), in close cooperation with Eurostat, in addition to administrative data on reported cases collected by the police and justice sectors. The results and analysis support the Commission and Member States to prevent and combat violence against women. The prevalence data is complemented by analysis of the administrative data on reported violence against women and domestic violence, as recorded by the police and justice sectors and collected in 2023. EIGE also assesses Member States’ progress on improving their violence against women data collection systems and will analyse the data gathered from an intersectional perspective (to the extent possible).

In 2022, **EIGE’s second external evaluation** noted that the gender- and child-specific recommendations developed by EIGE to help Member States implement the Victims’ Rights Directive were an example of a key EU action in the thematic area of combating gender-based violence and protecting and supporting victims. It also referenced EIGE’s publications on cyber violence against women and girls and gender-specific measures in anti-trafficking actions as key publications that link directly to EU funding schemes and policy measures.

**Cyber violence against women and girls** has been augmented and facilitated by the global reach of the internet and by the COVID-19 pandemic and associated lockdown measures. EIGE aims to expand its data

<sup>(54)</sup> European Commission (n.d.), ‘Gender Equality Strategy Monitoring Portal’, European Commission website, accessed 27 November 2024, <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

<sup>(55)</sup> [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ%3AL\\_202401385](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ%3AL_202401385).

<sup>(56)</sup> Directive 2012/29/EU of the European Parliament and of the Council of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime, and replacing Council Framework Decision 2001/220/JHA (OJ L 315, 14.11.2012, p. 57), <http://data.europa.eu/eli/dir/2012/29/oj>.

<sup>(57)</sup> Directive 2011/99/EU of the European Parliament and of the Council of 13 December 2011 on the European Protection Order (OJ L 338, 21.12.2011, p. 2), <http://data.europa.eu/eli/dir/2011/99/oj>.

<sup>(58)</sup> Regulation (EU) 2022/2065 of the European Parliament and of the Council of 19 October 2022 on a single market for digital services and amending Directive 2000/31/EC (Digital Services Act) (OJ L 277, 27.10.2022, p. 1), <http://data.europa.eu/eli/reg/2022/2065/oj>.

collection and research to cover this emerging and evolving form of gender-based violence. By providing critical research and expertise and collecting unique survey data (e.g. through the VAW II survey to support the EU Survey on Gender-Based Violence (EU-GBV survey) coordinated by Eurostat), EIGE can help the EU and Member States to understand the scale of the problem of cyber violence against women and girls. Following the development of a measurement framework and indicators, EIGE will assess Member States' statistical capabilities to collect administrative data on the specific forms of cyber violence included in the Directive (EU) 2024/1385 on combating violence against women and domestic violence.

The EU victims' rights strategy for 2020–2025 outlined further actions to ensure that victims can fully enjoy their rights, including by means of the Victims' Rights Platform. The EU victims' rights strategy calls on EU agencies to cooperate to strengthen justice for victims. More specifically, it calls on EU agencies, such as the EU Agency for Criminal Justice Cooperation (Eurojust), FRA and EIGE, to report on how to improve cooperation and exchange of information and good practices between competent authorities in cross-border cases. EIGE is cooperating with Eurojust to assess the challenges of implementing the European Protection Order directive, and how the European Protection Order can be granted to victims moving or travelling across the EU.

The EU security union strategy for 2020–2025 establishes '**a strong European security ecosystem**' as a strategic priority. It highlights **domestic violence** as a serious security concern. In light of changes in the security landscape, such as those due to Russia's war of aggression against Ukraine, risks of gender-based violence, particularly sexual violence and trafficking for sexual exploitation, forced or coerced prostitution, are increasing. In response to the emerging issues of **violence against women in conflicts and crises**, EIGE initiated additional research – in 2022 on the availability of specialised support services for refugee victims of conflict-related sexual violence and the challenges of providing and accessing them, and in 2024 on the use of Resolution 1325 national action plans to tackle specific forms of gender-based violence. EIGE also supports other EU agencies' work, including FRA's 2023 survey on violence and related human rights abuses against women fleeing the war in Ukraine, through its experts' knowledge on conflict-related violence.

The demand for **gender mainstreaming** knowledge and tools is growing, most notably **the need for technical assistance** to effectively implement gender mainstreaming in different policy areas. The need for sex-disaggregated data and high-quality gender statistics in the **Gender Statistics Database** has also increased, particularly for data on gender mainstreaming, women and men in decision-making, and gender-based violence, as well as for data related to particular policy areas and emerging issues. Throughout 2025–2027, EIGE will continue to set standards for mainstreaming gender into statistical data collection, production and dissemination, with an intersectional perspective where possible, as well as offering policymakers and decision-makers a solid, up-to-date tool to help monitor, identify and analyse gender gaps in the EU. EIGE will prioritise statistics that are relevant for its mandate, EU political priorities and emerging issues.

In 2022, **EIGE's second external evaluation** noted the value of the Gender Statistics Database to policymakers and decision-makers in providing reliable, comparable and regularly updated data and information on gender equality issues. The database serves as a unique centralised access point to a wide range of areas related to gender equality.

In the context of the European Commission's commitment to mainstreaming gender across the policy areas, including establishing the Task Force on Equality, EIGE supports the integration of gender equality into Commission portfolios and policymaking processes (including budgeting), while focusing on its thematic priorities. EIGE's work addresses the Commission's priority 'A new push for European democracy' in relation to **gender balance in decision-making**, including in politics, institutional transformation,

institutional mechanisms for gender equality and gender mainstreaming, and the use of gender mainstreaming methods and tools in selected policy areas. In 2025–2027, EIGE’s gender mainstreaming work will continue to support the democracy package, including the Commission’s efforts to set binding standards for equality bodies, with new data collection on and analysis of trends in the status of institutional mechanisms for gender equality and gender mainstreaming (area H of the BPfA). EIGE’s gender mainstreaming work will continue to support the European Green Deal and incorporate gender and intersectional perspectives into the green transition.

The provision of **tailored policy support and technical assistance on methods and tools** for gender mainstreaming will continue to be a cornerstone of EIGE’s response to gender equality challenges. In 2025–2027, EIGE will update all policy areas of its Gender Mainstreaming Platform and strengthen the competence development, gender analysis, intersectional perspective, good practices and funding for gender equality components of the updated policy areas, as well as future tools for gender mainstreaming.

The provision of demand-driven technical assistance to DG Budget on mainstreaming gender (i.e. gender budgeting) in the next EU long-term budget (MFF) will continue in 2025. Technical support to the Commission for the update of existing Union guidelines and development of practical guidance on gender-neutral job evaluation, initiated in 2024, will continue in 2025 and conclude in 2026 with the launch of a step-by-step toolkit on gender-neutral job evaluation and classification systems. Throughout this period, the work on the development of step-by-step toolkits will be complemented by practical guidance focusing on gender analysis, using an intersectional approach.

In 2025–2027, to respond to the growing need for technical support in gender mainstreaming and the recommendations of the second external evaluation, EIGE will introduce a help desk on gender mainstreaming. This initiative aims to meet the demand for tailor-made assistance in gender mainstreaming, while also enhancing the awareness and use of EIGE’s gender mainstreaming methods and tools in EU institutions and Member States.

In 2022, **EIGE’s second external evaluation** noted that its contribution to gender mainstreaming in policy areas traditionally regarded as gender neutral was of particular added value. It recognised that EIGE is the only EU agency with a mandate to develop practical tools to support the integration of gender equality across all EU and national policies, with the added value of being EU-specific and a primary source on gender mainstreaming for its stakeholders. The toolkits add value by bringing together common standards, examples and good practices from the Member States. The evaluation recognised increasing demand for EIGE’s expertise in gender mainstreaming, which is expected to grow further. In the context of limited resources, the evaluation recommended mapping and reviewing the gender mainstreaming needs of EU- and national-level stakeholders. It also recommended reconsidering the work on toolkit development against other options, in line with increasing stakeholders’ needs (e.g. more direct technical assistance, emerging policy areas that may require gender mainstreaming).

EIGE will build on its experience in standing up for gender equality by responding to anti-gender initiatives, as well as undertaking an overview of policy and legal interpretations of gender and gender equality. It will continue to engage with stakeholders to explore efficient strategies to respond to anti-gender initiatives and gender misinformation, for example by facilitating conversations that help to forge alliances between stakeholder groups and by developing a communications lab that explores messaging techniques.

In 2022, EIGE undertook a **thematic communication approach** with the campaign ‘An economy that works for people’, as well as continued communication on gender-based violence. In 2023, the communication campaign focus was on the European Green Deal. The 2024 communication campaign

targeted ‘A new push for European democracy’ in light of the EP elections. Topics for 2025–2027 will be decided in line with annual thematic priorities. Thematic priorities will consider global megatrends, as well as new European Commission priorities. During 2019–2024, communication topics reflected the thematic focus of the relevant Gender Equality Index and devoted attention to the domains of work, time, health and violence. Topics linked to the Index domains of money, knowledge and power may be considered for 2025 onwards.

The **COVID-19 pandemic** brought long-term changes to how **EIGE communicates with stakeholders**. EIGE is increasingly tech-savvy in its operations, including investing in **digital** conferencing solutions for events and stakeholder consultations. In an increasingly digital and more eco-conscious world, the demand for printed publications has reduced. Since 2023, EIGE has discontinued printed publications in favour of online content for its website. In 2022, EIGE donated its catalogue of physical books to Vilnius University, leaving it free to focus on providing access to digital resources.

Building on the recommendations of **EIGE’s second external evaluation** in 2022, the institute has improved its cooperation and exchanges with stakeholders, especially at the national level. Enhanced **engagement with stakeholders** has led to an increased number of requests for information, EIGE presentations and expert advice. EIGE’s own data collection, including surveys, not only provides unique information but is likely to increase the number of requests for its contributions to policy discussions and documents. To respond to growing needs for **technical assistance**, EIGE will further explore approaches to efficiently provide support to a broader range of stakeholders, covering different areas of the agency’s activities, in addition to the technical support on gender mainstreaming. A model of a ‘single-contact service desk’ will be explored for other areas of work where the support needs of stakeholders, in particular EU institutions and Member States, are increasing.

EIGE’s proactive **communications** approach has contributed to an ongoing increase in the number of media mentions each year, with an associated uptick in requests for interviews with EIGE’s experts, as well as requests for data and key research findings. EIGE will continue to use a digital and visual approach to communicating its evidence on the website and social media channels, along with new tools where necessary. This will ensure that EIGE’s communication methods continue to be relevant and impactful in a rapidly changing and increasingly digital world.

In 2022, **EIGE’s second external evaluation** noted the institute’s major steps to apply an intersectional approach to its data collection and research activities, particularly in the Gender Equality Index. Given that many stakeholders had expressed interest in more information on the intersectional aspects of gender-based violence, paid/unpaid care work, and sexual and reproductive health and rights, the evaluation recommended strengthening the intersectional approach across all of EIGE’s activities by developing an organisational strategy.

## 1.4. Key partners

By providing targeted input and support to its key stakeholders, EIGE will contribute to evidence-based policymaking and decision-making that promote gender equality. By means of continuous dialogue and cooperation with policymakers, EIGE aims to ensure that its work is in line with the policy needs of 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 may affect the future of gender equality in the EU, EIGE will continue to actively consult its stakeholders. This cooperation will be guided by

a strategic foresight approach, based on the principle of knowledge creation and information sharing in the area of gender equality. The focus will be on cooperation with its key partners, as well as on expanding its network of stakeholders across different policy areas. The findings and recommendations of EIGE's second external evaluation in 2022 will continue to be taken into account. EIGE will diversify its cooperation with national-level stakeholders by attracting CSOs, social partners and academics, and will look for ways to build on its credibility and expertise to create larger networks.

EIGE's key partners include EU institutions and Member States as policymakers and decision-makers that should integrate gender equality into their work:

- the European Commission (DG Justice and Consumers as the partner directorate),
- the EP,
- the Council of the European Union,
- national institutions responsible for gender equality,
- the trio presidency countries as a special focus.

EIGE's work is supported by its Experts' Forum, an independent advisory body established by EIGE's founding regulation. Representing all Member States, the Experts' Forum constitutes a platform for exchange of information and pooling of knowledge on gender equality issues. It plays an important role in bringing specific knowledge and expertise to EIGE that might not otherwise be available at the institute. In November 2024, a new (sixth) term of EIGE's Experts' Forum began, which sees EIGE actively engage with different topics, including in the context of its strategic foresight efforts. In line with the findings of EIGE's second external evaluation in 2022, the institute will continue its efforts to clarify and improve the role and working methods of the Experts' Forum.

In addition to stakeholders at the EU and Member State levels, EIGE cooperates with different EU agencies, EU-level social partners (e.g. the European Trade Union Confederation, BusinessEurope), equality bodies (e.g. the European Network of Equality Bodies) and relevant CSOs (e.g. the European Women's Lobby, Social Platform, the International Lesbian, Gay, Bisexual, Trans and Intersex Association Europe, the European Network against Racism, the European Disability Forum, AGE Platform Europe, Transgender Europe, the Women Against Violence Europe Network and MenEngage). EIGE has also developed closer cooperation with policy platforms such as Women Political Leaders and Women-7, as well as platforms such as International Gender Champions and LinkedIn. In line with the recommendations of EIGE's second external evaluation in 2022, the institute will extend its stakeholder networks to enhance its outreach and engagement activities.

As an EU agency working in the broader EU agencies network, EIGE seeks synergy with agencies listed in its founding regulation (e.g. the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Centre for the Development of Vocational Training (Cedefop), the European Agency for Safety and Health at Work (EU-OSHA) and FRA) and those that work on issues related to EIGE's priority topics. EIGE encourages gender mainstreaming efforts in these agencies' work programmes and aims to make EIGE's gender equality expertise available to them. As an active member of the Justice and Home Affairs (JHA) agencies' network, EIGE maintains regular close contact with all JHA agencies (the European Agency for Law Enforcement Training, the EU Agency for Law Enforcement Cooperation, Eurojust, the European Border and Coast Guard Agency, the EU Agency for Asylum, the EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice, the EU Drugs Agency (EUDA) and FRA). With the prospect of holding the presidency of the JHA agencies network in 2027, EIGE will access the trio presidency coordination in 2025. As part of that trio, EIGE will seek to bring a gender equality perspective closer to the JHA sector.

EIGE actively participates in the activities of the EU Agencies' Network on Scientific Advice and its three clusters: survey data, socioeconomic analysis and futures. Since 2022, EIGE has consulted several EU agencies (the European Environment Agency, EU-OSHA, EUDA, etc.) on embedding strategic foresight into its work. In 2025–2027, EIGE will enhance its strategic foresight efforts and actively engage various EU institutions and agencies. Its cooperation with data providers, notably through the working groups and task forces of Eurostat, the Joint Research Centre, DG Research and Innovation and EU agencies such as FRA and Eurofound, will remain particularly relevant.

EIGE's 2025–2027 work programme will seek synergy not only with other institutions but across policy areas to better highlight the most pressing gender equality challenges. To identify the relevant thematic priorities for this period, EIGE will use consultations – led by a strategic foresight approach – with a broad range of its stakeholders, ensuring intersectional perspectives, in a systematic way at all levels (see Section 2). EIGE will align its work with the political priorities of the new Commission. In light of the need to increase its efforts to work intersectionally, EIGE will seek further synergy with different Commission high-level groups and subgroups on equality data and other equality grounds.

EIGE will use its liaison office in Brussels to strengthen policy dialogue and connect its work with stakeholder needs more efficiently. EIGE's presence in Brussels helps to maintain active engagement with EU-level stakeholders. It raises the visibility and accessibility of the institute and expands EIGE's engagement with stakeholders beyond the gender equality community. With the start of a new EP mandate and a new College of the Commission at the end of 2024, the liaison office has a crucial role in connecting EIGE with relevant stakeholders at EU institutions.

To reach out to stakeholders beyond the EU, EIGE works with regional and international organisations (e.g. the Council of Europe, UN Women, the UN Economic Commission for Europe, the Organization for Security and Co-operation in Europe, the Organisation for Economic Co-operation and Development, the World Health Organization and the International Labour Organization). This work aims to maximise synergy, avoid duplication and reinforce each other's actions.

In 2025–2027, EIGE will continue its activities under a contribution agreement with the European Commission's DG Neighbourhood and Enlargement Negotiations to support the gender equality agenda in the Western Balkans and Türkiye (see Annex 11). In addition, it will explore the possibility of cooperating with Georgia, Moldova and Ukraine.

## 2. 2025–2027 multiannual programming

### 2.1. Multiannual work programme

EIGE’s 2025–2027 multiannual programming is based on the founding regulation, which lays the groundwork for the institute’s objectives (Article 2), tasks (Article 3) and areas of activity and working methods (Article 4). Article 4 stipulates that ‘the work programme of the Institute shall be in line with the Community priorities in the field of gender equality and the work programme of the Commission, including its statistical and research work.’

The programming for 2025–2027 was developed based on the outcome of internal strategic planning consultations within the institute and an assessment of stakeholders’ needs. The 2025–2027 multiannual programming was prepared in line with European Commission guidelines for the single programming document (SPD) and the consolidated annual activity report (CAAR) <sup>(59)</sup>.

The multiannual programming takes due consideration of EIGE’s second external evaluation, commissioned by the management board in 2022 in line with Article 20 of the founding regulation (see Annex 9). In accordance with the second paragraph of Article 20, the management board, in agreement with the Commission, will decide the timing of future evaluations. The common approach for EU decentralised agencies <sup>(60)</sup> recommends that evaluations take place at intervals of 5 years.

#### 2.1.1. Strategic objectives, actions and thematic priorities for 2025–2027

In line with Article 2 of the founding regulation, EIGE’s work aims to achieve three **strategic objectives** for 2025–2027:

- (1) contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex;
- (2) support the integration of a gender perspective into Union policies and the resulting national policies;
- (3) effectively promote gender equality to key stakeholders and target groups.

In order to achieve these strategic objectives, EIGE’s operational agenda comprises three **major actions**:

- (1) providing evidence by means of research and data collection;
- (2) supporting gender-responsive policies by means of gender mainstreaming and specific tools;
- (3) communicating gender equality.

EIGE’s actions are the agency’s operational backbone, ensuring long-term achievement of the strategic objectives. For several years, **thematic priorities** have also been identified to ensure that the actions (i.e. work that consumes resources and produces output) support the ongoing realities. This implies that during the specified time period, actions must be linked to the thematic priorities agreed. A major advantage of this

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<sup>(59)</sup> European Commission (2020), Commission communication on the strengthening of the governance of Union bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the single programming document and the consolidated annual activity report (COM(2020) 2297 final).

<sup>(60)</sup> European Parliament, Council of the European Union and European Commission (2012), Joint statement on decentralised agencies, Strasbourg and Brussels, 19 July, [https://european-union.europa.eu/system/files/2022-06/joint\\_statement\\_on\\_decentralised\\_agencies\\_en.pdf](https://european-union.europa.eu/system/files/2022-06/joint_statement_on_decentralised_agencies_en.pdf).

approach is enhanced synergy between actions, enabling greater structure and coherence in EIGE’s work. It also enables more timely and comprehensive input on EU policymaking. This expected synergy will enable EIGE to focus its human and budgetary resources in the most effective and efficient way.

In 2025–2027, EIGE will focus its work on three thematic priorities, in line with the European Commission’s priorities for the programming period, taking into account the European Council’s adopted strategic agenda for 2024–2029 <sup>(61)</sup>:

- (1) gender-based violence;
- (2) the twin transitions (referring to the interplay between the digital and green transitions and the need to utilise their capacity to reinforce each other; that is, digital technologies can help economies become (more) resource efficient, circular and climate neutral) <sup>(62)</sup>;
- (3) economic and social sustainability, upholding the values of a free and democratic Europe.

For this term, EIGE will follow a similar approach to communication activities, with a focus on one thematic priority per year and gender-based violence as an ongoing priority theme. In 2025, EIGE will focus its communication on the continued roll-out of the VAW II survey results. Other topics for 2025–2027 communication activities will be decided in line with EIGE’s strategic foresight approach and European Commission priorities.

EIGE’s work in 2025–2027 will reflect specific challenges in gender equality across relevant thematic priorities and with regard to emerging topics of societal interest, specifically in relation to the preparation and implementation of a new EU gender equality strategy for post-2025 and a roadmap for women’s rights. It will continue to strengthen and improve implementation of the intersectional approach across its activities.

**Gender-based violence against women and girls** is a key part of EIGE’s mandate and remains a continuous thematic priority, with a focus on the profoundly gendered nature of this form of violence. EIGE will continue to provide further research, data and tools to the EU institutions and Member States to better respond to gender-based violence against women. High societal and statistical invisibility of the phenomenon points to the urgent need for continuous research and data collection to support and steer evidence-based policymaking. Ending gender-based violence is a key objective of the EU gender equality strategy for 2020–2025 <sup>(63)</sup> and is also among the UN SDGs (SDG 5 and SDG 16), making clear the EU’s commitment to fighting the phenomenon in the EU and beyond. EIGE activities such as data collection on intimate partner violence and cyber violence and further analysis of the VAW II and EU-GBV surveys aim to provide policymakers with a robust evidence-based foundation for their planned actions. The directive on combating violence against women and domestic violence gives EIGE a prominent role in supporting Member States’ data gathering. Throughout 2025–2027, EIGE will engage closely with national data providers and other EU, international and national stakeholders to develop the tools, methodology and platform for that data collection. This includes setting up a coordination system for data collection, initiating procurement, agreeing on standard operating procedures (SOPs) for data management (including data collection, entry and validation) and supporting the standardisation of administrative data on violence against women and domestic violence.

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<sup>(61)</sup> The Council’s three priorities are a free and democratic Europe, a strong and secure Europe, and a prosperous and competitive Europe ([https://www.consilium.europa.eu/media/4aldqf12/2024\\_557\\_new-strategic-agenda.pdf](https://www.consilium.europa.eu/media/4aldqf12/2024_557_new-strategic-agenda.pdf)).

<sup>(62)</sup> European Commission (2022), Commission communication – 2022 strategic foresight report – Twinning the green and digital transitions in the new geopolitical context (COM(2022) 289 final).

<sup>(63)</sup> European Commission (n.d.), ‘Gender equality strategy’, European Commission website, accessed 27 November 2024, [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en).

EIGE will ensure that thematic priorities reflect areas of expertise, focusing on topics on which it has already accumulated knowledge and data (e.g. by means of BPfA and Gender Equality Index thematic reports; surveys on platform work, socioeconomic consequences of COVID-19 for gender equality, and gender gaps in unpaid care and individual and social activities; research on funding for gender equality, gender budgeting and gender-responsive public procurement in the EU; and the Gender Statistics Database). EIGE will build on this accumulated expertise and knowledge and use the thematic focus to provide more in-depth research and tools on specific topics. It acknowledges that identifying and communicating gender equality challenges across priority areas is central to the successful development of policies and initiatives that will enable the accomplishment of the EU's overall political agenda for the term. The EU gender equality strategy for 2020–2025 reaffirms this, pointing to the essential inclusion of a gender perspective in all EU policies and processes.

The EU gender equality strategy for 2020–2025 delineates a number of upcoming policy actions that may require EIGE's contributions. For example, it highlights the need to better understand the gender impact of upcoming policies under the **European Green Deal**. The 2023 Gender Equality Index and its thematic focus on the green transition in energy and transport provided extensive evidence on gender and intersecting inequalities in energy and transport poverty. In 2025, climate change and the green and digital transitions will provide an important context for data analysis and policy pointers across all areas of concern in the *Beijing + 30* study. Gender equality is a key principle of the **European Pillar of Social Rights** <sup>(64)</sup> and sets essential conditions to achieve an innovative, competitive and thriving European economy. For the green and digital transitions to be successful, the EU needs to ensure that they remain focused on the well-being of people and society. As proposed by the recent 2023 EU strategic foresight report, economic and social sustainability and inclusive well-being have to be placed at the heart of these transitions. The report calls to ensure a new European social contract with renewed welfare policies and a focus on high-quality social services. This is in line with the main principles of the European Pillar of Social Rights, which has gender equality at its core.

In addition to its thematic priorities, EIGE proposes to dedicate some resources to an **emerging topic** should the need arise. The COVID-19 pandemic and Russia's war of aggression against Ukraine, including emerging security and migration challenges, showed the need to be able to quickly adjust priorities and resources and focus attention on an emerging topic with major consequences for gender equality and wider society. Emerging topics are impossible to predict, but including space and resources within the work programme gives EIGE the flexibility to pivot and shift focus should the need arise. It also ensures that EIGE can communicate relevant research when it is most needed by stakeholders.

The work on three thematic priorities for 2025–2027 will be closely linked to EIGE's planning processes, including a strategic foresight approach, strategic discussions with management board members and broader stakeholder consultations during 2023–2024. For example, the planning for the BPfA report starts about 2 years ahead of its publication (2025), in this case in the first half of 2023, including preparatory discussions with the Commission and the presidency. Similarly, the preparatory work for the Gender Equality Index report of the second semester of 2025 starts 18 months earlier, in this case in the first half of 2024. Similar multiannual work processes apply to a number of other research products.

In line with these timelines, the thematic priorities identified are agreed in advance – with adequate preparation time – with EIGE's key stakeholders, including the European Commission and the trio presidencies. The Commission has recommended that the trio presidencies each select and work around

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<sup>(64)</sup> European Commission (n.d.), 'The European Pillar of Social Rights in 20 principles', European Commission website, accessed 27 November 2024, <https://ec.europa.eu/social/main.jsp?catId=1606&langId=en#:~:text=2.,for%20work%20of%20equal%20value>.

one thematic research priority within their timeframe. This will add value by ensuring a more cohesive programme and providing an opportunity for EIGE to accumulate certain thematic knowledge. As a result, more in-depth research, tools and technical assistance can be expected across the specified topics.

