

Management Plan 2026

DIRECTORATE-GENERAL FOR
HUMAN RESOURCES AND SECURITY

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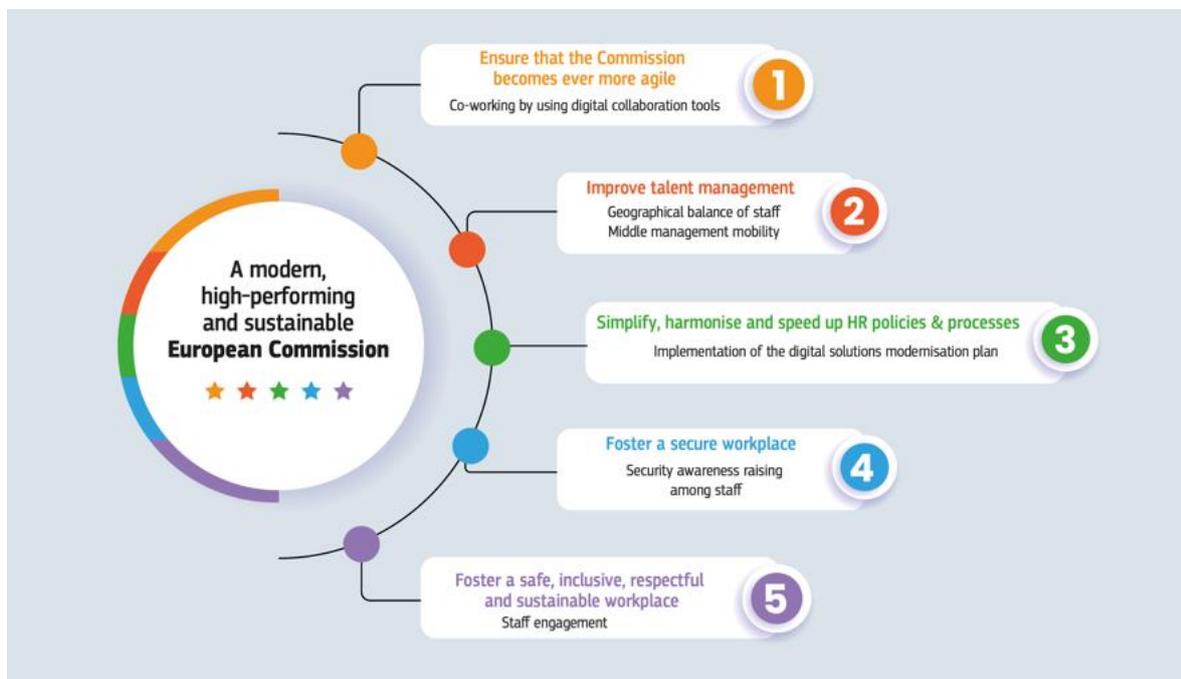
PART 1. Introduction

Strategic planning and programming is the cornerstone of the **Commission’s performance management framework**. The [Commission’s strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a **strategic outlook for 2025-2029** in their [management plans 2025](#). This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 management plan** sets out what the Directorate-General for Human Resources and Security (DG HR) intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DG HR will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The chart below illustrates how the general objective, specific objectives and key performance indicators reflect the core aspects of DG HR’s performance.

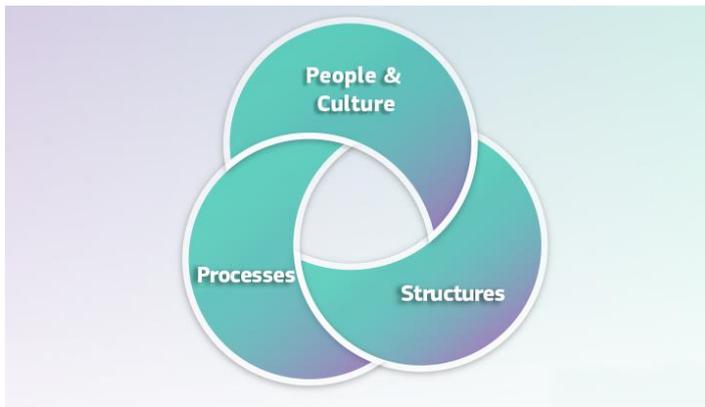


PART 2. Delivering on the Commission's priorities in 2026

General objective 'A modern, high-performing and sustainable European Commission'

Specific objective 1: Ensure that the Commission becomes ever more agile

The Commission has committed to ensuring that Europe can 'draw on a modern, efficient public administration to deliver on our political priorities and make a difference for Europeans in their everyday life'. In the mission letter to Commissioner Serafin, the President tasked him with



carrying out **a large-scale review** of the Commission's organisation and operations. The large-scale review will ensure that the Commission's administration is fit-for-purpose for challenges ahead, making it more agile, efficient and attractive for talents. In 2025, following extensive consultations throughout the Commission and building on experiences from previous

organisational change exercises, inter-linked workstreams were identified in the areas of 'People and Culture', 'Structures', and 'Processes'.

