



WORKING DOCUMENT ON

THE REAL ESTATE POLICY OF THE EUROPEAN EXTERNAL ACTION SERVICE IN 2020

(ARTICLE 266.1¹ OF THE FINANCIAL REGULATION)

1. INTRODUCTION

The aim of the Real Estate policy of the EEAS is to provide a *functional, cost-effective, environment-friendly, safe and secure working environment* for the staff placed under its responsibility, both in Headquarters and in EU Delegations. *Stability, visibility and accessibility* are also among its objectives. The effective management of the EU buildings for which the EEAS is responsible underpins the work of the EEAS and of the Delegations of the EU and enables them to achieve the objectives of the External Action of the European Union.

The Real Estate Policy of the European External Action Service (EEAS) is different from that of other EU Institutions in two ways. Firstly, it covers buildings **inside the European Union and in third countries**. This implies having to take into consideration many different Real Estate markets, as well as different local legal regimes. Inside the EU are the buildings of the Headquarters of the EEAS (in Brussels) and those of the Delegations to International Organisations located inside the EU (Paris, Strasbourg, Rome and Vienna). Outside the EU are the buildings of the Delegations and/or Offices of the European Union to third countries.

Secondly, it concerns **Office buildings and the Residences** of the Heads of Delegation of the European Union, as well as staff accommodation in some countries. This diversified portfolio requires an application of different selection criteria for the choice of buildings, depending on the type and its intended use.

¹ Article 266.1 Each Union institution shall provide the European Parliament and the Council, by 1 June each year, with a working document on its building policy, which shall incorporate the following information:

- (a) for each building, the expenditure and surface area covered by the appropriations of the corresponding budget lines. The expenditure shall include the costs of the fitting-out of buildings but not the other charges;
- (b) the expected evolution of the global programming of surface area and locations for the coming years with a description of the building projects in planning phase which are already identified;
- (c) the final terms and costs, as well as relevant information regarding project implementation of new building projects previously submitted to the European Parliament and to the Council under the procedure set out in paragraphs 2 and 3 and not included in the preceding year's working documents.

This document summarises the main developments in the Real Estate policy of the EEAS in 2020. Part 2 outlines the **policy aspects** and Part 3 summarises the **ongoing projects** in Headquarters (3.1) and in Delegations (3.2), including updated information on the building projects in planning or implementation phase.

In line with the requirements of Article 266.1 of the Financial Regulation, the Annexes contain information regarding the expenditure and surface covered by the appropriations of the Infrastructure budget line, as well as its expected evolution, for HQ (Annex 1a and 1b), for Delegation Office buildings, including surfaces sub-let to colocation partners (Annex 2) and for Residences (Annex 3).

2. REAL ESTATE POLICY IN 2020

In 2020, the EEAS managed Real Estate covering about 431,000 m²; 16% of that surface was in Headquarters, Brussels (69,000 m²) and 84% in Delegations worldwide (362,000 m²).

The COVID crisis and its impact on the workplace marked the year 2020. The exceptional lock-down generalised the use of tele-work and accelerated the ongoing discussions on modernising the organisation of the office space, which will become visible from 2021 on.

2.1. Safety in the context of the COVID-19 Crisis

Providing a safe working environment to EU staff (both in Headquarters and in Delegations) and reducing risks of accidents, injuries and fatalities on the job is a priority of the EEAS.

In 2020, the COVID-19 pandemic called for unprecedented Health and Safety measures both in headquarters and in Delegations. Emergency measures were introduced to ensure safety at work, in line with official guidelines. A reflection took place on how to adapt the office layout to render the office space safe against the risk of COVID contagion and make it possible to return to the office after the exceptional lock-downs. The following measures were put in place:

- enforcing social distancing inside the building, particularly in common areas (e.g. increasing the distance between workstations, reducing the occupation of meeting rooms and social areas, markings on the floor to organise flows in corridors, etc.);
- promoting hand-hygiene (availability of alcogel in reception and other common areas);
- enhanced office cleaning, disinfection of contact points (lifts, door handles, etc.) and deep disinfection of offices upon detection of suspected or confirmed COVID cases;
- adapting air-conditioning and ventilation to limit the risks of transmission of the virus;
- protecting front-line staff (e.g. placing Plexiglas panels);
- interrupting services in line with government guidelines (Canteen & cafeterias).

Appropriate guidance was provided to Delegations, in line with the above.

Pour memoire, in Headquarters, the EEAS relies on the Commission (Office for Infrastructures and Logistics in Brussels/ Internal Service for Prevention and Protection at Work) for the different services related to Health and Safety at the workplace (risk analysis, mitigation, prevention, evacuation drill, safety training and emergency management).

For the Delegations, the EEAS makes use of external experts for the safety inspections of office buildings and Residences. The latter, however, were interrupted from March 2020 on, due to COVID-related travel restrictions.

