

# Management Plan 2025

Joint Research Centre

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# PART 1. Introduction and strategic outlook

## Mission statement and operating context

The Joint Research Centre (JRC) provides independent, evidence-based knowledge and science, supporting European Union policies to positively impact society. It contributes to EU policy making in a variety of key areas such as agriculture and food security, digital transition and nuclear safety.

JRC's work has a **direct impact** on the lives of Europeans through internationally recognised research for preparedness, crisis response, internal security and defence, secure energy supplies, sustainable mobility or consumer health.

As a department of the European Commission, the JRC plays a key role at **multiple stages of the policy cycle** from design and definition of policies to their implementation, monitoring and evaluation.

JRC's **core strengths** include anticipation, integration and impact. **Anticipation** focuses on what is coming at us, beyond the latest crisis, and being able to provide the scientific underpinning for future policy initiatives, including through strategic foresight. **Integration** includes enhancing our ability to build links between the different scientific and policy areas inside the Commission. **Impact** is about assisting policymakers to track and assess the impact of their policies, in close collaboration with other Directorates-General and other transversal services such as the Regulatory Scrutiny Board. On top of its three core strengths, **independence and impartiality** are ingrained in JRC's core values of ethics and integrity in particular, scientific integrity.

The JRC provides the **cross-sectoral support** required by policymakers to tackle and anticipate increasingly complex societal challenges, combined with its capacity to respond rapidly to policy needs. It **works closely** with other Commission DGs, research and policy organisations in the Member States, with the European agencies, and with scientific partners in Europe and internationally, including within the United Nations system. It also cooperates with EU institutions, notably the European Parliament and the Council. The JRC connects policymakers to the broad range of knowledge held by external stakeholders including academia, industry, civil society and individuals. This provides access to the full spectrum of perspectives needed to tackle various policy challenges.

As the in-house science and knowledge service of the Commission, the JRC is an agile organisation which can **react quickly to new priorities and to emergencies**. For example, the JRC work responded to the Russia's war of aggression against Ukraine by providing expertise in various areas including preparation of maps supporting the Integrated Political Crisis Response mechanism and the External Action Service, carrying out anticipatory analysis

of dam break scenarios to support preparedness of the Union Civil Protection Mechanism and crop production forecasts.

The JRC was established following the Treaty on the European Atomic Energy Community (Euratom). Its main activities and budget are set out in the **EU's research and innovation framework programmes** (i.e. Horizon Europe) and **the Euratom nuclear research training programmes**. JRC carries out most of its work in-house (direct management mode), supplementing a small part of its budget through contractual activities. Its work also contributes to the strategic programming of research funding by the EU.

The JRC operates **nuclear research facilities** that generate high-quality scientific knowledge implementing the direct actions of the **Euratom Research and Training Programme**. At the end of their lifecycle, these sites will be returned to a greenfield status. In 2021, the Council adopted Regulation 2021/100 establishing a dedicated financial programme for the decommissioning of nuclear facilities and the management of radioactive waste, which includes a budget for the JRC's activities.

The JRC differs from a typical Commission Directorate-General regarding:

- **governance**: the JRC has a Board of Governors made up of national representatives;
- **geographical presence**: its research infrastructures are spread over six sites in five different Member States;
- **site management**: the JRC is responsible for the full management of its sites (infrastructure including laboratories, logistics, health and safety, environment, security). The mutual rights and responsibilities with the host Member States are set out in site agreements with the Commission;
- **quality certifications**: the JRC's Integrated Management System is certified according to the quality system ISO 9001, providing the framework for standards covering also health and safety and environment.