The large-scale review is led by DG HR and engages the whole Commission. In 2026, senior staff from across the Commission will draw on the experience of colleagues to prepare actionable recommendations under each workstream. They will be supported by the DG HR large-scale review team, who will provide assistance, coordination and oversight throughout the process. The review team will, by the end of the year at the latest, prepare a report for submission to the President, consolidating the recommendations from the workstreams with relevant insights from the findings of a **High-Level Group** set up as a sounding board for the review - and an external benchmarking exercise to be performed in parallel in 2026.

There is a strong cross-fertilisation between the broader large-scale review of the Commission and the ongoing work in DG HR. The large-scale review will provide opportunities to scale up some of the improvements, already planned to be put in place in DG HR. Striving to go beyond its everyday business, DG HR is exploring **opportunities that provide strategic added value**. The actions aim to meet the needs of DG HR's stakeholders and span the realm of attractiveness in all places of employment (talent), simplifying DG HR's services (simplification),

taking first steps to build a community that serves the Commission's leaders (leadership) and making sense of data from multiple sources to guide future actions (sense-making). While agility remains key and the guiding principles are collaboration, co-creation and coherence, this is an iterative process. It will therefore only be clear what matures and develops as things are allowed to emerge.

Under the current Multiannual Financial Framework (MFF) and the principle of stable staffing, additional needs for posts for the Commission's priorities can only be met by redeployment, either between DGs or within DGs. To **strengthen internal redeployments** towards the political priorities, the Commission has therefore established a framework ⁽¹⁾, consisting of two elements: an annual contribution exercise of 1% for all DGs and services to enable redeployment of posts between DGs; and an annual internal redeployment of 2%, DG HR. In cooperation with the Directorate-General for Budget (DG BUDG) and the Secretariat-General (SG), has developed a methodology for the internal re-deployment exercise. It will be fully implemented in 2026, and the results will be assessed in preparation of the Budgetary Hearings for the Draft Budget 2027.

DG HR will also continue proactively defining the Commission's future staffing needs and developing strategies to optimise the acquisition and deployment of its workforce in response to political priorities and growing resource pressures. In 2025, for the first time, DG HR conducted a skills gap analysis at corporate level, the results of which are now informing work on **skills development and acquisition**. In 2026, this will include integrating skills as a priority into competition design, as well as upskilling in the form of learning and development packages offered to staff.

In 2026, DG HR will continue to **promote collaborative working structures and methods**, including better use of digital and artificial intelligence (AI)-based tools. The Centre for Organisational Transformation supports four interlinked projects focused on working methods: digital collaboration using M365, the AI Change Team, the Flexible Working Team, and flexible structures. In 2026, in collaboration with SG and DIGIT, the Centre plans to have rules established on file storage, which will enable clear instructions to DGs on digital working methods. In the field of AI, the Centre will focus on AI literacy and reengineering processes. For AI literacy, the goal is that all staff can do basic prompting in GPT@EC and understand and apply the AI guidelines. For process reengineering, the goal is to help DGs to identify opportunities to reinvent their processes with AI. The Flexible Working Team will continue to help DGs adapt to new flexible workspaces and ways of working, with several DGs moving in 2026. Guidance on flexible structures has been prepared and will be used to support task forces and other cross-DG groups as needs arise.



See the performance tables in [Annex 1](#) for details of the outputs.

⁽¹⁾ Commission communication of 13 November 2024, 2024(SEC(2024)275 final)

Specific objective 2: Improve talent management

DG HR will continue to roll out the **new recruitment model**. At the start of 2026, DG HR will gather feedback from stakeholders regarding the implementation of the new recruitment model. DG HR will then conduct an evaluation and make any necessary adjustments. Drawing from the European Personnel Selection Office (EPSO) reserve lists, established under the office's new competition model, the services will continue to recruit laureates from those lists. To support the recruitments, DG HR will train another cohort of 'HR representatives' who will participate in panels to map the general skills and abilities of the laureates.



By reviewing the rules currently applicable to the Commission's **flagship Blue Book Traineeship Programme**, DG HR is aiming to extend the programme (currently limited to university graduates) to vocational education and training (VET) graduates. In addition, the aim is also to ensure adequate financial conditions for trainees and tackle inefficient administration due to the high number of ineligible non-EU candidates.

To strike a balance between maintaining an EU civil service predominantly composed of permanent officials and ensuring meaningful and sustainable career prospects for non-permanent staff members, DG HR has carried-out an in-depth **assessment and impact analysis of a potential extension of the 7-year rule** to 8 or 9 years. The assessment takes into account all relevant parameters, including the need to ensure business continuity and limit turnover, the need to provide concrete opportunities to non-permanent staff members, the upcoming availability of longer reserve lists of laureates under the new competition model, and the constraints on the establishment plan for permanent posts. DG HR will discuss the findings of the assessment with the Staff Representation in 2026.

