



Fifth Meeting of the High-Level Reflection Group on the Future of the Commission's Civil Service

3 June 2026, Brussels & Online

Meeting minutes

Main objectives of the meeting

The aim of the fifth meeting was to update members on the internal progress of the Commission's large-scale review exercise and to discuss key areas for consideration in the final report of the High-Level Reflection Group on the future of the Commission's civil service.

Welcome and large-scale review update

The Chair of the High-Level Reflection Group, Catherine Day, opened the meeting by welcoming all participants. The head of the large-scale review team, Paul McAleavey, provided a brief update on the review, outlining the key milestones since the last meeting in April.

Benchmarking and workstream update

The large-scale review team presented on the benchmarking exercise and progress across the fifteen workstreams, which involve over 150 colleagues from across the Commission. The high-level group welcomed the update and emphasised the critical role of the purpose and values workstream as the foundation for the review. They also noted that many of the issues under examination are common to public service organisations, reinforcing the review's relevance and importance in preparing the Commission for future challenges.

Final report discussion and next steps

The chair led a discussion on potential areas to include in the group's final report, drawing on key themes from previous meetings such as public sector innovation, cross-departmental collaboration and simplification. Members supported the areas proposed and welcomed the chair's proposal to refine further in the drafting process over the coming months.

The chair outlined the proposed timeline and process for drafting the final report, along with suggested dates for the remaining meetings. It was agreed that the next meeting will take place on the 2nd of September.

List of participants

Chairperson

Catherine Day

Members

Mirosława Boryczka

Marco Daglio

Luukas Ilves

Darja Isaksson

Luis Romero Requena

Giorgios Pitsilis

Absent

Theresa Twachtmann

Maria Schack Vindum

European Commission

Ana Carrero

Paul McAleavey

Lauren O'Hanlon

Stephen Quest

Large-scale review team