



Annual Activity Report 2024

OFFICE FOR ADMINISTRATION AND PAYMENT OF
INDIVIDUAL ENTITLEMENTS (PMO)

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PMO IN BRIEF

The **mission of the Paymaster Office (PMO)** ⁽¹⁾ is to provide a high-quality and user-friendly service to current and former staff of the European Commission and most of the other EU institutions and agencies. PMO's services consist of:

- establishment of individual financial rights for staff, pensioners and beneficiaries;
- payment of salaries, pensions, unemployment benefits and related entitlements;
- reimbursement of health insurance, mission and expert claims;
- delivery of EU laissez-passer and handling of third-country visas for staff.

PMO contributes to **General Objective 7** of the von der Leyen Commission: “A modern, high performing, sustainable Commission”. The PMO's expenditure is exclusively administrative in nature and is implemented under centralised direct management. The Office provides its services based on Service Level Agreements with institutions, agencies and external bodies and operates within an atypical financial framework based on budgetisation (services to institutions) and chargeback mechanisms (services to agencies and external bodies).

For reasons of economy and quality of service the PMO has a specific **management and supervision structure**:

- The **Head of Service** is the authorising officer by delegation, the appointing authority for the establishment of rights and has the responsibility of producing a declaration of assurance and an Annual Activity Report;
- The activities of the PMO are supervised by the **PMO Management Committee**, chaired by the Director-General of DG Human Resources and Security.

PMO has approximately 600 staff members and is structured around eight units based in Brussels, Ispra and Luxembourg. A new unit (PMO.8) was created in January 2024 to bring together the horizontal support teams in the fields of HR, Communication and Knowledge management, Law, Procurement and Internal control.

This report is signed by Christian Levasseur, PMO Head of Service as of 16 April 2024, and covers respectively the management period of former Head of Service of PMO, Alexander Gemberg-Wiesike, until the end of his mandate on 31 January 2024 and the transition period, during which Catherine Heldmaier-Regnier was the acting Head of Service.

⁽¹⁾ Commission Decision C(2002)4367 of 6 November 2002 establishing an Office for the administration and payment of individual entitlements

EXECUTIVE SUMMARY

This annual activity report is a management report of the PMO Head of Service to the College of Commissioners. Annual activity reports are the main instrument of management accountability within the Commission and constitute the basis on which the College takes political responsibility for the decisions it takes as well as for the coordinating, executive and management functions it exercises, as laid down in the Treaties. ⁽²⁾

A. Key results and progress towards achieving the Commission's general objectives and PMO's specific objectives

PMO is directly contributing to the establishment of a modern, high-performing Commission, in line with General Objective 7 by handling transactions in a correct, smooth and efficient way, with less administrative burden and eliminating redundancies (Specific Objective 1), while extending its services (Specific Objective 3) to other institutions, agencies and bodies. Commission staff – and increasingly staff from institutions, agencies and bodies – can carry out their duties benefitting from accessible and customer-friendly services in relation to their financial entitlements.

In 2024, the PMO paid approx. 54,000 salaries and 32,500 pensions per month on average. It reimbursed over 3.5 million medical claims (+8% vs. 2023), over 124,000 mission claims and over 29,500 expert claims.

Over the years, the PMO has seen a constant and significant increase in the populations served (e.g., JSIS beneficiaries, staff, pensioners). In 2024, the PMO provided services to all active and post-active staff of the Commission, 9 other Institutions, 56 EU agencies (55 in 2023) and 2 other bodies.

Communication with current and former staff and affiliates

In 2024, the PMO revamped its **communication** to active staff with the launch of the new MyIntraComm on SharePoint Online (SPO). This migration, along with the ongoing transition of the Staff Matters Portal to the new ServiceNow platform, has created an opportunity to revamp the existing content and modernize client-oriented services. The PMO also strengthened its targeted communication campaigns towards the post-active population as well as to its partners in the HR and communication teams across the various institutions, agencies, and bodies it serves. This ensured effective outreach whenever a new development or system was introduced.

The PMO continued to support its clients with bi-monthly **online sessions** for newcomers: trainings on rights, missions, education allowances, sickness insurance; presentations on the rules and procedures for Commission services as well as dedicated sessions. In addition,

⁽²⁾ Article 17(1) of the Treaty on European Union.

monthly videoconferences were offered to staff from institutions and agencies on end of service and pension, as well as on-site information sessions on demand.

The 2024 **PMO Training Days** organised for the Institutions, agencies and other bodies served by the PMO took place online, allowing flexibility and a high participation.

Linked to specific objective 2 - offering a better-quality customer service - the **Staff Matters portal** continues to be the platform for questions on staff matters. Through this platform, in 2024, PMO answered nearly 13,500 queries per month on average. The average time to reply to online queries remains at 9 days, while the level of satisfaction from interaction with the service shows an average of 80% positive feedback.

Effectiveness and efficiency of processes

Taking advantage of existing possibilities of using applications and platforms, the PMO increased efficiency in delivering its tasks.

A **wide digital transformation** of PMO processes and improved collaboration with clients went ahead in 2024 with the implementation of modern, secure and user-centric IT solutions in parallel to a harmonised reshape of internal processes. These developments focus on increased efficiency, lower cost of control and reduced risk of error.

The **Digital Communication programme** went ahead in 2024. It combined IT projects, business process improvement, communications, legal analysis and policy review, including the integration of Mobility.net in the PMO solution MyPMO and MIPS+ under the name MyCommuting (launched in November 2024).

Closely linked to the PMO Digital Communication Programme, PMO is moving forward with the “**One PMO**” initiative. In 2024, this included the initiative “Single phone number”, launched in February 2024, the structure of which is currently under revision to ensure a better targeting of incoming call and a reduction of the waiting time.

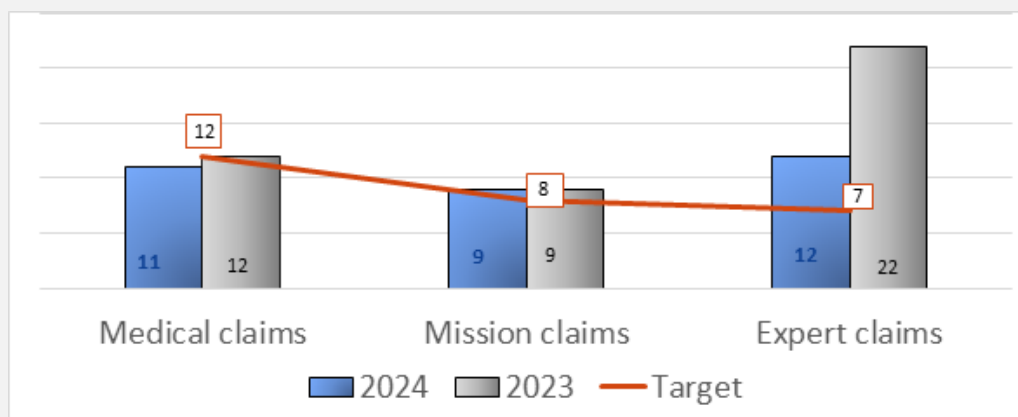
Regarding the **Joint Sickness Insurance Scheme (JSIS)**, an agreement with the Belgian network of “mutuelles” (MyCarenet) was reached for automatic sending of claims between the medical providers and the JSIS back-office, thus eliminating the need to scan medical documents for the concerned beneficiaries. A pilot phase to test the implementation of the new workflow has started in February 2025.

In 2024, the PMO continued to prepare and implement the transition from ABAC (the current central accounting, budgetary and treasury system) to **SUMMA** (the European Commission's next generation corporate financial system). For the PMO, this change has had an important impact on most of the financial activities and associated IT tools. To manage the change, the PMO created an internal working group to disseminate all information concerning schedule, testing and training.

In 2024, the PMO had to assume additional workload due to the **change of the Commission and the end of the Parliamentary term**.

B. Key performance indicators

Average time needed to handle reimbursement claims (in calendar days)



Estimated risk at closure

Target: the estimated risk at closure should be lower than 1% of operational expenditure

Result 2024: 0.50%

Achievement of the IT strategy – percentage of programmed project milestones implemented on time (based on the PMO's flagship systems: AGM, JSIS, Sysper Rights)

Target: The progress made on agreed milestones of IT projects should be at least 85%

Result 2024: 90%

Source: Dashboard (in collaboration with DIGIT)

Average time to reply to Staff Contact online enquiries (in days)

Target: The average time required to process requests uploaded on the Staff Matters portal should be lower than 8 calendar days

Result 2024: 9.8 calendar days (9.2 business days – 9.8 calendar days)

Source: Dashboard (in collaboration with DIGIT)

Customer satisfaction and staff engagement

Feedback received from clients on PMO services through Staff Contact and from the PMO satisfaction survey – Staff engagement

	Target MP 2024	2024 Result
Customer satisfaction with Staff Contact (% of tickets with positive feedback)	>75%	80%
Staff engagement (Survey 2023)	>65%	65%

Source: PMO management statistics – Staff survey June 2023

C. Key conclusions on internal control and financial management

The PMO has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the internal auditor and the European Court of Auditors. These elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives. Please refer to Section 2 for further details.