Strengthening geographical balance and work to address imbalances will continue in 2026. This work includes the ongoing implementation of the Joint Action Plans with the 15 under-represented Member States, continued ongoing dialogue with all Member States, as well as provision of statistical information on the presence of nationalities within the Commission. Following the adoption of the General Implementing Provisions (GIPs), giving effect to Article 27 of the Staff Regulations and Article 12(1) of the Conditions of Employment of Other Servants of the European Union in 2025, their implementation will begin from 1 January 2026.

The GIPs provide a legal basis for the assessment of geographical balance based on a new definition of appropriate representation and of under-representation, and for a revised method for the calculation of each Member States' guiding rate. Significantly, the GIPs provide a legal basis for the adoption of additional measures to address geographical imbalances. These additional measures will be based on **a prospective analysis of each under-represented Member State's presence**, and include interviewing at least one suitable person from under-represented nationalities for each post to be filled, applying nationality-based recruitment targets etc.

DG HR will also continue implementing the **employer branding and outreach strategy** to promote the Commission as an attractive employer and to help attracting the best talent to all

its sites and ensuring the Commission's workforce is geographically balanced. Focus will be put on digital platforms in line with the needs of the target audiences of job seekers in Europe. Particular attention will be continued to be paid to the presence of Commission staff in Luxembourg, with DG HR playing an active role in measures to improve the attractiveness of the Luxembourg site.

In 2026, priority will be given to the development and launch of the new **inter-institutional EU Job Market website**, which will act as the homebase for communication on available opportunities. DG HR will also continue to implement key pilot outreach actions, with the view to establishing a centralised outreach service on careers for the Commission over the longer-term. DG HR will continue to strategically collaborate on outreach with DG Communication and EPSO while maintaining the collaboration with stakeholders across Commission services, institutions, bodies, and agencies.

To further promote and facilitate staff mobility, which is key to increasing the attractiveness and agility of the administration, DG HR will continue implementing the actions under the



mobility policy across all staff categories in all places of employment. Actions launched in 2025, i.e. the job-matching platforms for ADs and established middle managers, as well as the target-driven inter-DG mobility at middle management level, will be monitored and evaluated with a view to identifying areas for improvement and ensure their effectiveness. In addition, the pilot intra-DG mobility scheme launched in selected DGs, will provide

voluntary mobility opportunities aligned with staff preferences, while the job shadowing initiative will be available to officials after their first year of service.

In its role of trusted adviser, DG HR will continue contributing to the **modernisation of the EU Delegations** network. The aim of the modernised diplomatic network is to better reflect the EU's interests and priorities in a rapidly evolving geopolitical context, with more specialised resources where it matters most and, in the light of budget constraints, to have a lighter and more rational footprint where possible. DG HR will advise on HR considerations linked to the modernisation, including communication, redeployments and moves of people who will return from the Delegations.

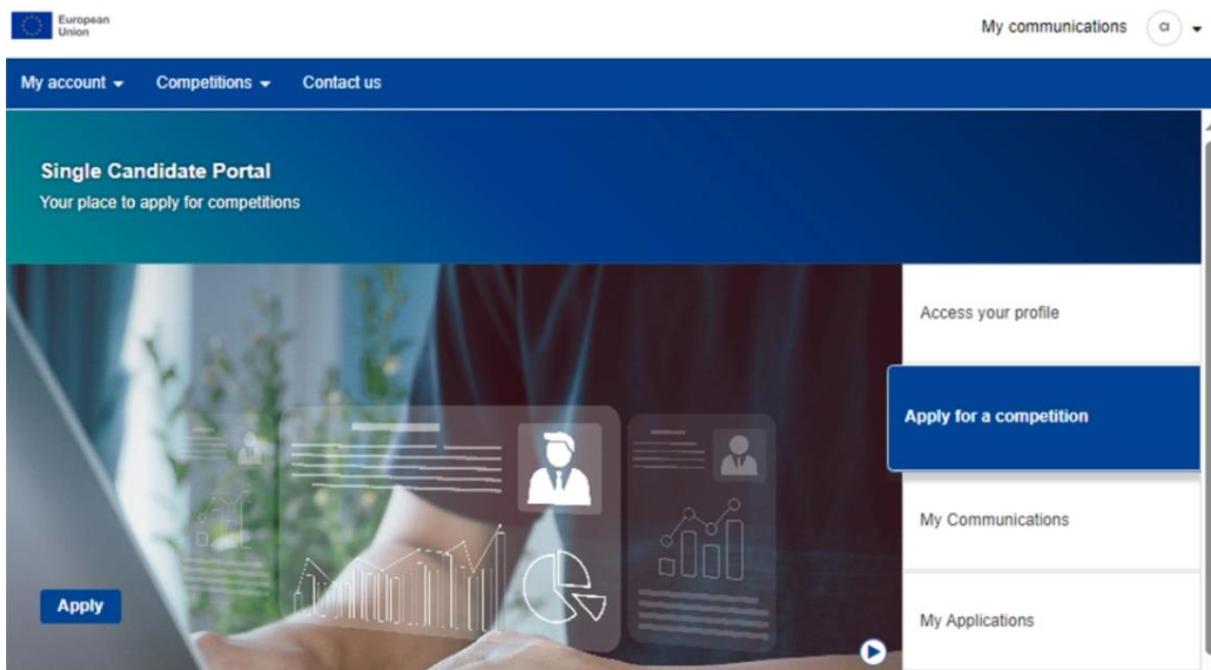
See the performance tables in [Annex 1](#) for details of the outputs.