## Strategic outlook 2025 - 2029



### Commission General Objective 8

A modern, high-performing and sustainable European Commission

#### JRC SPECIFIC OBJECTIVES

8.1

**The JRC supports evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge**

**Key performance indicator:** Number of impacts on policymaking

WORKING  
METHODS



Responding to crisis  
and emergencies



Working with  
stakeholders



Scientific excellence,  
impact and efficiency



Communication

8.2

**The JRC develops and operates modern, sustainable and open research infrastructures**

**Key performance indicator:** The JRC develops and operates modern, sustainable and open research infrastructures

8.3

**The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations**

**Key performance indicator:** Training Commission staff on intellectual property related risk

#### Specific objective 8.1: The JRC supports evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge

As a transversal service, the JRC aims to provide cross-sectoral and multi-disciplinary scientific support to all seven general objectives of the Commission. Through research portfolios set in its work programmes, the JRC looks forward and integrates scientific expertise across disciplines to contribute to more sound and joined-up policymaking. As part of its research work, the JRC looks at innovation and foresight in policy making, as well as the challenges and opportunities of the digital transformation contributing to a modern, high performing and sustainable Commission. This is supported by the JRC Scientific Committee ensuring scientific excellence and maximising scientific and technical support to EU policies.

To accomplish this objective, the JRC must support the design and implementation of new policies while maintaining and developing scientific excellence and quality. Therefore, the key performance indicator of this specific objective is number of impacts of JRC work on policymaking.

### **Specific objective 8.2: The JRC develops and operates modern, sustainable and open research infrastructures**

Unlike other DGs, the JRC owns and manages buildings and related infrastructure on all of its sites, except in Brussels. In its Seville site, the JRC aims to construct a new building following the real estate procedure. Site management comprises all activities related to infrastructure development and maintenance, energy and water management, logistics, transport, safety, security and environmental protection. The strategy for JRC infrastructure development is in line with the JRC revitalised Strategy 2030, which aims to establish an internationally recognised, modern, safe and secure infrastructure for the JRC, creating a positive working environment. The JRC will continue to apply principles of sound environmental management.

Between 2025 and 2029, the JRC will continue to improve its energy performance and building rationalisation as part of its strategy on sustainability, climate, environmental protection and energy transition, with key infrastructure investments identified to reach long-term goals. The JRC's approach to infrastructure development is built upon the combination of unique competencies and cutting-edge research infrastructures, with the goal of establishing an effective process and governance for the holistic planning, operation and management of JRC's research infrastructure and the research enabling infrastructure ecosystem supporting it. This approach integrates the current operation, maintenance, renovation and modernisation of the whole JRC infrastructure ecosystem, and proposes a series of recommendations for smart funding and the setting up of flagship research infrastructures in strategic areas for long-term investment. This specific objective places developing research infrastructures and keeping them up to date as its key performance indicator. The indicator will help evaluate the infrastructure's role in facilitating research outreach, collaboration and innovation.

### **Specific objective 8.3: The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations**

The EU owns many intangible assets, protected by intellectual property (IP) rights, ranging from publications to software, datasets, technical inventions, or signs. In their daily work, Commission staff may have to use IP assets, owned by third parties. The Commission aims to facilitate further use (and reuse) of EU owned IP assets and to ensure compliance use of third party owned assets by Commission staff. The JRC hosts the Commission's central intellectual property service, which is the entry point for IP advice, IP management and for raising awareness on IP with the Commission services. As rules on IP are not always straightforward or easy to understand, it is necessary to give clear guidance on the management of IP assets to Commission staff, thus contributing to a modern, high

performing and sustainable European Commission. Because of these reasons, training of Commission staff on IP and IP risks will be, during the next period, used as the key performance indicator for this specific objective.