In 2024 the IAS carried out an audit of the protection of personal data in the PMO. The PMO received the final report at the end of the year, which included four very important recommendations. The PMO accepted these recommendations, completed an action plan and acted immediately to mitigate the most important risks. The implementation of the action plan, accepted by the IAS, is on track.

The PMO has concluded that its internal control system is effective, and the components and principles are present and functioning well overall, but some improvements are needed as minor deficiencies were identified concerning the internal control principles 4, 11, 12 and 13. This overall assessment duly takes into account the above mentioned IAS' audit recommendations on data protection, which affect in particular principles 11 and 13, while also considering actions already taken. Moreover, the overall assessment reflects the improvements made in 2024 on the ex-ante and ex-post control strategy.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated. There is a continuous strive towards maintaining a sound anti-fraud strategy, high ethical standards, as well cost-effective controls. The Head of Service, in his capacity as Authorising Officer by Delegation, has signed the Declaration of Assurance.

D. Provision of information to the Commissioner

In the context of the regular meetings during the year between the PMO and the Commissioner on management matters, the main elements of this report and assurance declaration have been brought to the attention of Commissioner Hahn, responsible for Budget and Human Resources in 2024 and Commissioner Serafin, responsible for Budget, Anti-Fraud and Public Administration for the period 2024-2029.

1. KEY RESULTS AND PROGRESS TOWARDS ACHIEVING THE COMMISSION'S GENERAL OBJECTIVES AND SPECIFIC OBJECTIVES OF THE DEPARTMENT

The PMO contributes to the Commission's general objective **towards a modern, high performing European public administration** by:

- ensuring at all times the correct and timely handling of all types of transactions
- offering high quality customer service
- deepening inter-institutional synergies.

Further details on the main outputs related to these objectives can be found in Annex 2.

The main challenge in 2024 was to uphold efficiency and effectiveness of the PMO's activities in a changing context. Most activities continue to increase in number and/or complexity (pensions, salaries, unemployment, privacy and cybersecurity) while assigned resources remain constant.

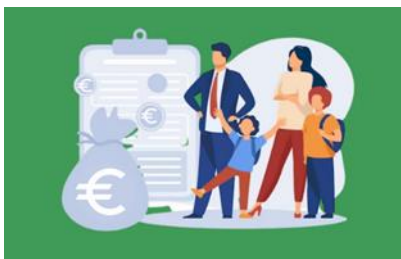
In this context, the PMO continued to explore possible changes in the way it is functioning to improve work internally on the one hand and improve its services towards its clients on the other, with the aim to:

- Work Better Together, reduce manual operations, simplify data entry and data processing, thus achieving internal efficiency gains.
- Streamline and simplify operations and improve the way colleagues and clients feel about the services offered; bring the customers' perspective into the work carried out and ensure personal contact with customers whenever needed.

Alongside the efforts to provide a high-quality service, PMO continued the inter-institutional outreach towards all clients to better explain procedures and communicate on technology. The Office continued to deliver tailor-made information and communication content to the other EU Institutions and bodies such as guides, Q&A and factsheets presenting specific services, adapted to their staff profile where appropriate. Priority is given to promoting green and digital solutions, such as the MyPMO application, thus further reducing the use of paper.

Specific objective 1: Correct and timely handling of all types of transactions

The PMO ensures the correct and timely handling of payments of salary, pension and related entitlements as well as unemployment benefits. The PMO equally strives to optimise efficiency in operating the reimbursement of claims for medical expenses, missions as well as expenses incurred by experts and candidates.



In 2024, the average time needed for reimbursement of medical claims was 11 days. The number of claims handled in less than 30 days remained within target at 95%, of which 60% were reimbursed within 12 days. The volume of mission claims increased by 8% compared to last year. The average processing time was 9 days (9,5 in 2023). The volume of expert and candidates cost claims increased by 18% compared to 2023 and by 98% since 2020. The continuing increase resulted in a temporary delay in handling times, above the target of 7 calendar days. The average handling time for 2024 remained above the target with 12 days, compared to 22 days in 2023.

In 2024, the PMO had to manage an increased workload caused by the **change of the Commission**; this included the swift onboarding and establishment of rights of the new Commissioners and cabinet staff together with the calculations of allowances, pensions, and transitional benefits for the members of the leaving Commission.

Equally, in the scope of the **end of the parliamentary term** in 2024, the PMO faced a particular challenge to timely process all files linked to the end of service of the 2000+ **accredited parliamentary assistants (APA)**, and the increase in related unemployment files and the payment of unemployment benefits. This coincided with the onboarding of new MEPs and APAs to the JSIS - including the creation of legal entity and bank account files in ABAC. The PMO prepared the so-called 'APA exercise' and created a specific Task Force to deal with it.

Finally, the PMO had to process a high volume of new **Transfer IN** requests, received at the end of 2023, due to the change of actuarial coefficients, affecting negatively the result of Transfer IN of pension rights at the beginning of 2024.

The PMO significantly reduces the risk of errors associated with manual processing by using new technologies and automation tools. In 2024, the **PMO Business Intelligence** team continued to work on mapping and analysing all workflows related to entitlements, to identify delays and bottlenecks at each step. This analysis will be extended to other areas, resulting in a set of new performance indicators as a powerful management tool to measure efficiency and identify areas for improvement.

The low rate of **Article 90 complaints** ⁽³⁾ upheld (5,10%), well below the maximum 10% target, confirms the accuracy of PMO decisions.

The details of the achievements and ongoing major activities is illustrated in Section 3.2 of the present document and in Annex2.

⁽³⁾ Art. 90 Staff Regulations: Any person to whom the Staff Regulations apply may submit to the appointing authority a complaint against an act affecting him adversely, either where the said authority has taken a decision or where it has failed to adopt a measure prescribed by the Staff Regulations.

Specific objective 2: Maintain high quality standards of customer service

The capacity of the PMO to reply to its customers' questions and requests remains fundamental to the overall quality of its services.

The **Staff Matters Portal** is the platform that provides essential information for PMO clients, as well as a staff contact system. Thematic pages can be found in a user-friendly way, either via the page structure or via the search bar.

As part of the HR transformation programme, Staff Contact was integrated into **EU Service now** and **Staff Centre**, the new user portal for requesting services and reporting issues on staff matters, whether processed by PMO or DG HR. The preparatory work, including statistical data analysis, based on the processing of over 1,000 feedback entries, allowed to identify and implement improvements in the quality and usefulness of the information that is made available in the new platform. In 2024, tickets processed remained stable at about 13,500 per month on average, while the time to reply to online queries remained at 9 business days, i.e. slightly above the target due to the high number and complexity of files treated.

Improved **efficiency of IT systems** also facilitates higher client satisfaction. The PMO focused on the continuous modernisation of existing applications and the optimization of the **MyPMO** platform (used for the missions' management application (MiPS), for the Joint Sickness and Insurance Scheme (Assmal) and for the management of experts' meetings (AGM)). MyPMO has seen a constant growth of daily users in 2024. All improvements and modifications of applications are carefully tested with dedicated tester groups, consisting of both active and post-active beneficiaries.

MiPS+, the improved application for the management of work-related travel gradually replaces the current MiPS. The new technology behind it ensures faster treatment of files in a more secure environment, as well as strict compliance with data protection rules.

Launched in November 2024, the solution of Mobility.net was also integrated in MyPMO and MiPS+ under the name MyCommuting.

Several other IT developments progressed in 2024. With new features and improved workflows in the **Sysper 'Rights'** module, the PMO provides online and user-friendly declarations, in line with the user centricity and once-only principles. These developments focus on increased efficiency, lower cost of control and reduced risk of error. In 2024 the first phase of the automation of Belgian family allowances received from elsewhere (PPA) was deployed, covering indexations from September 2023. This automation is currently being finalised, eliminating the need for staff to manually introduce a declaration of update each time the Belgian allowances are indexed. This feature marks another step toward reducing the administrative burden for staff.

Another important development concerns the automatic postponement of the deadline for submission of **Life Declaration** based on life indicators generated through the introduction by the pensioners of direct billing, prior authorisation and certain medical reimbursement requests in ASSMAL. As regards the modernisation of the **Joint Sickness Insurance**



Scheme (JSIS) and to respond to issues faced by JSIS affiliates, the PMO has concluded agreements with insurance or healthcare providers in the Member States. Already in 2023, an agreement was reached for linking up the IT tool for the sickness insurance (ASSMAL) with the Belgian IT platform (MyCareNet) for the transition to full digital exchange of documents related to the costs of health care which is being put in place for Belgian health care providers. In 2024, the IT architecture for this project was finalised and the framework agreement was revised by the Data Protection Officer (DPO) and the European Data Protection Supervisor (EDPS), to ensure compliance with data protection laws. In a first phase, the project will be launched for a limited group of affiliates.