2.2. Real Estate Policy in Headquarters

In 2020, the EEAS occupied four buildings in Brussels, with a total surface of 68,200 m² (without taking into account the surface of the two buildings where works are ongoing, cf. section 3.1.2 below):

- The EEAS **main building** (47,700 m²), on 9a Schuman Square, in usufruct until 2041.
- Two buildings on Avenue de **Cortenbergh** 150 and 158 (15,300 m²), rented until 2023. They host the Common Security and Defence Policy (CSDP) Departments, pending the completion of the works of the Nouvel Espace Orban (NEO) building complex.
- One building on rue **Belliard 100** (5,200 m²), rented since September 2018 until 31 August 2027, which hosts two Divisions of the Budget and Administration Directorate General and the European Security and Defence College. (The B100 will be transferred to the Committee of the Regions / European Economic and Social Committee on 1 September 2021.)

In addition, a further 1,200 m² are rented in buildings of other institutions:

- 470 m² are rented for an unlimited period in the Commission building in **Merode**, housing yet another Division of the Budget and Administration Directorate General.
- 750 m² are rented in the **LEX** building of the Council, hosting the Chairman of the EU Military Committee and his staff. (To this effect, a new Administrative Arrangement with the Council was signed in November 2020.)

These buildings housed almost 2,500 total staff in 2020 (nearly 200 more than in 2019, including Seconded National Experts and staff of FPI and of the EU Special Representatives). Therefore, **the ratio of gross surface to staff decreased substantially (28.7 m²/staff in 2020 against 30.2 m²/staff in 2019)**, bringing the available office space to saturation.

Having anticipated this trend, the EEAS launched a market survey in 2019, with a double purpose. On the one hand, to identify additional surface to house the staff increases approved in the 2020 budget and/or other Council Decisions (to enhance the capacity of the military/ civilian Missions of the EU²). On the other, to replace smaller buildings with larger ones and regroup its services in fewer locations, in order to avoid the inefficiencies (both for staff and in terms of logistics and facility management) caused by the multiplication of sites for the EEAS.

² Council Conclusions of 19 November 2018 on Security and Defence in the context of the EU Global Strategy

The EEAS identified the **Belmont Court** as a suitable building to replace B100 and MERO and the usufruct contract was signed in June 2020. Fitting-out works started immediately after and are expected to finish in September 2021.

2.3. Collaborative spaces

An important policy development in 2020, as mentioned above, is that the ongoing reflection on how to modernise the workplace gathered speed, underpinned by the generalisation of telework and new (virtual and paper-less) ways of working, managing and interacting with co-workers. This enabled the EEAS to turn the fitting out of the new building into a large-scale pilot project of “**collaborative spaces/activity-based working**”, building on the experience accumulated in the B100, which was also partially fitted out according to this model.

The objectives of the EEAS collaborative space policy are manifold. Firstly, to make a more efficient use of available office space, replacing the traditional concept of individual offices with new areas for different types of work and interaction. However, it is important to underline that the occupation ratio in the EEAS was already as low as it can be, according to safety regulations in place. Savings in terms of surface are impossible as long as staffing continues to increase, either due to new permanent tasks (establishment plan posts) or *ad hoc* tasks (EU Missions, etc.).

Collaborative spaces will not, *per se*, make it possible to reduce the office space occupied by the EEAS. For this, it would be necessary to ensure that the number of unoccupied workstations is limited. This, in turn, requires putting an end to the concept of workstations permanently assigned to individuals and introducing more ‘flexible office’ solutions. The EEAS took the daring decision in 2020 of introducing the ‘**flexible office**’ concept in the Belmont, in agreement with the services concerned. The results of this pilot project, which will only start operating at the end on 2021, will be analysed after a year in operation before being generalised to the EEAS as a whole.

Secondly, the aim of collaborative spaces is to modernise the workplace, adapting it to new ways of working and promoting interaction between co-workers. In addition, the EEAS has sought to make the workplace more attractive, so that coming to the office becomes a rewarding experience (compared to working from home). Last, but not least, the EEAS tries to lay the ground for future operational savings by increasing the flexibility of the fitting out, so that office areas can be easily adapted to new teams, new tasks or new resources, without a need for costly works.

2.4. Real Estate Policy in Delegations

In 2020, the EEAS managed the office buildings, official Residences and staff accommodation of the 143 Delegations and/or Offices of the European Union, hosting around 5,900 staff³ (EEAS and Commission), of which 45% is expatriate staff and the rest is local staff.

The surface managed by the EEAS in Delegations (84% of the total) includes office buildings (64%) and Residences (20%).

³ Not including drivers.

The EEAS is systematically following the same approach in Delegations as in headquarters. **Collaborative spaces** is the norm, adapted to the business and operational needs of the different sections in Delegations. However, it is important to underline that, due to lack of human and financial resources, it is only possible to apply this policy to new projects (fitting out of new office buildings) – rethinking the fitting out of existing offices are major projects that could even require the temporary relocation of staff to alternative premises, and are therefore unthinkable with the resources available today.

2.4.1. Office buildings Facts & Figures

In 2020, the EEAS managed 178 Office Buildings with a total construction area of 275,000 m². The European Union owned 20% of this space and rented the other 80%.