A number of possible topics are identified for each of the thematic priority areas. These reflect EIGE's previous work and the human and financial resources available. The final list of specific topics will reflect the decisions of the trio presidencies and the European Commission. As the thematic priorities may change in 2025, depending on the priorities of the new Commission, more specific topics for 2025–2027 will be defined later in the planning process. Output from the previous period will continue to be communicated in line with Commission priorities, wider societal trends and stakeholder needs. Following stakeholder consultations, topics were decided and indicated during 2023–2024, with the final list ready for 2025–2027 SPD adoption.

EIGE's *Beijing + 30* report (to be published in 2025) will provide a comprehensive overview of the gender equality situation in the EU since the *Beijing + 25* report in 2019, in the context of ongoing multiple crises. It will take a deeper look at the changing world of work and unpaid care, the twin transitions (climate change and digitalisation) and gender-based violence across all BPfA areas of concern. In 2025–2027, EIGE will also update all policy areas of its Gender Mainstreaming Platform. The update will support policymakers to identify gender inequalities and impacts across all policy areas, including examples and good practices to address these issues. It will also present details on objectives and priorities at the EU and international levels.

## 2.1.2. EIGE actions for 2025–2027

### 2.1.2.1. Providing evidence: research and data collection

**Research and data collection** are at the core of EIGE's mandate and mission to be the European knowledge centre on gender equality. During 2025–2027, in response to ongoing gender equality challenges, EIGE will enhance its research, data collection and analysis at the EU and Member State levels. By 2025, the institute will have more than 15 years' experience as an often unique source of comparable data on gender equality and gender-sensitive indicators and a provider of innovative research results and policy recommendations to support policymaking relevant to gender equality.

Since 2020, the institute has collected unique data on gender (in)equalities by means of online panel **surveys**. The first survey on gender equality and platform work covered 10 Member States. The second online panel survey, in 2021, was EU-wide and provided data on gender equality, work–life balance and the consequences of the COVID-19 pandemic. In 2022 and 2024, EIGE collected regular CARE survey data. The VAW II survey collects data on violence against women in those Member States whose national statistical authorities are not collecting this data for the EU-GBV survey coordinated by Eurostat.

EIGE routinely collects data on women and men in decision-making, supports Member States in their efforts to improve data collection on gender-based violence against women and develops new indicators for monitoring the implementation of the BPfA in the EU, with findings and recommendations feeding into the EU policymaking process, for example through Council conclusions. It will build on its reputation as the knowledge centre on gender equality in the EU by continuing to provide high-quality research, data and indicators for evidence-based policymaking.

EIGE supports policymakers and other key stakeholders working to achieve gender equality by identifying gender equality challenges and knowledge gaps, presenting evidence through research and the collection of

unique data, and producing gender statistics for better-informed policymaking (e.g. the Gender Equality Index, the Gender Statistics Database, BPfA monitoring reports, research and data collection on violence against women, EIGE surveys). EIGE applies innovative research methodologies and works closely with data providers (e.g. Eurostat, Eurofound, FRA, national authorities) to close data gaps and include a gender perspective in data collection.

EIGE's research programme takes a twofold approach, as it can both inform and monitor policies. To inform policies, research is carried out on specific EU policy areas in a targeted way that addresses the needs of stakeholders. EIGE aims to extend its research to cover areas beyond traditional employment and social policy, in line with the thematic priorities agreed. The Gender Equality Index, EIGE surveys and the Gender Statistics Database, for example, are used to monitor the EU gender equality strategy for 2020–2025<sup>(65)</sup> (e.g. with regard to gender-based violence, work–life balance, informal care, decision-making). EIGE's data on women and men in decision-making is also used to monitor the EU's international commitments, notably the SDGs and the BPfA.

EIGE's statistics have been a key instrument in assessing the persistent gender imbalance among key decision-makers in large corporations and financial institutions. Since 2012, the monitoring of the gender composition of boards has supported policy dialogue on the Commission's proposal for a directive on improving the gender balance on corporate boards, adopted in 2022<sup>(66)</sup>. EIGE's CARE survey provides unique and much-needed data to monitor EU commitments to closing gender gaps in care and ensuring access to affordable high-quality care services (as recognised in the EU gender equality strategy for 2020–2025, the European Pillar of Social Rights and the European care strategy). Adopted in 2022, the European care strategy recognises the need for EIGE's input to monitor progress and work to develop and analyse indicators tracking ECEC. It also calls for support from agencies such as EIGE to collect regular data, develop indicators and analyse the gender care gap, the gender pay gap and the use of time in paid and unpaid work and individual and social activities by women and men with care responsibilities and their work arrangements throughout their working life.

In 2025–2027, EIGE will continue to provide research support to the Commission and the first-semester presidencies (Cyprus, Lithuania, Poland) through **BPfA monitoring reports**, with one research report to be published in the first semester of each respective year. In 2025, the BPfA will mark its 30th anniversary, presenting an opportunity to assess EU progress on gender equality since 2019. In 2024, EIGE developed a comprehensive report reviewing all areas of the BPfA (the *Beijing + 30* report) to be published during the Polish Presidency in 2025. The report provides recommendations on possible policy actions to promote gender equality in the EU post-2025 and will inform the EU's position on the global assessment of progress on gender equality and empowerment of women and girls (e.g. by the Commission on the Status of Women). The BPfA report for the Cypriot Presidency (2026) will focus on cyber violence against women and girls. In 2027, EIGE will provide research support to the Lithuanian Presidency (topic to be announced in 2025).

In line with the approach introduced in 2019 (see Section 1), the annual updates of the **Gender Equality Index** will contain a thematic focus offering evidence to support the political priorities of the second-semester presidencies of the Council (Denmark in 2025, Ireland in 2026, Greece in 2027). During 2022–2025, EIGE plans a conceptual and methodological update of the Gender Equality Index. EIGE's second external evaluation provided valuable knowledge on the need to revise the Index. In 2024, EIGE developed a

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<sup>(65)</sup> European Commission (n.d.), 'Gender Equality Strategy Monitoring Portal', European Commission website, accessed 27 November 2024, <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

<sup>(66)</sup> Directive (EU) 2022/2381 of the European Parliament and of the Council of 23 November 2022 on improving the gender balance among directors of listed companies and related measures (OJ L 315, 7.12.2022, p. 44), <http://data.europa.eu/eli/dir/2022/2381/oj>.

conceptual and methodological proposal for the update of the Index, which was presented and discussed with its key stakeholders throughout the year (by means of bilateral meetings with DG Justice and Consumers, an online survey of key stakeholders across the EU, and stakeholder consultation meetings). In preparation for the update, EIGE collected two waves of EU-wide CARE survey data (2022, 2024) for the time domain of the Index. The Gender Equality Index 2025 will feature conceptual and methodological updates of its original structure and will provide new impetus for monitoring gender equality in the EU. The thematic focuses of the 2026 Index and 2027 Index are yet to be confirmed.

A number of activities on gender-based violence are planned for 2025–2027. These include supporting Member States to develop and improve data collection on violence against women and domestic violence and testing the new indicators developed by EIGE to align data collection with the directive on combating violence against women and domestic violence and with the Commission recommendation to prevent and combat harmful practices. EIGE will work to develop measurement tools and processes for effective prevention practices that are culturally and gender sensitive and appropriate for the population in question. The administrative data collection, supplemented with further analysis of the prevalence data from the VAW II and EU-GBV surveys, will inform policies and advance data collection on violence against women and harmful practices.

EIGE will continue to develop a comparable measurement framework to strengthen institutional capacity to respond to violence against women, including collaboration with the relevant ministries, police and justice sectors in the Member States and EU institutions (e.g. Eurostat, the Council of the European Union) by presenting and discussing the work at their working meetings. EIGE’s analysis of the numbers and patterns of violence against women and domestic violence will focus on the gendered social structures and institutions underpinning and enabling such crimes. EIGE will also support the EU and Member States to apply victims’ rights standards in the areas of protection and access to justice, and to respond to challenges in risk assessment, effective protection measurement and security-related issues.

The list of activities planned for 2025–2027 will cover the proposed thematic priorities from different research and data perspectives.

Thematic priority	EIGE’s provisional response in 2025–2027
<b>Gender-based violence</b>	<ul style="list-style-type: none"> <li>• Collect administrative data on intimate partner violence, domestic violence and femicide</li> <li>• Assess the feasibility of the proposed measurement framework for cyber violence against women and girls</li> <li>• Analyse the VAW II and EU-GBV survey prevalence data with an intersectional approach</li> <li>• Provide evidence on the victims of conflict-related sexual violence and guidance for their protection</li> <li>• Prepare a study on a measurement framework for specific harmful practices</li> <li>• Provide an annual update on violence against women in the Gender Equality Index</li> <li>• Provide evidence on violence against women across BPfA areas of concern (<i>Beijing + 30</i>)</li> <li>• Analyse cyber violence against women and girls within the BPfA framework in support of the Cypriot Presidency</li> </ul>

<p><b>Twin green and digital transitions</b></p>	<ul style="list-style-type: none"> <li>• Provide evidence on selected topics of the European Green Deal, based on the thematic focus of the Gender Equality Index 2023 and CARE survey data (second wave)</li> <li>• Provide evidence on the green and digital transitions across BPfA areas of concern (<i>Beijing + 30</i>), with a renewed focus on gender-just transition</li> </ul>
<p><b>Economic and social sustainability, upholding the values of a free and democratic Europe</b></p>	<ul style="list-style-type: none"> <li>• Expand knowledge on widening inequalities in the labour market and new forms of work</li> <li>• Provide regular evidence on the state of play and trends in closing gender care gaps and work–life balance</li> <li>• Provide evidence and policy pointers for gender equality in social protection and services</li> <li>• Support the Commission in advancing gender equality through pay transparency</li> <li>• In collaboration with the Danish Presidency, provide evidence on gender stereotypes and their impact on economic and social equality and well-being</li> </ul>

**2.1.2.2. 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, throughout 2025–2027 EIGE will continue to (1) **support the EU and Member States to design more effective gender mainstreaming strategies in selected policy areas**; (2) **develop gender mainstreaming tools and methods** for policy implementation, including capacity-building materials and technical assistance; and (3) **provide reliable and centralised gender statistics to policymakers and other stakeholders**.

During 2025–2027, EIGE will continue to support the EU institutions and Member States with their practical implementation of gender mainstreaming in EU policies, programmes and projects. Accordingly, it will select annual policy priorities closely linked to a thematic priority or emerging issue and provide evidence, resources and support on the practical implementation of gender mainstreaming in that area. **Policy support** on public reforms and budgets in the context of recovery and climate has been extended and will be finalised in 2025. Data on area H of the BPfA, institutional mechanisms for gender equality and gender mainstreaming, was collected and assessed in 2024. The main findings and recommendations of this assessment will be reflected in the *Beijing + 30* report, and a dedicated report and country-specific information will be published in 2025. EIGE will continue to participate in the Expert Group on the implementation of EU equality law and provide 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.

In 2025, EIGE will initiate work to update the policy areas section of its Gender Mainstreaming Platform and provide evidence and support for gender mainstreaming and budgeting in the next EU long-term budget (MFF), including with the provision of demand-driven technical support to DG Budget. EIGE will build on the preliminary and scoping work carried out in 2023–2024 to implement a technical support / capacity development component to better support the EU and Member States with effective gender mainstreaming in selected policy areas.

Work on the development of **tailored gender mainstreaming methods and tools** will continue throughout 2025–2027. Building on the data and assessment of the trends in gender equality and gender sensitivity of national parliaments and the EP, EIGE will support a limited number of parliaments (on request) to use the evidence-based tool on gender equality action plans for parliaments (published in 2024). This will enable parliaments to be more efficient in planning and monitoring progress towards gender equality, particularly in decision-making. It will also foster institutional transformation to achieve gender equality internally, especially in relation to working results and outcomes <sup>(67)</sup>. Throughout 2025–2027, the work will focus on the development of tailored tools on gender impact assessment and gender analysis, with an intersectional approach. The results of these activities will support EU institutions' and Member States' efforts to deliver better lawmaking and high-quality legislation and policies for the EU and resulting national policies.

Technical support for Commission for the update of existing Union guidelines and the development of practical guidance on gender-neutral job evaluation, initiated in 2024, will continue in 2025 and conclude in 2026 with the launch of a step-by-step toolkit on gender-neutral job evaluation and classification systems. New options (e.g. dedicated webinars) supporting awareness raising, the capacity development of key stakeholders and dissemination of the developed tools will be explored and further developed. These will aim to increase stakeholders' information and expertise on the application of gender mainstreaming tools and approaches.

In 2025–2027, to respond to the growing need for technical support in gender mainstreaming and as part of EIGE's evolving approach to technical assistance, EIGE plans to develop a help desk on gender mainstreaming. This initiative aims to meet the demand for quick tailor-made support in gender mainstreaming, while also enhancing awareness and use of EIGE's Gender Mainstreaming Platform and methods and tools, within EU institutions and Member States. The help desk will provide demand-driven assistance to EU institutions and Member States on mainstreaming gender into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting gender equality and institutional transformation.

EIGE will continue to provide long-term technical support to a limited number of stakeholders, prioritising gender mainstreaming in the EU institutions. It will build on findings from its cooperation with DG Structural Reform Support and scale up efforts to strengthen and structure cooperation and partnership development.

EIGE envisages further engagement with the Thematic Network on Gender Mainstreaming during 2025–2027. As a unique forum through which to gather and validate information, build common approaches and share results, the network informs EIGE's work on trends, priorities and political agendas in the Member States. It offers a space for practitioners from Member States and EU institutions to exchange information on gender mainstreaming progress, as well as providing support on the use of relevant methods and tools. The network will be involved in data collection, peer assessment and quality assurance, peer learning and competence development.

EIGE will maintain and update its **Gender Statistics Database** to support its research and gender mainstreaming work and to provide reliable structured guides and centralised access to gender statistics for policymakers and other stakeholders. It will prioritise statistics that are relevant to its mandate and the current political agenda, such as EIGE's unique data based on administrative data sources and its own

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<sup>(67)</sup> For more information, see [https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation?language\\_content\\_entity=en](https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation?language_content_entity=en).

surveys <sup>(68)</sup>. Continuity will be assured for established statistical activities, such as regular collection of data on women and men in decision-making, gender-based violence (intimate partner violence and femicide) and institutional mechanisms for gender equality and gender mainstreaming.

Since 2012, EIGE's statistics have been a key instrument in assessing the persistent gender imbalance among key decision-makers in large corporations and financial institutions. Upon formal agreement with the Commission and Member States, EIGE will continue building a centralised data collection with a common methodology that will help gather comparable data across Member States and track the progress of the gender balance on corporate boards in the EU, as required by the directive.

Synergy and complementarities will be sought with statistics users and data providers through cooperation with other EU agencies and bodies, particularly Eurostat, FRA, Cedefop, EU-OSHA and Eurofound. Subject to resource availability, routine data collection may be expanded to fulfil specific measurement and monitoring needs within EIGE's focus areas of work, emerging topics and intersecting inequalities.

Subject to the agreement with DG Neighbourhood and Enlargement Negotiations on EIGE–Instrument for Pre-Accession Assistance (IPA) cooperation in the next programming cycle (2024–2027), EIGE will cooperate with the relevant parts of the Commission throughout the period on data collection from EU candidate countries and potential candidate countries within the IPA <sup>(69)</sup>.

Throughout 2025–2027, EIGE's gender mainstreaming action will continue to collect data relevant to all thematic priorities. EIGE aims to provide data on decision-making, institutional mechanisms for gender equality and gender mainstreaming, gender-based violence and other relevant data for monitoring the EU gender equality strategy for 2020–2025 and its successor.

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<sup>(68)</sup> For example, EIGE's data on women and men in decision-making is part of the European statistical system, with Eurostat publishing data on seats held by women in national parliaments ([https://ec.europa.eu/eurostat/databrowser/view/sdg\\_05\\_60/default/table?lang=en&category=sdg.sdg\\_05](https://ec.europa.eu/eurostat/databrowser/view/sdg_05_60/default/table?lang=en&category=sdg.sdg_05)) and governments ([https://ec.europa.eu/eurostat/databrowser/view/sdg\\_05\\_50/default/table?lang=en&category=sdg.sdg\\_05](https://ec.europa.eu/eurostat/databrowser/view/sdg_05_50/default/table?lang=en&category=sdg.sdg_05)).

<sup>(69)</sup> European Commission (n.d.), 'Overview – Instrument for Pre-Accession Assistance', European Commission website, accessed 27 November 2024, [https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/overview-instrument-pre-accession-assistance\\_en](https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/overview-instrument-pre-accession-assistance_en).

Thematic priority	EIGE provisional response in 2025–2027
<b>Gender-based violence</b>	<ul style="list-style-type: none"> <li>• Support the monitoring process of the EU gender equality strategy for 2020–2025 and the subsequent policy framework</li> <li>• Publish/update indicators on violence against women (e.g. new administrative data collection on violence against women and domestic violence exercises and new indicators developed from the analysis of the VAW II and EU-GBV survey data) in the Gender Statistics Database</li> </ul>
<b>Twin green and digital transitions</b>	<ul style="list-style-type: none"> <li>• Update and collect data to populate relevant indicators in the Gender Statistics Database, including on women and men in decision-making in related sectors</li> <li>• Update relevant policy areas on the Gender Mainstreaming Platform</li> </ul>
<b>Economic and social sustainability, upholding the values of a free and democratic Europe</b>	<ul style="list-style-type: none"> <li>• Update and collect data to populate relevant indicators in the Gender Statistics Database, including on women and men in decision-making in related sectors</li> <li>• Update relevant policy areas on the Gender Mainstreaming Platform</li> <li>• Provide tailored gender mainstreaming tools and practical guidance, including gender analysis for better lawmaking</li> <li>• Provide evidence on the situation of institutional mechanisms for gender equality</li> <li>• Support the European Commission to implement certain EU legal provisions on pay transparency, namely updating existing Union guidelines and developing practical guidance on gender-neutral job evaluation</li> <li>• Support the European Commission in the monitoring of the directive on women on boards and the directive on the functioning of equality bodies, reflecting the standards established by Directives (EU) 2024/1499 and 2024/1500</li> <li>• Provide evidence, support and entry points on gender mainstreaming and budgeting in the next MFF</li> </ul>

### 2.1.2.3. Communicating gender equality

EIGE’s **communication and stakeholder engagement** activities aim to ensure that its evidence policy is relevant, familiar and well used by policymakers and other target groups. EIGE will identify stakeholders’ needs in relation to the thematic priorities, communicate existing, ongoing and future findings by means of communication products suited to target audiences’ needs, and prioritise relevant stakeholders. It will communicate to people in Europe (public-facing communication) by means of active engagement with mainstream media (news outlets, TV, radio) and its own digital channels (website, social media), and by engaging with partners and influential voices. EIGE will also continue its director’s thought leadership posts on LinkedIn, as well as exploring other cooperation modalities with LinkedIn and other social media platforms. EIGE participates in different networks of senior communicators, including the C10 group. The C10 group is a regular, mostly virtual meeting of international (intergovernmental) organisations mandated to protect and promote human rights in Europe (FRA, the Office of the United Nations High Commissioner

for Human Rights, the Council of Europe, DG Justice and Consumers, the Commissioner for Human Rights, the Organization for Security and Co-operation in Europe, the Office for Democratic Institutions and Human Rights, the European Network of Equality Bodies and the European Network of National Human Rights Institutions).

To ensure that its communication products are modern, easy to read and relevant, EIGE will continue to take a digital and visual approach to communicating research findings and follow developments in gender-sensitive and inclusive communication. EIGE will monitor and evaluate the impact of outreach activities and improve knowledge management to facilitate organisational learning.

EIGE will continue to address the challenges of the backlash against gender equality and help to develop knowledge and skills on promoting gender equality through impactful communication and storytelling. EIGE will use a communications lab approach to facilitate conversations and explore the use of evidence-based communication techniques, such as digital research and similar tools, to counter gender disinformation, enabling a more structured response and proactive messaging.

EIGE bases its communication and stakeholder engagement activities on several overriding principles:

- defining **communication topics each year**, based on findings from its thematic priorities;
- linking its work to **EU policy priorities** and **emerging topics** related to gender equality;
- maintaining **active engagement with stakeholders** in EU institutions and Member States to understand policy needs and increase its added value;
- expanding engagement with stakeholders **beyond the gender equality community** through targeted action.

In 2026, EIGE will organise its Gender Equality Forum.

As part of EIGE’s evolving model of **technical assistance**, EIGE will further explore approaches to efficiently providing support to a broader range of stakeholders, covering different areas of the agency’s activities, in addition to the technical support on gender mainstreaming. A model of a single-contact service desk will be explored for other areas of work where a need for support, in particular from EU institutions and Member States, is growing.

Thematic priority	EIGE provisional response in 2025–2027
<b>Gender-based violence</b>	<ul style="list-style-type: none"> <li>• Strategic roll-out of VAW II survey results (campaign)</li> <li>• Contribute to the annual awareness-raising campaign ‘Orange the world’</li> <li>• Engage with relevant stakeholders working on gender-based violence to understand their policy needs and support them through data and evidence</li> </ul>
<b>Twin green and digital transitions</b>	<ul style="list-style-type: none"> <li>• Engage with relevant stakeholders working on the twin green and digital transitions to understand their policy needs and support them by means of gender equality data and evidence</li> </ul>
<b>Economic and social sustainability, upholding the values of a free and democratic Europe</b>	<ul style="list-style-type: none"> <li>• Engage with relevant stakeholders to understand their policy needs and support them through gender equality data and evidence</li> <li>• Support the Danish Presidency with communication activities related to gender stereotypes</li> </ul>

### 2.1.3. Monitoring progress in achieving objectives

#### 2.1.3.1. Key performance indicators

EIGE’s performance management framework was adopted by Director’s Decision No 257 of 19 July 2022. It defines a number of key performance indicators (KPIs) to measure the agency’s performance, focusing on the output and outcomes of its work. The indicators remain unchanged for this programming period, enabling coherent comparison of performance over time. The indicators provide evidence on the relevance of EIGE’s work to its target groups and measure progress in delivering EIGE’s work (e.g. number of reports published). They include measures on aspects of organisational performance seen as critical to the agency’s current and future success. In line with the Commission guidelines on KPIs <sup>(70)</sup>, the indicators are linked to both operational achievements and administrative performance.

	KPI	Target	Source
<b>KPIs for operational objectives</b>	Timely submission of the draft annual work programme (SPD)	By 31 January year <i>n</i> <sup>(a)</sup>	CAAR
	Rate of achievement of annual activities <sup>(b)</sup>	> 95 %	CAAR
	Number of contributions to EU policies	5	Stakeholder register
	Number of presentations of EIGE’s work in stakeholder events	60	Stakeholder register
	KPI	Target	Source
<b>KPIs for management of financial resources and HR</b>	Rate of implementation of commitment appropriations	> 95 %	Budget implementation reports
	Rate of cancellation of payment appropriations	< 5 %	Budget implementation reports
	Rate of payments executed within the legal/contractual deadlines	> 75 %	Budget implementation reports
	Rate of out-turn	< 5 %	Budget implementation reports
	Rate of implemented external and accepted internal audit recommendations	> 90 %	Team Central
	Average vacancy rate of authorised posts in the annual establishment plan that are vacant at the end of the year	< 10 %	Sysper2
	Annual average number of days of sick leave per staff member	Absence without medical certificate < 3 Absence with medical certificate < 9	Sysper2

<sup>(a)</sup> Year *n* is the year preceding the programming period, which is set for *n* + 1 to *n* + 3, in accordance with Article 32 of EIGE’s financial regulation (i.e. year *n* is 2024 for the 2025–2027 programming period).

<sup>(b)</sup> According to EIGE’s performance management framework, the rate of achievement of annual activities (or overall achievement rate) is a composite indicator, calculated as a proportion between the maximum possible achievement rate of all activities defined in the annual work programme and the sum of the actual achievement rates of all activities, in line with indicated outcome and output level indicators.

<sup>(70)</sup> European Union Agencies Network (2015), ‘Note to the attention of the directors of EU decentralised agencies on adoption of guidelines on KPIs’, 27 March.

In addition to KPIs, EIGE will use more specific performance indicators to track and monitor performance in action areas implemented through research and data collection and outreach activities.

Furthermore, in line with Article 20 of Regulation (EC) No 1922/2006, the third evaluation of EIGE will take place in 2027. More details are provided in Annex 9 to this document.

## 2.2. Human and financial resources: outlook for 2025–2027

### 2.2.1. Overview of past and current situation

The number of posts in the establishment plan has decreased by 10 %, from 30 temporary agent (TA) posts in 2013 to 27 in 2024, yet there has been considerable growth in tasks and in the number of requests from stakeholders (see Section 2.2.2).

In the following sections, EIGE presents the resource requirements necessary to implement its assigned tasks, taking into account staffing needs in relation to the increased volume of work and growing requests from stakeholders.

### 2.2.2. Outlook for 2025–2027

#### 2.2.2.1. New tasks

Directive (EU) 2024/1385 on combating violence against women and domestic violence requires all Member States to have a system in place for the collection, development, production and dissemination of statistics on violence against women and domestic violence. The data will be transmitted to EIGE on a yearly basis, following the transposition of the directive. Under Article 44, EIGE is tasked with supporting Member States in their data gathering, including by establishing common standards. To ensure that EIGE meets the main requirements in the short and long terms, established capacity at EIGE (human and financial resources) is provided (details in Section 2.2.3).

#### 2.2.2.2. Growth of existing tasks

Some of the new instruments and initiatives have brought new activities and opportunities into the promotion of gender equality. Gender mainstreaming is a feature in Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility (the RRF regulation) <sup>(71)</sup> (see Section 1.1). The EU gender equality strategy for 2020–2025 and the European Court of Auditors (ECA) special report on gender mainstreaming in the EU budget <sup>(72)</sup> put further emphasis on gender budgeting and gender mainstreaming in the Commission’s budget process. EIGE’s role in the promotion of gender equality is within the strategic priorities outlined through these abovementioned instruments.