JSIS beneficiaries in Spain benefit from PMO agreements with regional healthcare authorities in areas with the highest concentration of JSIS members. In 2024, the agreements with the regional authorities of Madrid and Catalonia were extended for another four years.

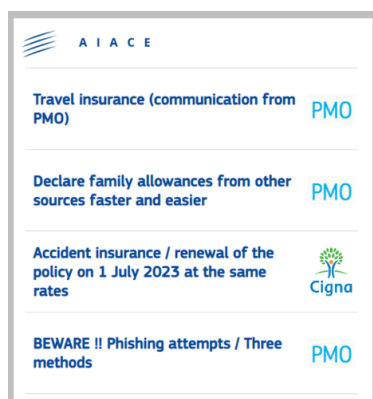
Following the success of new agreements regarding the Health Screening Programme, negotiations of agreements with networks of hospitals/health centres for general medical services continued in 2024.

The PMO launched the second phase of a restricted **procurement** procedure for the conclusion of a service contract with a third-party administrator. The purpose is to ensure access to the healthcare providers' network at reduced negotiated rates for staff (and their dependants) serving in the EU Delegations of countries where the cost of health care is very high. This project aims to allow the PMO to collect credible data on healthcare costs and prices in specific countries. It will thus be able to decide on next steps towards improving access to healthcare for staff serving in countries outside the EU, where accessing healthcare facilities is very expensive and thus challenging. The contract is expected to be signed in the first quarter 2025.

The PMO's commitment to **communicate with active and post-active staff** on innovations, improvements, procedures and deadlines concerning payments and benefits remained high. Tailored written, visual and audio-visual content provided by the PMO reached the staff of the other EU institutions and bodies through their internal communication channels. The Newsroom tool remained instrumental for communicating to retired staff and unemployed while specialised websites and magazines for pensioners also distributed PMO content to their audiences.

The PMO uses IT technology to support its clients: introduction videos are used for informing newcomers of their rights, online **training sessions** on MiPS and missions' regulations are delivered to the Commission and new agencies onboarding MiPS. Next to targeted presentations on the Joint Sickness Insurance Scheme (JSIS) for institutions, agencies or EU

bodies, PMO continued to deliver monthly training sessions on individual rights, transfer of pension rights, unemployment benefits and end of service rights. In 2024 PMO organised more than 300 information sessions provided by videoconference on the above-mentioned topics. Additionally, communication specialists continue to produce graphic materials such as how-to videos on how to navigate PMO's increasingly automated systems and visual aids clarifying the main outputs.



In 2024, AIACE ⁽⁴⁾ and SEPS ⁽⁵⁾ continued to be important partners, helping the PMO to provide assistance to pensioners. AIACE and SEPS ambassadors relay information, help solve problematic cases and facilitate the understanding of the needs and specific situations encountered in the Member States.

Further details on the main outputs related to this objective can be found in Annex 12.

Specific objective 3: Deepening inter-institutional synergies

The PMO pays approximately 54.000 salaries and 32.500 pensions each month. It provides services to all active and post-active staff of the Commission, 9 other EU Institutions, 56 EU agencies and 2 other bodies. The PMO has seen a constant and significant increase in the populations served (e.g., JSIS beneficiaries, staff, pensioners) in the last years. The PMO, in line with the guidance from the Management Committee, will remain available to extend its services to other institutions in 2025 with the aim to improve synergies and efficiency of EU administrative expenditure overall.

All services provided are based on Service Level Agreements (SLAs), which have been signed with all Institutions and most agencies. The current SLAs are based on the corporate template and fully comply with the relevant legal framework (including the Financial Regulation). An “[SLA Repository](#)” was created on SharePoint which brings together all legal and practical information regarding the collaboration with the different PMO services. The SLA repository is also accessible to DG HR and the Legal Service. The revenue from the charge-back of services, to cover the cost for services provided by PMO, was around EUR 13.7 million in 2024 and is expected to increase in parallel to the increase of activities developed by certain EU agencies.

According to the EDPS opinion of 28 June 2023, the PMO must be considered as a separate controller in relation to the processing of personal data it carries out in the context of the Service Level Agreements concluded with Union institutions, bodies, offices and agencies within the area of its specific competence. The PMO has adapted the SLAs accordingly.

⁽⁴⁾ Association Internationale des Anciens de l'Union Européenne

⁽⁵⁾ Seniors of the European Service

2. INTERNAL CONTROL AND FINANCIAL MANAGEMENT

Management monitors the functioning of the internal control systems on a continuous basis and carries out an objective assessment of their efficiency and effectiveness. In annex 7, there is a list and details of the reports that have been considered. The results of the above assessment are explicitly documented and reported to the Head of Service.

2.1. Control results

Management uses control results to support its assurance and reach a conclusion about the cost-effectiveness of those controls, meaning whether the right balance between the following elements is achieved:

- **Effectiveness:** The level of error found, based on the controls carried out.
- **Efficiency:** The average time taken to inform or pay.
- **Economy:** The proportionality between the costs of controls and the funds managed.

2.1.1. Overview of the budget and relevant control systems (RCS)

The PMO's assurance building and materiality criteria stem from the correct implementation of the staff regulations regarding entitlements and reimbursement of several categories of expenditure and are outlined in annual activity report annex 5. The annual activity report annex 6 outlines the relevant control systems (RCS), namely:

RCS1: Management (establishment/modification & payment) of salaries, post-activity and related entitlements

RCS2: Management (including payment) of medical, expert and mission claims

RCS3: Revenue Collection - Establishment and recovery of contributions

RCS4: Revenue Collection – Charge back mechanism

This annex also refers to the main risks together with the control processes to mitigate them and the indicators used to measure the performance of the relevant control systems (relating to effectiveness, efficiency and economy).

The PMO's expenditure is exclusively administrative in nature and is implemented under centralised direct management. The Office provides its services based on Service Level Agreements with Institutions, agencies and external bodies and operates with an atypical financial framework based on classical resources and chargeback mechanisms either through direct budgetary allocations (services to EU institutions) or through invoicing (services to EU agencies and other bodies, as well as to non-EU bodies).

The PMO uses internal control processes to ensure sound management of risks relating to the legality and regularity of the underlying transactions, considering the nature of the payments concerned.

The PMO control strategy presents the methodology and procedure of controls carried out in the PMO. The control objective is to contribute to management assurance regarding regularity of operations, taking into account the three building blocks (effectiveness, efficiency and economy) of sound financial management. The PMO has set up internal control processes aimed at ensuring the adequate management of identified risk.

Since the business of the PMO is characterized by high numbers of transactions, many of which are processed through mass operations, the incorporation of automatic controls in the IT-applications is essential.

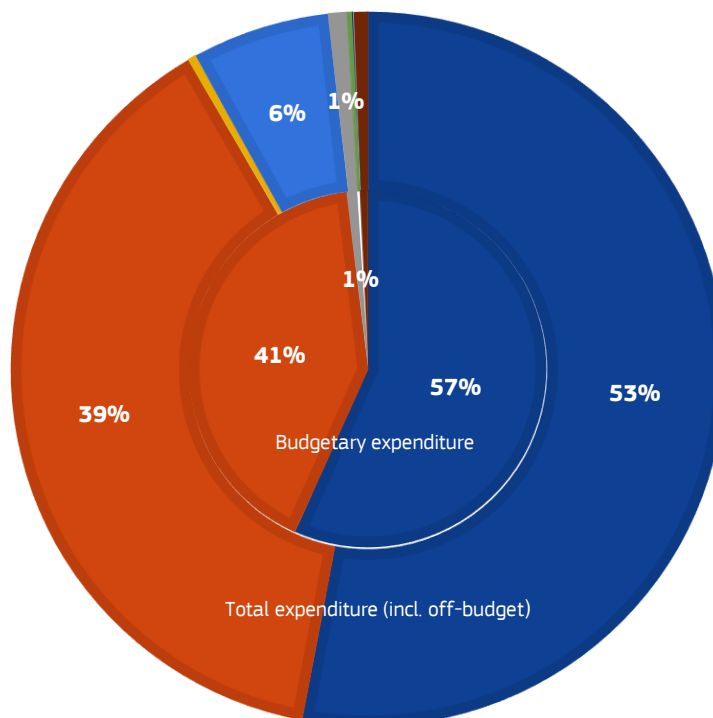
According to PMO's control strategy case handlers compare the submitted documents to the relevant eligibility criteria for each decision concerning entitlements or reimbursements. Each decision is verified, except for a limited number of allowances which are low risk and non-complex files, where controls are performed on a sample basis (e.g. in JSIS simple reimbursement claims), due to the high number of claims received. Depending on the complexity of the claim, a more detailed analysis is carried out.