Office buildings in Delegations: Expenditure and Surfaces

Numbers			Surfaces		
Office buildings	178		Construction area	275,000 m²	
of which: Owned	38	21%	of which: Owned	55,000 m ²	20%
Rented	140	79%	Rented	220,000 m ²	80%
Costs			Usable offices area	221,000 m²	80%
Annual cost (rents)	€61.8 M		of which area in co-location	19,000 m²	9%
Annual rent per m ²	€281/m ²		Surface / Post		
Annual rent per staff	€13,300		Staff excluding drivers	5,909	
Cost per staff per day	€36		Usable offices area / staff	34 m ² /staff	

Co-location represented 9% of the total office surface and involved almost half of EU Delegations (67), making it possible to maximise the use of the available office space and to recover part of the costs.

Looking at the average usable surfaces of office buildings per Region, Europe and Central Asia came in first position with offices of on average 1,694 m². Office buildings in the Americas had the smallest surfaces with an average of 983 m². The largest surfaces in co-location were in the Middle East and North Africa (MENA), with an average surface of 552 m².

Office Buildings average surfaces by region			
Region	Construction area (average. in m ²)	Usable area (average. in m ²)	Co-location area (average. in m ²)
AFRICA	1,493	1,318	288
AMERICAS	1,113	983	201
ASIAPAC	1,383	1,164	237
EURCA	2,072	1,694	245
GLOBAL	1,647	1,052	
MENA	1,797	1,498	552
Grand Total	1,527	1,291	282

Regarding average costs of rented office buildings per square meter, the higher rental costs were incurred in Delegations to International Organisations with an average annual rental cost per square metre of €441. The lowest average annual rental cost/m² were in the Americas with €184/m². Detailed information per Delegation is available under Annex 2.

Rented Office Buildings average surfaces and costs by region			
Region	Construction area (average. in m ²)	Annual rent (average. in €)	Annual rent (average. in €/m ²)
AFRICA	1,643	400,000	244
AMERICAS	911	168,000	184
ASIAPAC	1,020	296,000	291
EURCA	2,008	510,000	254
GLOBAL	1,801	795,000	441
MENA	1,797	687,000	382
Grand Total	1,440	404,000	281

After years of successfully implementing a policy to limit the relative size of office buildings in Delegations to 35 m²/staff, the ratio of office area to staff in Delegations matched the indicative threshold in 2019. In 2020, it fell below that limit (34 m²/staff). The co-location policy has played a crucial role in achieving such results by maximising the use of office space.

In 2020, however, 69 Delegations still exceeded the maximum occupation threshold. These were typically small Delegations, or Delegations housed in buildings whose shape or multiple sites made it impossible to use space more efficiently.

The annual cost for the rented Real Estate in Delegations (220,000 m²) was €61.8 million, representing an average rent of €281/m². This is equivalent to €13,300 for each post allocated to the Delegation network and means that every member of staff posted abroad costs the Union €36 per day, in terms of office infrastructure only.

If we consider the current average cost per square metre, the estimated savings for the 55,000 m² surface of buildings owned by the EU are €15.4 million per year.

2.4.2. *Residences Facts & Figures*

In 2020, the EEAS managed 148 Residences of Heads of Delegation, 18% of which are property of the European Union. The total construction area was around 86,000 m² and the usable floor area was 66,000 m², meaning that the average size of Residences was 587 m² (gross) or 458 m² (net), well below the maximum size criterion of the EEAS Real Estate policy for Residences (600 m² usable surface).

Taking into consideration the average usable surface of Residences, the biggest Residences were in the Americas (527 m²) and in the Middle East and North African Region (507 m²). The smallest surfaces were in Delegations to International Organisations (370 m²).

The annual cost for the 114 Residences rented (66,000 m²) was €12.2 million. On average, the annual rental cost per Residence was €107,000 (representing €184/m²).

The Residences in countries where the Delegations to International Organisations are located were the most expensive in 2020 (€354/m²), followed by those in the Middle East and North Africa region (€227/m²). The lowest rental costs were in the Americas (€142/m²) and Africa (€144/m²). The details by Delegation are available in Annex 3.

Given the average cost per square meter of the Residences, the 27 Residences property of the EU (17,000 m²) represented savings of €3.2 million per year.

Residences of Heads of Delegation: Expenditure and Surfaces

Numbers			Surfaces		
			m ²		
Residences	148		construction area	86,000	
Of which: Owned	27	18%	Of which: Owned	17,000	20%
Other*	7	5%	Other*	2,000	3%
Rented	114	77%	Rented	66,000	77%
			Usable floor area	66,000	77%
			Of which: Owned	12,000	18%
			Other*	2,000	3%
			Rented	53,000	79%
			Average usable area	457	

Costs		
Annual cost (Rents)	€12.2 M	
Annual cost per m ² rente	€184 /m ²	
Annual rent per residence	€107,000	
Daily rent per Residence	€293	

(*) e.g. Residences combined with offices, unoccupied Residences

Residences average sizes by Region			
Region	Residences	Construction area in m ²	Usable Area in m ²
AFRICA	49	607	449
AMERICAS	26	620	527
ASIAPAC	27	576	419
EURCA	22	498	444
GLOBAL	8	407	355
MENA	16	719	507
Total	148	587	457

Rented Residences average expenditure by Region			
Region	Rented Residences	Annual Rent €	Rent per m ²
AFRICA	34	77,000	142
AMERICAS	24	88,000	142
ASIAPAC	20	133,000	215
EURCA	20	103,000	210
GLOBAL	3	223,000	475
MENA	13	158,000	220
Total	114	107,000	184

2.4.3. Building selection criteria

The criteria used for selecting office buildings for use as Delegation offices and/or Residences did not change in 2020 with respect to 2019. As stated in last year's Working Document, they are the following:

- **Functionality:** office buildings must be fit for purpose to enable Delegations to carry out their mission. For Residences, they must provide an appropriate separation between the private and the representation areas, and the latter must be large enough to host representation activities of the EU Ambassador.
- **Visibility & representativeness:** they must enhance the image of the EU in host countries and in so far as possible, reflect EU values.
- **Location:** EU Delegations should be located in diplomatic areas, close to Member States and other embassies, close to the local ministries and at reasonable distance from the areas used for staff accommodation.