Specific objective 3: Simplify, harmonise and speed up HR policies and processes

The **HR Transformation programme** (HRT) is in its third year of implementation and much has been achieved so far. DG HR has continued to make steady progress in its transformation efforts, focusing on enhancing efficiency and user experience. Key achievements can be highlighted: the preselection process has been significantly streamlined; 10 competitions have been published, attracting over 16 000 candidates; Efforts are ongoing to refine the AD5 competition and improve the Interinstitutional Job Market Website; and DG HR has begun

designing and creating mockups for job listings and the Job Matching App while ensuring compliance with data protection regulations and the AI Act - Initial tests have shown encouraging results, and the system will go live in 2026.

Technological enhancements have been a priority for the HR Service Desk since the launch of the Staff Matters Portal in June 2025. This portal is intended to refine the user experience and support upcoming interinstitutional connections at a limited costs compared to current information systems. Building on the existing integration with Sysper, the onboarding process is also being rolled out in phases with the aim of being fully operational in 2026 and work is starting, in cooperation with PMO, on definition of the offboarding process. The launch of the laissez-passer and progress with Sermed2 (the Medical Services initiative) reflect the commitment to improve service delivery. It is supported by 19 workshops conducted in collaboration with key institutions, including the Commission services in Ispra, Brussels and Luxembourg as well as the Council, the Committee of Regions and European Economic and Social Committee.



Substantial milestones will be met in 2026 regarding the **transformation of the HR IT landscape**, with the roll-out of solutions to other EU institutions, bodies and agencies, and with the finalisation of the Selection and Recruitment modules that will complement the Preselection module. The combination of all three blocks should allow for improved staff selection and recruitment processes, providing the EU with key new functionalities, such as a single database of all candidates applying to the EU, an improved search tool to match job profiles and candidates and an EU Job Market website that will provide a unified path to job and career opportunities working for the EU.

See the performance tables in [Annex 1](#) for details of the outputs.

Specific objective 4: Foster a secure workplace

In 2025, DG HR initiated the work on a new **corporate security strategy** aiming at revising the security governance framework and processes of the various security areas with a focus on risk management across the entire policy cycle. The intention is to provide a holistic approach to operational, technical and digital security for enhanced threat detection and mitigation. The strategy is planned to be adopted in the second quarter of 2026.

DG HR will continue working on the establishment of an **Integrated Security Operations Centre** (ISOC) to streamline operations, boost preparedness, and enhance crisis management capacity and procedures. ISOC will act as the central hub for operational coordination, real-time monitoring, and crisis response for all aspects of the Commission's security with regards to the protection of staff, assets and information, playing a key role in advancing an integrated, risk-based approach to security. In 2026, DG HR will finalise the technical preparatory works for ISOC and start construction.

Information security remains a crucial, overarching requirement for achieving the Commission's strategic policy goals. DG HR will maintain its efforts in the European Parliament and Council to support the adoption of the Regulation on harmonising persist in its efforts on harmonising information security rules and standards across all EU institutions, bodies, offices, and agencies. It will also continue developing and implementing initiatives covering important aspects, such as the outsourcing of communication and information systems, post quantum cryptography and AI. This includes developing new secure and independent communication channels for sharing information, even classified, with various partners. It also involves enhancing the resilience of the Commission's existing communication systems, considering the new geopolitical landscape and the rise of the defence-related activities in the Commission. Moreover, DG HR will propose a Commission decision to amend the existing security rules with the aim of reinforcing the legal basis for requesting security vetting for certain categories of staff. In parallel, DG HR will intensify its actions, particularly during pre-recruitment processes, to counteract insider threats from individuals with anti-EU agendas.

DG HR will also support Commission services in fulfilling their obligation stemming from the Financial Regulation EU/2024/2509, to prevent entities from benefitting from EU funding where their activities are contrary to fundamental EU values, such as incitements to discrimination, hatred or violence. To achieve this, DG HR will develop a future specialised screening mechanism for **detecting and preventing entities with anti-EU agendas**.

The security of our buildings remains of utmost importance. DG HR will continue to enhance the robustness of building access measures and controls by modernising the existing technical infrastructure. DG HR together with OIB will continue working together to address the Commission's increasing needs for **secure meetings rooms** for highly classified discussions. The work on two new secure meeting room hubs will accelerate in 2026. In parallel, there will be an assessment of the need for more hubs and of equipping other rooms with security measures to optimise investments and the use of existing infrastructure.