The repetitive nature of the main PMO activities allows for continuous adjustment and improvement of the internal control system. Corrective measures are taken when an error is linked to a system weakness. The results of ex-post controls are analysed and may also result in corrective measures or a detailed action plan when it is clear further action is needed. Such further action will involve training, reallocation of files, tighter verification or focused ex-post controls as appropriate.

To illustrate the weight of the different operational domains and related controls, the following charts show the total payments made per main type of PMO activity as well as the revenues collected.

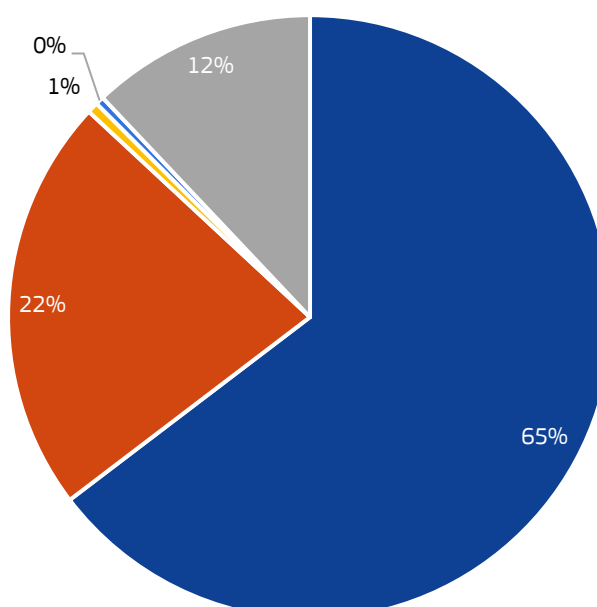
PMO EXPENDITURE 2024 (WITH AND WITHOUT OFF-BUDGET EXPENDITURE)

- Salaries and other entitlements
3994,69 m€
- Pensions and other entitlements
2916,6 m€
- Unemployment allowances(Off-budget)
30,86 m€
- Reimbursement of medical expenses -
Joint Sickness Insurance Scheme (JSIS)
(Off-budget)
467,66 m€
- Reimbursement of mission expenses
64,68 m€
- Reimbursement of expenses relating to
experts and candidates
16,58 m€



PMO REVENUES AND INCOME 2024

- Contributions from Staff, other
Institutions, Agencies (taxes,
pension)
1501,94 m€
- Contributions from Staff, other
Institutions, Agencies (JSIS,
unemployment, insurance) –
extra-budgetary managed
517,25 m€
- Charge-back of services to other
Institutions and bodies (RCS 4
Charge back mechanism)
13,73 m€
- Other administrative revenue
10,35 m€
- UK Contributions to pensions
279,95 m€

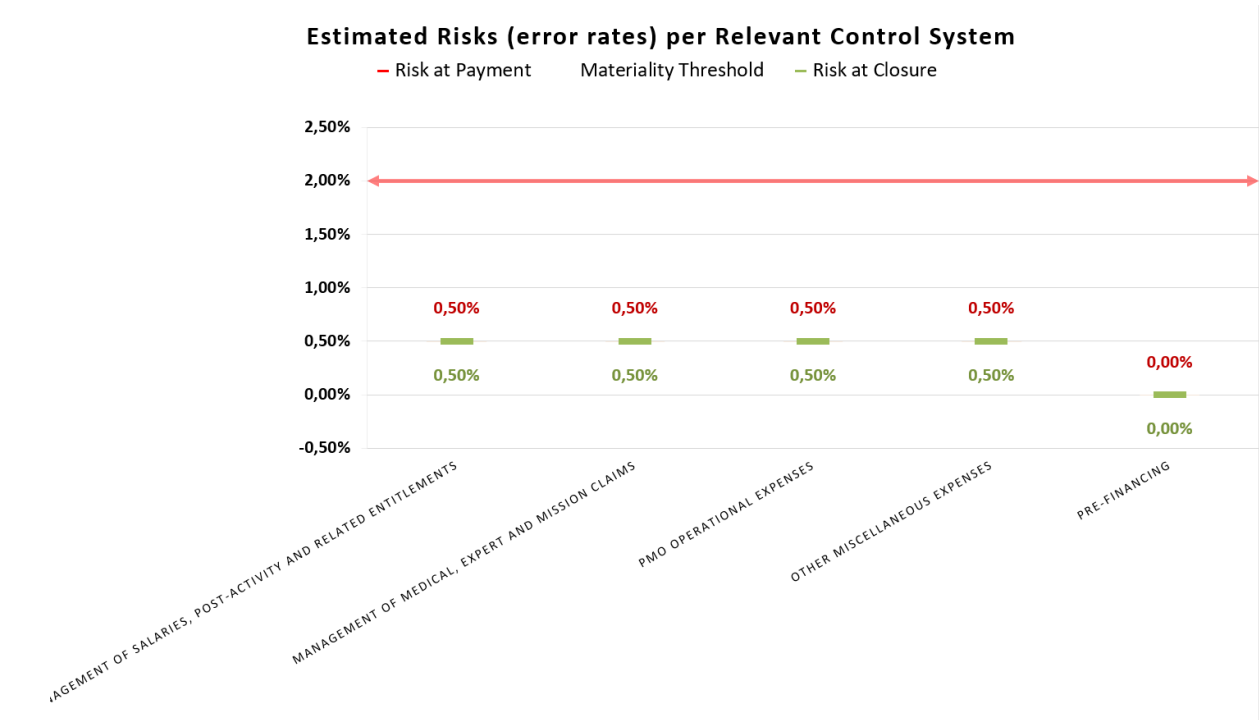


Source: budget implementation, PMO

As per the specific rules of co-delegation of budget, the task of Authorising Officer for payments is entrusted to the PMO by other Commission DGs and Services under the form of co-delegations type III. The total amount of commitments related to the co-delegations type III was 1.03 billion in 2024, i.e. 14.5 % of commitments. No issues regarding the delegations were signalled during the year. Please refer to table 16 of Annex 3 for more details.

2.1.2. Effectiveness of controls

a) Assessment of control results per RCS for expenditure



Ex-ante controls

Organisation of ex-ante controls is based on the type of entitlement and payment (one off, or recurrent). Recurrent payments based on the determination of eligibility to an entitlement (RCS 1) are systematically checked before the first payment. All errors are corrected, and the results of corrections influence the accuracy of future transactions. The checks are documented as part of the workflow: they are not included in the table below.

The large number of reimbursements of medical, expert and mission claims (RCS 2) on the other hand are submitted to ex-ante controls based on sampling. The results for ex-ante controls in these claims ⁽⁶⁾ show that the errors prevented through ex-ante controls remain limited, as presented in the table below. The samples taken are weighted against the total population of the respective domains. Extrapolated to the overall population, minus the

⁽⁶⁾ Ex-ante controls include medical claims (extra-budgetary)

population controlled and corrected, the weighted error rate avoided thanks to the ex-ante controls represents 0.60 % for this domain.

Scope ex-ante control	# files verified	Total amount verified (mEUR)	% Value Total of population covered	Weighted error rate 2024
Reimbursement of medical claims – RCS 2a	16.910	41.367	8,85%	0,71%
Reimbursement of mission and expert claims – RCS 2b	4.431	4,72	5.80%	0.33%

Source : reports on ex ante controls, PMO

Ex-post controls

The table below gives an overview of the results of the ex-post controls carried out for 2024:

Scope ex-post control (expenditure areas)	# files verified	Total amount verified (m EUR)	% Value Total of population covered	Weighted residual error rate 2024
Salaries, pensions and associated entitlements -RCS 1 (budgetary expenditure only)	141	3,41	0,05%	0,36%
Reimbursement of mission and expert claims RCS 2 (budgetary expenditure only)	72	0,04	0.04%	0,48%
Total (weighted) – budgetary expenditure	213	3,45	0.05%	0.37%
Salaries, pensions, unemployment and associated entitlements -RCS 1 (incl. off-budget expenditure)	153	3,46	0.05%	0.36%
Reimbursement of mission, expert and medical claims RCS 2 (incl. off-budget expenditure)	413	0,34	0.07%	1.89%
Total (weighted) – budgetary and off-budget expenditure	566	3,80	0.05%	0.48%