- **Efficient use of space:** the maximum surface of the offices of EU Delegations should stay below 35 m²/staff; Residences should not be larger than 600 m². Exceptions to these rules are only granted on duly justified cases and if approved at senior management level.
- **Security:** buildings should respect the security recommendations of the Security Directorate of the EEAS, which vary from one country/city to another. This may entail a limitation of the areas of town where the building may be located in, or compliance with certain requirements (such as respecting a minimum standoff from the street). In addition, buildings need to be equipped with the necessary security installations, which are different for offices and for Residences.
- **Safety:** providing a safe working environment (to reduce the risk of accidents and injuries at the workplace) and to protect staff. Insofar as possible, EU standards apply.
- **Quality:** the overall architectural quality of the building and construction materials are taken into account to ensure high standards.
- **Environmental aspects:** the aim of the EEAS is to ensure that the office buildings that host Delegations of the EU incorporate environmentally friendly features to minimise the ecological footprint of the EU, e.g. in terms of energy consumption. All things equal, buildings that incorporate the most recent eco-labels (LED certification, etc.) are given priority.
- **Accessibility:** EU buildings must be accessible to persons with reduced mobility.
- **Price (value for money):** the price of office buildings must be in line with local Real Estate market prices and with those paid by other Member States in the same city in order to comply with the principle of sound financial management.

The policy has been stable for the past three years. However, **its implementation is limited by the availability of resources**. It is only possible to apply building criteria fully when new buildings are chosen in the context of a relocation project. The gradual reinforcements of the Infrastructure and Safety Division of the EEAS have borne fruit in 2019 and 2020, notably in terms of an increase in the number of projects that can be managed. However, the overall capacity to implement Real Estate projects is still limited by the lack of relevant expertise in Delegations. To this end, the EEAS will continue to request the approval of the necessary posts in future budgets to create a specialised corps of infrastructure experts in Delegations, drawing inspiration on the practice in other highly specialised fields, such as Security or IT (Regional Officers).

2.4.4. Planning and priority setting

In 2020, the EEAS launched a **quality assessment** of its Real Estate in Delegations, in order to establish a needs assessment in terms of long-term investment (renovation projects for owned buildings) or procurement (building files for relocation and/or fitting-out projects). Every building was assessed against each of the selection criteria of the EEAS policy and received a marking. This methodology will make it possible, from 2021 on, to establish a **medium to long-term planning** of building projects. Such multi-annual planning is necessary to upgrade the average quality of the office buildings in Delegations and to ensure that all buildings comply with the criteria and high standards defined by the EEAS Real Estate policy. The aim is also to concentrate scarce resources on critical needs.

In addition, the EEAS establishes **yearly priorities** based on the life cycle of lease contracts and on the need to ensure the continuity of ongoing projects, and taking into account available resources. The aim is to leave some room for manoeuvre in order to be able to respond rapidly to unforeseen emergencies (such as the explosion in the port of Beirut, Lebanon in the summer of 2020) or to unexpected market opportunities. 2020 was an exception, though, as the pandemic brought many projects to a standstill and made it difficult to launch others; the EEAS therefore rolled over the 2019 priorities and concentrated on preparing the long-term priorities described above.

2.4.5. Other priority action areas

In addition to promoting a modern and collaborative working environment and introducing a long-term planning strategy for building projects, work continue in 2020 on two other priorities of the EEAS Real Estate Policy:

- **Increasing ownership:** the EU currently owns 20% of its real Estate in Delegations, still far below the ratio of the largest Member States. Purchasing, when financially interesting, provides long-term stability to the Delegation and removes the uncertainty of having to negotiate extensions to the lease contracts every n years. It also helps the EU safeguard its investment in the buildings, e.g. fitting out or security works, and reduces costs in the long run.

Due to the pandemic, some of the purchases foreseen in 2021 (Argentina) were delayed to 2021. Purchase projects are envisaged in D.R. Congo (offices), Afghanistan (plot of land), Mali (offices) and in the UK (Residence).

- **Improving security:** security installations (sometimes accompanied by preparatory works) remain an important part of the work of the Infrastructure Division. The pandemic and the associated restrictions to international transport hindered efforts to upgrade the older security installations. Yet, these upgrades are important as they are accompanied by improved maintenance contracts to guarantee their reliability. The work-programme for 2020 will be rolled over to 2021 and resume as soon as restrictions to international transport are relaxed.

2.5. Greening policies

The European Union has an ambitious agenda to achieve climate neutrality in 2050 and climate action is an integral part of the foreign policy agenda of the EU.