## Commission General Objective 1

A new plan for Europe's sustainable prosperity and competitiveness

### JRC SPECIFIC OBJECTIVES

1.1

**The JRC contributes to the safe, efficient, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices**

**Key performance indicator :** Quantity of processed radioactive waste or material in Ispra

### **Specific objective 1.1: The JRC contributes to the safe, efficient, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices**

Implementing a safe, cost-effective and timely decommissioning of obsolete facilities and disposal of waste contributes safety, sustainability and reversibility of the life cycle of nuclear installations. The JRC's nuclear activities, including on decommissioning and waste management activities contribute to the new plan for Europe's sustainable prosperity and competitiveness, through safe use of nuclear energy and its positive impact on greenhouse gas emissions, as well as energy savings. Decommissioning and waste management are an integral part of the life cycle of JRC's nuclear research facilities with the final aim of returning the land used to a 'green-field status'. Activities have been carried since 1999 with a dedicated Commission budget line for the JRC, in the frame of a Nuclear Decommissioning and Waste Management Programme. The overarching JRC objective is to gradually decommission all its nuclear installations after the end of their operational life and dispose of all waste. Most of the related ongoing activities take place in Ispra, where most of the JRC nuclear facilities ceased to operate before 1999 and where the activities cover a variety of installations and waste batches. In Ispra, improvement of the storage conditions of intermediate level waste will start during this period, together, as required by Regulation 100/2021, with preliminary discussion on possible transfer of liability to the hosting Member State. Due to this reason the quantity of processed radioactive waste or material (in metric tons of processed waste) in Ispra has been chosen as the key performance indicator for this specific objective. Furthermore, in Karlsruhe, Petten and Geel JRC sites no decommissioning of large installations currently takes place as nuclear facilities in these sights are in operation and perform nuclear R&D in the frame of the Euratom Research and Training programme or support production of radiopharmaceuticals.

## Cross-cutting efforts – implementation and simplification agenda

During the mandate of this Commission (2025-2029), the JRC will strengthen its **dialogue with the central services**, other partner DGs and keep the pulse of key stakeholders including industry to continue to track and assess potential for its simplification and implementation activities. The JRC will contribute with its knowledge and analysis to cross-cutting efforts and simplification ambitions, and it stands ready to continue to do so.

In the area of simplification, the JRC will for example look at whether earth observation can be used to limit the reporting burden on farmers by using the alternative data gathered through satellites. It will also investigate avenues for concrete simplification through harmonisation in carbon accounting methodologies, working with a group of other Commission Directorate-Generals and the SG, in the context of the Clean Industrial Deal.

As the JRC does not implement policies it will not be directly involved **in implementation dialogues** and **reality checks**. The JRC will however, to the extent possible, contribute to preparations of implementation dialogues by DG RTD, that will be organising the dialogues for Commissioner for Startups, Research and Innovation and whenever necessary it will contribute to preparation of other implementation dialogues.

The JRC will furthermore support several **impact assessments, evaluations** and **fitness checks** of partner DGs.

## PART 2. Delivering on the Commission's priorities in 2025

### Commission General Objective 8: A modern, high-performing and sustainable European Commission

#### Specific objective 8.1: The JRC supports evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge

In 2025, JRC will support the Commission's evidence-informed policymaking. Its work will contribute to all seven Commission's political priorities, including:



#### A new plan for Europe's sustainable prosperity and competitiveness

- **Circular Economy Act.** JRC will provide modelling methodologies and references to support the preparation of the Circular Economy Act. It will also support the fast implementation of the Critical Raw Materials Act on circularity and sustainability.
- **Industrial Decarbonisation Accelerator Act.** JRC will map and monitor the transition of the energy-intensive industries towards climate neutrality to assess the extent to which decarbonisation technologies are facilitating progress along their expected decarbonisation pathways.
- **EU Quantum Strategy.** JRC will prepare a policy report on technology developments and investments in the quantum sector.



#### A new era for European defence and security

- **European Internal Security Strategy.** JRC will make its counter-drone living lab operational. It will also deliver technological foresight studies on the emerging risks and opportunities for EU internal security stemming from new technologies.
- **EU Preparedness Union Strategy.** JRC will contribute to the Staff working document regarding capability gaps. It will be accompanied by a science for policy report analysing risks Europe is facing. JRC will continue to improve early warning systems under Copernicus. It will perform foresight studies to anticipate possible futures driven by geopolitical changes impacting security and preparedness.
- **White Paper for European Defence – Readiness 2030.** The JRC will analyse the data and evidence needed to support the EU defence priorities. This might include a policy lab with partner DGs and a report mapping the status on evidence, and future development needs.