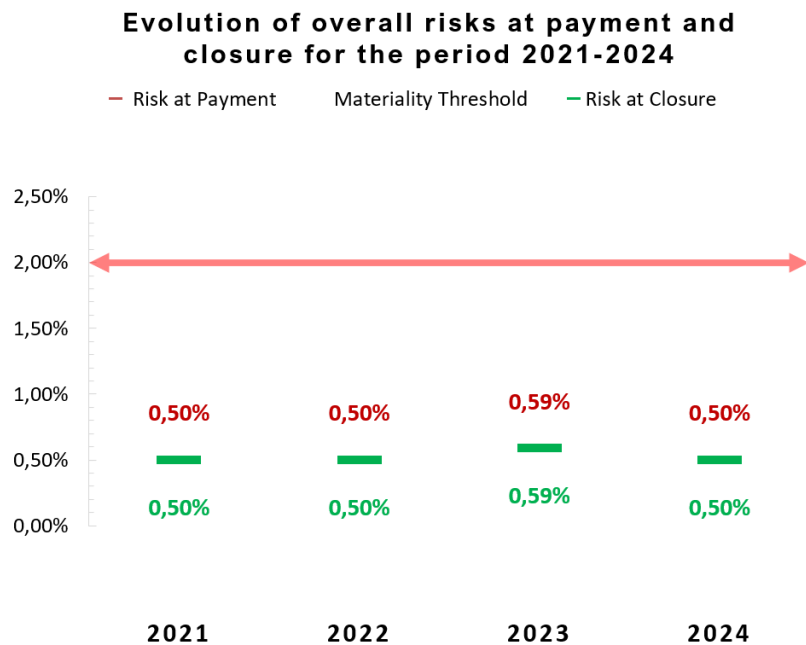
Source: reports on ex post controls, PMO, includes budgetary and non-budgetary expenses

The samples for the ex-post controls were selected on a random basis to detect errors in the controlled files, to calculate the financial impact of these, and proceed with the necessary corrections and/or structural modifications.

The risk at payment remained well below the materiality threshold of 2%, confirming the accuracy and quality of transactions processing by the PMO and the effectiveness of the ex-ante controls. The financial impact was low, and the corrections are usually made directly in the system (recovery from salaries and pensions).

The detailed results by domain are included in the table above.

b) Estimation of the overall risk at payment and risk at closure



The estimated overall risk at payment for 2024 expenditure is the AOD's best conservative estimate of the amount of relevant expenditure during the year, not in conformity with the contractual and regulatory provisions applicable at the time the payment was made. This expenditure will subsequently be subject to ex-post controls and a proportion of the underlying errors will be detected and corrected in subsequent years, corresponding to the conservatively estimated future corrections for 2024 expenditure. The difference between those two results is the estimated overall risk at closure ⁽⁷⁾.

⁽⁷⁾ This is the AOD's best, conservative estimation of the expenditure authorised during the year that would remain not in conformity of applicable regulatory and contractual provisions by the end of implementation of the programme.

This represents a decrease compared to 2023 and a return to the levels of the preceding years of $\leq 0.50\%$.

For an overview at Commission level, the departments' estimated overall risk at payment, estimated future corrections and risk at closure are consolidated in the AMPR.

b) Quantitative benefits of controls: Preventive and corrective measures

With its ex-ante and ex-post controls, the PMO has an effective mechanism in place for detecting and correcting errors. Considering that the expenditure of PMO is characterised by a high volume of low value transactions and the low error rate, a quantification of the benefits of controls is not meaningful. Next to the quantitative benefits, there are non-quantifiable benefits resulting from the controls implemented, namely compliance with regulatory provisions and safeguarding of financial and personal data handled, thus avoiding potential reputational risks.

Given the improvements observed and the coverage of operations by the control strategy in place, and as no significant issue having a material impact was encountered during 2024, PMO management considers that the control results are complete and reliable and that the control objectives are achieved.

c) Assessment of control results for non-expenditure items

- **JSIS and unemployment funds**

The reimbursement of medical claims in the framework of the Joint Sickness Insurance Scheme (JSIS, the health insurance scheme for staff and former staff of the EU institutions and other bodies which apply the EU staff rules) and the payment of unemployment benefits result in additional control objectives for the related JSIS fund and the Unemployment Fund (which pays unemployment allowances following end of contract to former temporary agents, contract agents and accredited parliamentary assistants). Hence, several control actions were put in place:

- an independent audit is carried out every year by an external auditor on the JSIS accounts, currently underway for the financial year 2024 with the results expected by mid-2025; no issues were reported for 2023.

- the evolution of the Unemployment Fund is carefully followed by the PMO with different services of the Commission (DG HR and DG BUDG). The fund increased by 27.04% at the end of 2024 vs. 2023 to EUR 106.26 million. The Commission reports every two years to the European Parliament and the Council on the evolution of this fund. The latest report was issued in 2024. The reserve exceeds one year of expenditure and is expected to continue growing until 2024/2025, due to mainly two forces. Firstly, an increase in expenditure is expected with the ending of the legislature of the European Parliament and the mandate of the College. Secondly a decrease in contributions is expected as a consequence of reduced

contributions to the fund from both temporary staff's basic salaries and their employing institutions. This will counterbalance the overall increase of the reserve of the Fund:

- the increasing headcount of temporary and contact agents in Agencies, where they can benefit from indefinite duration contracts and are thus less exposed to unemployment risks, and
- the overall reduction in unemployment rates across Member States as well as the overall reduction of beneficiaries among temporary staff (excluding the cyclical pattern of parliamentary assistants).

In conclusion, both funds are subject to follow-up controls set up by the PMO.

- **Safeguarding of information and IT systems**

The PMO uses the following local IT systems:

- NAP is used for the calculation of pensions, unemployment and salaries and in the production of the associated mass payments.
- ASSMAL2 is used for the calculation and controlling of the reimbursements of sickness expenses and in the production of the associated mass payments.
- MIPS is used for the calculation and control of travel costs (mission expenses) and in the production of the associated payments and reimbursements.
- AGM is used for the calculation of the payments to the experts participating in meetings and in the other costs related to meetings and in the production of the associated payments. After the phasing-out of APEX2, AGM is also integrating and managing the reimbursement of candidates.
- E-SIRE is used for the calculation and control of the payments made to seconded national experts and contractual agents and in the production of the associated payments. The system owner is DG HR, but the payment module of E-SIRE is used by PMO for controlling and validation of payments.
- Payment Factory is used to complete and send to the Accounting System all the payments produced by PMO's applications. It also provides a feature (BO and FO) for creating and managing bank accounts and legal entities as well as the link between them, to make payments possible. It also provides a real time overview of the financial situation of an agent/staff.
- PABS is used in the calculation of severances grants or transfers of pension rights.

Due to the nature of the activities carried out by the PMO, the sensitivity of personal data managed, and the increased importance attributed to privacy and security issues, there is particular interest in the management of information. To obtain sufficient assurance that all data processed is accurately and sufficiently protected, specific measures have been put in place and specific indicators are closely monitored:

- a systematic verification of all persons with access to the financial information is carried out on a yearly basis;
- in 2024 the PMO communicated 15 data breaches to the DPO of the Commission. None of these breaches were likely to result in a risk or high risk to the rights and freedoms of the data subject, so they were not notified to the European Data Protection Supervisor (EDPS).
- No leakage of sensitive information was reported in 2024.
- IT security plans are kept up to date (see section 3.2)

d) Fraud: prevention, detection, and correction

The PMO has developed and implemented its own anti-fraud strategy since 2013, based on the methodology provided by OLAF. It is updated every 3 years and was last updated in 2022 (next update foreseen during 2025). The PMO anti-fraud strategy is structured around three major objectives:

- Improve **communication**: An anti-fraud awareness-raising training in collaboration with OLAF took place beginning 2025. Through collaboration between all units and the legal team as well as the Knowledge Management community, good practices are shared, and alignment is ensured.
- Increase the use of **IT tools and digital exchange of data** for fraud detection: To carry out its tasks, the PMO uses several IT applications that generate large amounts of usable data. Data analysis allows for detecting discrepancies and selecting cases where the risk of fraud is greatest for targeted and cost-effective controls.
- Ensure feedback of fraud cases to **improve processes and control**: The regular ex-post controls, as well as specific anti-fraud related checks are embedded in the internal control strategy. Close collaboration with IDOC, OLAF and EPPO allows recoveries from detected fraud cases and feedback to improve controls. The PMO Internal Control sector ascertains the appropriate treatment of all potential cases (transfer to OLAF and IDOC). Four cases were transferred in 2024. Two other cases were followed up from 2023.

Its implementation is being monitored and reported to the management, as part of the state of play on internal control. The authorising officers by sub-delegation (AOSD) report on their activities to the Head of Service with the obligation to explicitly mention any anomalies that occurred. No material issues were reported.

The PMO contributes to the Commission anti-fraud strategy in action A4 towards awareness raising, while it also actively participates in the Commission Fraud Prevention and Detection Network and subgroups (internal cases; fraud risk management and the EPPO subgroup).