The EEAS did not have any human resources allocated to this matter until 2020. In January 2020, an information note to the Secretary General of the EEAS outlined a roadmap towards the introduction of EMAS (Eco Management and Audit Scheme)⁴. On 18 June 2020, the Secretary General gave the Director General for Budget and Administration the mandate to set up an Environmental Management System (EMS) in the EEAS.

⁴ EMAS is an Environmental Management System that allows organisations to manage and improve the environmental impact of their activities and communicate on it. It is based on Regulation (EC) No. 1221/2009 - "EMAS III".

The EMS will have the goal of complying with full EMAS requirements for activities and buildings in headquarters, while implementing a light coordination and management system for the Delegations of the EU, to be gradually improved and extended according to local possibilities. Delegations are the showcase of the EU in the world and should lead by example in terms of energy efficiency of buildings and sustainable use of resources.

Next steps will be:

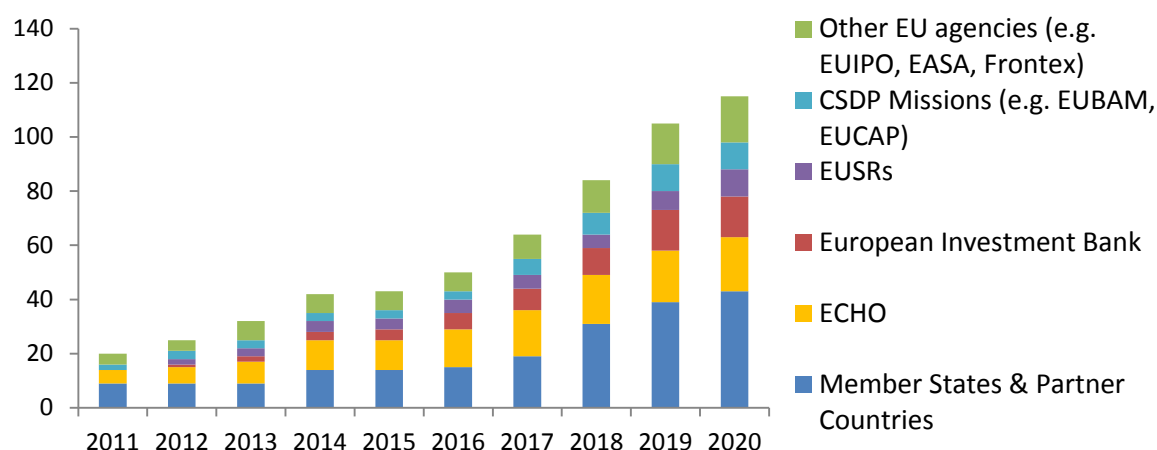
- to establish an inventory of green initiatives already in place or underway in Delegations, to facilitate coordination, communication and sharing of good practices;
- to start measuring the environmental impact of Delegations: for that, first the EEAS has started to collect data regularly on activities with an environmental impact, such as energy/water consumption, mobility, waste treatment, to be able to measure the results achieved and as a basis for developing new measures;
- to launch a procurement procedure for a service contract to provide guidance and training;
- to establish a Local Action Plan for Energy Management (PLAGE, in French) and a corporate staff mobility plan (PDE, also in French) in conformity with the rules and regulations in force in the City of Brussels;
- to pursue and strengthen the cooperation with other EU institutions on green policy, including EEAS participation in a common helpdesk on green public procurement.

In addition, in Delegations, the EEAS takes into account environmental aspects, especially regarding energy efficiency, in the selection of new buildings. It also encourages Delegations (by providing the necessary budgetary means) to adopt any initiative aimed at reducing the environmental footprint of Delegation activities, such as installing solar panels or rainwater harvesting equipment.

2.6. Co-location policy

The EEAS promotes co-location because it helps achieve building policy objectives by optimising the use of office space in Delegations; it facilitates cooperation and coordination with European partners; and it enhances the visibility of the EU in host countries. The policy is increasingly successful and Member States and EU bodies show a growing interest in being hosted within EU Delegation premises.

In 2020, co-location represented 9% of the total office surface in EU Delegations and involved almost half of the EU Delegations (67). The EEAS concluded 20 new co-location agreements to regulate new co-locations or update previous arrangements, bringing the total amount of co-location agreements in force to 116 (42 with Member States and 74 with other EU partners). Over the past 5 years alone, the number of co-locations more than doubled.

Figure 1: Co-location arrangements per partner, and evolution over time

In 2020, the EEAS continued to improve the legal and financial framework for co-locations and the system for recovering costs. The aim is to simplify and streamline procedures to make them more effective. The centralisation of recoveries at Headquarters to improve budget control continued; an administrative fee is now systematically included into all co-location arrangements; and umbrella Service Level Agreements regulating all aspects of co-location arrangements with co-location partners have become the standard legal basis. In 2020:

- 75% of all colocations were financially managed at Headquarters;
- 80% of colocation arrangements included an administrative fee and the total amount recovered from this administrative fee increased by 56% between 2019 and 2020;
- The total amount recovered at Headquarters' level from colocations in Delegations amounted to €9.96 million, and the total amount recovered from sharing offices in Brussels with the FPI and EU Special Representatives amounted to €1.54 million;
- A new Framework Agreement was signed with the European Investment Bank (EIB), bringing the total number of Framework Agreements to four, with the ones signed with DG ECHO, the EU Intellectual Property Office (EUIPO), and the European Aviation and Safety Agency (EASA).