#### Supporting people, strengthening our societies and our social model

- **Youth Policy Dialogues.** The JRC will support the organisation of Youth Policy Dialogues and be responsible for the content on the Youth Policy Dialogue on demography.

- **Analyse root causes of demographic change.** The JRC will analyse gaps in labour force participation to reduce the impact of demographic change, the role of intra-regional and international migration in mitigating population decline and ageing of EU regions and municipalities.



## Sustaining our quality of life: Food security, water and nature

- **Common Agricultural Policy.** JRC will work on the optimization of the Union level methodology (ULM) for the quality assessment of integrated administration control systems. It will assess the impacts of the simplification measures of the ULM on the reduction of burden for national administrations and farmers.
- **Water resilience strategy.** JRC is supporting the design of this strategy thanks to its large expertise of floods and droughts, the water-energy-food-ecosystems nexus as well as the blue economy sector.



## Protecting our democracy, upholding our values

- **EU Democracy Shield** will be supported by the JRC work on implementation of citizen participation in policymaking with focus on strengthening of societal resilience considering citizens' support for and engagement with democracy; monitoring disinformation; strengthening resilience of democratic institutions; and study impact of AI in supporting or challenging free and fair elections



## A global Europe: Leveraging our power and partnerships

- **Pact for the Mediterranean.** JRC will gather and analyse demographic and migration data specific to the Mediterranean region, including trends in migration flows, population growth and demographic changes. The results will be published in the Atlas of Demography.



## Key simplification and implementation activities and outputs

- In 2025, the JRC will contribute to simplification in the area of carbon accounting. The Clean Industrial Deal highlighted the need to address the proliferation of different carbon accounting methodologies in the EU and internationally. The Secretariat-General and JRC are co-leading an interservice group assessing options for harmonisation and simplification.
- A further reporting rationalisation activity the JRC will continue is a pilot project to explore the potential of earth observation as an alternative data source to reduce reporting burdens. In the pilot project for rationalising reporting requirements, the JRC identified 120 items of legislation in the EU acquis with the potential to use of Earth observation as an alternative data source. A standardised methodology that was developed for more in-depth assessments will be further applied.

## Scientific excellence, impact and efficiency

- In 2025, JRC will conduct bibliometric analysis and complete impact case studies on its research supporting the implementation of EU climate, energy, and nuclear safety policies, as well as product sustainability initiatives. It will also investigate indicators of efficiency and effectiveness to refine its research portfolio and optimise its contribution to shaping policies.
- The JRC Panel on evaluating JRC scientific excellence will follow up on the recommendations made in the 2024 report on JRC's scientific excellence and further study how JRC scientific excellence impacts policy support.
- The JRC has established a framework for Scientific Integrity and Research Ethics, ensuring high standards and independence in its research. In 2025, the framework will be refined further, collaborations with the European Network on Research Integrity Officers and other stakeholders will be explored and awareness of scientific integrity and research ethics will be promoted.

## Responding to crisis and emergencies

In 2025, the JRC will notably:

- contribute to the EU response to the **Russian war of aggression against Ukraine**, by for example, generating of maps and geospatial intelligence products supporting the Integrated Political Crisis Response mechanism, the Service for Foreign Policy Instruments and the External Action Service,
- support the design of an **EU comprehensive risks and threats assessment** with interdisciplinary research on emerging and existing risks the EU faces. Work on natural hazards (e.g. floods, wildfires) and geopolitical conflict will be combined with research on health threats, cybersecurity, hybrid threats, climate change,
- through a **Risk Data Hub** support the Preparedness Strategy including Internal Security Strategy, Water Resilience Strategy, European Health Union, the Joint White Paper for European Defence Readiness 2030 and Climate Adaptation Plan,
- through the **Disaster Risk Management Knowledge Centre**, organize a science-based dialogue within the Commission to foster policy coherence and act as an interface to Member States,
- through the **European Crisis Management Laboratory**, support the Emergency Response Coordination Centre with analytical capabilities and tools, such as the Global Disaster Alert and Coordination System, the Epidemics Intelligence from Open Sources and interoperability design of the European Crisis Management Platform,
- drive the evolution of early warning and monitoring capabilities of the **Copernicus Emergency Management Service**,
- address resilience of vital societal functions with **research on critical raw materials, supply chains for the twin transition**, energy security including nuclear safety and security aspects, food security, societal resilience, and foreign direct investment screening,