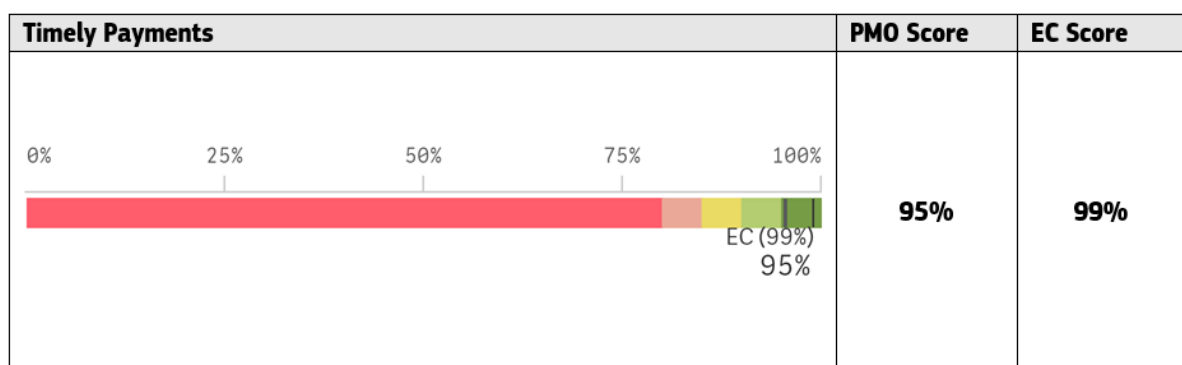
The PMO received two OLAF financial recommendations during the period 2020-2024. During the year 2024, the PMO has

- fully implemented one,

- partially implemented one, because recovery proceedings are still ongoing.

The degree of implementation of the PMO anti-fraud strategy, internal control results and the annual risk exercise covering also fraud-related risks, give reasonable assurance that the fraud risk is well managed and mitigated and that the anti-fraud measures in place are effective overall.

2.1.3. Efficiency of controls



The efficiency indicator on timely payments (Art 116.1 FR) increased from 94% in 2023 to 95% in 2024. Payment delays are notably due to the unavailability of the Commission accounting system ABAC/SUMMA during the first two weeks in January every year, and to accumulated backlog on the reimbursement of missions and experts' fees. More details can be found in Annex 3, table 6.

The PMO ex-post control team is coordinating the ex-post control strategy and control activities within the PMO internal control sector. It aims to simplify and harmonise the methodology and results of the controls. The centralised approach provides proper implementation of operations, conformity with regulations, and increases the efficiency of controls.

In future years, there will be a further focus on automation, in addition to digitalisation, of controls, where possible, to further reduce the risk of error. Furthermore, frequency and intensity of controls will be adjusted based on the risk assessment and more targeted controls will be carried out in the light of a qualitative analysis of control results.

Reporting on the efficiency indicators required by the financial regulation: time-to-inform and time-to-grant (Art 194.2 FR) are not applicable to PMO.

2.1.4. Economy of controls

The PMO has analysed the costs and benefits of the two main control processes, i.e. ex-ante and ex-post controls. The cost-benefit of controls is analysed based on an estimation of the costs of control in relation to the value of the related funds managed.

The cost estimates are based on the overall cost of an official or contract agent, as estimated by the Commission. The estimated full-time equivalents (FTEs) allocated to the control-related functions are validated by line managers (heads of sectors / heads of units) for each staff member separately, based on the actual assignment of responsibilities and distribution of tasks.

In RCS 1 (salaries, post-activity and associated entitlements) an estimated EUR 3.11 million were invested in controlling financial transactions worth approximately EUR 6.91 billion. Thus 0.05% of the total value of transactions checked was dedicated to controls.

In RCS 2 (reimbursement of expert and mission claims⁸) an estimated EUR 0.52 million were invested in controlling financial transactions worth approximately EUR 81.26 million. Thus 0,65% of the total value of transactions checked was dedicated to controls.

The overall total estimated cost of control for budgetary expenses amounts to EUR 3.63 million, representing 0.05% of related expenditure.

The overview of PMO's estimated of the cost of controls, based on the calculation of the amount in absolute values and as a ratio over the relevant funds managed, can be found in Table Y (annex 7).

2.1.5. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results, the PMO has assessed the effectiveness, efficiency and economy of its control system and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible.

(⁸) Figures exclude extra-budgetary items

2.2. Audit observations and recommendations

This section sets out briefly the state of play for all audit observations and recommendations reported by auditors related to internal control and financial management – including the limited conclusion of the Internal Auditor on the state of internal control. Further details for IAS and ECA audits can be found in Annex 8.

Where an audit has detected weaknesses affecting any internal control principle or the department's assurance, a detailed analysis is provided further below in section 2.3 and 2.4, accordingly.

Internal Audit Service



In its contribution to the 2024 Annual Activity Report process, the Internal Audit Service concluded that the internal control systems in place for the audited processes are effective, except for the observations giving rise to the 'very important' recommendations. These recommendations need to be addressed, in line with the agreed action plans.

The IAS carried out an audit of the protection of personal data in the PMO in 2024. The PMO received the final report at the end of the year, which included four very important recommendations. These recommendations cover the following areas:

- Accountability, Roles and Responsibilities: the IAS concluded that the role and responsibilities in term of data protection are not well defined, that the data controllers are not sufficiently accountable, and a lack of training for PMO staff and externals.
- Joint processing, international transfer & SLA: the IAS found a lack of internal arrangement with other DG (delegated controllers) and requested an inventory of international transfers (with impact assessment when needed).
- Compliance with Data protection principles: the IAS found that several data records, privacy statements and DPIA are not updated, that too many personal information are shared with the travel agency, an unclear retention period of old personal data, and some unsecure exchange with external stakeholders.
- IT Controls (Integrity, Confidentiality, Availability): the IAS requested to update the IT security risk assessments and plans, to implement and monitor anonymization of data in non-production environments, to develop a comprehensive logging and password policy, and to establish a phase-out process for old IT applications.

The PMO submitted an action plan that was accepted by the IAS. These recommendations are currently being implemented, the first of which will be completed in 2025. The action



plan is on track and the PMO has already taken some urgent measures to limit the most significant risks.


Reported	Audit Title	Accepted Recommendation	State of play in 2024	Impact on the assurance for 2024
2024	Personal data protection	Very important: 1, 2, 3, 4		

European Court of Auditors


Regarding the Statement of Assurance (DAS) 2023, the Court of Auditors concluded that the overall audit evidence obtained indicates that the level of error in spending on 'European public administration' was not material and no new recommendation has been issued regarding the PMO.


In the context of DAS 2024 (launched in the second half of 2024), PMO has replied to questions and additional requests for information from the Court. At the time of issuance of this report, the final report from the Court for DAS 2024 has not been received.

Reported	Audit Title	Accepted Recommendation	State of play in 2024	Impact on the assurance for 2024
2024	Statement of Assurance (DAS)	None		

 Action plan implemented and closed by IAS or ECA / No impact on the assurance

 Action plan implementation is ongoing or awaiting review from IAS or ECA

 Preparation of the action plan

 Impact on the assurance

2.3. Assessment of the effectiveness of internal control systems

The Commission has adopted an Internal Control Framework based on the highest international standards. ⁽⁹⁾

The PMO has adapted the Internal Control Framework to its specific characteristics and organisational structure. The internal control systems are suited to achieving its policy and internal control objectives in accordance with the internal control principles, having due regard to the risks associated with the environment in which it operates.

In 2024, the PMO delivered on the planned improvements envisaged in the last report: in reviewing the control strategy, improvements were made in the ex-ante and ex-post controls for pensions and unemployment; with the creation of the new horizontal general affairs unit (PMO.8), a thorough revision of existing procedures and workflows, as well as a clarification of the relevant roles, started in several domains - and will continue in 2025. To be noted as well is the successful completion of a business continuity exercise in 2024, which confirmed the effectiveness of PMO's business continuity plan.

In line with the Commission's Internal Control Framework, the PMO has assessed its internal control system during the reporting year and has concluded that it is effective, and the components and principles are present and functioning well overall, but some improvements are needed as minor deficiencies were identified concerning the internal control principles 4, 11, 12 and 13. These relate to the need to increase available expertise, and clarify responsibilities in specific areas, as well as to information management. This overall assessment duly considers the IAS' audit recommendations on data protection, which affect principles 11 and 13, while also considering actions already taken. These include awareness raising actions, the clarification of roles in the field of data protection, the enhanced security in data exchanges, as well as the clarification of roles and workflows concerning procurement procedures. Moreover, the overall assessment reflects the improvements made in 2024 on the ex-ante and ex-post control strategy, in the pensions and unemployment domains. Further improvements envisaged relate to the capacity building on procurement and contract management in operational Units, a more structured approach on access management and the implementation of the remaining actions resulting from the IAS audit on data protection.

⁽⁹⁾ The Committee of Sponsoring Organizations of the Treadway Commission Internal Control Integrated Framework, the golden standard for internal control systems.

2.4. Conclusions on the assurance

In conclusion, based on the elements reported above, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Head of Service, in his capacity as Authorising Officer by Delegation has signed the Declaration of Assurance.