2.7. Housing policy review

A review of the 2013 Housing Policy in force since 1 January 2014 was launched in 2019. Unfortunately, the need to concentrate resources on crisis management during the COVID-19 pandemic made it impossible to pursue this important policy review. Work will resume once the pandemic is over, hopefully in the latter part of 2021.

3. REAL ESTATE OPERATIONS IN 2020

The sections below provide (i) the expected evolution of the global programming and (ii) information regarding specific buildings projects in planning and implementing phase. New building projects already submitted to the Budgetary Authority and projects still to be submitted are included in the overview.

3.1 Building projects in Headquarters

3.1.1. HQ projects in planning phase (ante EEAS Building Committee) – pre-information in accordance with Article 266 (2) of the Financial Regulation

When the EEAS launched a market search for 4,000 to 10,000 m² in 2019, it took into account the known shortage of space (2018 and 2019 staff increases) and the expected increase in staff in 2020. However, in the course of 2021, the pressure on office space in the EEAS continued to increase, due to the posts received in the 2021 budget and to the increase in the size of other services (such as FPI), which, although not formally part of the EEAS, are housed in EEAS buildings. For this reason, the increase in office surface (7,500 m² net, resulting from the addition of the Belmont, minus the B100 and the MERO) secured by the EEAS in 2020 (for 2021) will not be enough.

In March 2021, the European Commission informed the EEAS that it intended to release the 8,300 m² that **EPSO** occupied in the building where the EEAS has its main headquarters (so-called Kortenberg 25) in late 2021. This building is of strategic interest to the EEAS, due to its location and offers a surface roughly equivalent to what the EEAS may need from 2021 on. The EEAS therefore intends to express an interest in taking over the lease of the Commission and, to that effect, will submit a Building File to the Budgetary Authority in the autumn of 2021.

3.1.2. Building projects in implementing phase (post Building Committee and/or post approval by Council and European Parliament)

The NEO project (17,550 m²) was submitted to the Parliament and Council in January 2018 and updated in September 2019. It will replace the Cortenbergh buildings and host the crisis management and military structures of the EEAS. The building is expected to host 625 staff, which yields an occupation ratio of 28.1 m²/staff, just below the average occupation rate for all EEAS buildings in 2020, despite the fit-out with individual offices, a requirement for security reasons. Renovation and fitting-out works are underway, but suffered delays in 2020 due to the COVID-19 crisis. The EEAS signed Amendment 4 to the two usufruct conventions for the NEO building (Arlon and Science) in December 2020. The building is expected to be ready for occupation by mid-2022. However, an important expansion of the CSPD departments is foreseen, and the NEO might soon prove too small to absorb the new staff.

The Belmont Court project (13,169 m²) was submitted to the Parliament and Council in December 2019. The 15-year usufruct contract was signed on 26 June 2020. Fitting out works are underway, and the building is expected to be ready for occupation in October 2021. The building is expected to host 621 staff, which yields an occupation ratio of 21.2 m²/staff, 26% below the average occupation rate for all EEAS buildings in 2020.

In parallel, the B100 will be released and handed over to the Committee of the Regions / European Economic and Social Committee on 1 September 2021; similarly, the MERO will be handed back to the Commission at the end of the year.

3.2. Building projects in Delegations

3.2.1. Delegation projects in planning phase (ante EEAS Building Committee) – pre-information in accordance with Article 266 (2) of the Financial Regulation

The EEAS is working on a wide range of building projects in Delegations, each at different stages of their life cycle, from market prospection to feasibility studies, negotiations with building owners, procurement procedures and internal project approval processes. Projects consist in the purchase, construction, rental, fitting-out and/or renovation of real Estate and may combine some of these components.

For each project meeting the criteria laid down under Article 266 of the Financial Regulation, the EEAS will require the prior approval of the European Parliament and the Council. These include the following (see description in table below):

Purchases:

- **Afghanistan** (long-term lease of a plot for a new EU compound)⁵
- **Congo Democratic Republic** (purchase of 3 floors in a building)⁶
- **Mali** (purchase office building, 2,086 m²)

Construction projects:

- **Saudi Arabia** (compound construction project, 6,349 m²)
- **China** (construction of office building and Residence, 6,144 m²)
- **Ethiopia** (purchase of a plot of 5,500 m², to build offices for both Delegations)
- **Ivory Coast** (construction on EU plot of land, 3,131 m²)
- **Pakistan** (temporary relocation and/or construction project on Belgian plot; Delegation needs: 2,000 m²)

Renovation projects (of buildings property of the EU or equivalent):

- **Australia** (renovation)
- **Kosovo** (renovation)

Relocation projects:

- **Afghanistan** (urgent relocation inside the Green zone for security reasons)⁷
- **Libya** (partial relocation of the Delegation back to Tripoli)⁸
- **India** (search for new premises, 2,700 m²)
- **Iraq** (search for new premises, surface TBD)
- **Myanmar Nay Pyi Taw** (opening of a support office 150 m² - 250 m²)