Since 2024, the **staff awareness-raising campaign in the field of security and safety**, 'Be Prepared', has been building awareness among Commission staff about the fundamentals of security, safety, cybersecurity, and business continuity. Through interservice cooperation, this initiative has been designed to meet the needs of staff across the Commission.

In 2026, DG HR will continue to contribute with crucial 'tips' in security and safety, coordinating 'roadshow' events that allow the DGs to engage directly with security and safety professionals at their places of work, while also exploring new types of activities for fostering awareness. Additionally, DG HR will maintain a robust programme of training and communication activities, including for managers, to **promote a security culture** that encourages all staff to take responsibility for the security of their work environment.

See the performance tables in [Annex 1](#) for details of the outputs.

Specific objective 5: Foster a safe, inclusive, respectful and sustainable workplace

The 29 actions of the action plan adopted with the new **anti-harassment Decision** will be finalised under the supervision of a steering group chaired by the Chief Confidential Counsellor (CCC). As per article 55, the CCC will ensure that the implementation of the Decision will be assessed in view of a review 3 years after the entry into force of the Decision. Fulfilling her mandate on the prevention of harassment, the CCC will continue offering information sessions to staff across the Commission, and the mandatory training courses for middle and senior managers will be offered also to other colleagues in a people-management functions. Another important part of the CCC's work consists of handling requests from victims, alleged harassers, witnesses and managers. Since 1 October 2025, the CCC's mandate also covers the executive agencies (EA), which in addition to the regular tasks includes a renewal of the network of EA confidential counsellors. A possible extension of the CCC's area of activities to decentralised agencies is under reflection.

The Commission will continue implementing the Communication on **Greening the Commission** and its action plan, to achieve climate neutrality by 2030. The Commission will



focus in particular on: i) implementing actions identified in the progress review of the Communication, in particular working to reduce emissions from professional travel through the implementation of the new guide to missions and assessing options for carbon removals to compensate for remaining emissions in 2030; ii) working with the Office for Infrastructure and Logistics in Brussels (OIB) and the Office for Infrastructure and Logistics in Luxembourg (OIL) to continue the transition towards smart,

sustainable offices, and reduced office space in line with the New European Bauhaus, whilst continuing close cooperation with the Brussels region on mobility, security and staff well-being; and iii) continuing related internal communication and staff engagement activities as well as outreach towards external stakeholders.

DG HR continues to reinforce its health and safety management system to contribute to the **well-being of staff** with an action plan including the creation of a new central governance body that will start to meet regularly in 2026. Specific attention will continue to be given to awareness raising actions covering both mental and physical health issues with a particular emphasis on the prevention of psychosocial risks and first intervention in the context of the hybrid working environment. As part of this effort, DG HR will launch a survey with the aim of identifying psychosocial risks at work to develop further preventive measures in this area.



In 2026, DG HR will implement an updated **diversity and inclusion strategy** based on the findings of the 'Respect, Diversity and Inclusion Survey 2025'. It will also implement the internal chapters of the [Commission's equality policies](#) (LGBTIQ, anti-racism, gender, disability). It will participate in the implementation review of the Council of Europe's Istanbul Convention (violence against women).

See the performance tables in [Annex 1](#) for details of the outputs.

PART 3. A modern and sustainable public administration: outputs in 2026

The internal control framework supports sound management and decision-making. It ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

The Directorate-General for Human Resources and Security has established an internal control system tailored to its characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

DG HR's **staff engagement index** was at an all-time high in 2023. DG HR will continue to boost staff engagement through regular internal communication initiatives such as the all-staff 'Question Hour' sessions and debriefings from senior management meetings. It will also continue obtaining feedback from staff through pulse surveys and through DG HR's Sounding Board ([14](#)). In 2026, DG HR will adopt and start implementing follow-up actions to the 2025 staff survey. In addition, initiatives launched as follow-up to the 2023 staff survey will continue including focus on trust, leadership and management and upskilling on M365 and AI. Specific focus will also be put on increasing staff's opportunities to contribute to horizontal HR flagship initiatives such as HRT and the strategic opportunities actions and, as such, foster increased collaboration.

In the broad context of fostering **equality at the workplace**, DG HR honours values such as respect, inclusiveness, transparency and cooperation. In this vein, we provide the opportunity to a diverse group of staff to contribute to the development and implementation of HR actions inside the DG such as staff survey follow-up, DG HR sounding board. DG HR commits to fair merit-based recruitment practices based on a diverse pool of candidates.

On 1 December 2025, 46% of DG HR's **middle management positions were held by women**, and it will strive to meet the target of 50% with future recruitments. At the same time, the rate of women in Deputy Head of Unit positions was 56%. To maintain a level of >50%, it is important to have a diverse talent pool to draw from for future management vacancies. To continue to support gender equality in management, DG HR will encourage female participation in the new management development programme and organise an information session for team managers interested in a management career. See the performance tables in Annex 2 for details of the outputs.

B. Digital transformation and data management

Digital transformation

DG HR contributes to achieving the following strategic objectives of the [Commission's digital strategy](#).