- through technology foresight and the Observatory of Critical Technologies bridge **civilian and military preparedness** and support space and defence.



### Working with stakeholders

In 2025, the JRC will keep its regular engagement with other Commission services, cooperation with other EU institutions, and collaboration with key actors in Member States. The JRC will strengthen ties with national research and academic institutions, and international partners including through collaboration projects. This engagement aims to support EU policies, enhance the JRC's scientific leadership, and advance knowledge sharing.

### Specific objective 8.2: The JRC develops and operates modern, sustainable and open research infrastructures

To support the development and maintenance of modern research infrastructures, the JRC plans:

- **aligning with European research infrastructure roadmaps.** The JRC will establish at least four new associations with the European Strategy for Research Infrastructure Roadmaps within the next two years, ensuring its research infrastructures are aligned with European priorities;
- **improving energy performance of buildings.** The JRC will conduct an energy audit of its non-residential buildings and set a maximum energy performance threshold defined by each Member State to reduce energy consumption by at least 10% within the next three years;
- **renovating and refurbishing of buildings.** The JRC will develop a renovation plan to refurbish at least 3% of its building stock annually, focusing on buildings with a total useful floor area of over 250m<sup>2</sup>. This plan will include the installation of energy-efficient systems, such as solar panels, and the use of sustainable materials.

To achieve these goals, the JRC will in 2025:

- develop a comprehensive infrastructure development plan, with a detailed inventory of its research facilities, identification of strategic areas for investment, and a funding strategy to support the establishment of flagship research infrastructures;
- establish a dedicated infrastructure management team to oversee the maintenance, renovation, and modernization of its facilities; and
- collaborate with European research institutions and industry partners to stay up to date with the latest technological advancements and best practices in research infrastructure development.

By taking these concrete actions, the JRC aims to optimize its resources, enhance its research capabilities, and contribute to the advancement of scientific knowledge and innovation in Europe, while also reducing its environmental impact and aligning with European priorities.

### **Specific objective 8.3: The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations**

In 2025, and together with the intellectual property correspondents' network and Legal Service, the JRC will further facilitate appropriate intellectual property management at the Commission, alleviate administrative burden in relation to IP procedures, and provide standard clauses and templates. It will continue its intellectual property management awareness raising activities, the promotion of the EURECA (EU intellectual property resource catalogue) intellectual property management platform, and the provision of legal advice on matters related to intellectual property rights.

### **General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness**

#### **Specific objective 1.1: The JRC contributes to the safe, efficient, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices**

Decommissioning and waste management are an integral part of the life cycle of the JRC's nuclear research facilities. They fulfil the aim of returning the land used to a 'green-field status'. The nuclear Decommissioning and Waste Management Programme of the JRC entails a complex set of specific activities and projects with related objectives. In 2025, progress at **Ispra site** on the three main work streams (nuclear material and waste management, and decommissioning) will include:

- starting the decommissioning of two facilities: old liquid effluents treatment station and hot-cell laboratory,
- preparing decommissioning operational plans for the nuclear research reactor - ESSOR, having already submitted the decommissioning application in 2023,
- progressing with the projects on irradiated nuclear material off-site storage and fresh material alienation,
- launching the waste treatment process by metal melting,
- submit for approval an operational plan for the recovery of the Roman Pits,
- signing a contract for the construction of the grouting station, and
- supply a first lot of final waste package containers.