Declaration of Assurance

I, the undersigned, Christian Levasseur, Head of Service of the PMO

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view ⁽¹⁰⁾.

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

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

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

Brussels,

(e-signed)

Christian Levasseur

⁽¹⁰⁾ True and fair in this context means a reliable, complete and correct view on the state of affairs in the DG/Executive Agency.

3. MODERNISING THE ADMINISTRATION

3.1. Human resource management

In 2024, PMO maintained its commitment to inclusive human resources management, placing a heightened emphasis on staff well-being, satisfaction and career opportunities. This commitment is now formalised with the newly drafted PMO People Strategy 2030, which was developed in response to valuable feedback from the 2023 staff satisfaction survey and to align with the management vision. The strategy aims to boost staff engagement by addressing critical areas and ensuring that the PMO meets the evolving needs and expectations of its staff, fostering a more supportive and dynamic work environment.

The PMO People Strategy 2030 is structured around three main axes:

1. **Work Environment:** This axis focuses on optimizing work organization, refining procedures, and enhancing IT systems to improve daily operations. It includes initiatives to address workload and mental stress through the deployment of various qualitative and quantitative analyses. To help with the integration of new colleagues, full days of Welcome sessions for Newcomers have been organised. Additionally, onboarding packages available in the PMO Knowledge Management Hub are being extended to cover new topics. To address psychosocial risks, PMO will continue the deployment of the 'Empathy Network', coordinated by the PMO psychosocial prevention counsellor and in collaboration with DG.HR's medical team.
2. **Professional Horizon:** This axis addresses professional development comprehensively, focusing on learning and development, mobility, and career progression. PMO promotes career opportunities, including transitioning from GFII to GFIII, which enhances job satisfaction and encourages internal mobility. Additional initiatives include promoting job shadowing, enhancing inter-agency mobility, providing opportunities for professional growth for deserving GFII contract agents and ensuring that skills supply and demand match. Furthermore, the PMO recognizes the importance of investing in training to maintain high-quality standards in customer service, including language training, particularly in English, management training for heads of sectors and team leaders, digital upskilling, and diverse coaching initiatives.
3. **Common Identity and Cohesion:** This axis aims to foster a positive and cohesive environment through team-building activities and events that build strong relationships among team members. By promoting a diverse and inclusive atmosphere, the PMO seeks to enhance staff engagement and collaboration across the organization. In 2024, 6 team buildings out of 8 units were planned.

In alignment with the commitment to equality, diversity, and inclusion, the PMO continued to maintain gender balance in middle management during 2024. On 31/12/2024, women held 57% of middle management positions. Additionally, to prepare women for middle management roles, the PMO aims to maintain a strong representation of women in pre-

management functions, with 67% of deputy head of unit positions and 59% of head of sector positions held by women on 31/12/2024.

To ensure that all staff are well-informed about corporate and local HR priorities, the PMO continued its communication efforts by sharing information on its intranet and other dissemination channels. Additionally, the PMO strives to enhance the visibility of career opportunities by publishing vacant positions on various platforms, including MyIntracomm, the EPSO portal, and PMO's corporate page on the Europa website.

In alignment with the Commission's policies, PMO maintained a standard three-day telework option per week, ensuring maximum flexibility and work-life balance for its staff, fully adhering to corporate guidelines.

In addition to these initiatives, PMO is committed to supporting the simplification of processes and adapting procedures in response to the reorganization of DG HR and the ongoing HR transformation project. This is being carried out while ensuring business continuity and maintaining a high standard of service quality across PMO's three sites.

The following table shows the total human resources available within the Office as of 31/12/2024 (including the OLAF Supervisory Committee Secretariat – 8 posts)

ABB Activity	Officials and temporary staff	Contract agents	Other personnel	Total
Administration	147 (1)	463 (2)	3 (3)	613

(1) 163 job quotas available in PMO establishment plan on 31/12/2024: 45AD, 116 AST and 2SC.

(2) total of contractual agents at 31/12/2024

(3) total of interim staff

3.2. Digital transformation and information management

Digital transformation

In 2024, the PMO continued to implement the strategic objectives for the most important IT systems in line with the [Commission Digital Strategy](#) and to develop solutions for the Digital Solutions Modernisation plan. At the same time the PMO progressed with the adaptations of the current landscape to the new EC account system, SUMMA.

The PMO IT landscape evolution focuses on process automation, digital culture, security and privacy. The following developments were ongoing in 2024:

Business-driven Digital Transformation – Green, Resilient and Secure Digital Infrastructure

- **Payroll application (NAP):** in 2024, 1 additional agency – AMLA was onboarded in SYSPER with transcode into NAP. The transcode between SYSPER and NAP has been extended thanks to the management in SYSPER of the overtime, stand by duty and shiftwork by the Council and FRONTEX. The purchase of a module ACP in NAP will improve the internal controls of the salaries at interinstitutional level with a better efficiency and traceability.
- **Payment Factory (PF):** after the progress to finalise the solution analysis and the initiation of the main development activities, the focus in 2024 was to prepare for the arrival of SUMMA to the whole EC as per the MoU signed with DG BUDG in 2023. In addition, the debt management project to implement the recovery of JSIS-related debts through offsetting with regular salary/pension payments had the first phase **implemented** mid –2024 in a pilot mode.
- **Missions (MiPS+):** after the roll-out of MiPS+ for all front-office users achieved in 2023 the roll-out started for the back-office users in PMO and the local missions officers (LMOs). In addition, the necessary adaptations were done for the EC release of SUMMA and new features linked to the greening of the EC. Finally, the roll-out to the EU agencies continued in 2024 with extra 5 agencies onboarded.
- **Experts' meetings and reimbursements management (AGM):** these are the main items for 2024:
 - Integration with several corporate applications to enhance the management of meetings, such as MIRA, Teams and V-pass.
 - Change of ownership is under discussion.
 - Adaptation for the EC release in SUMMA.

Digital-Ready EU policymaking

The PMO's IT strategy is committed to improve interoperability features, to streamline communication and data exchanges with the EU Member States. A first analysis between PMO, DG HR and DG EMPL has been launched to foster the use of existing platforms, like the EESSI ⁽¹¹⁾ (Electronic Exchange of Social Security Information). It will consider both legal and technical aspects for PMO to join. Further advances in the integration with the several National Healthcare Systems are in line with the strategic objective.

Seamless Digital Environment

The PMO continued with the following **IT projects** launched recently with the approval of the IT Cybersecurity Board (ITCB):

- **MYPMO Single phone number:** with a view of rationalising and increasing the efficiency of PMO services offered by phone, the new single PMO phone number was launched in February 2024. The single phone number reuses the Anywhere365 solution from DIGIT C currently in use for the ITIC Helpdesk. More than 64.000 calls were received in 2024.
- **PMO within HR Transformation:** PMO's digital transformation is partially incorporated within the HR Transformation (HRT) Programme for some of the business processes, which is fully aligned with the Reuse-buy-build Approach. After receiving the green light from the IT Cybersecurity Board (ITCB) of the revised business case in 2023, the first wave was launched and the first projects delivered in 2024: the new HR family helpdesk function and the digital onboarding of new staff. This has allowed the PMO to phase out the JIRA based Staff Contact solution.
- **MyPMO mobile application:** it is currently possible to view and update mission data, insurance certificates, to introduce medical reimbursement claims and accident declarations, to declare medical absences and finally to manage meeting invitations for external experts. With the approval of PMO Mobile 2.0 by the ITCB, new functionalities have been developed, and the application is available since April 2024 in the commercial app stores Google and Apple. Lastly, the new MyCommuting module is available in MyPMO since November 2024, allowing colleagues to request reimbursement of their public transport tickets.
- **JSIS - NHS project:** The project encompasses the integration and data exchange among the JSIS system and the EU National Healthcare Systems (NHS). The project was approved by the ITCB in 2022 and in October 2023 an agreement was reached for the integration of the JSIS with the Belgian network of "mutuelles". The target is, in a first phase, to create an automatic sending of the claims between the health care providers and the JSIS back-office (doctors initially), thus eliminating the need for the beneficiaries to submit a reimbursement request and scan the supporting documents. The PMO received the green light from the EC DPO to start a pilot with a selected group of users to be launched early 2025.

⁽¹¹⁾ platform operated by DG EMPL

- **S4 (Social Security Scheme Simulation):** this project will continue building the necessary capacity to forecast and simulate the budgetary evolution of the various social security schemes in the mandate of PMO.
- **Artificial Intelligence innovations:** several use cases are under exploratory phase reusing existing AI@EC initiatives (GPT@JRC from JRC, GPT@EC from DIGIT and DORIA from CNECT): Optical character recognition, chatbot/personal assistant linked to the internal knowledge base of PMO, natural language processing of data-related requests (data-bot).