- **Foster a digital culture:** The networks of local champions in both AI and M365 will continue to foster a digital culture bottom-up. DG HR will benefit from the Modern Ways of Working roadshow, with self-assessments and dedicated training on digital skills.
- **Empower business-driven digital transformation:** The HR Transformation (HRT) programme will continue to digitally transform the services and underlying processes provided by the HR Family (DG HR, EPSO, PMO, and OIB/OIL), with DIGIT as the preferred solution provider. In 2026, the HRT will focus on career management, performance management, mobility management, and new solutions for the Medical Services.
- **Ensure a seamless digital environment:** DG HR will pilot a modern data analytics platform, aimed at easing access to cutting-edge data insights and analytics in the HR domain for HR professionals and managers in the Commission and partner EU institutions. A first component of the platform, the data catalogue, will further increase maturity in data quality monitoring, data incident prevention, data knowledge centralisation, and enable better data asset management for the business units.
- **Sustain a green, secure, resilient infrastructure:** To implement the Commission's cybersecurity strategy, an awareness raising event, the Cybersecurity roadshow, will be organised by DIGIT together with DG HR, EPSO, and SCIC in the first quarter of 2026. DG HR will also organise dedicated training sessions on cybersecurity for all its staff and promote secure cloud adoption.

Data management

On **data management**, DG HR has registered the most relevant key data assets in the EC Data Catalogue. Internally, with the help of the local data catalogue, DG HR will increase the level of granularity of data assets. By connecting the tool to DG HR's main data source systems, a clear picture of data assets will be available in near-real time.

In terms of **ownership and responsibilities**, following the adoption of an HR Family ⁽²⁾ data governance framework in 2019, a community of data owners and stewards has been established. In 2026, DG HR will continue to work with a streamlined, more effective community of data owners and stewards to establish ownership over DG HR data assets. Data governance practices will be further consolidated across HR Family services, aligned with the HR Transformation programme.

⁽²⁾ Directorate-General for Human Resources and Security, the Paymaster Office, the European Personnel Selection Office and the Offices for Infrastructure and Logistics in Brussels and Luxembourg

As DG HR advances its digital transformation programme, it is committed to improve on **data quality**. In 2026, DG HR will continue to review the reference and master data sets, defining data quality rules and monitor them in near real-time, using the local data catalogue.

To improve **data skills** of its staff, DG HR will continue implementing its project 'AI for HR', advocating the use of AI with support of DG HR's AI Champions. Staff are regularly invited to training sessions, which are recorded and available on the local intranet page, ensuring easy access to resources and fostering an inclusive learning environment. In addition, all staff in DG HR, including management, are encouraged to follow the available corporate AI learning packages.

Considering the above four dimensions, the maturity level of data management in 2025 is 'established'. In 2026, DG HR aims to maintain this level. '

DG HR will ensure that **data protection** records in the Data Protection Management System are up to date and requests from staff members and citizens to exercise their data protection rights are effectively replied to in a timely manner. DG HR will also ensure that the implementation work on the HRT programme continues meeting the necessary level of data protection compliance and accountability so that the personal data of staff members are processed securely and lawfully. Compared to the baseline of 82% in 2024, the compliance indicator (percentage of staff trained on data protection compliance combined with percentage of public records of processing operations reviewed within the last 2 years) increased to 84% in 2025. In 2026, DG HR will continue organising training courses, specifically targeted for newcomers and for HR professionals so that they stay well informed about the procedures in place, for example in the field of recruitment and the HRT programme. Reminders will also be sent to operational controllers in relation to records that have not been updated within the last 2 years. See the performance tables in Annex 2 for details of the outputs.

C. Sound financial management

DG HR will continue its efforts to improve budgetary and financial management to support the implementation of its various actions. A key priority, besides ensuring the excellent results of previous years (notably, in 2025, the estimated risk at payment was 0%), will be to **consolidate the transition to SUMMA**. Particular attention will be given to ensuring the system's stable functioning, mitigating the impact of any residual shortcomings, maintaining close cooperation with DG BUDG to further enhance the tool, and optimising its integration with local HR systems. Budgetary pressures will persist in 2026, which may require DG HR to take strategic measures to safeguard the delivery of its priority objectives. See the performance tables in Annex 2 for details of the outputs.

D. Fraud risk management

DG HR will continue to drive the implementation of actions under its domain leadership (learning and development, ethics, recruitment, and security) as set out in the Commission Anti-

Fraud Strategy (CAFS) Action Plan adopted in 2023 ⁽³⁾. In addition, DG HR will focus on executing the action plan of its 2025 local Anti-Fraud Strategy, with the aim of further **strengthening fraud prevention, detection, and correction**. Planned activities include targeted awareness-raising initiatives, systematic red-flag mapping, and the reinforcement of controls to mitigate risks linked to emerging technologies. Finally, the Investigation and Disciplinary Office of the Commission (IDOC) will continue to ensure compliance by (former) officials and other agents with their obligations as laid down in the Staff Regulations by conducting administrative inquiries and disciplinary proceedings. Staff will be also made aware of the consequences of fraud, as penalties for fraud-related breaches – reported in the annual IDOC activity report – serve as a deterrent. Dedicated training sessions, such as ‘Ethics principles at the European Commission’ and ‘Say no to temptations, they might have disciplinary consequences’, will further reinforce prevention by highlighting the potential disciplinary repercussions of misconduct. See the performance tables in Annex 2 for details of the outputs.