Since the onset of the EU strategy for gender equality for 2020–2025, EIGE has received a growing number of stakeholder requests for technical assistance, input on policy documents, and presentations of its work,

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<sup>(71)</sup> Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility (OJ L 57, 18.2.2021, p. 17), <http://data.europa.eu/eli/reg/2021/241/oj>.

<sup>(72)</sup> ECA (2021), *Gender Mainstreaming in the EU Budget: Time to turn words into action*, special report 10/2021, Publications Office of the European Union, Luxembourg, [https://www.eca.europa.eu/Lists/ECADocuments/SR21\\_10/SR\\_Gender\\_mainstreaming\\_EN.pdf](https://www.eca.europa.eu/Lists/ECADocuments/SR21_10/SR_Gender_mainstreaming_EN.pdf).

data and statistics. Responses to these requests have become increasingly demanding in terms of the use of HR. In 2022, EIGE received 477 stakeholder requests, of which it accepted 286, 10 % more than in 2021. Many of the requests for technical assistance (e.g. provision of tailored, one-to-one, real-time technical support and tools to strengthen EU institutions' and Member States' capacity to mainstream gender into policy areas and processes) are in the area of gender mainstreaming. Between 2020 and 2022, EIGE received eight or nine requests in this area on average per year, a significant increase compared with previous years (three requests on average). Limited resources meant that EIGE could accommodate only some of these requests (three in 2020, four in 2021, six in 2022). EIGE anticipates that the number of requests overall will continue to grow, and it can only sustain the level and quality of responses if additional resources are made available (Section 2.2.3).

EIGE receives proposals for additional studies and research that are very relevant to its stakeholders but are nevertheless resource intensive and conditional on the availability of additional posts.

In order to respond to increased requests for technical assistance, capacity building and training, and following the management board recommendations from EIGE's second external evaluation, EIGE intends to explore other options to satisfy stakeholders' needs in relation to gender mainstreaming tools and methods.

Other areas that have experienced considerable growth in time required and that have suffered from HR shortages are:

- training and capacity building on the use of gender mainstreaming tools and methods;
- fulfilling research requests and filling data gaps related to emerging issues, for example gender-based violence, Russia's war of aggression against Ukraine, the energy crisis and energy poverty;
- collecting EIGE's (microdata) surveys to close gaps on knowledge and data in EU priority areas, namely digitalisation (platform work) and work–life balance and care (implications of COVID-19 pandemic, use of time in paid and unpaid work and individual and social activities);
- running the Gender Statistics Database (EIGE's statistical data collection activities on women and men in decision-making, as well as collection of other secondary and institutional data under gender mainstreaming);
- supporting the monitoring of the EU gender equality strategy for 2020–2025 by providing input on the Gender Equality Monitoring Portal <sup>(73)</sup>;
- supporting the implementation and monitoring of EU gender equality legislation, for example on women on boards, pay transparency, standards for equality bodies and work–life balance;
- addressing the backlash against women's rights and gender equality, including anti-gender initiatives;
- finding new ways to communicate gender equality.

### 2.2.3. Resource programming for 2025–2027

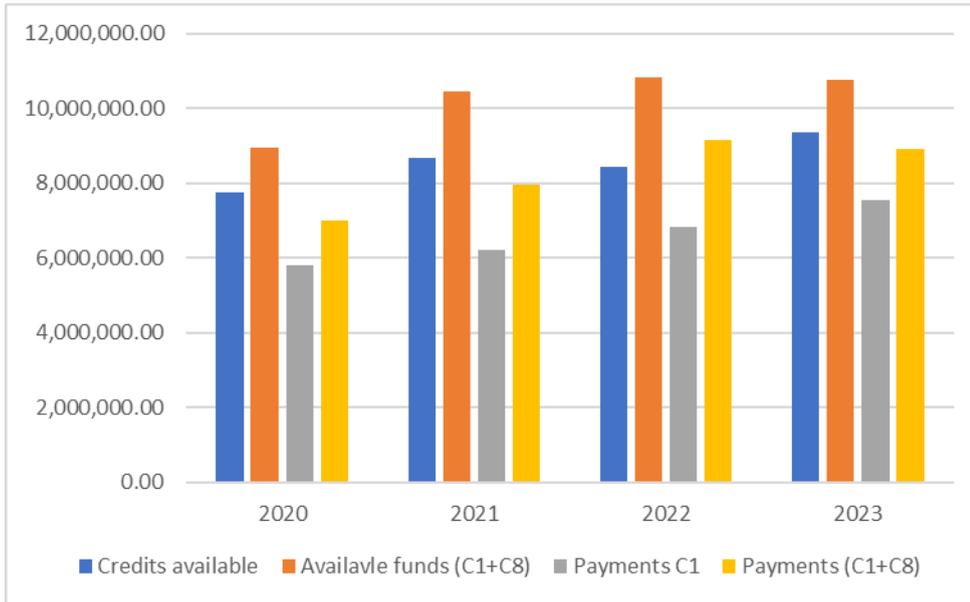
EIGE's 2024 budget was adopted by the budgetary authority and amounted to EUR 9 349 487.74 <sup>(74)</sup> (in 2023 the budget was EUR 9 358 919.46) (Figure 1).

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<sup>(73)</sup> European Commission (n.d.), 'Gender Equality Strategy Monitoring Portal', European Commission website, accessed 27 November 2024, <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

<sup>(74)</sup> OJ L, 2024/207, 22.2.2024

**Figure 1. Budget implementation in 2020–2023**



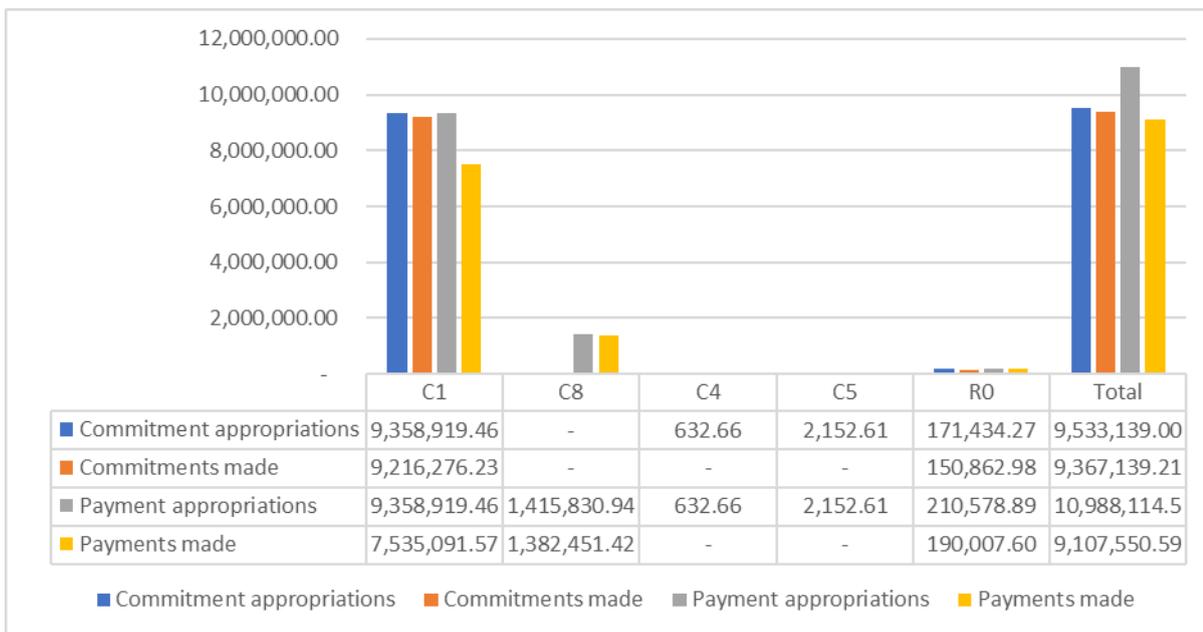
In 2024, the total budget including revenue (EU contribution, surplus, IPA, other revenue) amounted to EUR 9 349 487.74 (in 2023, EUR 9 360 040.49), of which the EU contribution was EUR 9 349 487.74 (in 2023, EUR 9 358 919.46) (Table 1). Projected revenue for 2025–2027 is presented in Table A3.1 in Annex 3.

**Table 1. Revenue in 2024**

Item	Appropriations in 2023 (EUR)	IPA (EUR)	Other revenue (EUR)	Total appropriations (EUR)
<b>EU contribution</b>	9 349 487.74	—	—	9 349 487.74
<b>Revenue</b>	—	—	—	—
<b>Total</b>	9 349 487.7	—	—	9 349 487.7

Expenditure in 2023 amounted to EUR 9 427 487.78 (in 2022, EUR 8 692 556.60), of which EUR 5 009 863.10 (in 2022, EUR 4 460 361.11) was in Title I, EUR 1 198 491.98 (in 2022, EUR 1 285 137.78) in Title II and EUR 3 219 132.70 (in 2022, EUR 3 639 745.54) in Title III (Figure 2).

**Figure 2. Expenditure in 2023**



EIGE’s financial planning for the programming period is presented in Annex 3. The planning for 2025 considers MFF levels, inflation adjustments proposed by the Commission (DG Budget) and additional appropriations of EUR 750 000 proposed in the legislative financial statement for the proposed directive on combating violence against women and domestic violence.

On 20 December 2019, EIGE and DG Neighbourhood and Enlargement Negotiations signed Addendum No 1 to Contract 2018/402-854 (Cross-Regional Information System Contract No 2019/414-064) on increased capacity of EU candidate countries and potential candidate countries to measure and monitor the impact of gender equality policies (2018–2022). The initial implementation period of the action was 48 months, from 1 January 2019 to the end of December 2022. Due to COVID-19-related project savings, the management board extended the project duration until September 2023. The total eligible costs of the action were EUR 928 950.30. The agreed pre-financing rate was 100 %. Salaries for a contract agent (CA) in function group (FG) III and a CA in FG II were budgeted under this agreement. A new IPA contribution agreement is being established, pending contract signature. The expenditure envisaged will be updated in Annex 11 once data becomes available <sup>(75)</sup>.

### 2.2.3.1. Human resources

On 31 December 2023, there were 45 EIGE staff comprising 27 TAs, 14 CAs and 4 seconded national experts (SNEs).

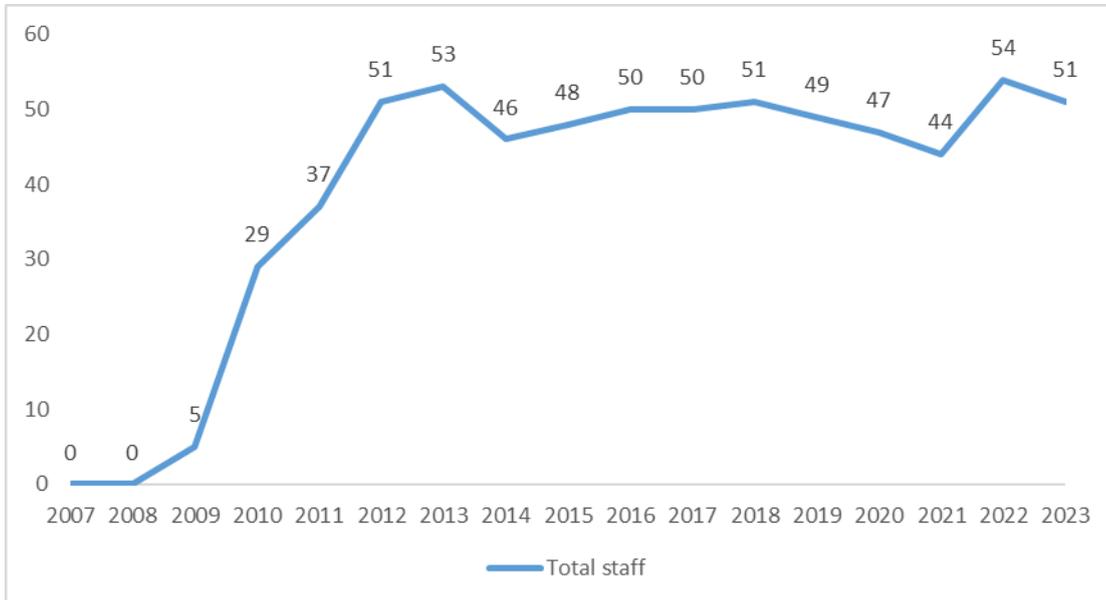
Table A4.1 in Annex 4 provides an overview of statutory staff and SNEs, together with projected posts for 2025–2027. The number of establishment plan posts has decreased by 10 % in recent years, from 30 to currently 27.

At the end of 2023, the establishment plan registered an occupancy rate of 100 %. Figure 3 presents the

<sup>(75)</sup> The Commission financing decision has been published ([https://neighbourhood-enlargement.ec.europa.eu/document/download/6b601eaa-ae1f-4db8-924f-9ef93ddd357f\\_en?filename=AD%2002%20EU4%20Social%20Inclusion%20WB%20and%20TR-FINAL.pdf](https://neighbourhood-enlargement.ec.europa.eu/document/download/6b601eaa-ae1f-4db8-924f-9ef93ddd357f_en?filename=AD%2002%20EU4%20Social%20Inclusion%20WB%20and%20TR-FINAL.pdf)).

aggregate of all categories of staff working at EIGE (TAs, CAs, SNEs, trainees) for the period from inception to December 2023.

**Figure 3. Evolution of staff numbers from 2007 to 2023**



Following a thorough workload assessment and based on several considerations, EIGE’s need for resources in 2025 warrants two additional CAs in FG IV, one CA in FG III and three CAs in FG II.

These would be deployed on operational and support activities, as follows:

- three CAs in FG II, administrative assistants to the three units;
- one CA in FG IV, legal officer in the Administration Unit;
- one CA in FG III, programme assistant handling technical assistance in the Outreach and Engagement Unit;
- one CA in FG IV, project manager handling technical assistance in the Research and Policy Support Unit.

EIGE’s staffing difficulties reflect the sharp rise in requests for technical support from stakeholders and the growth in scope of certain operational activities (Section 2.2.2), which have increased the workload of staff beyond acceptable levels (10 operational staff work an average of 1.35 full-time equivalents (FTEs) per head, according to 2023 data).

Further considerations for the staff needs assessment include the following.

- A sharp and continuous rise in requests for technical support from stakeholders and growth in the scope of certain operational activities have increased the workload of staff beyond acceptable levels.
- The second external evaluation confirms the severe understaffing of the agency and that several key services and project portfolios remain without any backup arrangements, posing inherent risks for business continuity.
- The establishment plan reduced posts from 30 to 27 in 2014–2017, and the posts have never been recouped.
- Following the Court of Justice of the European Union ruling of 11 November 2021 in Case C-948/19, which confirmed the requirement for equal net pay of interim workers with statutory staff, EIGE assessed that it is no longer feasible nor financially sound to engage an interim workforce. An interim workforce was essential for EIGE in the past to ensure clerical and administrative support.

Now, however, the only option is for EIGE to engage CAs for such tasks.

In 2024, EIGE received two additional CA posts in the budgetary procedure: one in FG IV and one in FG III. EIGE welcomed the additional posts, while acknowledging that they only partially accommodate the needs described in the external evaluation findings.

Furthermore, in 2025, EIGE is expected to receive additional posts (one TA at administrator (AD) level 6, two CAs in FG IV) as proposed in the legislative financial statement for the directive on combating violence against women and domestic violence. The resources are earmarked for the implementation of the specific tasks assigned to EIGE in the directive.

To align EIGE's activities with its resource capacity in accordance with the programming procedures established in Article 32 of EIGE's financial regulation <sup>(76)</sup>, a reprioritisation of activities may be considered (see Section 2.5). Furthermore, the director will seek targeted measures to enhance the efficient use of financial and HR to make the agency more agile and better equipped to tackle the strategic priorities set in the programming period.

The evolution of the establishment plan for 2025–2027 is presented in Table A4.2 in Annex 4.

#### 2.2.4. Strategy for achieving efficiency gains

EIGE will continue to strengthen its synergy with other EU agencies by means of bilateral cooperation and active participation in established networks. EIGE's regulation stipulates close cooperation with Eurofound, EU-OSHA, Cedefop, FRA and Eurojust. These agencies are EIGE's key partners for information exchange and mutual support. EIGE systematically exchanges information on work programmes with these and several other agencies to prevent overlaps, identify possibilities for synergy and provide mutual support. An example of mutual support is EIGE's cooperation with the EUDA; EIGE's expertise has supported the work of the EUDA network of experts on gender and drugs, and the EUDA's expertise supports EIGE's efforts to introduce a strategic foresight approach into its activities.

EIGE will continue to be an active participant in the JHA agencies' network, which establishes close cooperation, identifies opportunities for synergy and defines a common set of strategic priorities. In 2025, 2026 and 2027, EIGE will participate in the JHA's peer risk assessment exercise and will contribute to a common definition and plan for management of risks within the JHA cluster. In line with the results of its second external evaluation in 2022, EIGE will pursue avenues to strengthen its work on technical assistance on gender mainstreaming at a strategic level by improving staff capacity, exploring options to satisfy stakeholders' needs and developing a system to track, analyse and follow up on stakeholder requests.

EIGE's second external evaluation recommended strengthening the project-led organisation processes and simplifying administrative procedures to improve efficiency. EIGE will continue to refine its project-led methodology, simplify and automatise processes through the project management tool (PMT) and provide continuous training to staff. EIGE will also revise its financial workflows with a view to identifying efficiencies.

EIGE will continue to work to identify changes to its work practices that will lead to efficiencies. This will include possibilities for sharing services and collaboration to avoid duplication of effort. More specifically, it

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<sup>(76)</sup> EIGE (2019), 'Financial regulation of the European Institute for Gender Equality', Vilnius, 20 December, [https://eige.europa.eu/about/documents-registry/financial-regulation-european-institute-gender-equality-adopted-2019?language\\_content\\_entity=en](https://eige.europa.eu/about/documents-registry/financial-regulation-european-institute-gender-equality-adopted-2019?language_content_entity=en).

will make use of the Inter-agency Framework Contract for the provision of evaluation and feedback services to undertake project evaluations, in accordance with Article 29 of the financial regulation. The contract will also be used to organise stakeholder feedback and assess impact indicators, in accordance with EIGE's performance management framework. Since 1 November 2023, EIGE has shared its accounting officer function with Cedefop and is considering sharing or outsourcing the data protection officer function.

In 2025, EIGE will continue its efforts to digitalise the workplace. With the adoption of electronic workflows and electronic signatures in 2021, EIGE successfully digitalised its key financial and HR processes and established a paperless workflow system. It will further digitalise its processes through a transition to the Commission's document management system in 2025 as well as the onboarding of the new financial management system of the Commission, SUMMA (onboarding in 2026 or 2027, preparatory work done in 2025). It will also continue to use activity-based management tools and seek opportunities to further incorporate these tools into HR strategy and planning.

### **2.2.5. Negative priorities / decrease in existing tasks**

Despite staff shortages in recent years, EIGE remains fully committed to fulfilling its mandate and responding to the growing number of requests from stakeholders. If it is to be able to deliver all tasks efficiently and to a high standard, EIGE will have to reduce the scope of certain activities. This will enable it to assign resources more flexibly to core activities and deal with the most important requests, while reiterating the need for sufficient resources if it is to sustain full implementation.

The following tasks will be reduced in scope:

- data collection: unless selected as a thematic priority of the 2026 Index, EIGE will postpone updating the data on eligibility for parental leave in the Member States to prioritise survey data collection and analysis (e.g. CARE survey);
- data collection on gender-based violence: EIGE will focus on the collection of data under the directive on violence against women and domestic violence and limit the development and data collection of new indicators (e.g. forms of violence under the Commission's recommendation on harmful practices).

## 3. Annual work programme for 2025

### 3.1. Executive summary

A detailed description of EIGE’s planned activities for 2025 for each of the following action areas is presented in Section 3.2:

- (1) providing evidence: research and data collection;
- (2) supporting gender-responsive policies: gender mainstreaming and specific tools;
- (3) communicating gender equality;
- (4) organisation, administration and functioning of EIGE (horizontal).

The description of each activity is arranged in a table template and explains both how activities contribute to EIGE’s strategic objectives and the activities’ own specific objectives and expected results. Each table also describes the output for 2025 and, where relevant, links to preceding and successive years. As a number of EIGE’s activities are multiannual in nature, taking into consideration the entire process from initial preparation to implementation and communication, work often spreads across several years.

To facilitate efficient performance monitoring, the description of each activity includes output and outcome indicators, as well as 2025 targets and latest results (for recurring activities, where relevant). The means and frequency of verification are outlined, enabling the monitoring of targets to support annual reporting. The description of each activity also shows estimates for human and financial resources.

Horizontal activities are described in Section 3.2.4. They relate to procurement, HR management, budget implementation, internal control and audit, ICT and facilities management and management support assistance.

### 3.2. Activities

#### 3.2.1. Providing evidence: research and data collection

EIGE’s founding regulation states that the institute was set up to collect, analyse and disseminate objective, comparable and reliable information on gender equality. EIGE will enhance its work on collecting and analysing data on gender equality at the EU and Member State levels. As a frequently unique source of comparable data on gender equality for the EU, EIGE will build on its reputation as the knowledge centre on gender equality in the EU by continuing to provide high-quality research and data for evidence-based policymaking and gender mainstreaming. It will also explore new areas for data analysis on selected gender equality topics in line with EU policy priorities. EIGE’s evidence will support the preparation of a new EU gender equality strategy for post-2025 and a roadmap for women’s rights.

##### **Activity 1. Gender Equality Index**

The annual Gender Equality Index gives an update on gender equality in each Member State and shows trends over time. Going forward, it will continue to include a thematic focus on an issue of high political importance. The Gender Equality Index is a composite indicator of gender equality attainment at the EU and Member State levels, providing insights on the core domains of work, money, knowledge, time, power and health, as well as two additional domains – violence against women and intersecting

inequalities. Since 2019, the Index has been updated annually, with a deeper focus on a selected thematic area. This enables EIGE to (1) provide a broader context for interpretation of Index scores; (2) look more comprehensively at gender inequalities in the focus area; and (3) highlight key indicators monitoring progress in gender equality in related policy areas. The Gender Equality Index has been widely acknowledged for its contribution to monitoring progress on gender equality in the EU and plays an important role in informing policy debates and developments. The EU gender equality strategy for 2020–2025 recognises the Index as the key benchmark for gender equality in the EU.

<b>Contributing to strategic objectives</b>				
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Support the integration of a gender perspective into EU policies and resulting national policies</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>				
<b>Specific objective(s):</b> to support EU and Member State policymaking by monitoring gaps and trends in gender equality				
<b>Overview of the activity</b>				
<p>A decade after its first release in 2013, EIGE consulted its key stakeholders to assess the need for a conceptual and methodological update of the Gender Equality Index. Consultations with representatives of EU institutions, governmental gender equality bodies, European CSOs, social partners, key data providers and researchers started in 2022 and will be completed in 2025. For the methodological update, EIGE also drew on the conclusions and recommendations of the 2020 Index audit by the Joint Research Centre and the recommendations of EIGE’s second external evaluation. In 2025, the 10th edition of the Gender Equality Index will present scores based on the updated conceptual and methodological framework. The 2025 Index and related policy brief on gender stereotypes will offer evidence to support the policy priorities of the Danish Presidency of the Council of the European Union (second semester of 2025).</p> <p>In 2024, EIGE carried out the second wave of the EU-wide CARE survey (first wave in 2022). The collected data will be released in 2025 in an updated Index and in the survey-related thematic reports, which will be used for the monitoring of the EU gender equality and care strategies. The survey covers the following thematic areas: informal long-term care, informal childcare, access to care services, housework, leisure, volunteering/charitable/political activities, work–life balance, gender norms, health and well-being, means of transport, use of digital tools, and environmental considerations, including in caring activities.</p>				
<b>Expected results</b>				
<p>The 10th Gender Equality Index aims to strengthen its monitoring capacity and policy impact in a rapidly changing context. The main expected result for 2025 is increased use of the Index as a reference source for the EU institutions, Member States and other stakeholders. The policy brief on gender stereotypes across Index domains will offer a basis for policy commitments through EPSCO conclusions and will inform discussions in EPSCO and presidency events.</p> <p>The second-wave CARE survey will provide unique data to monitor EU commitments to closing gender gaps in care and ensuring access to affordable high-quality services (as recognised in the EU gender equality strategy for 2020–2025, European Pillar of Social Rights and European care strategy). Survey data will be used for the Gender Equality Index 2025, the Commission’s annual gender equality report and its Gender Equality Strategy Monitoring Portal, as well as by other Commission services and networks (e.g. DG Employment, Social Affairs and Inclusion, DG Climate Action, DG Mobility and Transport, European Social Policy Network), advisory committees to the Council (e.g. the Social Protection Committee), and other EU and Member State institutions.</p>				
<b>Main output</b>				
<p>The main Gender Equality Index report presents conceptual and methodological updates and provides Index scores. In addition, EIGE will update the dedicated web section for the Gender Equality Index and develop EU and country profiles (28 in total), enabling a concise overview of gender equality overall and in each Member State. In support of the Danish Presidency, EIGE will develop a policy brief on gender stereotypes across Index domains. EIGE will communicate Gender Equality Index results to key stakeholders in policy areas addressed by the Index. The impact of the Index will be assured by means of communication products that respond to audience needs.</p> <p>To establish a time series of data for the time domain and monitoring of EU policy priorities, the EU-wide CARE survey (second wave) was carried out in 2024 (fieldwork and data collection). The survey’s thematic and technical reports will be published in 2025. In 2025, EIGE will start preparations for the Gender Equality Index 2026.</p>				
<b>Indicators</b>	<b>Latest results</b>	<b>Target for 2025</b>	<b>Source</b>	<b>Means and frequency of</b>

				verification
<b>Outcome / expected results indicators</b>				
Number of references in policy to the Index	133	125	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Gender Equality Index 2025 report internally developed on time	Q3	Q3	PMT	Progress reports to the management board (Q2/Q4)
Gender Equality Index EU and 27 country profiles internally developed on time	Q3	Q3	PMT	
Gender Equality Index methodological report	N/A	Q4	PMT	
CARE survey thematic report(s) and technical report (second wave) developed internally on time	N/A	Q4	PMT	
Policy brief to support the Danish Presidency of the Council internally developed on time	Q3	Q3	PMT	
Number of consultation meetings with relevant EU and Member State stakeholders	N/A	3	Events register	
<b>Total FTEs</b>		<b>Budget</b>		
3.92 (3.02 TA, 0.90 CA)		EUR 1 266 676.25		

NB: EPSCO, Employment, Social Policy, Health and Consumer Affairs Council; N/A, not applicable; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.