At **Karlsruhe site**, further preparation of glove boxes for dismantling, increasing amount of low-level waste characterised and start of a specific contract to update the decommissioning plan will occur.

At **Petten site**, additional set of historical wastes will be disposed of in 2025. The strategic assessment of possible scenarios for the practical implementation of the High Flux Reactor decommissioning will be finalised.

At **Geel site**, progress will include preparation of glove boxes for dismantling, increasing amount of low-level waste characterised and preparation for dismantling of building 010.

In 2025, the JRC will increase the production and sharing of knowledge products linked to decommissioning and waste management. <sup>(1)</sup> These knowledge products cover e.g. remotely operated fragmentation of activated components in nuclear power plants; management of damaged and experimental fuel; application of remotely operated equipment in nuclear decommissioning; or costing model for waste management pathways in JRC Ispra.

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<sup>(1)</sup> Knowledge products are tangible outputs of prepared knowledge, such as documents, services, events, media, that enable action of selected users. Knowledge products are one of the key outcomes of knowledge management process since they convey knowledge in an actionable manner.

## **PART 3. A modern and sustainable public administration: outputs in 2025**

### **A. Human resource management**

The JRC aims to recruit, train, motivate and retain highly qualified staff to ensure the effective and efficient operation of the DG, as well as the promotion of equal opportunities and diversity. The baseline for mandatory indicator: 1) *“Percentage of female middle managers”* is 41,5% female managers on 1 December 2024; 2) *“The JRC staff engagement index”* is 69% (2023). In line with the Commission’s HR Strategy, the JRC has adopted a set of local strategic HR priorities, including as follow-up to the 2023 Commission Staff Survey, and under the JRC Equality Workplan 2025-2027. For 2025, these HR priorities include:

- improving workforce planning, with the implementation of a new staff planning mechanism to accelerate recruitment, and management of the reserve lists for the EPSO competition for scientific researchers expected end 2025,
- attracting more scientific talent, through dedicated outreach work and specific programmes to host scientists at various stages in their career,
- increasing geo- and gender balance, including in our management, through targeted outreach efforts for trainees and staff, via our local management development programme, and by ensuring we ensure a balanced approach in the appointment of new Heads of Unit, in line with the SEC(2023)200 guidelines.
- improving staff engagement and wellbeing, through implementation of the 2023 Staff Survey Action Plan, complemented by regular wellbeing initiatives and training, with a focus on harassment and psychosocial-risk prevention,
- enhancing staff’s professional development, through awareness raising of existing opportunities, with information sessions and communications at unit, Directorate and DG-level, and via the adoption and implementing of a Learning & Development strategy 2025-2027,
- strengthening our management and leadership, including through sharing of good practice between managers, and a TRUST survey,
- strengthening our work culture including in terms of diversity and inclusion, with a focus on neurodiversity.

### **B. Digital transformation and data management**

The JRC **ICT Annual Work Plan** for 2025, fully in line with the Digital Strategy emphasizes enhancing services for JRC users, boosting security, and supporting JRC projects, with the creation of new services as needed. Key efforts include ICT governance, ensuring alignment of services with JRC needs, to allow JRC to be a digital ready policy making organisation and improving transparency through cost showing for digital services.

In what concerns information systems, the focus will remain on managing the JRC Work Programme, improving the Knowledge applications portfolio, and creating necessary tools for JRC scientists. A 30% reduction of JRC websites is planned, with improvements to the Knowledge for Policy (K4P) portal, integrating AI tools for enhanced functionality via the GPT@JRC platform, focusing on text generation, classification, and decision support. All AI systems will be designed or procured to ensure the use of safe and trustworthy AI in the European Commission in full compliance with the AI act and the related good administration principles.

Infrastructure priorities include migrating Net1 users to the Welcome domain managed by DIGIT and completing the Delta domain infrastructure deployment, integrating it across all JRC sites. Network enhancements will prioritize performance, security, and supporting business growth, with a significant handover to DIGIT for network management.