⁵ pre information notice submitted February 2021 (Ares(2021)1162989)

⁶ pre information notice submitted February 2021 (Ares(2021)1126096)

⁷ pre information notice submitted June 2021 (Ares(2021)4231228)

⁸ pre information notice submitted June 2021 (Ares(2021)3952709)

Working Document on the Real Estate policy of the EEAS in 2020

REGION	DELEGATION	BUILDING	OWNED / RENTED	TYPE OF PROJECT	STATE OF PLAY	SUBMISSION TO EEAS BUILDING COMMITTEE	SUBMISSION TO BUDGETARY AUTHORITY
AFRICA	CONGO, D. REP.	Offices	rented	Purchase	Possible purchase of 3 floors in a building under construction. Building shared with other MS.	4Q 2021	Pre-info 02/2021 Submission 4Q 2021
AFRICA	ETHIOPIA & AU	Offices	rented	Purchase & Construction	Possible purchase of a plot of land to build on, followed by a construction project	2022	2022
AFRICA	ETHIOPIA	Offices	rented	Renovation	Building File under preparation	4Q 2021	n.a
AFRICA	IVORY COAST	Offices	rented	Construction on EU plot	Pre-feasibility study	2022	2022
AFRICA	MALI	Offices	rented	Purchase	Possible purchase of existing building	4Q 2021	2021
AFRICA	NIGER	Offices	rented	Relocation	Building File under preparation	2Q 2021	n.a
AFRICA	UGANDA	Offices	rented	Relocation	Building File under preparation	4Q 2021	n.a
AFRICA	UGANDA	Residence	owned	Renovation	Pre-feasibility study finalised	3Q 2021	n.a
AFRICA	ZAMBIA	Offices	Owned	Reconstruction	Building File under preparation	1Q 2022	n.a
AMERICAS	BELIZE	Offices	rented	Relocation	Building File under preparation	3Q 2021	n.a
AMERICAS	BRAZIL	Offices	owned & rented	Relocation	Possible construction project on Portuguese plot of land	2022	2022
AMERICAS	GUYANA	Offices	rented	Relocation	Building File under preparation	1Q 2022	n.a.
AMERICAS	JAMAICA	Offices	rented	Relocation	Building File under preparation	2Q 2021	n.a.
AMERICAS	UNITED STATES	Offices	Owned	Renovation	Pre-feasibility study might be launched in 2021	2022	TBC
ASIAPAC	AFGHANISTAN	Offices & Residence	owned	Purchase	Possible long-term lease of plot for a new EU compound	2Q 2021	Pre info 02/2021 Submission TBC
ASIAPAC	AFGHANISTAN	Offices & Residence	rented	Relocation	urgent relocation inside the Green zone for security reasons	3Q 2021	3Q 2021
ASIAPAC	AUSTRALIA	Offices & Residence	owned	Renovation	Pre-feasibility study finalised	2022	2022
ASIAPAC	CHINA	Offices & Residence	owned	Relocation/works	Preliminary studies underway	2022	2022
ASIAPAC	INDIA	Offices	rented	Relocation	Building File under preparation	4Q 2021	2022
ASIAPAC	MYANMAR	Offices	Rented	New opening	Support office	2022	n.a
ASIAPAC	NEW ZEALAND	Residence	owned	Renovation	Feasibility study	3Q 2021	n.a.
ASIAPAC	PAPUA NEW GUINEA	Residence	owned	Renovation	Revised Building File under preparation	1Q 2020	n.a.
EURCA	SOLOMON ISLAND	Residence	Owned	Sale	DEL closed in 2018. NZ High Commission (current Tenant) interesting in purchasing)	4Q 2021	2021
EURCA	BELARUS	Offices	rented	Relocation	Market survey underway	4Q 2021	n.a.
EURCA	KOSOVO	Offices	rented	Renovation	Pending discussions with local authorities on title of property	2021	TBC
EURCA	U.K	Offices	owned	Works	Adaption of premises to the needs of the new EU Delegation	4Q 2021	2021
EURCA	U.K	Residence	owned	Purchase	Preparation market survey	3Q 2021	Pre info 3Q 2021
International organisations	PARIS	Offices	owned	Renovation	Building File under preparation	3Q 2021	n.a.
International organisations	PARIS	Residence	owned	Renovation	Building File to be prepared after the offices renovation project	2022	n.a.
MENA	IRAQ	Offices	rented	Relocation	Preliminary studies underway	2021	TBC
MENA	KUWAIT	Offices	rented	Relocation	Building File under preparation	2021	TBC
MENA	PAKISTAN	Offices	rented	Relocation	Colocation Prospection	2022	2022
MENA	QATAR	Offices	Rented	New Opening	Market survey to be launched	3Q 2021	2021
MENA	SAUDI ARABIA	Offices & Residence	rented	Construction	Feasibility study	2021	2021

3.2.2. Delegation projects in planning phase (ante EEAS Building Committee) – pre-information in accordance with Article 266 (4) of the Financial Regulation

The following building projects submitted to the European Parliament and the Council in the last two years are still under implementation (detail in table below): Argentina, South Africa.