## Activity 2. Monitoring international commitments and supporting the presidencies of the Council of the European Union

The BPfA continues to serve as the blueprint for achieving gender equality across the globe. Successive Council presidencies have established indicators to measure progress in implementing gender equality in 11 of the 12 BPfA areas of concern in the EU and its Member States. Since 2011, EIGE has played a central role in collecting and processing information and data, developing progress reports and research notes, and providing recommendations that have frequently led to new policy orientations through Council conclusions adopted at the Employment, Social Policy, Health and Consumer Affairs Council meetings every semester. EIGE works closely with the rotating presidencies of the Council, providing gender equality expertise for policy discussions and maintaining gender equality on the agenda.

Contributing to strategic objectives				
<ul style="list-style-type: none"> <li>Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>Support the integration of gender perspective into EU policies and resulting national policies</li> <li>Effectively promote gender equality to key stakeholders and target groups</li> </ul>				
<b>Specific objective(s):</b> to support the EU and Member States to implement the BPfA				
Overview of the activity				
<p>In 2025, EIGE will work closely with the Polish Presidency (first semester of 2025) to finalise and publish a comprehensive <i>Beijing + 30</i> report. This overarching review will provide a basis for Council conclusions on progress in gender equality since 2019. By the end of 2025, EIGE will develop a draft report on cyber violence against women and girls for the Cypriot Presidency (first semester of 2026), which will also serve as a basis for Council conclusions. In its reports, EIGE will propose new indicators for the BPfA monitoring framework, where relevant. The new indicators, if agreed at the Council, will be integrated into the Council conclusions. The initial research in support of the Lithuanian Presidency (first semester of 2027) will start in 2025.</p>				
Expected results				
<p>The BPfA report to support the Polish Presidency will provide research findings and recommendations to support the development of new policy commitments through Council conclusions adopted at Council meetings. It will also serve to inform debates after the close of the EU gender equality strategy for 2020–2025; increase key stakeholders’ knowledge of the main trends and challenges in gender equality across different policy areas within the current crisis context and key EU megatrends; provide evidence for the improvement of gender equality monitoring at the EU and Member State levels (particularly the update of the Gender Equality Index); provide examples of policy initiatives at the EU and Member State levels to strengthen gender equality and the social dimension of the EU; and inform the EU’s position with regard to the global assessment of progress for women, gender equality and empowerment of women and girls (e.g. the Commission on the Status of Women). The main expected result for 2025 is an increased use of BPfA monitoring reports as a reference source to inform policy response and measure progress in implementing gender equality in the selected thematic area in the EU and Member States.</p>				
Main output				
<p>During the Polish Presidency, the <i>Beijing + 30</i> report will be presented to the Commission’s High-Level Group on Gender Mainstreaming and at high-level presidency events. EIGE also aims to present the results in relevant Council meetings and at the Commission on the Status of Women. The update of indicators for the BPfA monitoring framework will be introduced in the Gender Statistics Database. A variety of communication activities will assure broader outreach of the BPfA reports. The draft report to support the Cypriot Presidency (first semester of 2026) will be developed by the end of 2025 and submitted to the Commission’s High-Level Group on Gender Mainstreaming for review. During 2025, EIGE will also prepare technical specifications and launch a procurement procedure to gather data and information for a study in support of the Lithuanian Presidency (first semester of 2027).</p>				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Outcome / expected results indicators				
Number of references in policy to BPfA reports	43	40	Policy monitoring reports	CAAR

Output indicators				
<i>Beijing + 30</i> report in support of the Polish Presidency (first semester of 2025) developed internally on time	Q2	Q2	PMT	Progress reports to the management board (Q2/Q4)
BPfA report in support of the Cypriot Presidency (first semester of 2026) developed internally on time for High-Level Group review	Q4	Q4	PMT	
Number of consultation meetings with relevant EU and Member State stakeholders	N/A	1	Events register	
<b>Total FTEs</b>			<b>Budget</b>	
1.84 (1.59 TA, 0.25 CA)			EUR 515 738.04	

NB: N/A, not applicable; Q2, second quarter; Q4, fourth quarter.

### Activity 3. Data collection on gender-based violence: administrative and survey data on violence against women and domestic violence

Data collection on gender-based violence against women and girls remains a key priority for EIGE, building on previous work on the measurement framework and strengthening institutional capacity to respond to different forms of gender-based violence. This activity supports the implementation of the directive on combating violence against women and domestic violence. The directive obliges Member States to collect administrative data (potentially as of 2027) on violence against women and domestic violence on the basis of the analysis and methodology proposed by EIGE. For 2025/2026, the directive requires the set-up of a coordination system for data collection, the initiation of procurement and an agreement on SOPs for data management, including data collection, entry and validation in support of the standardisation of violence against women and domestic violence administrative data.

In 2025, EIGE will refine and propose a common methodology for the data collection task to facilitate standardised administrative data collection across the EU. It will also support Eurostat’s task force, established in 2024, to assess the results and simplify the questionnaire for the second wave of the EU-GBV survey.

EIGE will continue to analyse the administrative data and the data gathered through the VAW II and EU-GBV surveys to expand knowledge on risk factors and on the characteristics and demographics of victims and perpetrators, applying a wider intersectional analysis.

EIGE will continue its work on cyber violence, based on a proposal of gender-sensitive definitions for the most prevalent forms of cyber violence against women and girls, aligned with the directive on combating violence against women and domestic violence. In 2024, EIGE operationalised the definitions of the forms of cyber violence covered by the directive and proposed a harmonised measurement framework. In 2025, EIGE will develop a feasibility study to assess national statistical capabilities to collect data on the newly developed indicators on cyber violence against women and girls.

In 2025, EIGE will work closely with FRA, Eurostat and other international organisations, such as UN Women, the UN Office on Drugs and Crime and the UN Economic Commission for Europe, to support a common measurement framework. It will aim to contribute to the global initiative proposed by UN Women for a measurement of technology-facilitated violence against women in order to ensure coherence of the global measurement framework with developments at the EU level (i.e. ensuring that the different forms of cyber violence are covered in the proposal for the directive and that their measurement is aligned with EU statistical requirements). EIGE will explore the connections between the results of the 2024 flash Eurobarometer and the EU-GBV survey to more effectively integrate the issue of violence against women into the framework of gender equality.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<b>Specific objective(s):</b> 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 to support EU and Member State legislative and policy developments to prevent and combat violence against women
<b>Overview of the activity</b>

In 2023, EIGE's activities pertained mainly to data collection, in 2024 to data analysis and in 2025 to publication and dissemination of findings.

Administrative data collection is based on EIGE's 13 indicators on intimate partner violence, rape and femicide, which have been expanded to cover domestic violence incidents and/or victims of domestic violence and specific forms of violence against women (focusing on its most prevalent form: intimate partner violence). Based on the results of the data collection, EIGE and national stakeholders will discuss the feasibility of expanding the data collection by adding new indicators to cover all forms of violence covered by the directive on combating violence against women and domestic violence, including the feasibility of a study on cyber violence. EIGE will implement the different steps described in the legislative finance statement accompanying the directive on combating violence against women and domestic violence, including the development of an SOP for administrative data management.

It will continue to analyse the data and statistical information from this exercise to provide robust evidence on the extent of reported violence against women and to support a more comprehensive analysis of the EU-GBV and VAW II surveys. EIGE's engagement with different working groups and task forces (e.g. Eurostat's Crime Statistics Working Group, the task force for the EU-GBV survey), together with its contextualising of gender-sensitive data, contributes to the best use of data for policy impact in the area of violence against women.

**Expected results**

In addition to the first steps towards fully implementing the directive on combating violence against women and domestic violence, this activity will enable a more comprehensive and intersectional analysis of the unique data on violence against women collected through administrative sources and a population-based survey. It will provide a better understanding of the extent of reported incidents of violence against women and domestic violence in the EU and the prevalence of femicide, which, together with the EU-wide prevalence data on violence against women (EU-GBV and VAW II surveys) facilitate more targeted EU and Member State legislation and policy to prevent and combat violence against women.

Strengthened cooperation with national, EU and global data providers will serve to enhance a common measurement framework on violence against women and domestic violence, as well as the feasibility of measuring and populating cyber violence indicators. Consultations are planned with national and EU stakeholders to set up a coordination system for data collection. These activities require the development of an SOP for administrative data management, enhancing EIGE's capacity and role as an EU data coordinator.

**Main output**

The descriptive and trend analysis of the administrative data that will cover the incidence and types of violence against women and domestic violence reported and some characteristics of the victims and perpetrators, as well as changes in incidence over time, will inform policy developments to prevent and combat these forms of violence. More specific analysis of the data gathered by the VAW II and EU-GBV surveys will increase knowledge on how intersecting inequalities and specific grounds of discrimination influence the prevalence of violence against women.

Establishing a coordination system for data collection will help the EU to move towards harmonised and standardised administrative data collection on violence against women and domestic violence. EIGE will regularly update indicators on the gender-based violence entry point in the Gender Statistics Database from external providers (FRA, Women Against Violence Europe Network, Eurostat) and its unique data collection. It will also disseminate survey data to support relevant policy and legislative developments.

Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
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**Outcome / expected results indicators**

Number of references in policy to EIGE's data on gender-based violence (administrative and survey data)	97	90	Policy monitoring reports	CAAR
Number of references in policy to EIGE's work on cyber violence against women and girls	N/A	2	Policy monitoring reports	CAAR
Number of references in policy to report(s) on violence against women (based on VAW II and EU-GBV survey results)	N/A	2	Policy monitoring reports	CAAR

**Output indicators**

Report on the administrative data collection on violence against women and domestic violence internally developed on time	N/A	Q3	PMT	Progress reports to the management board (Q2/Q4)
Report(s) on violence against women (based on VAW II and EU-GBV survey results) internally developed on time	N/A	Q3	PMT	
Methodological report on VAW II survey internally developed on time	N/A	Q3	PMT	
Gender-based violence entry point in Gender Statistics Database updated on time	Q4	Q4	Gender Statistics Database	
Statistical policy briefs (up to three) on data collection on intimate partner violence and femicide internally developed on time	N/A	Q2	PMT	
Number of consultation meetings with relevant stakeholders and experts to set up a coordination system for data collection	N/A	2	PMT	
Technical report on the development of SOPs for administrative data management on violence against women and domestic violence internally developed on time	N/A	Q4	PMT	
<b>Total FTEs</b>	<b>Budget</b>			
4.23 (2.15 TA, 0.18 SNE, 2 CA)	EUR 1 290 501.25 <sup>(a)</sup>			

<sup>(a)</sup> Costs in amount of EUR 500 000 for developing a common framework for administrative data collection should be borne by the EU budget and reflected in the budget of the agency concerned, namely EIGE. Within the scope of this proposal, the increase in the EU contribution to EIGE will be financed from the citizens, equality, rights and values programme for 2025–2027. From 2028 onwards these costs will become an integral part of the EU contribution to EIGE, to be adopted by the budget authority via the annual budgetary procedure (Proposal for a directive on combating violence against women and domestic violence, point 1.5.5, ‘Legislative financial statement’).

NB: N/A, not applicable; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.

#### Activity 4. Research and development of the indicators on gender-based violence: harmful practices

The EU gender equality strategy for 2020–2025 recognises female genital mutilation (FGM), forced abortion and forced sterilisation, early and forced marriage, so-called honour-related violence and other harmful practices against women and girls as forms of gender-based violence and serious violations of women’s and children’s rights within the EU and around the world. In 2022, the European Commission launched an initiative to broaden the EU’s scope of action in relation to such harmful practices by providing a comprehensive and harmonised recommendation on the prevention of harmful practices, addressing prevention, support, training of professionals and victim-centred access to justice through awareness raising, education and capacity building, taking into account the social, cultural and/or religious contexts in which harmful practices occur <sup>(77)</sup>. EIGE will support the implementation of the Commission’s (proposed) recommendation by initiating research, exploring methods and developing indicators for Member States to systematically collect data on harmful practices against women and girls.

In 2025, EIGE will focus on research on measuring specific forms of harmful practices against women and girls, paying particular attention to FGM. In 2015, EIGE developed a step-by-step guide to assess FGM risks and to estimate the number of girls and women at risk of FGM in the EU. The guide was refined in 2017 and includes 14 steps that combine data and information gained from real-life testimonials. The inclusion of both quantitative and qualitative data enables a more accurate estimation of FGM risk. EIGE will build on its previous experience in developing clear definitions, identifying reliable data sources and developing standardised measurement tools that are culturally sensitive and appropriate for the population in question to update the step-by-step guide. This activity aims also to contribute to the measurement of the specific forms of violence against women covered and defined as criminal offences by Directive (EU) 2024/1385.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<p><b>Specific objective(s):</b> to support the development of a comparable measurement framework on violence against women by providing the tools to collect reliable data on harmful practices at the EU and Member State levels</p>
<b>Overview of the activity</b>
<p>To support both the implementation of the Commission’s recommendation to prevent and tackle harmful practices and the measurement of specific forms of violence against women defined by the Directive (EU) 2024/1385, EIGE will assess the possibility of extending the violence against women data collection to specific harmful practices. Building on its previous work on developing conceptual and measurement frameworks on specific forms of violence against women (e.g. intimate partner violence, femicide, cyber violence against women and girls, FGM), EIGE will update the step-by-step guide to assess FGM risks. This activity will form part of a long-term project that will include the development of indicators, data collection methodology and tools, testing and refinement of the framework, implementation and monitoring of the measurement and data analysis, and use of results to inform policies and decision-making processes. EIGE will work closely with different stakeholders such as DG Health and Food Safety, the World Health Organization, non-governmental organisations and gynaecology and obstetrics organisations. The guide will be tested and published in 2026.</p>
<b>Expected results</b>
<p>EIGE’s ongoing work on administrative data collection on violence against women aims to establish a standardised measurement framework to collect comparable data at the EU level. The measurement of violence against women should also advance the collection of data on harmful practices. The expected result of this activity is the update of the step-by-step guide to estimating FGM risks, to be used as a tool to measure the extent of potential victims in the EU. This guide will contribute to raising awareness among different stakeholders in the EU and Member States.</p>
<b>Main output</b>

<sup>(77)</sup> European Commission (n.d.), ‘Prevention of harmful practices against women and girls’, European Commission website, accessed 27 November 2024, [https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13110-Prevention-of-harmful-practices-against-women-and-girls\\_en](https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13110-Prevention-of-harmful-practices-against-women-and-girls_en).

EIGE will compile the mapping of the different definitions, available data sources and statistical products in a report. As part of that mapping and consultation, EIGE will work closely with different stakeholders such as DG Justice and Consumers, DG Health and Food Safety, the World Health Organization, gynaecology and obstetrics organisations, women’s rights organisations, and experts. The mapping will serve as the foundation for discussion on the potential development of a conceptual framework with Member States and the related assessment of its statistical value. The main output will be available in 2026.				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
<b>Outcome / expected results indicators</b>				
Not applicable in 2025	N/A	N/A	N/A	N/A
<b>Output indicators</b>				
Not applicable in 2025	N/A	N/A	N/A	N/A
<b>Total FTEs</b>		<b>Budget</b>		
1.8 (1.38 TA, 0.22 CA, 0.20 SNE)		EUR 335 806.21		

NB: N/A, not applicable.

### Activity 5. Research on emerging issues: gender-based violence in times of crisis

EIGE’s work on gender-based violence in times of crisis started with an assessment of the increased risk of intimate partner violence as a consequence of COVID-19-related lockdown policies. The research found that the prevalence and severity of gender-based violence, particularly sexual and domestic violence, are exacerbated in crisis settings. It also showed that the increase in violence during the COVID-19 pandemic could be projected to other crises, such as civil conflicts, natural disasters and climate change. For example, Russia’s war of aggression against Ukraine posed a new crisis scenario in the EU, with significant displacement and many women and children from Ukraine exposed to heightened levels of sexual violence. EIGE’s research in 2022 and 2023 confirmed that gender inequalities are exacerbated in conflict settings. In 2024, EIGE extended its focus to the mapping of the Member States’ measures, policies, guidelines and national action plans, especially those related to UN Resolution 1325, to assess policy gaps for migrant, refugee and asylum seeker victims of gender-based violence.

In 2025, EIGE will specifically analyse the implementation of the Istanbul Convention provisions on gender-based asylum claims and non-refoulement. The project aims to document how gender-based violence is screened at reception centres, as a crucial step towards granting asylum seekers their non-refoulement right and providing them with meaningful and sustainable support and help. Promising practices will be identified for efficient, gender-sensitive, victim-centred and trauma-centred screening, paired with adequate referral systems and support services.

To ensure comprehensive, high-quality and impactful research, EIGE will work closely with EU agencies working in this field (e.g. EU Agency for Asylum, Eurojust, European Border and Coast Guard Agency), as well as international organisations (e.g. Organization for Security and Co-operation in Europe, UN High Commissioner for Refugees), strengthening collaboration on gender and migration.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<p><b>Specific objective(s):</b> to complement the work of EU institutions and international organisations ensuring that women and girls fleeing conflict-related sexual and gender-based violence in specific settings enjoy their rights and receive gender-sensitive, trauma-oriented and victim-centred support and care in transit and reception centres; to support the monitoring of the implementation of the Istanbul Convention, especially Articles 60 and 61; and to collect data on gender-based violence against women and girls in transit and reception centres</p>
<b>Overview of the activity</b>
<p>In 2025, EIGE’s project will build on its previous work identifying national and EU-wide policies, guidelines and actions plans on the gender aspects of refugees and asylum seekers arriving in the EU. The new project will take a closer look at how these policies and guidelines are implemented at transit and reception centres, focusing on the operationalisation of gender-based violence screenings. Article 60, paragraph 3, of the Istanbul Convention will serve as a reference point: ‘Parties shall take the necessary legislative or other measures to develop gender-sensitive reception procedures and support services for asylum-seekers as well as gender guidelines and gender-sensitive asylum procedures, including refugee status determination and application for international protection.’ Given the sensitivity of the topic, EIGE will work closely with experts from European and international organisations, such as the EU Agency for Asylum and the UN High Commissioner for Refugees, with ethical and security questions at the centre of the research design. Semi-structured, in-depth interviews will seek to gain a comprehensive overview of the implementation of gender-sensitive and victim-oriented screenings at reception centres. Research participants will be humanitarian workers, reception centre staff, officers, volunteers and relevant professionals, non-governmental organisations dealing with women and girl refugees and asylum seekers, and, if possible, victims/survivors who have passed through reception centres. Building on the findings of the previous year, reports by the Group of Experts on Action against Violence against Women and Domestic Violence and the interviews, EIGE will develop practical guidance on how best to implement gender-based violence screening and apply Articles 60 and 61 of the Istanbul Convention, enabling adequate psychological support, justice and non-refoulement rights.</p>

Expected results				
EIGE's 2025 activity on researching gender-sensitive screening for victims/survivors of sexual and gender-based violence at reception centres aims to increase awareness of potential gaps in the implementation of Articles 60 and 61 of the Istanbul Convention. Expected results are (1) identifying potential gaps, promising practices and recommendations in the area of gender-sensitive screenings at reception centres; (2) increasing awareness of the need to implement victim- and trauma-oriented screening for women and girls fleeing crisis so that they can receive adequate psychological support, justice and legal status, as well as creating functioning, efficient and up-to date referral systems; and (3) supporting policymakers and officials of the EU institutions and Member States to increase their efforts in designing asylum seeker and refugee policies protecting and supporting women and girl victims/survivors of sexual and gender-based violence.				
Main output				
Based on 2024 project outcomes, EIGE will publish a report with a mapping of and promising practices for addressing gender-based violence in the context of migration and asylum seeking. The main output of the 2025 project will be practical guidance with recommendations for EU institutions and Member States for the early identification of sexual and gender-based violence in migration settings. This report will be published in 2026.				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Outcome / expected results indicators				
Not applicable in 2025	N/A	N/A	N/A	N/A
Output indicators				
Report on gender-based violence in the context of crisis internally developed on time	N/A	Q2	PMT	Progress reports to the management board (Q2/Q4)
Total FTEs		Budget		
1.15 (0.28 TA, 0.87 SNE)		EUR 323 590.74		

NB: N/A, not applicable; Q2, second quarter; Q4, fourth quarter.

### 3.2.2. Supporting gender-responsive policies: gender mainstreaming and specific tools

Gender mainstreaming integrates a gender perspective into every stage of every policy intervention: design, planning, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes. It also promotes the mainstreaming of gender into institutional structures, supporting institutional change and equal participation of women and men at all levels. EIGE’s long-term objective is to provide methodological tools to build the capacity of EU institutions and Member States to mainstream gender into all policy areas. Throughout 2025–2027, EIGE will continue to develop gender mainstreaming tools and methods of policy implementation, as well as supporting the EU to design more effective gender mainstreaming strategies.

#### Activity 6. Policy support on gender mainstreaming

In line with the long-term objective of supporting the integration of a gender perspective into EU and national policies, this activity will support the EU and Member States to design more effective gender mainstreaming strategies by (1) providing evidence-based findings, examples, recommendations and tailored practical materials on the practical implementation of gender mainstreaming into a particular policy area, and (2) strengthening capacity to mainstream gender into the selected policy area. In 2025, EIGE will systematise the lessons from the provision of technical support to DG Structural Reform Support’s flagship on gender mainstreaming, which has been prolonged and will finish in December 2025. EIGE will also publish data, findings and recommendations on institutional mechanisms for gender equality and gender mainstreaming (area H of the BPfA) in the context of the *Beijing + 30* review in 2025 and continue to provide 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. In 2025, EIGE will initiate work on an update to the policy areas of its Gender Mainstreaming Platform and support gender mainstreaming in the next EU long-term budget (MFF), including with the provision of technical support to DG Budget.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>• Support the integration of a gender perspective in community policies and resulting national policies</li> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> </ul>
<p><b>Specific objective(s):</b> to support EU and Member State policymaking on the implementation of gender equality policy and gender mainstreaming as a strategy to achieve gender-responsive policy objectives</p>
<b>Overview of the activity</b>
<p>In 2025, EIGE will present trends and develop policy recommendations on area H of the BPfA, institutional mechanisms for gender equality and gender mainstreaming. Those results will be used to report on area H in the <i>Beijing + 30</i> review, inform post-2025 gender equality policy discussions, and update EIGE’s Gender Mainstreaming Platform (country information) and the Gender Statistics Database. Capitalising on its work on institutional mechanisms, EIGE will continue to participate in the expert group on the implementation of EU equality law and provide technical support to the Commission and Member States 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.</p> <p>Throughout 2025–2027, EIGE will update the policy areas of its Gender Mainstreaming Platform. In 2025, it will consult key stakeholders on their related needs and gather data, good practices and information to update the sections on gender inequality, policy cycles and practical examples. Preparatory work will start in 2025, and the updated policy areas will be available in 2027.</p> <p>Support for DG Structural Reform Support, initiated in 2022, will be prolonged until December 2025. EIGE will systematise the lessons from providing technical support to recovery, public reform and budgets and assess the possibility of using, publishing and disseminating the tools developed under DG Structural Reform Support’s flagship initiative. EIGE will build on findings from cooperation with DG Structural Reform Support and scale up efforts for structured partnership development on gender</p>

<p>budgeting, including with the provision of support to DG Budget for gender mainstreaming in the next EU long-term budget (MFF).</p> <p>The output of EIGE’s work on institutional mechanisms will be finalised and made available on the Gender Mainstreaming Platform in 2025. It will disseminate the findings and engage with key stakeholders to promote the strengthening of effective structures for gender equality and gender mainstreaming in the EU.</p>				
<b>Expected results</b>				
<p>EIGE’s 2025 policy support on gender mainstreaming aims to strengthen institutional capacity and mechanisms for gender equality and the implementation of gender mainstreaming across policy areas. Expected results for 2025 are (1) identifying trends, evidence and recommendations on progress in area H of the BPfA; (2) providing know-how on gender mainstreaming practices and specific methods; and (3) increasing the awareness and capacity of policymakers and officials of the EU institutions and Member States to effectively implement gender mainstreaming across different policy areas.</p>				
<b>Main output</b>				
<p>EIGE will initiate preparatory work for a 2-year project (2026–2027) to update the policy areas of the Gender Mainstreaming Platform. Consultation of key stakeholders and other relevant actors and experts will serve as a mechanism to raise awareness, develop competence and gather feedback on their needs. The 2025 internally finalised output includes general information for the update of the sections on gender inequalities and policy cycles. This includes examples and good practices for mainstreaming gender and intersectionality in the policy areas, indicators and available data, in coordination with the Gender Statistics Database. In 2025, EIGE will publish the results in a report on area H of the BPfA, together with a factsheet summarising trends and presenting evidence-based policy recommendations. It will also update the country-specific information on the Gender Mainstreaming Platform. The main findings will also be reflected in the <i>Beijing + 30</i> report and made available on EIGE’s Gender Mainstreaming Platform and the Gender Statistics Database in 2025, including related data talks and the updated methodological report.</p>				
<b>Indicators</b>	<b>Latest results</b>	<b>Target for 2025</b>	<b>Source</b>	<b>Means and frequency of verification</b>
<b>Outcome / expected results indicators</b>				
Number of references in policy to EIGE’s work on gender mainstreaming (Q1–Q4)	69	50	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Dataset on institutional mechanisms for gender equality and gender mainstreaming updated on time	N/A	Q2	PMT	Progress reports to the management board (Q2/Q4)
27 country factsheets (country-specific information) on institutional mechanisms internally developed on time	N/A	Q2	PMT	
Update of Gender Mainstreaming Platform webpage on institutional mechanisms for gender equality and gender mainstreaming (i.e. institutions and structures and country-specific information)	N/A	Q2		
Number of consultation meetings	N/A	1	Events register	
<b>Total FTEs</b>			<b>Budget</b>	
1.22 (0.57 TA, 0.65 SNE)			EUR 503 553.33	

NB: N/A, not applicable; Q1, first quarter; Q2, second quarter; Q4, fourth quarter.