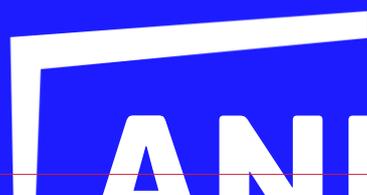
E. Sound environmental management

DG HR promotes 'greening practices' among its staff. DG HR will continue to organise and promote **awareness raising actions** concerning energy, water and paper use, as well as sustainable commuting practices, greening our professional travels, green public procurement and the organisation of sustainable events. The Eco-Management and Audit Scheme EMAS Taskforce in L107, comprising the EMAS teams of DG HR, the DG for Interpretation (DG SCIC), the DG for Digital Services (DG DIGIT) and the European Personnel Selection Office (EPSO), will continue to drive these efforts forward. The 'Green DG HR Team' will continue to support the design and organisation of green local communication and staff awareness actions.

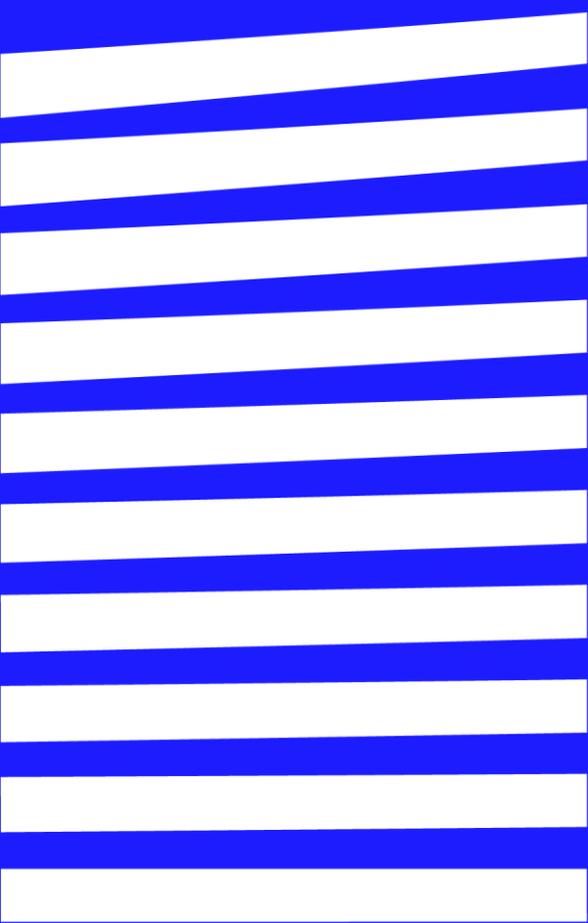
A baseline was established for DG HR's **emissions related to business travel**: 1 228 tonnes in 2019, including 1 031 tonnes related to safety and security audits in delegations or, for example, mission activity in the framework of the security of Commission assets. The future objective continues to be of a 50% reduction as soon as possible and before 2030 has been set, excluding the above-mentioned safety and security-related missions. To accomplish this objective, targeted communication promoting recommendations to greener travel options will be addressed to DG HR's 'high emitters' units/directorates. DG HR will also promote recommendations for the optimisation of professional travel, including for safety and security.

In 2026, DG HR will continue to strongly encourage all operational units to consult the Interinstitutional Sustainable Public Procurement (SPP) Helpdesk when planning high-value procedures to promote the use of **'green' offices supplies** to all staff. See the performance tables in Annex 2 for details of the outputs.

⁽³⁾ Notably DG HR is in the lead, together with other Services, for actions 11, 40 and 44 and is supporting actions 20, 22, 31 and 41.



ANNEXES



ANNEX 1: Performance tables – delivering on Commission priorities in 2026

General objective 1: A modern, high-performing and sustainable European Commission		
<i>Specific Objective 1.1: Ensure that the Commission becomes ever more agile</i>		
Main outputs in 2026:		
Major outputs		
Output	Indicator	Target
Large-scale review recommendation report	Report provided to the President	December 2026

General objective 1: A modern, high-performing and sustainable European Commission		
<i>Specific Objective 1.2: Improve talent management</i>		
Main outputs in 2026:		
Major outputs		
Output	Indicator	Target
Revised rules on Blue Book Traineeship programme	Adoption of the new rules	Q1 2026
Geographical balance: prospective analysis for each under-represented Member State in advance of decision on appropriate measures and their implementation.	Finalisation of prospective analysis for each under-represented Member State	Q1 2026
New Job Market website	Launch of the new website	Q3 2026

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.3: Simplify, harmonise and speed up HR policies and processes