REGION	DELEGATION	BUILDING	OWNED/ RENTED	TYPE OF PROJECT	STATE OF PLAY	SUBMISSION TO EEAS BUILDING COMMITTEE	SUBMISSION TO THE BUDGETARY AUTHORITY
AFRICA	ALGERIA	Offices	Rented	Renovation	Implementation phase	26/03/2020	n.a
AFRICA	DJIBOUTI	Offices	rented	Relocation	Completed (Delegation moved in December 2020)	07/05/2019	n.a.
AFRICA	GABON	Offices	rented	Relocation	Completed (Delegation moved in December 2020)	06/05/2019	n.a.
AFRICA	GAMBIA	Offices	rented	Relocation	Implementation phase Relocation foreseen summer 2021	22/05/2019	n.a.
AFRICA	LIBERIA	Offices	rented	Renovation	Implementation phase Relocation foreseen summer 2022	25/09/2019	n.a.
AFRICA	RWANDA	Residence	owned	Renovation	Implementation phase	23/10/2019	n.a
AFRICA	SENEGAL	Residence	owned	Renovation	Implementation phase	22/05/2019	n.a.
AFRICA	SOUTH AFRICA	Offices	owned	Purchase (2019)	Implementation phase Relocation foreseen 2022	20/11/2018	27/11/2018
AMERICAS	ARGENTINA	Offices	Owned	Relocation	Purchase of new building, finalisation administrative process	25/11/2020	Pre-info: 26/02/2020 Submission: 01/12/2020
AMERICAS	CHILE	Offices	rented	Relocation	Completed (Delegation moved in January 2021)	24/07/2018	n.a.
AMERICAS	COLOMBIA	Offices	owned	Purchase (2018)	Completed (Delegation moved in May 2020)	28/2/2018	15/06/2017
AMERICAS	COSTA RICA	Offices	Owned	Relocation	Completed (Delegation moved in April 2021)	22/07/2020	n.a
AMERICAS	ECUADOR	Offices	owned	Purchase (2019)	Completed (Delegation moved in September 2020)	13/12/2018	n.a.
AMERICAS	UNITED STATES	Offices	owned	Extension	Implementation phase Extension foreseen summer 2022	04/11/2020	n.a
AMERICAS	EL SALVADOR	Offices	rented	Relocation	Implementation phase Relocation foreseen 2022	04/07/2019	n.a.
AMERICAS	PANAMA	Offices	rented	Relocation	Completed (Delegation moved in March 2021)	18/09/2019	n.a.
AMERICAS	TRINIDAD AND TOBAGO	Offices	rented	Relocation	Completed (Delegation moved in April 2021)	08/04/2020	n.a.
ASIAPAC	MALAYSIA	Offices	rented	Relocation	Implementation phase Relocation foreseen in autumn 2021	24/06/2020	n.a
ASIAPAC	MONGOLIA	Offices	Rented	Relocation	Completed (Delegation moved in December 2020)	10/09/2019	n.a
ASIAPAC	MYANMAR	Offices	rented	Relocation	Completed (Delegation moved in May 2020)	2019	n.a
EURCA	ICELAND	Offices	Rented	Relocation	Completed (moved in July 2020)	30/11/2018	n.a
EURCA	MOLDOVA	Offices	Rented	Relocation	Implementation phase Relocation foreseen fall 2021	09/12/2020	n.a
EURCA	SWITZERLAND	Offices	Rented	Relocation	Completed (moved in July 2020)	09/01/2019	n.a
EURCA	TURKMENISTAN	Offices	Rented	Relocation	Implementation phase Relocation foreseen winter 2021	19/02/2020	n.a
EURCA	UZBEKISTAN	Offices	Rented	Renovation	Extension of lease and renovation of offices and security installations	10/09/2020	n.a
MENA	UNITED ARAB EMIRATES	Offices	rented	Extension	Implementation phase	08/04/2020	n.a.
International organisations	UN/IAEA/OSCE-Vienna	Residence	Rented	Purchase	Purchase project withdrawn: search for new Residence underway	15/12/2020	Pre-info: 8/12/2020 project withdrawn
International organisations	UN/IAEA/OSCE-Vienna	Offices	Rented	Relocation	Completed (Delegation moved in February 2021)	13/02/2020	n.a

3.2.3. Development of the network of EU Delegations

- The EU Delegation to the **United Kingdom** was opened the day the UK left the European Union (1 February 2020). It is located in the building, property of the EU, that used to host the Commission and the European Parliament Representation Offices.
- **Qatar**: on 25 May 2021, the High Representative of the Union for Foreign and Security Policy decided⁹ to open a Delegation of the EU to Qatar (following agreement of the Council on 30 November 2020 and of the Commission on 3 February 2021).
- Myanmar, support office in **Nay Pyi Taw**: approved in June 2018; agreement from local authorities obtained in June 2019, the actual opening has been delayed in 2020 due to the COVID-19 pandemic and is currently on hold due to the political unrest.

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### Annexes

1. a) Headquarters buildings/Offices: expenditure, surface area in 2020  
b) Forecast evolution
2. Delegation buildings/Offices: expenditure, surface, including colocation.
3. Delegation buildings/Residences: expenditure and surface.

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EEAS ADMIN(2021) 9, Ares(2021)3449072 – 25 May 2021