## Activity 7. Methods and tools for gender mainstreaming

In line with its long-term objective to support the integration of a gender perspective into EU and national policies, in 2025 EIGE will continue to support the European Commission and Member States on gender mainstreaming methods and tools. This support will include (1) developing new methods and tools, (2) providing technical support on the practical use of EIGE’s methods and tools; and (3) strengthening cooperation and partnership development to boost gender mainstreaming. In 2025, the Thematic Network on Gender Mainstreaming will meet twice (at most), offering Member State and EU institution practitioners a space to exchange information on progress on implementing gender mainstreaming strategies, as well as a channel for identifying good practices and supporting the use of gender mainstreaming methods and tools.

In 2025, EIGE support activities for the European Commission will focus primarily on implementing the EU legal provisions on pay transparency related to the update of existing Union guidelines on gender-neutral job evaluation, and initiating preparatory work for a 2-year project (2026–2027) to develop a toolkit on gender analysis, integrating an intersectional approach. Building on the findings of EIGE’s second external evaluation in 2022, the toolkit will contain two horizontal components – good practices and capacity development. It will present step-by-step guidance on gender analysis, from an intersectional perspective, for EU key policy priorities and emerging issues (e.g. climate change). This tailored guidance will be aligned with the provisions of the better regulation agenda (the Commission’s regulatory approach to designing and evaluating EU policies transparently based on evidence and the views of citizens and stakeholders). EIGE’s work will support the Commission’s efforts to expand evidence-based policymaking and achieve a Union of equality.

In 2025, EIGE plans to develop and test a new approach to technical support / capacity development of key stakeholders and dissemination of its mainstreaming tools. It envisages dedicated webinars to increase stakeholders’ information and expertise on the application of gender mainstreaming tools and the development of a help desk on gender mainstreaming that will enable quick response to the growing need for technical support in gender mainstreaming while also enhancing awareness and use of EIGE’s Gender Mainstreaming Platform, and methods and tools within EU institutions and Member States.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>Support the integration of a gender perspective into community policies and resulting national policies</li> </ul>
<b>Specific objective(s):</b> to provide tools to build the capacity of EU institutions and Member States to mainstream gender into all policy areas; and to provide technical support and capacity-building to EU and Member State institutions on request and where relevant.
<b>Overview of the activity</b>
Methods and tools for gender mainstreaming facilitate the integration of gender into policies and programmes. In line with EU and international commitments and approaches, including the EU gender equality strategy for 2020–2025, EIGE has developed a coherent gender mainstreaming system for the EU and Member States, which proposes the strategic use of different methods and tools in all steps of the policy/programming cycle. EIGE’s tools and methods are practical, ready-to-use ‘how-to’ guides that can be used separately or together to shape policies and programmes. More recently, EIGE has strengthened its technical assistance for and cooperation with EU institutions, as well as its support for and partnership with Member States and other stakeholders, including through the Thematic Network on Gender Mainstreaming.
<b>Expected results</b>
EIGE’s 2025 development of methods and tools for gender mainstreaming aims to (1) increase the knowledge and capacity of EU and Member State policymakers and other stakeholders to enable them to implement gender mainstreaming effectively; and (2) foster the uptake of gender mainstreaming methods and tools. One of the objectives of the Thematic Network on Gender Mainstreaming is to contribute to more effective and sustainable design and implementation of gender mainstreaming. Members’ expertise will be collected and reflected in EIGE’s methods.
<b>Main output</b>
In 2025, EIGE will continue the implementation of the project that supports the Commission in the update of existing Union guidelines and develop practical guidance on gender-neutral job evaluation and classification systems. Practical guidance and tools on gender-neutral job evaluation will contribute to pay transparency, support establishing ‘equal pay for equal work or work of

equal value’<sup>(78)</sup> and help to detect indirect pay discrimination at the company or sector level. In 2025, EIGE will collect examples of available tools, methodologies, guidelines and manuals for gender-neutral job evaluation and classification systems from Member States and beyond, including company examples from Member States, and develop and test a step-by-step toolkit (portable document format and web version) and a practical case study on gender-neutral job evaluation, together with a brief, a factsheet and preparatory materials. EIGE will closely cooperate with key stakeholders, such as Eurofound, the Organisation for Economic Co-operation and Development and the International Labour Organization / Equal Pay International Coalition.

It will continue working to integrate gender equality into programme/project cycles and institutions by developing more practical guidance and tools on gender and intersectional analysis for key EU policy priorities (e.g. climate change). Practical guidance will be aligned with the better regulation agenda and contribute to the Union of equality. In 2025, EIGE will conduct preparatory work for the 2-year project (2026–2027). Preparatory work will include, for example, desk research, mapping available methodologies (including budget analysis) and identification of promising practices, including on effective methods to increase stakeholders’ information and expertise on applying gender analysis.

EIGE will continue to carry out technical support activities for a limited number of stakeholders (giving priority to EU institutions) on the practical implementation of gender mainstreaming in their policies, programmes, projects and institutions. Meetings of the Thematic Network on Gender Equality will focus on the practical application of methods and tools and on the identification of needs, good practices and examples related to gender and an intersectional perspective for the update of the 21 policy areas of EIGE’s Gender Mainstreaming Platform. EIGE will explore ways to enable systematic updates of the content of the platform. EIGE will also explore ways for a quick response to related requests via the help desk on gender mainstreaming.

Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
<b>Outcome / expected results indicators</b>				
Number of references in policy to gender mainstreaming methods and tools	77	70	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Concept note for capacity development webinars internally developed on time	N/A	Q2	PMT	Progress reports to the management board (Q2/Q4)
Practical toolkit on gender-neutral job evaluation developed internally on time	N/A	Q4	PMT	
Number of stakeholders provided with technical support	N/A	Up to 5	Stakeholders’ request register	
Number of experts’ meetings on specific gender mainstreaming tools, examples and structures	N/A	1	Events register	Events register
<b>Total FTEs</b>		<b>Budget</b>		
3.17 (1.97 TA, 1.20 SNE)		EUR 737 393		

NB: N/A, not applicable; Q2, second quarter; Q4, fourth quarter.

<sup>(78)</sup> Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 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 (OJ L 132, 17.5.2023, p. 21–44), <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32023L0970>.

## Activity 8. Gender Statistics Database

EIGE’s Gender Statistics Database is a centralised, reliable and up-to-date source of key gender statistics and indicators. It aims to assist EU institutions and Member States by collating, analysing and communicating reliable and comparable data on equality between women and men, thereby improving the quality, production and availability of gender statistics. It also provides a platform through which to disseminate developments in the field of gender statistics. EIGE ensures that the database is maintained as a key source of reference data on gender statistics, updated regularly and designed to be user-friendly and accessible.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Support the integration of gender perspective into community policies and resulting national policies</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<p><b>Specific objective(s):</b> to support EU and Member State policymaking by improving the collection and availability of high-quality gender statistics</p>
<b>Overview of the activity</b>
<p>In 2025, the Gender Statistics Database will focus on providing continuity to statistical data collection for which EIGE is a primary, unique and harmonised source, such as women and men in decision-making, intimate partner violence and survey data collected by EIGE (e.g. gender gaps in unpaid care and individual and social activities). EIGE will also update the database entry point of the BPfA. The Commission has called on EIGE to further monitor the progress related to gender balance in the corporate boards of the largest EU listed companies. In 2025, EIGE will start the implementation of the feasible methodological steps and decisions defined in a 2024 formal agreement with the Commission and the Member States.</p> <p>By maintaining and updating the Gender Statistics Database, EIGE will continue to highlight outstanding gaps in data collection and availability, as well as improving the quality of gender statistics and setting standards on mainstreaming gender into statistical data production. It will pay particular attention to the EU gender equality strategy for 2020–2025 and related policy framework, given the Commission’s commitment to integrating a gender perspective into all major initiatives to ensure that policies and programmes maximise the potential of women, men, girls and boys, in all their diversity. EIGE will build on the findings of its second external evaluation and work to update quality standards for gender statistics. Appropriate disaggregation will gradually be introduced in the database to expand an intersectional approach across EIGE’s activities and the monitoring of key EU policy strategies, such as the EU gender equality strategy for 2020–2025.</p> <p>Within the framework of its unique data collection on women and men in decision-making, EIGE will update and consolidate its statistical activity to reflect emerging statistical dimensions and key policy priorities. These include gender balance on boards and/or other decision-making positions for key policy priorities, such as defence and security, environment, and climate change. Subject to a separate agreement with DG Neighbourhood and Enlargement Negotiations, EIGE will collect data on women and men in decision-making in pre-accession and candidate countries.</p> <p>EIGE will strengthen its engagement with key stakeholders for gender statistics to create synergies and complementarities with statistics users and producers of statistical data. Prioritising its unique statistical data collection, EIGE will communicate and promote the Gender Statistics Database through communication products that help users to digest data meaningfully, as well as making statistics accessible to users who prefer to concentrate on headline trends shown by the data.</p>
<b>Expected results</b>
<p>EIGE will use the Gender Statistics Database to support communication, promote production of gender statistics and address gender statistics gaps. It will encourage the use of gender statistics using innovative tools and appropriate communication channels. It will support stakeholders’ needs to better inform decision-making processes. Through the database’s information tools and dissemination products, EIGE will increase the availability and improve the quality of gender statistics.</p>
<b>Main output</b>

<p>EIGE will collect and update unique statistics on women and men in decision-making, gender mainstreaming and violence against women. It will also update relevant gender statistics from external providers (e.g. Eurostat, Eurofound, FRA).</p> <p>EIGE will produce up to four statistical factsheets to communicate its unique data (women and men in decision-making, violence against women) and its own surveys among stakeholders and the general public. In parallel, it will create synergy and complementarities with key strategic stakeholders at the national and international levels, including those with similar initiatives on gender statistics. It will organise up to one experts' meeting on the developments most relevant to its Gender Statistics Database activities.</p>				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
<b>Outcome / expected results indicators</b>				
Number of references in policy to Gender Statistics Database	136	120	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Datasets from EIGE's data collection activities (including surveys) and external providers (Eurostat, others) and respective methodological reports regularly updated on time	Q4	Q4	PMT	Progress reports to the management board (Q2/Q4)
Datasets on women and men in decision-making updated on time	Q1, Q2, Q3, Q4	Q1, Q2, Q3, Q4	PMT	
Methodological report on women and men in decision-making data collection internally developed on time	Q1, Q2, Q3, Q4	Q1, Q2, Q3, Q4	PMT	
Evaluation report of EIGE's Gender Statistics Database under FWC EIGE-2019-OPER-18 internally approved on time	N/A	Q4	Annual evaluation plan	
Statistical factsheets (up to two) on women and men in decision-making internally developed on time	Q2	Q2	PMT	
Short statistical factsheet (up to four, PDF or data talks) on the topical area of the year internally developed on time	Q4	Q4	PMT	
<b>Total FTEs</b>		<b>Budget</b>		
1.8 (1.45 TA, 0.35 SNE)		EUR 819 217		

NB: FWC, framework contract; N/A, not applicable; PDF, portable data format; Q1, first quarter; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.

### 3.2.3. Communicating gender equality

EIGE’s founding regulation tasks the institute with raising awareness of gender equality among its stakeholders and EU citizens. To support this mandate, it will continue targeted outreach and engagement with key stakeholders to ensure that all knowledge it produces meets their needs. EIGE’s outreach and engagement focuses on stakeholder relations and communication with broader audiences. Both areas of outreach are supported by knowledge management tools and activities that ensure the efficiency and relevance of communications.

#### Activity 9. Building and maintaining stakeholder relations

The overall objective of this activity is to ensure that EIGE’s work focuses on areas of political relevance and that its tools and resources are used by stakeholders. EIGE systematically follows legal and policy developments relevant to gender equality in the EU. It also applies a strategic foresight approach to anticipate and respond to changes in the EU gender equality policy environment. EIGE consults its key stakeholders on their needs and actively looks for opportunities to contribute to evidence-based policymaking on gender equality.

<b>Contributing to strategic objectives:</b>
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<p><b>Specific objective(s):</b> to identify opportunities and contribute to strengthening the gender perspective with an intersectional approach in EU policies in line with EIGE’s thematic priorities</p>
<b>Overview of the activity</b>
<p>EIGE will focus on providing targeted input and support to stakeholders working with the thematic priorities in the EU gender equality strategy for 2020–2025 and the new gender equality strategy for post-2025. Its work with national- and EU-level policymakers and decision-makers, EU agencies, EU-level social partners, equality bodies and CSOs will continue.</p> <p>As part of its strategic foresight efforts and in line with the priorities of the new Commission, in 2025 EIGE will continue its horizontal work to strengthen gender equality with an intersectional perspective through consultations, input on EU-level policy documents, and awareness-raising among gender equality policymakers. These activities will be guided by EIGE’s strategic foresight approach to anticipate and respond to changes in the EU gender equality policy environment. EIGE’s liaison office in Brussels will continue to play a central role in ensuring the success of these activities.</p> <p>In 2025, EIGE will cooperate closely with Poland, Denmark and Cyprus as the upcoming presidencies of the Council of the European Union to support gender mainstreaming in their presidency agendas. Country visits to selected Member States will bring EIGE’s work and expertise closer to national-level stakeholders. In 2025, EIGE will continue to actively engage the Experts’ Forum, including in the context of its strategic foresight efforts.</p> <p>EIGE will expand its network of stakeholders by seeking closer cooperation with (national) gender equality ambassadors’ networks, innovative platforms promoting gender equality in policy and business communities, and in the wider equality, diversity and human rights area (intersectionality). Following the recommendations of EIGE’s second external evaluation in 2022, the agency will extend its stakeholder network to those working on intersectional aspects of gender equality, guided by its organisational strategy on intersectionality.</p> <p>The Gender Equality Forum 2024 has successfully built new partnerships and strengthened existing ones. The forum has also contributed to the conversations on the future of gender equality in the EU, including by bringing in voices of young people. In 2025, EIGE will follow up on these conversations and further engage its stakeholders, especially young people, as part of its outreach and engagement activities led by a strategic foresight approach.</p> <p>Building on the lessons of EIGE’s strategic foresight activities in 2023–2024, EIGE will update its own overall methodology of stakeholder and expert consultation processes, including to better reflect EIGE’s approach to strategic-foresight-led stakeholder consultations.</p>

Stakeholder engagement work for activities under the action areas of providing evidence and supporting gender-responsive policies is described in the respective activity sections above.				
<b>Expected results</b>				
<p>Structured cooperation between EIGE and its stakeholders will help to better define, develop and coordinate its priorities and activities. Combined with strategic foresight analysis, this cooperation will increase the political relevance of EIGE's work and complement the work of its stakeholders and partners.</p> <p>Close cooperation and strategic relationships with stakeholders at the EU and Member State levels will ensure that EIGE's data and findings inform national- and EU-level policies. Close cooperation with the presidencies of the Council of the European Union will result in better gender mainstreaming in presidency agendas.</p>				
<b>Main output</b>				
<p>EIGE's data and findings will provide input on the policy discussions at the EP, Council of the European Union and European Commission. EIGE will participate and present its findings at high-level political events to support the gender equality work of policymakers and decision-makers at relevant EU institutions. EIGE will conduct a series of outreach and engagement activities including a launch event for EIGE's Gender Equality Index 2025. The agency will also organise dedicated stakeholder consultations (some of these via the Brussels liaison office) and an Experts' Forum meeting to better inform its work and take stock of gender equality developments. In line with recommendations of the second external evaluation of EIGE, the agency will continue its acknowledged efforts to improve the working methods of the Experts' Forum. EIGE will actively engage Experts' Forum members on various topics, including in the context of its strategic foresight efforts, monitoring national gender equality developments, promoting its work to national-level stakeholders and participating in 'audience testing' some of EIGE's communication products.</p> <p>EIGE will organise and participate in stakeholder meetings, including presentations to the upcoming presidencies and country visits to Member States to support national discussions on gender equality with facts and data.</p>				
<b>Indicators</b>	<b>Latest results</b>	<b>Target for 2025</b>	<b>Source</b>	<b>Means and frequency of verification</b>
<b>Outcome / expected results indicators</b>				
Number of policy references to EIGE's work	791	791	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Number of events organised by EIGE (Gender Equality Index 2025 release event, country visits, Experts' Forum meeting)	7	5	Events register	Progress reports to the management board (Q1–Q2 / Q3–Q4)
<b>Total FTEs</b>		<b>Budget</b>		
5.82 (2.82 TA, 1 CA, 2 SNE)		EUR 821 901.34		

NB: Q1, first quarter; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.

## Activity 10. EIGE’s communication campaigns and activities

EIGE’s communication activities promote gender equality in the EU in line with its mandate and share its research findings with key stakeholders and broader target groups in engaging, clear and creative ways.

<b>Contributing to strategic objectives:</b>
<ul style="list-style-type: none"> <li>Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<p><b>Specific objective(s):</b> to develop communication approaches that promote gender equality in the EU by (1) presenting EIGE’s evidence in easy-to-understand and concise ways, and (2) encouraging audience engagement.</p>
<b>Overview of the activity</b>
<p>EIGE uses targeted communication approaches to promote gender equality and raise stakeholder awareness. In line with annual thematic priorities, EIGE will continue to roll out the communication campaign of VAW II survey findings in early 2025 and launch a communication campaign related to a second (yet to be determined) priority.</p> <p>Campaigns are based on identified communication objectives, segmented target audiences and prioritised communication messages. Channel strategies will include the development of visual or audiovisual products, as well as editorial content (e.g. news items) and speeches, promoted through the website, social media and other channels and amplified by the media and/or partners. Communication campaigns serve as an avenue through which to present EIGE’s evidence, positioned within broader topics and issues, and through which to explore storytelling approaches to reach wider audiences and encourage stakeholder and public engagement. Testing of campaign messages (e.g. through focus groups representing the target audiences of EIGE’s communication activities) is a solid part of every EIGE campaign. Campaigns will be implemented in close coordination with the European Commission’s DG Justice and Consumers communication unit, the EP, the JHA agencies communication network and other key communication multipliers, including the C10 group. Campaign monitoring will also be implemented (e.g. via a pilot by StakeholderWatch). Campaigns will consider the needs of key stakeholders and apply a gender and intersecting inequalities perspective.</p> <p>In line with the recommendations of the second external evaluation in 2022, EIGE will reach out to broader audiences, particularly young people. By strengthening young people’s understanding of the need for gender equality, EIGE can help to maintain a key value underpinning societies in the EU today and in future. EIGE will continue to explore the use of various communication channels and tools to reach these audiences, for example refreshing its presence on social media channels such as Instagram or adopting new formats such as podcasts. It will also consider ways to increase the appeal and user-friendliness of selected EIGE output, for example gender mainstreaming tools, such as adaptation into e-learning products. While EIGE will integrate its evidence in its communication campaigns, specific communication and monitoring will be used for relevant projects and evidence, such as the launch of the Gender Equality Index 2025.</p> <p>In 2025, EIGE will continue to engage with media at the EU and national levels to strengthen reporting on gender equality. Beyond the reactive response to media queries, it aims to develop more proactive engagement through its revamped Journalistic Thematic Network, as well as timely interaction with key media outlets and influential voices responding to current topics and developments.</p> <p>There is a growing backlash against gender equality, fuelled by intentional gender misinformation and disinformation. As the European knowledge centre on gender equality, EIGE has a role to play in developing knowledge on better ways to communicate gender equality topics, both in policymaking contexts and in broader public discourse. In 2025, EIGE will further develop its communications lab to provide a platform for exchanges (community of practice), learning and joint testing of communication approaches, including with an activity supporting a priority of the incoming Danish Presidency. EIGE will also seek synergy to make the findings of the communications lab available to the Council of Europe’s Gender Equality Commission, which is starting to develop tools to support positive narratives around gender equality.</p> <p>In 2025, EIGE will evaluate the second Gender Equality Forum (which took place in 2024). Preparations for the Gender Equality Forum 2026 and the 2026 priority topic communication campaign will also start in 2025.</p>
<b>Expected results</b>
<p>EIGE expects to engage stakeholders and the wider public through communications campaigns that foster an evidence-based public discussion on important issues for gender equality. It will maintain EIGE’s media coverage and social media outreach, in line with the results of the latest baseline. EIGE intends to be the first reference point for policymakers, experts, journalists and citizens searching for information and resources on gender equality.</p>
<b>Main output</b>

Two communication campaigns aim to raise awareness and/or change attitudes towards two thematic priorities by highlighting EIGE’s work and evidence. Using digital communication via EIGE’s website (focus on news items) and proactive media engagement, the campaign and related communication approaches will provide an easy-to-understand explanation of key research findings and evidence. Audiovisual and visual products, as well as editorial content, will present information creatively and concisely and explore storytelling approaches. EIGE’s social media posts on Facebook, LinkedIn and other relevant social media platforms will raise awareness of key gender equality issues and EIGE’s work, serving as a funnel to the website.

The communications lab approach helps to create a better understanding of the evolving communications environment and gender equality conversations, including the backlash against gender equality and anti-gender narratives. It supports stakeholders to broaden their knowledge and skills on ways to communicate gender equality, including responses to gendered disinformation. It also opens avenues for more structured engagement through exchanges, learning and joint testing of communication approaches.

Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
<b>Outcome / expected results indicators</b>				
Media coverage of EIGE’s work	Average per annum (2021–2023): 3 021 2023 results: 3 240	> 2 500	Media monitoring reports	Progress reports to management board (Q2/Q4)
Media coverage of the Gender Equality Index	Average per annum (2021–2023): 921 2023 results: 1 388	> 600	Media monitoring reports	
Rate of success of campaigns implemented during the year	2023 results: N/A	> 80 % (rate of success for agreed objectives in measurement framework of campaigns)	Progress report to management board	
<b>Output indicators</b>				
Number of campaigns implemented during the year	2	2	Progress report to management board	Progress reports to management board (Q2/Q4)
Number of news items published	Average per annum (2021–2023): 21 2023 results: 26	20 news items	EIGE website	
Regular posts on EIGE’s social media channels	2023 results: 1 290	750	Social media plan	
Visual/audiovisual materials for priority topics	2023 results: 2	Two packages of audiovisual materials	EIGE’s website and social media	
Communications-lab-related output, for example number of meetings/workshops organised	2023 results: 1 meeting	1 activity (workshop), 1 output (communications lab / 10 keys) and 1 contribution to partner publication	Progress report to management board	
<b>Total FTEs</b>		<b>Budget</b>		
4.3 (2.90 TA, 1.40 CA)		EUR 1 083 018.68		

NB: N/A, not applicable; Q2, second quarter; Q4, fourth quarter.

## Activity 11. Facilitating knowledge management

This activity comprises the tasks needed to ensure that EIGE’s output is accessible, innovative and easy to locate and use <sup>(79)</sup>.

Contributing to strategic objectives				
<ul style="list-style-type: none"> <li>Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>Effectively promote gender equality to key stakeholders and target groups</li> </ul>				
<b>Specific objective(s):</b> to increase the uptake and reuse of EIGE’s output by its stakeholders while maintaining the innovation, accessibility and reusability of EIGE’s own content				
Overview of the activity				
<p>EIGE’s new website (2023 edition) will be in the second full year of operation during 2025. Accordingly, EIGE will evaluate its performance and analyse web trends and user needs. The evaluation will aim to identify a new direction for the website, focusing on accessibility, navigation, design and technological infrastructure, thereby improving EIGE’s corporate visual identity. In 2025, EIGE will use its website to focus on innovative ways to present EIGE evidence and data via renewed audiovisual tools, while also supporting technical assistance activities and creating comprehensive web presentations of EIGE’s projects and campaigns. Based on evidence from regular web-user satisfaction surveys, EIGE will explore web communication practices that focus on increasing audience capacity to find and absorb knowledge. Synergy between knowledge management and communication (e.g. via data visualisation and other methods) will be explored. A model of a single-contact service desk will also be explored for other areas of work where a need for support, in particular among EU institutions and Member States, is growing.</p> <p>EIGE will continue to invest in producing accessible publications and to translate the content necessary to promote its work to an extended range of stakeholders. EIGE will review the typology of its output based on ongoing monitoring and availability of metrics on stakeholders’ actual use of EIGE output and feedback from stakeholders. It will also continue to monitor updates of its work by policymakers at the EU level.</p>				
Expected results				
<p>EIGE’s work on knowledge management is expected to result in increased shared and earned content on EIGE’s research by stakeholders, especially those promoting gender equality knowledge to an extended audience (multipliers). Web user satisfaction is expected to increase, while policymakers’ references to EIGE should be sustained. Specific analysis of what does and does not work will become the basis of EIGE’s new website navigation, design and technology. EIGE’s high-quality publications will continue to be produced.</p>				
Main output				
<p>EIGE will produce a website evaluation report, including discussion of the website’s proposed design, navigation and technology. In parallel, the website will continue to improve its presentation of information and assist EIGE’s activities on providing technical support. EIGE will continue to collaborate with EU- and national-level research institutions on gender equality.</p> <p>Service-level agreements with the Publications Office and the Translation Centre will be maintained and EIGE will work with both to improve the editorial quality of publications and translations including via Publications Office editorial support services. EIGE will continue to be fully digital by producing wholly electronic publications. EIGE will continue to monitor its outreach, providing strategic insights for future planning and improvement. EIGE’s staff will continue to have access to the necessary resources to perform their tasks effectively (journals, academic sources etc.).</p>				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
<b>Outcome / expected results indicators</b>				
Rate of stakeholders’ satisfaction with EIGE’s website	75 %	Satisfaction level above 70 %	Annual stakeholders survey	Survey report
<b>Output indicators</b>				

<sup>(79)</sup> The year 2025 will be one of transition for this activity, as the main elements of knowledge management are being incorporated into EIGE’s communication work (Activity 10). EIGE’s intention to support its stakeholders with gender mainstreaming beyond technical assistance will be further set out in the 2026–2028 SPD, pending a decision on the direction of technical assistance modalities, based on the stakeholders’ needs.