Main outputs in 2026:

Major outputs

Output	Indicator	Target
HR Transformation programme: HR Services Desk module, the external and internal competitions module and the new digital platform for onboarding newcomers	Go live of the modules and the platform (HRT wave 1)	100% Q4 2026
HR Transformation programme: simplification/streamlining and digitalisation of the final part of the recruitment process (to onboard selected candidates)	Go live of the modules and the platform (HRT wave 2)	43% Q4 2026
Pre-selection, Selection, Recruitment - Unified Talent Pool	Use of the new Unified Talent Pool by recruiters	Q1 2026

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.4: Foster a secure workplace

Main outputs in 2026:

Major outputs

Output	Indicator	Target
New corporate security strategy	Adoption of the strategy	Q2 2026
Legal base for requiring security clearances from certain staff categories	Adoption of the Decision amending Commission Decision 2015/444 on rules for protecting classified information	Q1/Q2 2026
Enhance the accreditation process for classified systems	Adoption of a revised accreditation standard for classified systems	Q4 2026
Renew the infrastructure for the classified RUE-X system	Successful migration to the new infrastructure	Q4 2026

General objective X: A modern, high-performing and sustainable European Commission

Specific Objective 1.5: Foster a safe, inclusive, respectful and sustainable workplace

Main outputs in 2026:

Major outputs

Output	Indicator	Target
Presentation of the anti-harassment policy to Commission services and Executive Agencies and mandatory training sessions for managers	Number of staff, including managers, that have attended the Chief Confidential Counsellor's presentations of the anti-harassment policy and number of managers that have participated in mandatory training sessions	+/- 7 000 staff having attended the Chief Confidential Counsellor's presentations +/- 1 200 managers having participated in the mandatory training sessions
Assessment of options for carbon removals to achieve climate neutrality in 2030	Preliminary report of the assessment of different compensation scenarios	Q4 2026
Health and safety management system	First Management Review meeting	Q4 2026
Psychosocial risk assessment	Launch of the psychosocial risk assessment survey	Q1 2026
	Analysis of results and launch of follow-up actions	Q3/Q4 2026
Updated diversity and inclusion action plan	Adoption of an updated diversity and inclusion action plan	Q4 2026

ANNEX 2: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DG HR employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
All staff online 'Question Hour'	Number of 'Question Hour' sessions	8-10 sessions
Regular online debriefing sessions following middle and senior management meetings	Number of debriefings	Weekly sessions (as per the meeting calendar)
Female Deputy Heads of Unit	Number of female Deputy Heads of Unit	Maintain >50% of female Deputy Heads of Unit
Participation in management development programme (MDP)	Number of HR staff participating in MDP	2 (corresponding to allocated quota)
Information session for team managers who are interested in becoming Head of Unit	Number of information sessions for team managers who are interested in becoming Head of Unit	1 information session

B. Digital transformation and data management

Objective: DG HR is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission.		
Main outputs in 2026:		
Digital Transformation		
Output	Indicator	Target
Business-driven digital transformation: implementation of the HR Digital Solutions Modernisation Plan	Percentage of implemented solutions per wave of the HR Transformation programme	100% (wave 1) – 50% (wave 2).
A green, secure, resilient infrastructure: cybersecurity awareness-raising and training	Phishing campaign clicking rate; reporting incidents; participation in cybersecurity training	10%; >30%; and >30% of DG HR staff

Data Management		
Output	Indicator	Target
A seamless digital environment: creation of a local data catalogue, automating DG HR's data management with the objective to improve data quality and the description of the DGs main data assets. Promote and facilitate adoption in DG HR and related services.	i) Launch of the catalogue in production; ii) number of implemented data quality rules; iii) percentage of data stewards having access to data catalogue training	i) Q1-Q2 2026; ii) increase by 50%; iii) 100%
Data Protection		
Output	Indicator	Target
Awareness-raising courses on data protection rules	Number of staff participating in the training courses	130

C. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2026

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	Compliance with the procedure on cases of data breach management	Remains 100%
Efficient controls	Timely payments	Remains > 95% of payments (in value) made on time

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽⁴⁾ aimed at the prevention, detection and correction ⁽⁵⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Actions from the DG HR Anti-fraud Strategy and under the lead of DG HR from the Commission Anti-Fraud Strategy	Share of implemented actions within the timeline	> 90%
Prepare a document listing most common and significant red flags affecting DG HR's activities	Adoption of the red-flags mapping	Q4 2026

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2026

Output	Indicator	Target
Targeted communication actions promoting sustainable travel recommendations	Number of actions promoting sustainable travel recommendations	1
Energy saving actions	Number of the department's buildings participating in the annual BEST energy saving actions in Brussels	2 out of the 5 buildings with HR staff (including buildings participating as hubs)
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	Increase (2 actions)

⁽⁴⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" [COM\(2023\) 405](#) of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying revised action plan, [SWD\(2023\)245](#)– “the revised Action Plan”.

⁽⁵⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.