Information and IT security rules

With regards to **IT security**, the updated security plans of all PMO IT solutions were signed off in 2021 and some were updated in 2023 and 2024, together with the implementation of most of the measures identified in the security plans and in the findings of the internal audit on IT Security Management.

As from the beginning of 2024, all the IT systems of PMO portfolio have EU Login with multi-factor implemented, including for the access to the applications within the EU institutions' network. In addition, all recommendations of the internal audit on IT Security Management were closed.

The migration to Welcome domain of all remaining PMO devices in Brussels and Luxembourg was already achieved in 2023 and most of users in Ispra were migrated by end of 2024. Regarding the access to the PMO information systems and data, a continuous monitoring and auditing of the access rights was performed in 2024, under the supervision of the internal control team.

Data, information and knowledge management

The PMO knowledge management (KM) system encompasses a common knowledge base of procedures and related content, supported by a powerful Search+ function developed and launched in 2024. The system now features thematic onboarding packages tailored to each domain and sub-domain, allowing newcomers to acquire essential knowledge in a structured, centralized manner. In 2024, the Knowledge Management (KM) team and KM correspondents across the PMO collaborated and trained to further complete the PMO Knowledge Hub — a structured knowledge base that also served as a testing ground for AI tools, which proved effective only when built on well-documented and organized information. Taxonomy used to organise and categorise knowledge was further developed for domains such as budget, payroll, procurement and travel management. Taxonomy was also used as a reference to design the PMO Single Phone Number and the Staff Matters content structure on the ServiceNow platform. The Entry into Service and the JSIS thematic onboarding packages were finalised, and a coherent workflow was put in place with the JSIS Front Office and Helpdesk to update templates and standard letters used to reply to clients in Staff Centre. Progress on records management was made with an assessment of the PMO filing plan and

the revision and re-design of integration of PMO information systems with Hermes-Ares-NomCom (HAN) via the Hermes Repository Services (HRS). Improvement of such integration boosts process efficiency by automatic registration and filing of records.

Additionally, the KM community continued in-house knowledge sharing sessions for PMO staff on various topics of common interest (Knowledge Hours).

Data protection

Regarding **data protection**, the PMO continued to fulfil the obligations it has as separate controller in the framework of processing personal data it carries out in the context of the Service Level Agreements concluded with Union institutions, bodies, offices and agencies within the area of its specific competence, as acknowledged by the EDPS in its opinion of 28 June 2023. As regards the exchanges of data between the Commission and the Member States, the PMO will closely assess the impact of envisaged data processing operations for data subjects and ensure transparency by carrying out a data protection impact assessment (DPIA) where the conditions of article 39 of Regulation are met as well as systematically including a data protection annex to reinforce transparency toward data subjects.

A dedicated webpage on the PMO Intranet groups all its privacy statements, making them accessible and accurate.

The PMO has updated its procedures to ensure appropriate follow up of data breaches. It has taken an approach of full transparency, so that all data incidents are notified to the DPO, even cases that were unlikely to present a risk for the data subject. All data breaches that are likely to result in a risk/high risk for the data subject are notified to the EDPS. In 2024 the PMO reported 15 data breaches to the DPO. As none of them was likely to result in a risk or high risk to the rights and freedoms of the data subject, they were not notified to the EDPS.

In 2024, the PMO continued its regular training sessions: general trainings on regulation (EU) 2018/1725 and Commission Decision 2017/46 were given to staff of all units in the PMO as well as specific trainings when various specific questions arose in a unit. These trainings are regularly updated to consider the latest developments in the field and integrate the lessons learned.

Concerning the data protection by design and by default obligation, regular meetings were held by the data protection coordinator of the PMO with the IT unit to ensure that data protection is embedded in the design of information systems and processes. As regards international transfers, the PMO continued its reflection internally and with other services of the Commission, to find alternative solutions for future projects that involve clouds or that ensure that these transfers lawful in compliance with Chapter V of Regulation (EU) 2018/1725 and the case law.

The PMO continued its collaboration with the DPOs of other EUIs or other DPCs of other services of the Commission via meetings on specific topics. In addition, the DPC participated in several working groups with the network of DPCs.

The IAS conducted an audit in 2024 on the protection of personal data at PMO. The PMO received the final report at the end of the year including four very important recommendations. The action plan has been approved by the IAS and the most important actions are already underway or have been implemented. (see Chapter 2.2).

3.3. Sound environmental management

The Corporate EU Eco-Management and Audit Scheme (EMAS) policy is implemented by the PMO. Next to the initiatives managed at central level, local actions in the PMO sites are set up for promoting an **environmental-friendly working place** and making better use of natural resources, in line with the Communication of the Greening the Commission whereby the Commission's ambition is to become climate neutral by 2030.

The current set-up of PMO's buildings as a collaborative space facilitates sustainable ways of working and energy efficiency. The high rate of teleworking coupled with growing use of paperless processes, collaborative tools and video conferencing reduces PMO's environmental footprint.

Taking advantage of existing capabilities in the applications and platforms used, the PMO uses **paperless workflows** for most of its procedures. Declarations and exchange of information with PMO's clients are mainly processed through online tools.

Under the umbrella of the Digital Communication Program, in 2024 remaining paper circuits and possibilities for digitalisation are being mapped and analysed to further reduce paper consumption, including further analysis on how to improve "paperless" exchanges of documents with DG HR.

In the area of healthcare, the negotiations currently ongoing to ease the collaboration with the national systems in several member states, will also decrease the environmental footprint, by reducing the paperwork and simplifying the workflows. In the field of hospital invoices, an electronic platform for direct billing with the Belgian hospitals was put in place in 2024 and is gradually extended to more hospital groups.

Overall, continuing modernisation of IT systems and new ways of working already resulted in a significant decrease in paper consumption and this evolution continued in 2024.

PMO took over mission management tasks formerly carried out in some DGs (GEMI – gestionnaire de mission). PMO contributes towards raising awareness on the **ecological impact of missions** by measuring the impact of each mission and suggest options to limit the impact to various actors.

PMO is following up on the developments in the field of **Green public procurement** and adapting its procedures to the new features where applicable.

The **EMAS campaigns** in 2024 mainly focused on staff awareness on greener ways of working, waste reduction and energy saving. Local actions were supported by regular publication of tips and tricks on the dedicated PMO EMAS Intranet page. PMO also encourages its staff to become Climate ambassadors.

3.4. Examples of economy and efficiency

Communities of practice enhance close, crosscutting collaboration, with a particular focus on the JSIS: ten Knowledge Centres guarantee a more efficient decision-making, better knowledge management and knowledge sharing by capturing the know-how of experienced colleagues and ensuring transfer of knowledge. The model of governance joins the three units dealing with the JSIS affiliates in one JSIS community including thematic Knowledge Centres (KCs). The Knowledge Centres will continue to deliver on two main objectives: (1) harmonise and simplify practices between units, sites and teams, and (2) take decisions effectively in their field of expertise.

Additionally, the working group on the entitlements and rights further explores possible synergies in the establishment of rights for active and post-active staff as well as JSIS affiliates.

Change projects

- The **Digital Communication** programme was launched in 2023. The aim is to streamline the communication with PMO beneficiaries and to reduce paper and e-mail communication. Combining IT projects and business process improvement, it provides an overview of the initiatives to be undertaken over the next few years. Furthermore, the initiative 'one PMO' will further facilitate the outreach to PMO by its clients.
- **The mobile application MyPMO** for Insurance, Health, Missions, Experts (Mips, Assmal, AGM, SERMED): further development allows users to access more services through their mobile phones. This initiative contributes to the HRT program.
- Regarding MIPS+, the ecological impact of missions as well as the representation expenses of Commissioners and Cabinet members were integrated.
- The modernisation of the **JSIS**, with automatic sending of claims between health care providers and the JSIS back-office eliminates the need to submit reimbursement requests and optimises workflows. The benefits of "e-invoice" are reduced printing (green



initiative), efficiency gains and a lower risk of errors. Modern accounting and reporting tools allow for improved cash management and more transparency.

- Several new features in **Sysper Rights, Activity** and **Post-activity**, combined with Payment Factory, allow further automation and streamlining of processes.
- With the objective to render business processes more efficient and datasets more accurate, PMO is exploring the potential of **artificial intelligence** in several domains, as laid down in the PMO AI@EC initiatives and in collaboration with the HR Transformation programme:
 - To support the business process efficiency especially in areas with repetitive and manual tasks, such as checking scanned documents with Optical Character Recognition technologies or in areas of internal control for fraud detection to help to identify anomalous situations, to link information and data, to detect path or relationships and to assess large volumes of information (several innovations were declared to the IT governance as per the ITCB guidelines).
 - To improve the support service provided by the colleagues by using virtual assistants and chatbots, which should benefit from the new generative AI models like GPT.

To enhance the business analytics and foresight for our management, by introducing AI components such as deep learning to have advanced analytics capabilities.