EIGE’s website evaluation report, including new design, developed internally on time	N/A	Q4	PMT	Progress report to management board
Updated web section of Gender Equality Index, including country profiles	Q4	Q4	PMT	Progress report to management board
<b>Total FTEs</b>		<b>Budget</b>		
2.63 (1.63 TA, 1 CA)		EUR 585 036.51		

NB: N/A, not applicable; Q4, fourth quarter.

## Activity 12. Increased capacity of EU candidate countries and potential candidate countries to monitor and mainstream gender equality (2024–2027)

This activity is subject to the signature of a contribution agreement with DG Neighbourhood and Enlargement Negotiations under IPA cooperation in the IPA III programming cycle of the European Commission.

<b>Contributing to strategic objectives</b>
<ul style="list-style-type: none"> <li>• Contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex</li> <li>• Effectively promote gender equality to key stakeholders and target groups</li> </ul>
<p><b>The overall objective</b> of the 2024–2027 EIGE–IPA cooperation is to strengthen the Western Balkans’ and Türkiye’s capacity and regional cooperation with regard to monitoring and mainstreaming gender equality by further integrating IPA beneficiaries into core areas of EIGE’s work.</p> <p><b>Specific objective(s):</b> IPA beneficiaries have an increased ability to collect gender statistics and measure, monitor and mainstream gender equality. IPA beneficiaries participate effectively and improve awareness through the Regional Coordination Platform for Gender Equality Action.</p> <p>A full project proposal was developed in 2024 following endorsement from EIGE’s management board in a June 2024 meeting. <b>Signature of a new contribution agreement with DG Neighbourhood and Enlargement Negotiations is expected in early 2025. Overview of the activity, including the expected results and outcomes, is subject to the contribution agreement with DG Neighbourhood and Enlargement Negotiations and the scope of activities agreed therein.</b></p>
<b>Overview of the activity</b>
<p>EIGE has implemented IPA projects since 2013. This will be the sixth IPA project, starting in 2025. The project aims to contribute to beneficiaries’ progress towards the adoption of the EU <i>acquis</i> on gender equality, an aim that is nearly self-evident given that the <i>acquis</i> is a legal prerequisite for EU accession. It focuses on continuing and building on the results of the previous project, namely maintaining strong regional cooperation and aligning the project with gender equality needs in the beneficiaries’ countries.</p> <p>The activity aims to further integrate EU candidate countries and potential candidates into EIGE’s core work areas and to continue to foster regional cooperation on gender equality. The activities will contribute to achieving the project objectives and output:</p> <ul style="list-style-type: none"> <li>• IPA beneficiaries are included in the Gender Statistics Database’s annual data collection of women and men in decision-making;</li> <li>• IPA beneficiaries are able to develop and maintain national gender equality indices independently and are empowered for more regional peer-to-peer support in the process;</li> <li>• the Regional Coordination Platform for Gender Equality Action continues to meet annually and is used by IPA beneficiaries as a hub for learning and exchange;</li> <li>• IPA participants benefit from EIGE’s events and networks;</li> <li>• IPA beneficiaries are well aware of EIGE’s tools and resources in the area of gender mainstreaming;</li> <li>• mapping of the administrative data sources on violence against women in the region has started.</li> </ul>
<b>Expected results</b>
<p><b>Project results in 2025 will depend on agreed activities under the contribution agreement with DG Neighbourhood and Enlargement Negotiations, the date of the conclusion of the contract and the start date of the project. As signature is expected in 2025, expected results and main output will be specified in the 2026–2028 SPD (subject to realisation of the agreement).</b></p> <p>Expected results (subject to the agreement with DG Neighbourhood and Enlargement Negotiations) in 2025 are: to support with methodological guidance up to two IPA beneficiaries in their development of national gender equality indices, complete the annual cycle of data collection on women and men in decision-making for the region, and launch the mapping of the administrative data sources on violence against women in the IPA beneficiaries. EU candidate countries and potential candidate countries will be engaged in EIGE’s gender mainstreaming and gender-based violence discussions through participation in relevant EIGE’s events, thematic networks and consultations. One regional coordination meeting will be hosted.</p>
<b>Main expected output (as of signature of the contract)</b>
<p>Common tools for monitoring gender equality in the region will be promoted, including the Gender Equality Index and Gender Statistics Database. EIGE will provide methodological guidance to IPA beneficiaries calculating their own indices, as well as collecting data on women and men in decision-making in the region. Mapping the administrative data sources on violence against women in IPA beneficiaries will contribute to a common measurement framework in the future. The Regional Coordination Platform for Gender Equality Action will continue to meet regularly to exchange practices and knowledge. Finally, EIGE will promote awareness of gender</p>

equality in the IPA beneficiary countries.				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
<b>Outcome / expected results indicators</b>				
Increased knowledge on gender equality of EU candidates and potential candidates	N/A	N/A	Evaluation surveys from EIGE events	Annual report to DG Neighbourhood and Enlargement Negotiations
<b>Output indicators</b>				
Number of IPA beneficiaries provided technical support in developing national gender equality indices	N/A	N/A	Gender equality index reports	Annual report to DG Neighbourhood and Enlargement Negotiations
Number of country datasets collected from IPA beneficiaries on women and men in decision-making	N/A	N/A	Gender Statistics Database	Annual report to DG Neighbourhood and Enlargement Negotiations
Number of events (regional coordination meetings) with IPA beneficiaries	N/A	N/A	List of participants, event agenda and summary	Annual report to DG Neighbourhood and Enlargement Negotiations
Number (indicator TBC) of IPA participants engaged in EIGE events	N/A	N/A	Lists of participants	Annual report to DG Neighbourhood and Enlargement Negotiations
<b>Total FTEs</b>		<b>Budget</b>		
3.1 (0.1 TA, 3 CA)		N/A (subject to contribution agreement signature with DG Neighbourhood and Enlargement Negotiations in 2025)		

NB: N/A, not applicable; TBC, to be confirmed.

### 3.2.4. Organisation, administration and functioning of EIGE (horizontal)

EIGE is divided into a Research and Policy Support Unit, an Outreach and Engagement Unit, a Director’s Secretariat and an Administration Unit, with the second two primarily dealing with horizontal tasks.

This section reports on the horizontal tasks that support the fulfilment of operational objectives.

#### Activity 13. Procurement

<b>Specific objective(s):</b> to further improve the effectiveness and efficiency of procurement processes for the completion of the annual work programme				
<b>Overview of the activity</b>				
Procurement procedures will be carried out in line with the 2025 procurement plan to support the continuity of EIGE’s services, further digitalise procurement and reporting processes and procure additional services, where needed.				
<b>Expected results</b>				
EIGE expects to increase the digitalisation of its procurement processes through the adoption and use of the EU public procurement management tool. A high level of implementation of the 2025 procurement plan is expected.				
<b>Main output</b>				
<ul style="list-style-type: none"> <li>• Annual procurement plan in place and successfully implemented</li> <li>• Training sessions on procurement processes held whenever needed</li> <li>• Paperless procurement and procurement monitoring tools used</li> </ul>				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Rate of implementation of the adopted 2025 procurement plan	100 %	> 90 %	Management meeting minutes, procurement plan, procurement status reports, training material	Management meeting minutes, progress reports to management board, CAAR and procurement intranet and internet pages, procurement tool reports issued
Regular procurement training for EIGE staff	6	> 1/year		
Procurement guidelines, lessons learned and templates are kept up to date	1/year	> 1/year		
Full use of the procurement tool	In 2024 used for open procedures	Q4 2025 (full use)		
<b>Total FTEs</b>		<b>Budget</b>		
2.40 (0.35 TA, 2.05 CA)		EUR 271 403.54		

NB: Q4, fourth quarter.

### Activity 14. Human resources management

<p><b>Specific objective(s):</b> to recruit staff resources in line with EIGE’s establishment plan; to complete the annual performance appraisal exercise; to ensure that staff members are offered appropriate training opportunities to improve their skills and competences</p>				
<p><b>Overview of the activity</b></p> <p>The HR function within the Administration Unit continues to streamline internal HR processes and procedures. It applies the EU staff regulations <sup>(80)</sup> and relevant implementing provisions, as well as adopting more efficient HR tools such as Sysper2 and an e-recruitment tool. This work will continue in 2025, as new model decisions for agencies are in development, with HR policies envisaged in those areas. The Administration Unit will work to maintain the quality of HR services in 2025–2027.</p>				
<p><b>Expected results</b></p> <p>EIGE expects to achieve high implementation of the establishment plan and complete all recruitment procedures in a timely manner. The Administration Unit will start to implement EIGE’s competence framework and HR strategy to achieve more effective and efficient HR management. EIGE will work to enhance the inclusiveness and diversity of its staff, with targeted measures defined in the HR strategy for 2022–2027.</p>				
<p><b>Main output</b></p> <ul style="list-style-type: none"> <li>• Staff with the necessary knowledge and skills recruited and retained</li> <li>• Learning and development activities made available as per identified needs</li> <li>• Annual performance appraisal carried out in line with the rules adopted</li> <li>• Competence framework and HR strategy developed and being implemented</li> </ul>				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Average length of recruitment procedures	2.7 months	< 4 months	Recruitment schedule, establishment plan, management board decisions, director’s decisions	Management meeting minutes, progress reports to management board, CAAR
Minimum occupancy rate of TA posts in the establishment plan by the end of 2025	100 %	> 90 %		
Percentage of eligible EIGE staff subject to performance appraisal to undergo evaluation in the 2025 exercise in line with the current implementing rules	100 %	100 %		
Average attendance at in-house organised training	82 %	> 75 %		
HR strategy for 2022–2027 implemented by Q4 2025 in accordance with the action plan set therein	All actions implemented as planned except the development of the competence framework due to budgetary limitations	100 %		
<b>Total FTEs</b>		<b>Budget</b>		
2.57 (1.60 TA, 0.97 CA)		EUR 503 958.89		

NB: Q4, fourth quarter.

<sup>(80)</sup> Regulation No 31 (EEC), 11 (EAEC), laying down the staff regulations of officials and the conditions of employment of other servants of the European Economic Community and the European Atomic Energy Community (OJ 45, 14.6.1962, p. 1385/62) [http://data.europa.eu/eli/reg/1962/31\(1\)/2014-05-01](http://data.europa.eu/eli/reg/1962/31(1)/2014-05-01).

### Activity 15. Budget implementation

<p><b>Specific objective(s):</b> to draw up accurate financial statements that present a fair view of EIGE’s financial performance; to coordinate the budget planning, consumption forecast, budget reviews and transfer of appropriations to achieve higher budget implementation rates</p>
<p><b>Overview of the activity</b></p> <p>EIGE continuously improves its financial management and budget implementation processes, as attested by the high budget execution rates and positive ECA opinions on EIGE’s accounts. A number of policies and tools have been introduced and followed to ensure effective budget management. For example, the activity-based budgeting tool will be used in this programming period to plan and measure resource consumption at the activity and project levels. EIGE will also perform an <i>ex post</i> control of financial transactions in Q4 2025.</p>
<p><b>Expected results</b></p> <p>EIGE expects to achieve good budget implementation in accordance with the targets set and to perform all financial and budgetary transactions in full compliance with the financial regulation.</p>
<p><b>Main output</b></p> <ul style="list-style-type: none"> <li>EIGE’s annual accounts are prepared according to current accounting standards, accounting rules and general accepted accounting principles. Good planning results in higher budget implementation rates.</li> </ul>

Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Final accounts adopted by the deadline	27 June 2024	1 July 2025	ECA report, discharge report, budget implementation reports, <i>ex post</i> control report	CAAR
Minimum % budget implementation for commitment appropriation and % for payment appropriation by 31 December 2025	98 % 81 %	> 95 % commitments > 75 % payments		
<i>Ex post</i> controls report submitted to the authorising officer	October 2023	Q4 2025		
<b>Total FTEs</b>		<b>Budget</b>		
2.95 (2.28 TA, 1.15 CA)		EUR 502 462.49		

NB: Q4, fourth quarter.

### Activity 16. Internal control and audit

<b>Specific objective(s):</b> to implement the audit recommendations in a timely manner, perform regular assessments of the internal control system and manage deficiencies				
<b>Overview of the activity</b>				
EIGE implements and reports, in a timely manner, on all recommendations issued by the Internal Audit Service, ECA and external auditors. As a result, EIGE has been granted a discharge for all years for which the discharge procedure has been closed. In 2025, EIGE will continue to implement all audit recommendations in a timely manner, perform regular assessments of its internal control system and address any deficiencies effectively. It will also implement the internal control strategy defined for the programming period (see Annex 10).				
<b>Expected results</b>				
EIGE expects to implement all audit recommendations in accordance with the action plans approved by the director and agreed with the auditors. It will implement the anti-fraud strategy for 2024–2026. Overall, it expects to address all identified internal control deficiencies (where applicable) and thus improve its internal control system.				
<b>Main output</b>				
<ul style="list-style-type: none"> <li>• Audit recommendations implemented on time</li> <li>• Declaration of assurance in the CAAR</li> </ul>				
<b>Indicators</b>	<b>Latest results</b>	<b>Target for 2025</b>	<b>Source</b>	<b>Means and frequency of verification</b>
ECA audit recommendations implemented on time (%)	100 %	> 90 %	ECA report, Internal Audit Service report, discharge report, management board meeting minutes, internal control assessment report	CAAR, reports to management board
Internal Audit Service recommendations implemented on time (%)	100 %	> 90 %		
Assessment report of the effectiveness of internal control system sent to the authorising officer	March 2023	Q1 2025		
Implementation of the anti-fraud strategy for 2024–2026 in accordance with the action plan	100 % (for anti-fraud strategy for 2021–2023)	100 %		
<b>Total FTEs</b>		<b>Budget</b>		
1.15 (1.14 TA, 0.01 CA)		EUR 308 107.31		

NB: Q1, first quarter.

### Activity 17. Information and communications technology infrastructure and facilities management

<p><b>Specific objective(s):</b> to ensure high-level ICT support services to enable EIGE’s staff to perform their tasks effectively and ensure effective implementation of the ICT strategy for 2025–2027 (developed in 2024) and ICT security policy; to manage the premises in line with the evolving needs of EIGE</p>
<p><b>Overview of the activity</b></p> <p>EIGE’s ICT services support its operational activities by offering digital solutions and support, help desk training and technical guidance, as well as by developing and implementing the ICT strategy.</p> <p>A new contract for EIGE premises in Vilnius is in place as of 2023 (see building forecast in Annex 7). Certain adaptations and changes may be developed in 2025, depending on the use of the premises and EIGE’s specific needs for office space and security requirements. EIGE also has a lease contract for its liaison office in Brussels.</p>
<p><b>Expected results</b></p> <p>The main goal in 2025 is to enhance the alignment of ICT services with EIGE’s strategic goals and objectives, in line with the ICT strategy. EIGE will ensure that the necessary ICT overarching infrastructure is in place, covering multiple units and ensuring synergy (cross-unit) and a unified and secure ICT environment. It will begin to implement Regulation (EU) No 2019/881 (the EU cybersecurity regulation) <sup>(81)</sup>, which set specific requirements for EU agencies. As EIGE does not have a cybersecurity officer post in its establishment plan, synergy will be sought with other EU agencies and bodies (e.g. the Computer Security Incident Response Team for the EU institutions, bodies and agencies).</p> <p>For facility management, EIGE expects to implement the new rental contract and manage the premises in accordance with its needs. It will strive to achieve the targets set for reduction of the carbon footprint and energy consumption in the programming period.</p>
<p><b>Main output</b></p> <ul style="list-style-type: none"> <li>• Service-oriented, flexible ICT environment suitable for EIGE’s objectives and needs</li> <li>• New applications and services made available to users, in line with identified needs</li> <li>• ICT requests fulfilled in a timely and efficient manner; adequate ICT support given to users</li> <li>• Implementation of ICT strategy</li> </ul>

Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Timely completion of the tasks included in the 2025–2027 ICT strategy	New ICT strategy developed in 2024	Q4 2025	Action plan for the ICT strategy, survey reports, requests registered in EIGE document management system	Reported at meetings of the Administration Unit and in CAAR, document management system and inventory list
Number of security breaches	0	0		
Staff satisfied with ICT services (%) on the basis of an annual satisfaction survey by Q4 2025	89.5 %	> 85 %		
Average completion time for requests for work <sup>(a)</sup> submitted (repairs, moves, alterations)	2	< 5		
Rate of achievement by Q4 2025 of the targets set for reduction of the carbon footprint	Baseline year: 2024	100 %		
<b>Total FTEs</b>		<b>Budget</b>		
2.36 (1.19 TA, 1.17 CA)		EUR 369 972.44		

<sup>(a)</sup> Non-structural repairs and alterations, such as furniture or ICT equipment. Building-related repairs and alterations are managed solely by the landlord.

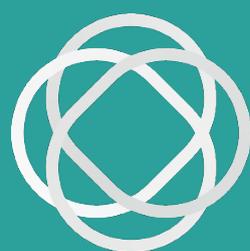
NB: Q4, fourth quarter.

<sup>(81)</sup> Regulation (EU) 2019/881 of the European Parliament and of the Council of 17 April 2019 on ENISA (the European Union Agency for Cybersecurity) and on information and communications technology cybersecurity certification and repealing Regulation (EU) No 526/2013 (Cybersecurity Act) (OJ L 151, 7.6.2019, p. 15), <http://data.europa.eu/eli/reg/2019/881/oj>.

### Activity 18. Management support assistance

<b>Specific objective(s):</b> to ensure executive assistance to enable the director to effectively and efficiently manage EIGE's administrative and operational processes				
<b>Overview of the activity</b>				
The Director's Secretariat supports the director by running the Management Board Secretariat, communicating executive and managerial decisions to staff, processing daily workflows and ensuring that milestones and deadlines are achieved on time.				
<b>Expected results</b>				
A key aim for the programming period is to ensure continuity in the work of the management board and to focus on its triennial rotation on 1 June 2025. The Director's Secretariat will support the director to run the business of the agency by applying lessons and incorporating best practices into communication and workflow management processes.				
<b>Main output</b>				
<ul style="list-style-type: none"> <li>• Catered and dedicated support to EIGE's management board leadership and members</li> <li>• Induction meeting for newly appointed members of the seventh management board (June 2025)</li> <li>• Orientation meetings for the newly elected management board chair and vice-chair</li> <li>• Timely and efficient responses to information and support requests by management team and colleagues</li> <li>• Timely processing of daily workflows and administrative tasks</li> </ul>				
Indicators	Latest results	Target for 2025	Source	Means and frequency of verification
Consult and report to the management board	18–19 June 2024 7–8 November 2024	Twice per year	Summaries of proceedings on EIGE's website, management board wrap-up email to all staff, director messages to all staff, Director's Secretariat site on EIGE's intranet	CAAR
Monitoring and review of the project schedule for key programming documents for submission to the management board and standing committee	Q1, Q3	Twice per year		
Communicate management decisions/actions to units; staff consultations	Monthly staff meetings Quarterly/consultation meetings	Monthly staff meetings Quarterly/consultation meetings		
<b>Total FTEs</b>		<b>Budget</b>		
2.76 (1.36 TA, 1.40 CA)		EUR 408 601.66		

NB: Q1, first quarter; Q3, third quarter.

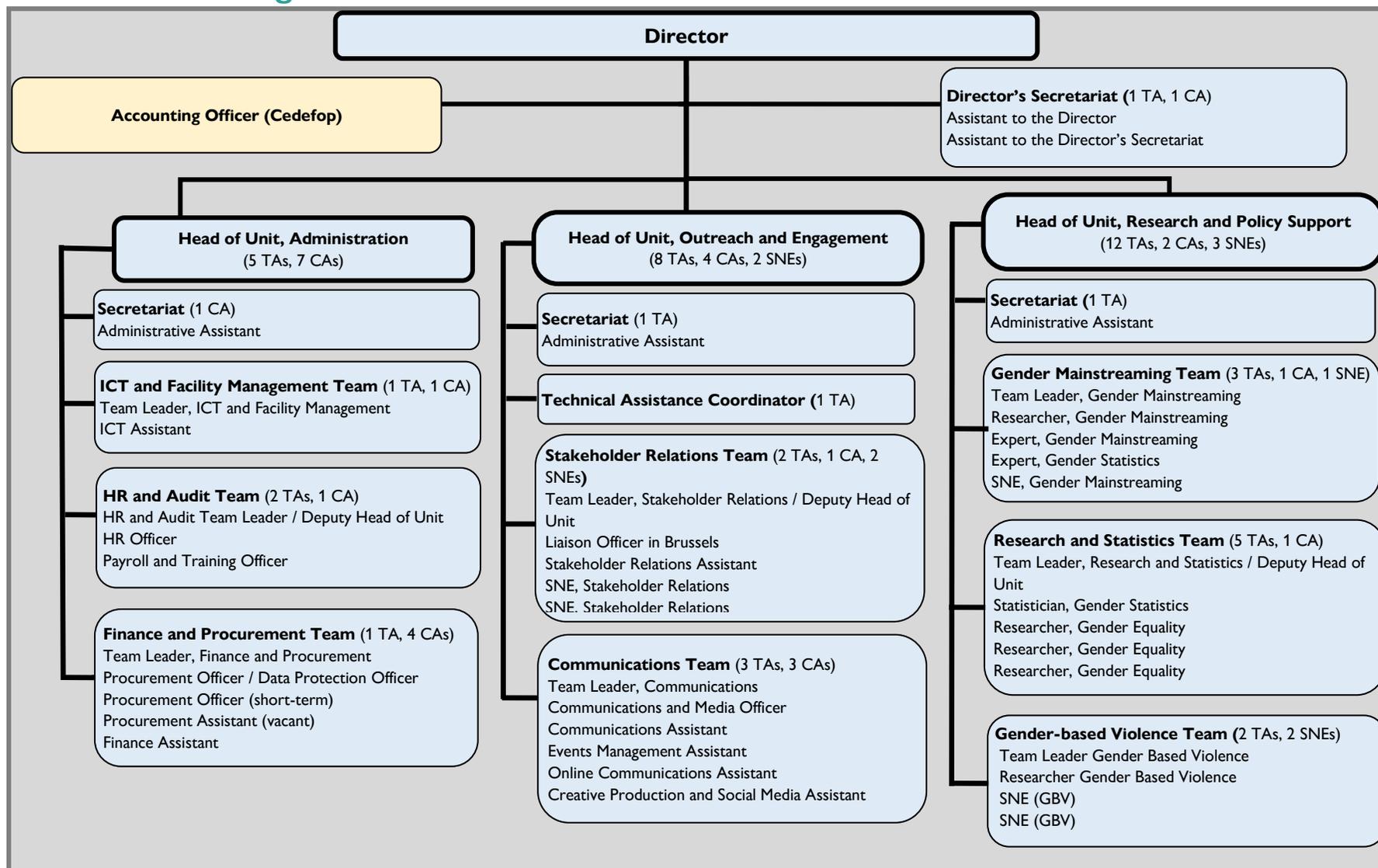


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# Annexes

## Annex 1. EIGE organisation chart in 2024



## Annex 2. Resource allocation per activity in 2025–2027

Activity group / activity	2024			2025			2026			2027		
	TAs	CAs and SNEs	Budget allocated (EUR)	TAs	CAs and SNEs	Budget allocated (EUR)	TAs	CAs and SNEs	Budget allocated (EUR)	TAs	CAs and SNEs	Budget allocated (EUR)
<b>Providing evidence: research and data collection</b>	<b>7.46</b>	<b>2.54</b>	<b>2 914 669.86</b>	<b>7.93</b>	<b>4.62</b>	<b>3 687 155.54</b>	<b>7.93</b>	<b>4.62</b>	<b>3 830 047.81</b>	<b>7.93</b>	<b>4.62</b>	<b>3 826 797.81</b>
Monitoring of international commitments and supporting the presidencies of the Council of the European Union	1.97	0.79	666 964.71	1.59	0.25	515 738.04	1.59	0.25	548 316.48	1.59	0.25	547 666.48
Gender Equality Index	2.97	1.08	784 532.04	3.02	0.90	1 266 676.25	3.02	0.90	1 299 254.69	3.02	0.90	1 298 604.69
Data collection on gender-based violence: administrative and survey data on violence against women and domestic violence	1.90	0.17	936 492.73	2.15	2.18	1 290 501.25	2.15	2.18	1 323 079.69	2.15	2.18	1 322 429.69
Research and development of the indicators on gender-based violence: harmful practices	0.20	1.04	234 408.47	0.88	0.42	313 227.69	1.38	0.42	335 806.21	1.38	0.42	335 156.21