Back-end infrastructure activities will focus on consolidation, server upgrades, optimizing virtual server infrastructure, and modernizing the NetApp storage grid for improved service quality and compliance with security standards. The Information Systems Hosting services will focus on artificial intelligence research support and central database management, alongside improved DevOps services for Big Data and AI.

**ICT Security** initiatives will strengthen security architecture using the Zero-Trust Principle and replace existing Virtual Private Network systems. Enhanced cybersecurity capabilities will align with the European Commission's Cybersecurity Strategy 2025-2026, *specifically by implementing the actions assigned to the JRC and its Local Information Systems Officers in the Commission's Cybersecurity Plan for 2025-2026. Key initiatives will include the adoption of the EC Cloud Security Control Baseline and advancing vulnerability management and privileged accounts management. The JRC will support the Commission's ICT Security Awareness Campaign by promoting the annual knowledge assessments, online training modules, and encouraging active reporting of suspicious emails among JRC staff. To complement this initiative, tailored awareness sessions will be organized specifically for JRC staff.*

The JRC recognises that **high-quality data** is essential to support its mission. Following implementation of the JRC Data Strategy in 2024, the JRC stands at an established/advanced maturity level, depending on the pillar (management, ownership/responsibilities, quality, skills). In 2025, it will implement targeted actions to reach an advanced level in all pillars by 2027 and aim for trendsetter by 2029:

- **Data management:** The JRC will foster proper implementation and documentation of data management practices by improving information on its intranet dedicated pages, by including acquired data in the JRC Data Catalogue (and via it, in the EC Data Catalogue), and by establishing standard criteria for assignment of data ownership to acquired data assets.

- Ownership and responsibilities: The JRC will tune the roles and responsibilities in data management with the help of the JRC Data Governance bodies (Data Committee and Data Contact Points), by formalising the role of Data Contact Point, and by strengthening the link between the various actors and roles involved in data management.
- Data quality: The JRC will continue to promote and apply the FAIR principles (findable, accessible, interoperable, reusable) by diffusion of a FAIR guideline drafted and adopted last year, by developing a data quality dashboard, and by adhering to corporate reference data management policies.
- Data skills: The JRC will continue to develop data-related competencies within the DG by participating in, and contributing to, corporate data training programmes or local capacity-building initiatives such as a joined-up training on data management in JRC.

The baseline of the new indicators are: 1) *Digital Culture: % of statutory staff that completed at least one IT training* – 31% (2024); 2) *Seamless Digital Environment: Cloud adoption – % of IT systems utilising cloud infrastructure services compared to the total number of IT systems* – 14% (2024); 3) *Maturity level in implementing corporate data policies across four key areas: data management, ownership and responsibilities, data quality, and data skills (basic, developing, established, advanced, or trendsetting)* – established maturity level (2024).

The JRC Data Protection Coordinator will ensure compliance by putting in place **data protection** records, reviewing the ones already in place, assisting controllers with data subject rights and personal data breaches and providing advice and assistance to management and colleagues on all matters related to personal data protection. The baseline of the new compliance indicator “*Percentage of staff trained on data protection compliance combined with percentage of public records of processing operations reviewed within the last two years*” is 63% (2024).

## C. Sound financial management

During 2025, change management activity efforts will continue to ensure a smooth transition to the new Commission corporate financial tools eProcurement and SUMMA. eProcurement will replace the JRC local tool JIPSY which has been in use for more than 20 years and which will be phased out. The change management activities foreseen focus on dedicated trainings in all sites for both financial and operational actors, a first level helpdesk to support all JRC practitioners on the new tools as well as dedicated weekly meetings to resolve the most urgent and recurring issues arising from the use of the new tools. The financial, procurement, operational and contractual activities networks will continue to meet regularly throughout the year to share experiences and best practices across the JRC and to continue to professionalise our financial and operational communities aimed at achieving greater efficiencies and continuously ensuring sound financial management.