Research on emerging issue(s): gender-based violence in times of crisis	0.42	0.72	292 271.92	0.28	0.87	301 012.30	0.28	0.87	323 590.74	0.28	0.87	322 940.74
<b>Supporting gender-responsive policies: gender mainstreaming and specific tools</b>	<b>3.49</b>	<b>1.47</b>	<b>1 704 290.07</b>	<b>3.99</b>	<b>2.20</b>	<b>2 002 428.96</b>	<b>3.99</b>	<b>2.20</b>	<b>2 060 163.33</b>	<b>3.99</b>	<b>2.20</b>	<b>2 058 213.33</b>
Policy support on gender mainstreaming	0.67	0.25	368 477.7	0.57	0.65	480 974.89	0.57	0.65	503 553.33	0.57	0.65	502 903.33
Methods and tools for gender mainstreaming	1.42	1.08	585 135.54	1.97	1.20	714 815.46	1.97	1.20	737 393	1.97	1.20	736 743
Gender Statistics Database	1.40	0.13	750 676.82	1.45	0.35	806 638.60	1.45	0.35	819 217.00	1.45	0.35	818 567
<b>Communicating gender equality</b>	<b>7.95</b>	<b>2.5</b>	<b>2 296 135.71</b>	<b>7.34</b>	<b>5.40</b>	<b>2 442 212.22</b>	<b>7.34</b>	<b>5.40</b>	<b>2 489 956.53</b>	<b>7.34</b>	<b>5.40</b>	<b>2 488 006.53</b>
EIGE's communication campaigns and activities	3.00	0.2	739 436.46	2.90	1.40	1 060 440.24	2.90	1.40	1 083 018.68	2.90	1.40	1 082 368.68
Building and maintaining stakeholder relations	2.65	1.4	816 324.05	2.82	3.00	809 322.90	2.82	3.00	821 901.34	2.82	3.00	821 251.34
Facilitating knowledge management	2.3	0.9	740 375.2	1.63	1.0	572 458.07	1.63	1.0	585 036.51	1.63	1.0	584 386.51
<b>Organisation, administration and functioning</b>	<b>8.1</b>	<b>7.2</b>	<b>1 974 787.36</b>	<b>8.25</b>	<b>7.48</b>	<b>2 229 035.69</b>	<b>8.25</b>	<b>7.48</b>	<b>2 364 506.33</b>	<b>8.25</b>	<b>7.48</b>	<b>2 360 606.33</b>

<b>of EIGE (horizontal)</b>												
Procurement	0.35	2.04	233 721.77	0.35	2.05	248 825.10	0.35	2.05	271 403.54	0.35	2.05	270 753.54
HR management	1.6	0.97	429 343.56	1.6	0.97	481 380.45	1.6	0.97	503 958.89	1.6	0.97	503 308.89
Budget implementation	2.24	1.08	419 501.98	2.28	1.18	479 884.05	2.28	1.18	502 462.49	2.28	1.18	501 812.49
Internal control and audit	1.47	0.02	253 613.75	1.14	0.01	285 528.87	1.14	0.01	308 107.31	1.14	0.01	307 457.31
ICT infrastructure and facilities management	1.19	0.99	299 119.39	1.19	1.17	347 394.00	1.19	1.17	369 972.44	1.19	1.17	369 322.44
Management assistance support	1.25	2.10	339 482.42	1.36	2.10	386 023.22	1.36	1.40	408 601.66	1.36	1.40	407 951.66
<b>EIGE total</b>	<b>27</b>	<b>13.71</b>	<b>9 349 488</b>	<b>27.50</b>	<b>19.70</b>	<b>10 485 107.40</b>	<b>28</b>	<b>19</b>	<b>10 744 674</b>	<b>28</b>	<b>19</b>	<b>10 733 624</b>

## Annex 3. Financial resources for 2025–2027

Table A3.1. General revenue

(a)

Revenue	2025	2026	2027
	Revenue estimated by the agency <sup>(a)</sup>	Budget forecast	Budget forecast
<b>EU contribution</b>	10 485 107.40	10 744 674.00	10 733 624.00
<b>Other revenue</b>	0.00	0.00	0.00

(b)

Revenue	General revenue						
	Executed 2023	Budget 2024	2025		VAR for 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
<b>1 Revenue from fees and charges</b>							
<b>2 EU contribution</b>	9 216 276.23	9 349 487.74	10 651 000.00	10 485 107.40	12 %	10 744 674.00	10 733 624.00
<i>- Of which assigned revenues deriving from previous years' surpluses</i>	122 337.24	248 114.74	178 176.40	178 176.40			
<b>3 Non-EU countries contribution (incl. EEA/EFTA and candidate countries)</b>							
<i>- Of which EEA/EFTA (excl. Switzerland)</i>							
<i>- Of which candidate countries</i>							
<b>4 Other contributions</b>							
<b>5 Administrative operations</b>							

- Of which interest generated by funds paid by the Commission by way of the EU contribution (Framework Financial Regulation Article 58)							
<b>6 Revenues from services rendered against payment</b>							
<b>7 Correction of budgetary imbalances</b>							
<b>Total</b>	9 216 276.23	9 349 487.74	10 651 000.00	10 485 107.40	12 %	10 744 674.00	10 733 624.00

(<sup>a</sup>) The financial planning is in accordance with the 2025 draft budget and is subject to adoption of the budget by the Budgetary Authority.  
 NB: EEA, European Economic Area; EFTA, European Free Trade Association; VAR, budget variance.

**Table A3.2. Additional EU funding: grant agreements, contribution agreements and service-level agreements**

(a)

Revenue	2024	2025
	Revenues estimated by the agency	Budget forecast
<b>Total revenue</b>	N/A	TBC ( <sup>a</sup> )

(b)

Revenue	Additional EU funding: grant agreements, contribution agreements, service-level agreements						
	Executed 2023	Estimated by the agency 2024	2025		VAR for 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
<b>Additional EU funding from grants (Article 7 of the financial regulation)</b>							
<b>Additional EU funding from contribution agreements (Article 7 of the financial regulation)</b>	124 283.05	N/A	TBC ( <sup>a</sup> )	TBC	—	TBC	TBC

Revenue	Additional EU funding: grant agreements, contribution agreements, service-level agreements						
	Executed 2023	Estimated by the agency 2024	2025		VAR for 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
<b>Additional EU funding from service-level agreements (Article 43(2) of the financial regulation)</b>							
<b>Total</b>	<b>124 283.05</b>						

(<sup>a</sup>) Subject to the signature of a contribution agreement with DG Neighbourhood and Enlargement Negotiations under the Commission implementing decision on the financing of the multi-country annual action plan in favour of the Western Balkans and Türkiye for 2024, action document for EU4 Inclusion. Estimated budget EUR 1 500 000 for a period of 48 months.

NB: N/A, not applicable; TBC, to be confirmed; VAR, budget variance.

**Table A3.3. Expenditure**

Expenditure	Commitment / payment appropriations						
	Executed in 2023	Budget in 2024	Draft budget for 2025		VAR for 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
<b>Title I – staff expenditure</b>	<b>4 921 243.40</b>	<b>4 856 987.74</b>	<b>5 693 092.00</b>	<b>5 527 199.40</b>	<b>13.80 %</b>	<b>5 641 332.00</b>	<b>5 754,158.64</b>
<b>11 Salaries and allowances</b>	4 540 888.50	4 549 987.74	5 393 892.00	5 204 999.40	14.40 %	5 318 132.00	5 424 494.64
- <i>Of which establishment plan posts</i>	3 409 970.82	3 434 987.74	3 700 944.98	3 727 410.45	8.51 %	3 812 198.37	3 888 442.34
- <i>Of which external personnel</i>	1 130 917.68	1 115 000.00	1 692 947.02	1 477 588.95	32.52 %	1 505 933.63	1 536 052.30
<b>12 Expenditure relating to staff recruitment</b>	1 161.00	2 000.00	3 000.00	2 000.00	0.00 %	2 000.00	2 040.00
<b>13 Mission expenses</b>	25 900.00	15 000.00	20 000.00	20 000.00	33.33 %	20 000.00	20 400.00
<b>14 Socio-medical infrastructure</b>	195 588.99	170 000.00	150 000.00	156 000.00	- 8.24 %	156 000.00	159 120.00
<b>15 Training</b>	103 623.17	75 000.00	80 000.00	80 000.00	6.67 %	80 000.00	81 600.00

<b>16 External services</b>	51 400.00	40 000.00	42 000.00	60 000.00	50.00 %	60 000.00	61 200.00
<b>17 Receptions, events and representation</b>	2 681.74	5 000.00	4 200.00	4 200.00	– 16.00 %	5 200.00	5 304.00
<b>Title II – infrastructure and operating expenditure</b>	<b>1 198 491.98</b>	<b>1 292 500.00</b>	<b>1 400 908.00</b>	<b>1 400 908.00</b>	<b>8.39 %</b>	<b>1 436 842.00</b>	<b>1 465 578.84</b>
<b>20 Rental of buildings and associated costs</b>	717 150.35	672 628.00	739 728.00	710 200.00	5.59 %	707 300.00	721 446.00
<b>21 ICT and data processing</b>	235 007.06	309 000.00	275 000.00	312 300.00	1.07 %	303 000.00	309 060.00
<b>22 Movable property and associated costs</b>	1 863.29	0.00	7 000.00	4 000.00	—	5 000.00	5 100.00
<b>23 Current administrative expenditure</b>	118 492.58	122 500.00	137 000.00	138 748.00	13.26 %	185 000.00	188 700.00
<b>24 Postage/telecommunications</b>	—	—	—	—	—	—	—
<b>25 Meeting expenses</b>	119 750.36	173 372.00	192 180.00	180 660.00	4.20 %	181 542.00	185 172.84
<b>26 Running costs in connection with operational activities</b>	—	—	—	—	—	—	—
<b>27 Information and publishing</b>	6 228.34	15 000.00	50 000.00	55 000.00	266.67 %	55 000.00	56 100.00
<b>28 Studies</b>	—	—	—	—	—	—	—
<b>Title III3 – operational expenditure</b>	<b>3 096 540.85</b>	<b>3 200 000.00</b>	<b>3 557 000.00</b>	<b>3 557 000.00</b>	<b>11.16 %</b>	<b>3 666 500.00</b>	<b>3 513 886.52</b>
<b>30 Translations</b>	27 837.00	30 000.00	30 000.00	30 000.00	0.00 %	30 000.00	30 000.00
<b>31 Operational missions</b>	128 000.00	44 000.00	140 000.00	142 000.00	222.73 %	120 000.00	120 000.00
<b>32 Research, statistics and indices</b>	525 132.25	660 000.00	505 000.00	545 000.00	– 17.42 %	346 000.00	448 886.52
<b>33 Gender-based violence</b>	832 333.19	320 000.00	950 000.00	950 000.00	196.88 %	872 000.00	1 000 000.00
<b>34 Implementing gender mainstreaming</b>	983 153.83	1 010 000.00	997 000.00	955 000.00	– 5.45 %	988 500.00	915 000.00
<b>35 Stakeholders and communication</b>	600 084.58	1 136 000.00	935 000.00	935 000.00	– 17.69 %	1 310 000.00	1 000 000.00
<b>36 Effective organisation and bodies of EIGE</b>	—	—	—	—	—	—	—
<b>40 External assigned expenses</b>	—	—	—	—	—	—	—
<b>Total expenditure</b>	<b>9 216 276.23</b>	<b>9 349 487.74</b>	<b>10 651 000.00</b>	<b>10 485 107.40</b>	<b>13.92 %</b>	<b>10 744 674.00</b>	<b>10 733 624.00</b>

NB: VAR, budget variance.

**Table A3.4. Budget outturn and cancellation of appropriations in 2020–2023**

<b>Budget outturn</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Reserve from the previous year's surplus (+)</b>				
<b>Revenue actually received (+)</b>	8 146 295.56	8 696 231.33	8 435 072.52	9 360 040.49
<b>Payments made (-)</b>	- 5 943 777.49	- 6 381 441.76	- 7 062 834.31	- 7 725 099.17
<b>Carryover of appropriations (-)</b>	- 2 400 725.18	- 2 828 275.19	- 1 629 722.29	- 1 702 388.61
<b>Cancellation of appropriations carried over (+)</b>	100 259.43	12 032.88	71 504.16	33 379.52
<b>Adjustment for carryover of assigned revenue appropriation from previous year (+)</b>	372 877.66	624 063.41	434 360.91	212 243.13
<b>Exchange rate differences (+/-)</b>	- 103.07	- 273.43	- 266.25	1.04
<b>Adjustment for negative balance from previous year (-)</b>				
<b>Total</b>	274 826.91	122 337.24	248 114.74	178 176.40

## Annex 4. Human resources – quantitative

**Table A4.1. Staff population and its evolution: overview of all categories of staff**

(a) Statutory staff and SNEs

Staff	2023			2024	2025 <sup>(a)</sup>	2026	2027
<b>Establishment plan posts</b>	<b>Authorised budget</b>	<b>Actually filled at 31 December 2023</b>	<b>Occupancy rate (%)</b>	<b>Authorised staff</b>	<b>Envisaged staff</b>	<b>Envisaged staff</b>	<b>Envisaged staff</b>
<b>ADs</b>	21	21	100	21	22 <sup>(b)</sup>	22	22
<b>ASTs</b>	6	6	100	6	6	6	6
<b>ASTs/SCs</b>	0	0	0	0	0	0	0
<b>Total establishment plan posts</b>	27	27	100	27	28	28	28
<b>External staff</b>	<b>FTE corresponding to authorised budget</b>	<b>Executed FTE at 31 December 2023</b>	<b>Execution rate (%)</b>	<b>Headcount at 31 December 2023</b>	<b>FTE corresponding to authorised budget</b>	<b>Envisaged FTE</b>	<b>Envisaged FTE</b>
<b>CAs</b>	10	15.26 <sup>(c)</sup>	152 %	14 <sup>(d)</sup>	14 <sup>(e)</sup>	14	14
<b>SNEs</b>	5	3.16	63 %	4	5	5	5
<b>Total external staff</b>	15	18.42	215 %	18	19	19	19
<b>Total staff</b>	<b>42</b>	<b>45.42</b>	<b>108 %</b>	<b>45</b>	<b>47</b>	<b>47</b>	<b>47</b>

<sup>(a)</sup> The HR planning is in accordance with the staff levels allocated to EIGE in the 2025 draft budget and is subject to adoption by the Budgetary Authority.

<sup>(b)</sup> Includes 1 TA AD 6 proposed in the legislative financial statement for the proposed directive on combating violence against women and domestic violence.

<sup>(c)</sup> Includes 1 FTE for FG IV for parental leave replacement and 2.33 FTEs for 3 FG II on short-term contracts to replace interims (administrative assistants); also includes 1.5 FTEs for two CAs funded by the IPA programme (project ended in September 2023).

<sup>(d)</sup> Includes 1 FG IV short-term contract for parental leave replacement and 1 FG IV recruited in November 2023 to ensure business continuity in procurement team; also includes 1 CA in FG II on

short-term contract to replace interim (administrative assistant).

(<sup>e</sup>) Includes 2 CAs in FG IV proposed in the legislative financial statement for the proposed directive on combating violence against women and domestic violence.  
NB: AST, assistant; SC, secretary.

**(b) Additional external staff expected to be financed from grant agreements, contribution agreements or service-level agreements**

HR	2024	2025	2026	2027
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
<b>CAs</b>	0	TBC ( <sup>a</sup> )	TBC	N/A
<b>SNEs</b>	0	0	0	0
<b>Total</b>	<b>TBC</b>	<b>TBC</b>	<b>TBC</b>	<b>N/A</b>

(<sup>a</sup>) Subject to the signature of a contribution agreement with DG Neighbourhood and Enlargement Negotiations under the Commission implementing decision on the financing of the multi-country annual action plan in favour of the Western Balkans and Türkiye for 2024, action document for EU4 Inclusion. Estimated budget EUR 1 500 000 for a period of 48 months. It is expected that the contribution agreement will cover the expenditure of three CAs (depending on the project agreement and signature of the contract).

NB: N/A, not applicable; TBC, to be confirmed.

**(c) Other HR**

- Structural service providers

	Actually in place at 31 December 2023
<b>Security</b>	N/A
<b>ICT</b>	N/A
<b>Other (specify)</b>	N/A

NB: Service providers are contracted by a private company to carry out specialised outsourced horizontal/support tasks. At the Commission, for example, the following general criteria for being a service provider should be fulfilled: (1) no individual contract with the Commission; (2) based at the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (possessing a badge, etc.); and (4) contributing to the added value of the Commission. N/A, not applicable.

- **Interim workers**

	<b>Total FTEs in 2023</b>
<b>Number</b>	N/A

NB: N/A, not applicable.

**Table A4.2. Multiannual staff policy plan, 2025–2027**

(a)

FG and grade	2023		2024		2025		2026		2027	
	Authorised budget		Actually filled at 31 December		Authorised budget		Envisaged		Envisaged	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16										
AD 15										
AD 14		1		1		1		1		1
AD 13						1		1		1
AD 12		2		1						
AD 11		2		1		3		4		4
AD 10		4		2		1		0		0
AD 9		2				3		4		4
AD 8		4		7		5		4		5
AD 7		3		3		4		5		4
AD 6		3		4		3		3		3
AD 5		0		2		0				
AD total		21		21		21		22		22
AST 11										
AST 10										
AST 9		1		1		1		1		1

FG and grade	2023				2024		2025		2026		2027	
	Authorised budget		Actually filled at 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AST 8												
AST 7		3		2		3		4		4		4
AST 6		1		2		1		1		1		1
AST 5		1		1		1		0		0		0
AST 4												
AST 3												
AST 2												
AST 1												
AST total		6		6		6		6		6		6
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												

FG and grade	2023				2024		2025		2026		2027	
	Authorised budget		Actually filled at 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
<b>AST/SC total</b>		0		0		0		0		0		0
<b>Grand total</b>		27		27		27		28		28		28

NB: AST, assistant; perm., permanent; SC, secretary; temp., temporary.

(b) External personnel

- Contract agents

Contract agents	FTE corresponding to authorised budget for 2023	Executed FTE at 31 December 2023 <sup>(a)</sup>	Headcount at 31 December 2023	FTE corresponding to authorised budget for 2024 <sup>(c)</sup>	FTE corresponding to authorised budget for 2025 <sup>(d)</sup>	FTE corresponding to authorised budget for 2026	FTE corresponding to authorised budget for 2027
<b>FG IV</b>	3	3.82	5 <sup>(b)</sup>	4	6	6	6
<b>FG III</b>	5	6.42	6	6	6	6	6
<b>FG II</b>	2	5.02	3	2	2	2	2
<b>FG I</b>	—	—	—	—	—	—	—
<b>Total</b>	<b>10</b>	<b>15.26</b>	<b>14</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>14</b>

<sup>(a)</sup> Includes 1 FTE for FG IV for parental leave replacement and 2.33 FTEs for 3 FG II on short-term contract; also includes 1.5 FTEs for 2 CAs funded by the IPA programme (project ended in

September 2023).

- (<sup>b</sup>) Includes 1 FG IV to cover for parental leave and 1 FG IV for short-term contract to ensure business continuity in the procurement team.
- (<sup>c</sup>) Includes 1 FG IV and 1 FG III posts provided in the 2024 budgetary procedure.
- (<sup>d</sup>) Includes 2 CAs in FG IV proposed in the legislative financial statement for the proposed directive on combating violence against women and domestic violence.

- SNEs

SNEs	FTE corresponding to authorised budget for 2023	Executed FTE at 31 December 2023	Headcount at 31 December 2023	FTE corresponding to authorised budget for 2024	FTE corresponding to authorised budget for 2025	FTE corresponding to authorised budget for 2026	FTE corresponding to authorised budget for 2027
	5	3.16	4	5	5	5	5

**Table A4.3. Recruitment forecasts for 2025 following retirement/mobility or new requested posts**

Job title at EIGE	Type of contract (official, TA, CA)		TA/official		CA
	Due to expected retirement/mobility	New post requested due to additional tasks	FG/grade of recruitment internal (brackets) and external (single grade) envisaged for publication ( <sup>a</sup> )		Recruitment FG (I, II, III, IV)
			Internal (brackets)	External (brackets)	
<b>Researcher –gender-based violence</b>		TA		AD 6	
<b>Researcher – gender-based violence</b>		CA			FG IV
<b>ICT officer – database management</b>		CA			FG IV

(<sup>a</sup>) Indication of both is required.

NB: Information on entry level for each type of posts; indicative table. Number of inter-agency moves in 2023 to and from EIGE: N/A.

## Annex 5. Human resources – qualitative

### A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, which other implementation rules are in place?
Engagement of CAs	Model Decision C(2019) 3016	x		
Engagement of TAs	Model Decision C(2015) 1509	x		
Middle management	Model Decision C(2018) 2542	x		
Type of posts	Model Decision C(2018) 8800		x	Commission Decision C(2013) 8979

### B. Appraisal of performance and reclassification

Implementation rules in place:

		Yes	No	If no, which other implementation rules are in place?
Reclassification of TAs	Model Decision C(2015) 9560	x		
Reclassification of CAs	Model Decision C(2015) 9561	x		

**Table A5.1. Reclassification of temporary staff / promotion of officials**

Grades	Average seniority in grade among reclassified staff (years)						
	2019	2020	2021	2022	2023	Actual average over 5 years	Average over 5 years (according to Decision C(2015) 9563)
AD 5	2		2.05			2.02	2.8

<b>AD 6</b>	3.26	2.2	2		2	2.36	2.8
<b>AD 7</b>		3.3	3.35	2	4	3.16	2.8
<b>AD 8</b>							3
<b>AD 9</b>		5				5	4
<b>AD 10</b>		2		2.3		2.15	4
<b>AD 11</b>							4
<b>AD 12</b>							6.7
<b>AD 13</b>							6.7
<b>AST 1</b>							3
<b>AST 2</b>							3
<b>AST 3</b>							3
<b>AST 4</b>					3.1	3.1	3
<b>AST 5</b>	4			7		5.5	4
<b>AST 6</b>					8.5	8.5	4
<b>AST 7</b>							4
<b>AST 8</b>		2				2	4
<b>AST 9</b>							N/A
<b>AST 10 (senior assistant)</b>							5
<b>AST/SC 1</b>							4
<b>AST/SC 2</b>							5
<b>AST/SC 3</b>							5.9
<b>AST/SC 4</b>							6.7
<b>AST/SC 5</b>							8.3

NB: AST, assistant; N/A, not applicable; SC, secretary.

**Table A5.2. Reclassification of contract staff**

FG	Grade	Staff in activity at 1 January 2023	Staff members reclassified in 2023	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Model Decision C(2015) 9561
<b>CA IV</b>	17				Between 6 and 10
	16				Between 5 and 7
	15	1			Between 4 and 6
	14	4			Between 3 and 5
	13				Between 3 and 5
<b>CA III</b>	11	1			Between 6 and 10
	10	6 <sup>(a)</sup>	2	2.1	Between 5 and 7
	9				Between 4 and 6
	8				Between 3 and 5
<b>CA II</b>	6				Between 6 and 10
	5				Between 5 and 7
	4	3 <sup>(a)</sup>	1	2	Between 3 and 5
<b>CA I</b>	2				Between 6 and 10
	1				Between 3 and 5

<sup>(a)</sup> Denotes staff budgeted in the IPA contribution agreement.

## C. Gender representation

**Table A5.3. Gender representation at 31 December 2023**

Gender representation at 31 December 2023	Temporary ADs		Temporary ASTs		CAs		SNEs		Trainees		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
<b>Women</b>	15	71 %	4	67 %	10	71 %	4	100 %	5	80 %	38	75 %
<b>Men</b>	6	29 %	2	33 %	4	29 %	0	—	1	20 %	13	25 %
<b>Total</b>	<b>21</b>	<b>100 %</b>	<b>6</b>	<b>100 %</b>	<b>14</b>	<b>100 %</b>	<b>4</b>	<b>100 %</b>	<b>6</b>	<b>100 %</b>	<b>51</b>	<b>100 %</b>

**Table A5.4. Gender evolution at the middle and senior management level, 2018–2023**

Middle and senior management	2018		2023	
	No	%	No	%
<b>Women</b>	4	100 %	2	50 %
<b>Men</b>	0	0 %	2	50 %

## D. Geographical balance

**Table A5.6. Staff nationalities at 31 December 2023**

Nationality	AD + CA FG IV		AST / SC/AST + CA FG I / 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 FGs I, II, III	Total no (max. 41)	% of total staff
Belgian	2	0.077			2	0.049
Bulgarian	1	0.038			1	0.024
Croatian						
Dutch	3	0.115			3	0.073
Estonian						
Finnish			1	0.067	1	0.024
French	1	0.038			1	0.024
German	1	0.038			1	0.024
Greek	2	0.077			2	0.049
Irish	1	0.038			1	0.024
Italian	1	0.038			1	0.024
Latvian	1	0.038			1	0.024
Lithuanian	5	0.192	11	0.73	16	0.390
Maltese	1	0.038			1	0.024
Polish			1	0.067	1	0.024
Portuguese	2	0.077			2	0.049
Romanian	1	0.038	1	0.067	2	0.049

Slovenian	1	0.038			1	0.024
Spanish	3	0.115	1	0.067	4	0.098
<b>Total</b>	<b>26</b>	<b>1.00</b>	<b>15</b>	<b>1.00</b>	<b>41</b>	<b>1.00</b>

NB: Explanatory figures to present nationalities of staff, by AD/CA FG IV and AST/CA FGs I, II, III. Data excludes four SNEs and six trainees as of 31 December 2023.

**Table A5.7. Most represented nationality at EIGE, 2019–2023**

Most represented nationality	2019		2023	
	Number	%	Number	%
Lithuanian	14	28 %	17	33 %

NB: Based on figures that include trainees and SNEs as of 31 December 2018 and 31 December 2022, respectively.

## E. Schooling

Agreements in place with European schools				
Contribution agreements signed with the Commission on Type I European schools	Yes		No	x
Contribution agreements signed with the Commission on Type II European schools	Yes		No	x
Number of service contracts in place with Vilnius-based schools	21			
Description of any other solutions or actions in place: N/A				

## Annex 6. Environment management

EIGE remains committed to ensuring that its contracts include environmental sustainability clauses. To date, EIGE has included the requirements of environmental measures in contracts covering:

- cleaning services;
- delivery and installation of office furniture;
- production of promotional materials;
- catering services;
- organisation of events;
- lighting services.

EIGE provides measures for recycling paper and plastic and is committed to reducing paper use, including setting printing options to duplex format and requiring personal card readers on commonly used printers. Electronic workflows have entirely replaced paper-based workflows. Environmental considerations are emphasised to newcomers at induction and to staff throughout their employment.

EIGE's missions management tool includes an electronic workflow for mission approval and reporting (mission reports). It also collects data on CO<sub>2</sub> emissions for business travel, as provided by the travel agent.

In 2023, EIGE's mission-related CO<sub>2</sub> emissions amounted to 58.4 tonnes, higher than in 2022 and the pre-COVID-19 pandemic period (41 tonnes in 2022, 47 tonnes in 2019) due to the increased participation of the agency at stakeholder and international events.

EIGE's Green Officer actively reviews internal processes and educates staff on carbon emissions connected to the workplace. Targets for reduction of the carbon footprint are envisaged, especially with regards to business travel, refurbishment of offices and electronic processes.

Overall, the main tasks of the Green Officer in 2025 will be to:

- discuss and agree environmentally relevant indicators;
- achieve the targets to reduce the negative impacts of EIGE's operations;
- propose additional green measures;
- raise staff awareness of environmental sustainability.

## Annex 7. Building policy

	Building name and type	Location	Surface area (m <sup>2</sup> )			Rental contract					Host country grant or support
			Office space	Non-office space	Total	Rent (EUR/year)	Duration	Type	Breakout clause (yes/no)	Conditions attached to breakout clause (if applicable)	
1	Europa House (multipurpose building)	Gedimino pr. 16, LT-01103 Vilnius, Lithuania	1 535.34	516.79	2 052.13	465 000	10 years	Rental contract	No	N/A	No
2	EIGE liaison office	17–21 Avenue de la Joyeuse Entrée, 1040 Brussels, Belgium	46.2	N/A	46.2	15 462.80	4 years	Rental contract	N/A	N/A	No
<b>Total</b>			<b>1 581.54</b>	<b>516.79</b>	<b>2 098.33</b>	<b>480 462.80</b>					

## Annex 8. Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education/daycare
<ul style="list-style-type: none"> <li>• The premises of the institute are inviolable. They are exempt from search, requisition, confiscation or expropriation.</li> <li>• The property and assets of the institute, wherever located and by whomsoever held, are not subject to any administrative or legal measure of constraint without the authorisation of the Court of Justice of the EU.</li> <li>• The archives of the institute are inviolable.</li> <li>• The institute and its assets, revenues and other property are exempt from all direct taxes. The institute is exempt from value-added tax and excise duties when it is making purchases for official use.</li> <li>• The institute is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for official use.</li> <li>• The institute is also exempt from any customs duties and any prohibitions and restrictions on imports and exports in respect of its publications.</li> </ul>	<ul style="list-style-type: none"> <li>• Immunity from jurisdiction as regards acts carried out by staff in their official capacity, including their spoken and written statements. This immunity shall continue after cessation of their functions.</li> <li>• Exemption from regulations restricting immigration and formalities for the registration of foreigners. This exemption applies also to their family members.</li> <li>• The right to import free of duty their furniture and the effects of their household at the time of first taking up their post in the country concerned, and the right to re-export free of duty their furniture and the effects of their household on termination of their duties in that country.</li> <li>• Entitlement to import, free and exempt from customs duties, prohibitions and restrictions, personal and household effects and a motor car for personal use within 1 year of first taking up their post in Lithuania, and to re-export the same free of duty on termination of their duties in Lithuania.</li> <li>• Entitlement to the reimbursement of value-added tax on the purchase of personal and household effects, including a motor car for personal use, for purchases made during the period of the first year of employment subject to the procedural rules</li> </ul>	N/A

envisaged for diplomatic missions in Lithuania.

- The Director, management staff and members of their family forming part of their household, provided they are not Lithuanian nationals nor have held permanent residence status before being employed by the institute, shall be accorded the privileges and immunities, exemptions and facilities accorded to the diplomatic staff of diplomatic missions and the members of their family in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961.

## Annex 9. Evaluations

### A. External evaluations

In line with Article 20 of its founding regulation, EIGE's management board commissions the organisation of the third external evaluation of the institute.

The second evaluation of EIGE took place in 2022. The evaluation report <sup>(82)</sup> 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 are 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 for comparing 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 <sup>(83)</sup> to the Commission on 9 February 2023.

Recommendations to the Commission arising from EIGE's second external evaluation in 2022 include the following.

- Allocate sufficient and adequate resources to the institute. 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 for EU institutions and Member States, alongside EIGE's specific tasks and operational activities.

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<sup>(82)</sup> European Commission (2022), *Second independent external evaluation of the European Institute for Gender Equality*, Brussels, [https://commission.europa.eu/system/files/2023-02/EIGE\\_2nd\\_External\\_Evaluation\\_Final\\_Report\\_112022\\_EN.pdf](https://commission.europa.eu/system/files/2023-02/EIGE_2nd_External_Evaluation_Final_Report_112022_EN.pdf).

<sup>(83)</sup> EIGE (2023), 'Recommendations arising from the second external evaluation of the European Institute for Gender Equality', Vilnius, 9 February, [https://commission.europa.eu/system/files/2023-02/Letter\\_EIGE\\_Management\\_Board\\_recommendations\\_to\\_Commission\\_on\\_2nd\\_External\\_Evaluation\\_20230209\\_EN.pdf](https://commission.europa.eu/system/files/2023-02/Letter_EIGE_Management_Board_recommendations_to_Commission_on_2nd_External_Evaluation_20230209_EN.pdf).

- 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.
- Reconsider 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 experts’ groups or another forum.

Recommendations to EIGE’s management include the following.

- 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 enable a more coherent approach across EIGE’s activities and a commitment to continuous improvement.
- Map and review gender mainstreaming needs among EU- and national-level stakeholders with policymaking and budgetary competences. 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 competence development for gender mainstreaming etc.).
- Build on EIGE’s accumulated credibility and expertise to create larger networks. The evaluation recommends that EIGE increasingly embed 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 European Green Deal. 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	Status	Time frame
No 12: Develop an organisational strategy to strengthen EIGE’s intersectional approach	Although EIGE has already made positive steps, an organisational strategy for enhanced intersectionality could enable a more coherent approach across EIGE’s activities and a commitment to continuous improvement. All	EIGE has made steps in stakeholder outreach and communication as well as in applying the intersectional approach to data collection, analysis and reporting. An overview of the state of play will be annexed to the organisational strategy.	Ongoing, to be adopted in Q4 2024

Recommendation	Description	Status	Time frame
	<p>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.</p>	<p>EIGE will develop an <b>organisational strategy on integration of the intersectional perspective</b> into EIGE’s work. The strategy will define EIGE’s approach to intersecting inequalities at different levels of its work, in (1) research and data collection; (2) gender mainstreaming and specific tools; (3) outreach and engagement; and (4) horizontal activities (i.e. human resources, capacity building, procurement).</p>	
<p>No 15: On an operational level, map and review the needs in the area of gender mainstreaming of EU- and national-level stakeholders with policymaking and budgetary competences</p>	<p>The evaluation found that EIGE is 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 output produced by EIGE in 2015–2020.</p> <p>An increasing demand for EIGE’s expertise in gender mainstreaming is expected to continue growing in the near future. However, due to the limited capacities in this area, EIGE should consider other options to meet stakeholders’ needs.</p> <p>Keeping in mind the available resources, EIGE should consider the work on toolkit development against other viable options to satisfy stakeholders’</p>	<p>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.</p> <p>To better map and review stakeholders’ needs on gender mainstreaming and identify improved ways to respond to them, 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 for developing further action on technical assistance for gender mainstreaming.</p> <p>The following approaches to meeting stakeholders’ needs in the area of gender mainstreaming more efficiently are being considered, subject to available human and financial resources:</p> <p>(1) <b>provision of expanded and tailored gender mainstreaming technical assistance</b> and response to requests from external stakeholders:</p>	<p>Ongoing and to be evaluated each year during preparation of the SPD</p> <p>Ongoing</p> <p>Development in 2024–2025;</p>

Recommendation	Description	Status	Time frame
	<p>needs (more direct technical assistance, emerging policy areas that may require specific competence development for gender mainstreaming etc.).</p>	<ul style="list-style-type: none"> <li>(a) provision of tailored support (to DG Structural Reform Support and Member States on the gender mainstreaming flagship project, and to DG Justice and Consumers on the implementation of pay transparency and women on boards directives),</li> <li>(b) development of the approach to the new technical assistance component for ongoing work on methods and tools, including the technical assistance on gender mainstreaming webinars;</li> </ul> <p>(2) <b>development and implementation of an advanced technical assistance approach:</b></p> <ul style="list-style-type: none"> <li>(a) help desk on gender mainstreaming (launch in 2026),</li> <li>(b) overhaul of EIGE’s Gender Mainstreaming Platform, including updates of content every 5 years (next updates: country profiles (2025) and policy areas (2026)),</li> <li>(c) tool on gender and intersecting inequalities analysis with 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,</li> <li>(d) development and launch of a new framework contract on gender mainstreaming for regular tasks, which will enable quick request response;</li> </ul> <p>(3) <b>consultations with relevant EU- and national-level stakeholders</b> related to planned multiannual and annual activities in the</p>	<p>implementation from 2025 onwards ((a) and (b) in 2026)</p> <p>Ongoing</p> <p>2027 onwards</p>

Recommendation	Description	Status	Time frame
		<p>area of gender mainstreaming (including on new tools and updates of existing resources);</p> <p>(4) as of 2027, within the advanced technical assistance approach, <b>fully merging</b> the work on <b>gender mainstreaming methods and tools with technical assistance</b>, 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, resuming a <b>sectoral approach to gender mainstreaming policy support</b>, with the aim of better covering emerging issues and/or policy areas that require specific competence development for gender mainstreaming.</p> <p>In 2024, EIGE established an internal <b>task force on technical assistance</b> to further develop technical assistance and general support for key stakeholders. The following approaches to meet stakeholders’ needs more efficiently are being considered, subject to available human and financial resources:</p> <ul style="list-style-type: none"> <li>• <b>update the stakeholders’ requests registry</b> to enable an easy analysis of requests for a better mapping and needs analysis;</li> <li>• <b>develop EIGE’s expertise in capacity building / technical assistance</b>, including new approaches (e.g. e-learning).</li> </ul>	<p>2027 onwards</p> <p>2027 onwards</p> <p>Ongoing</p>
<p>No 23: Build on EIGE’s accumulated credibility and expertise to create larger networks</p>	<p>The evaluation recommends that EIGE increasingly embed its work on gender equality within larger policy programmes, following the priorities of the Commission’s agenda, as discussed in the evaluation’s chapter on relevance. According to</p>	<p>This recommendation has been incorporated into the 2024–2026 SPD and the preparation of the 2025–2027 SPD.</p>	<p>Ongoing and to be evaluated each year during preparation of the SPD</p>

Recommendation	Description	Status	Time frame
	<p>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 European Green Deal 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>Building on <b>current EIGE’s approach to strategic engagement</b> with stakeholders, the following approaches are being considered, subject to available human and financial resources:</p> <ul style="list-style-type: none"> <li>• <b>consider which stakeholders, including EIGE’s existing networks, can work as multipliers</b> and make the most out of their support with regard to EIGE’s outreach and engagement activities;</li> <li>• <b>use the EIGE liaison office in Brussels</b> to support the <b>identification of institutional and non-institutional stakeholders</b> who can act as multipliers at the <b>EU level</b>;</li> <li>• <b>link and connect stakeholders</b> who work on gender equality with those who do not (yet) but who work on, for example, the Green Deal and may be interested in a gender perspective, letting them know about EIGE’s work.</li> </ul>	

NB: Q4, fourth quarter.

## B. Project evaluations

EIGE undertakes evaluations of its projects and activities in accordance with Article 29 of the financial regulation. Since 2022, it has used the services contracted by means of an inter-agency joint procurement procedure. The evaluations are coordinated by the Project Support Office, based on the annual evaluations plan, approved by the Director and in accordance with the evaluation strategy defined in the SPD.

### Evaluation strategy for 2025–2027

Based on the scope and budget of the activities planned in the 2025–2027 SPD, there are several considerations with regard to defining annual evaluation plans:

- high expenditure projects engage at least 10 % of the operational budget (Title III);
- high expenditure projects executed in 2024 are eligible for *ex post* evaluation in 2025;
- independently of their budget, new initiatives merit consideration for *ex ante* evaluation, as they could lead to assimilation of important lessons.

## Annex 10. Strategy for organisational management and internal control systems

EIGE's internal control system aims to assure the appropriate management of risks relating to the legality and regularity of the underlying transactions and the nature of payments. It is designed to provide reasonable assurance of 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 internal control system is based on the 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 following up on internal control weaknesses.

On 12 June 2019, EIGE's management board adopted a new internal control framework in line with the revised framework of the European Commission. Seventeen principles are defined to provide assurance of meeting the organisation's objectives. Specific assessments will be conducted annually during 2025–2027, in accordance with the assessment methodology.

**A main internal control objective in the programming period** is the implementation of all audit recommendations in line with the relevant action plans. A second objective is to carry out *ex post* controls on financial transactions, in line with ECA recommendations. EIGE has already made all preparations to carry out these inspections in-house. This activity began in 2021 and will be performed annually in the programming period.

**A second objective** is the implementation of the anti-fraud strategy for 2024–2026. The strategy will contribute to strengthening the anti-fraud system in EIGE and enhancing its internal control system. EIGE will also conduct training on ethics and integrity, fraud prevention and the management of conflicts of interest.

**A third objective** is the implementation of the conflicts of interest policy <sup>(84)</sup> and of the actions set therein, namely, annual screening of the declarations of interest of the management board and Experts' Forum members, management of potential conflicts of interest of external experts engaged following a publication of a call for expressions of interest, and assessment and management of potential conflicts of interest for staff not covered by the EU staff regulations. As regards transparency requirements, EIGE will publish monthly on its website the Director's meetings with interest representatives, in accordance with Director's Decision No 316 of 25 June 2024 on the publication of Director's meetings with interest representatives and guidelines on the use of the Transparency Register.

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<sup>(84)</sup> Management Board Decision No MB/2023/009 of 17 May 2023 on the policy on management of conflict of interests in the European Institute for Gender Equality: Management board, experts in advisory bodies, external experts and staff not covered by the staff regulations.

## Annex 11. Plan for grant agreements, contribution agreements and service-level agreements

	General information					Financial and HR impacts					
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2023	2024	2025	2026	2027
<b>Grant agreements</b>											
N/A						Amount Number of CAs Number of SNEs	N/A	N/A	N/A	N/A	N/A
Total grant agreements: N/A						Amount Number of CAs Number of SNEs	N/A	N/A	N/A	N/A	N/A
<b>Contribution agreements</b>											
IPA/2018/402-854 (2019/414-064) – Increased capacity of EU candidate countries and potential candidate countries to measure and monitor impact of gender equality policies (2018–2023)	20 December 2018 Addendum No 1 was signed on 19 December 2019 Addendum No 2 was signed on 12 October 2022 for non-additional cost extension until September 2023	928 950.30	1 January 2019–30 September 2023	European Commission, DG Neighbourhood and Enlargement Negotiations, D5 Western Balkans regional cooperation programmes	The action has two specific objectives: (1) strengthening the capacities of IPA beneficiaries in monitoring and mainstreaming gender equality; and (2) improving regional cooperation and gender equality awareness in the region of the Western Balkans and Türkiye	Amount Number of CAs Number of SNEs	EUR 124 283.05 CAs: 2 (FG II, FG III) SNEs: 0	TBD	TBD	TBD	TBD
Total contribution agreements						Amount Number of CAs Number of SNEs	EUR 124 283.05 CAs: 2 (FG II, FG III) SNEs: 0	TBD	TBD	TBD	TBD

NB: TBD, to be determined.

## **Annex 12. Strategy for cooperation with non-EU countries and/or international organisations**

EIGE works with international organisations and non-EU countries at different levels: (1) special projects; (2) ad hoc cooperation; (3) regular information exchange; and (4) promoting its work.

- (1) Special projects, such as EIGE’s cooperation with the EU candidate countries and potential candidate countries, funded by DG Neighbourhood and Enlargement Negotiations, are subject to external funding.
- (2) Ad hoc cooperation is subject to the Director’s decision and agreement with DG Justice and Consumers. It may involve the organisation of joint events and sharing data or expertise, with the view that this contributes to or promotes the work done by EIGE.
- (3) Information exchange is coordinated by the Outreach and Engagement Unit. It involves participating in and contributing to working groups and meetings of key international organisations, such as the Council of Europe’s Gender Equality Commission or the Group of Experts on Action against Violence against Women and Domestic Violence. EIGE organises regular information exchanges with its key partners to ensure that partners are aware of each other’s work and contribute to that work where appropriate.
- (4) EIGE promotes its work at the international level through regular communication channels or presentations at events organised by international organisations.

## Annex 13. Procurement plan

The overall budgetary allocation represents the resources envisaged for the activities of the Research and Policy Support Unit and Outreach and Engagement Unit. It excludes appropriations planned for missions and for translations and publications, which are primarily implemented through service-level agreements with the Translation Centre and the Publications Office.

### Procurement

In 2025, the overall budgetary allocation of EUR 3 385 000 will be implemented through procurement contracts.

### Legal basis

Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012.

Area of activity	Procurement procedure	Budget	Indicative number of procurement procedures	Type of contract and procurement procedure	Indicative start of contract
<b>Research, statistics and indices</b> <b>EIGE-B2025-3215-C1</b>					
<b>Monitoring the BPfA and supporting the presidencies of the Council of the European Union</b>	<b>Activity 2</b> <i>BPfA study to support the Lithuanian Presidency launched, including examples of good policy initiatives</i>	135 000	1	Direct service contract. Middle value	Q4
	<i>Consultation meetings with experts on areas of concern selected by presidencies and quality assurance</i>	10 000	1–2	Order form(s) / specific contract(s). Request for services under FWC and/or specific external expert contract (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q3–Q4
<b>Gender Equality Index</b>	<b>Activity 1</b> <i>Country profiles for all Member States and EU factsheet (Index FWC, Lot 1)</i>	120 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Additional statistical analysis (LOT2)</i>	30 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q3
	<i>Consultation meeting(s) on update of Index and quality assurance</i>	50 000	1–2	Order form(s) / specific contract(s). Request for services under FWC and/or specific external expert contract (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q2–Q3
	<i>A study on 2026 Index thematic focus</i>	135 000	1	Direct service contract. Middle value	Q3–Q4
	<i>Quality assurance of CARE survey (second wave) report</i>	5 000	1	Specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q2–Q3
<b>Other research initiatives</b>	<i>CARE survey report(s)</i>	60 000	1–2	Negotiated low-value procedure	Q3–Q4
<b>Total for research, statistics and indices</b>		<b>545 000</b>			

<b>Gender-based violence EIGE-B2025-3315-C1</b>					
<b>Gender-based violence</b>	<b>Activity 3</b>				
	<i>EU directive on violence against women (set up a system and develop SOPs)</i>	228 000	2	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Feasibility study on cyber violence against women indicators</i>	220 000	1–2	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Gender-based violence entry point updated (FWC-Gender Statistics Database)</i>	70 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Analytical report and (up to three) statistical factsheets on administrative data collected</i>	70 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Consultation meetings with experts and data providers on data collection on violence against women and domestic violence</i>	100 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1
	<i>Quality assurance</i>	12 000	1	Specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q3
	<b>Activity 4</b>				
	<i>Update the step-by-step guide on FGM risks</i>	75 000	1	Direct service contract. Open call for tenders	Q2
	<i>Quality assurance of the report</i>	5 000	1	Specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q4
	<b>Activity 5</b>				
	<i>Gender-based violence in times of crisis: report</i>	164 000	1	Direct service contract. Open call for tenders	Q2
	<i>Quality assurance of the report</i>	6 000	1	Specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q3
	<b>Total for gender-based violence</b>	<b>950 000</b>			
<b>Implementing gender mainstreaming EIGE-B2025-3415-C1</b>					
<b>Implementing gender mainstreaming</b>	<b>Activity 6</b>				
	<i>Policy support on gender mainstreaming: update of policy areas (phase I) and gender budgeting in the next MFF</i>	110 000	3–5	Order form(s) / specific contract(s). Request for services under FWC, and/or negotiated low- and/or middle-value procedure(s), and/or specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q1–Q4
	<i>Update of the Gender Mainstreaming Platform</i>	15 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q4
	<i>Working and consultation meeting(s), including Thematic Network on gender mainstreaming</i>	40 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q3
	<i>Quality assurance</i>	10 000	1–2	Specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q4

	<b>Activity 7</b>				
	<i>Methods and tools for gender mainstreaming: gender and intersectional analysis (phase I) and EIGE's gender mainstreaming help desk</i>	140 000	3–5	Order form(s) / specific contract(s). Request for services under FWC, and/or negotiated low- and/or middle-value procedure(s), and/or specific external expert contract (s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q1–Q4
	<i>Provision of technical assistance on gender mainstreaming</i>	10 000	1–2	Order form(s) / specific contract(s). Request for services under FWC, and/or negotiated very low-value procedure(s), and/or specific external expert contract (s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q1–Q4
	<i>Experts' and technical support meetings</i>	20 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q2–Q4
	<i>Quality assurance</i>	10 000	1–2	Specific external expert contract(s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q2–Q4
	<b>Activity 8</b>				
	<i>Maintenance and update of data and technical functionalities of EIGE's Gender Statistics Database, including quality assurance</i>	570 000	5–6	Order form(s) / specific contract(s). Request for services under FWC and specific external expert contract (s) (Article 237 of Regulation (EU, Euratom) 2018/1046)	Q1–Q4
	<i>Evaluation of EIGE's Gender Statistics Database FWC EIGE-2019-OPER-18</i>	30 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q3
<b>Gender Statistics Database</b>	<b>FWC for quality assurance and technical advice regarding gender statistics produced, analysed and communicated by EIGE to ensure consistency with EU quality standards</b>	<b>300 000</b>	<b>1</b>	<b>FWC. Open procedure</b>	<b>Q2</b>
	<b>FWC for implementation of EIGE gender mainstreaming programme</b>	<b>1 200 000</b>	<b>1</b>	<b>FWC. Open procedure</b>	<b>Q3</b>
<b>Total for implementing gender mainstreaming</b>		<b>955 000</b>			
<b>Stakeholders and communications EIGE-B2025-3512-C1</b>					
	<b>Activity 9</b>				
	<i>Gender Equality Index release (event series)</i>	200 000	1–2	Order form(s) / specific contract(s). Request for services under FWC	Q2
	<i>Country visits</i>	10 000	1–2	Request for services under FWC and/or invoice under EUR 1 000	Q1–Q4
	<i>Other meetings with stakeholders</i>	15 000	1–2	Request for services under FWC and/or invoice under EUR 1 000	Q1–Q4
	<i>Other events-related services</i>	5 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Update of EIGE's stakeholder consultation methodology</i>	10 000	1	Negotiated very low-value procedure	Q2
	<i>Strategic foresight and stakeholders engagement</i>	30 000	1–2	Negotiated very low- and/or low-value procedure(s)	Q2–Q3
<b>Stakeholder relations</b>					

<b>Communications</b>	<b>Activity 10</b>				
	<i>Media and social media engagement and monitoring</i>	90 000	1–2	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q4
	<i>Communication campaigns and products development (e.g. strategy development, multimedia design and production services, digital communications support, capacity building)</i>	220 000	3–5	Order form(s) / specific contract(s). Request for services under FWC and/or negotiated low- and/or middle-value procedure(s)	Q2–Q4
	<i>Crisis communication</i>	10 000	1–2	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q3
	<i>Access to media</i>	15 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Communications lab</i>	90 000	2–3	Order form(s) / specific contract(s). Request for services under FWC and/or negotiated low- and/or middle-value procedure(s)	Q1–Q4
	<b>FWC for communication services</b>	<b>&gt; 143 000</b>	<b>1</b>	<b>FWC. Open procedure</b>	<b>Q3</b>
	<b>FWC for communications lab</b>	<b>250 000</b>	<b>1</b>	<b>FWC. Open procedure</b>	<b>Q1</b>
<b>Knowledge management</b>	<b>Activity 11</b>				
	<i>EIGE's website evaluation</i>	35 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q3
	<i>Updated Gender Equality Index web section</i>	30 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q2–Q3
	<i>Consultation on technical assistance</i>	15 000	1	Order form(s) / specific contract(s). Request for services under FWC	Q3
	<i>Website maintenance</i>	95 000	1–2	Order form(s) / specific contract(s). Request for services under FWC	Q1–Q2
	<i>Editing services</i>	20 000	1–2	Order form(s) / specific contract(s). Request for services under FWC	Q2–Q4
	<i>Measuring policy references</i>	45 000	2	Order form(s) / specific contract(s). Request for services under FWC	Q1
	<b>FWC for online services</b>	<b>&gt; 143 000</b>	<b>1</b>	<b>FWC. Open procedure</b>	<b>Q1</b>
<b>Total for stakeholders and communications</b>		<b>935 000</b>			
<b>Total</b>		<b>3 387 000.00</b>			

NB: FWC, framework contract; Q1, first quarter; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.