The Public Procurement Advisory Group will continue to perform ex ante controls on the legal and regulatory aspects of a significant number of JRC procurement procedures and to give advice to JRC authorising officers by sub-delegation before the award decision is taken. These control activities are undertaken to contribute to mitigate risks of non-achievements of JRC objectives.

The “licence to buy” programme of mandatory and highly recommended trainings followed by attestation tests will continue to be a prerequisite to the appointment of new operational actors involved in financial and procurement processes in the JRC.

The baseline for the indicator “*Estimated risk at payment for cost-based expenditure*” is < 2 % of relevant expenditure (2024).

The 4 very important recommendations arising from the audit on the new nuclear decommissioning and waste management programme finalised in September 2024, are addressed in accordance with the agreed action plan and so far all actions – which focus on organisation, planning, costs and budget management – have been timely implemented as reported. This action plan will positively impact on the implementation of the Internal Control Framework (ICF) together with other initiatives like the review of the Internal Control Monitoring Criteria (ICMC) to improve effectiveness, efficiency and coverage of the ICF, and a dedicated training to increase awareness of the importance of the ICF in the JRC. In addition, special attention will be paid to ensure that on-going major procurement projects are progressing as planned (e.g. outputs on Wing M under Specific Objective 8.2).

## **D. Fraud risk management**

The JRC has a zero-tolerance approach to fraud, implemented through its Anti-Fraud Strategy (AFS). Its Action Plan was last revised in 2024, following a fraud risk assessment. In line with the Commission's anti-fraud strategy (CAFS), the JRC's AFS focuses on two key objectives: 'data collection and analysis' and 'coordination, cooperation, and processes'. The baseline of the mandatory indicator “Implementation of the actions included in JRC’s anti-fraud strategy over the whole lifetime of the strategic plan (2025-2029)” is 70% (2024).

The new Action Plan addresses the need for increased communication, awareness raising and training on ethics, scientific integrity issues and anti-fraud measures. In 2025 the JRC will launch an awareness raising campaign about Commission ethics issues, the JRC scientific integrity principles and anti-fraud measures. It will also expand its training offer with dedicated thematic sessions on topics such as conflict of interest, authorship, use of AI, whistleblowing channels. To that end, the JRC will participate in OLAF’s “train the trainer” initiative and work together with OLAF on the development of a customized anti-fraud training for the JRC staff.

Relevant actions from the 2021-2024 Action Plan will continue, as will the actions in which the JRC participates as part of the CAFS Action Plan <sup>(2)</sup> (actions 1, 2 & 26). The JRC will continue contributing to strengthening the Commission's and Member States' analytical capacities in the customs anti-fraud area through its involvement in the Customs Anti-Fraud Enabling Technologies 2024-2027 (CAFET-2) project, funded by OLAF. As member of the Fraud Prevention and Detection Network group, it contributes to the specific working groups on strengthening digital control against plagiarism and on strengthening digital control of external service providers and experts.

## E. Sound environmental management

The JRC is aware of its environmental impact in its activities and aims to reduce it. In line with environmental management policy of the Commission and with the JRC local site development plans, a range of sustainability-focused actions will be managed and contribute to the Commission's overall efforts.

- On **buildings and working space**, the JRC will continue to assess and reduce energy use for scientific and administrative activities and substitute fossil fuels with renewable energy sources <sup>(3)</sup>.
- On **greener mobility**, the JRC will increase the number of service bikes, of hybrid/electric service vehicles and will install electric charging poles.
- The JRC has already achieved over 50% reduction of **CO<sub>2</sub> emissions from staff professional travels** in 2024 (compared to 2019). The goal is to maintain this good result. Therefore, the JRC will continue to monitor its reduction regularly and conduct actions to reduce emissions from staff missions.
- The JRC Environmental Management intranet sites will continue to be updated to **raise staff awareness** by promoting the environmental actions and disseminating best practices and environmental outcomes of scientific initiatives.
- Wherever possible, clauses relating to **green public procurement** will be incorporated into contracts.
- To review and scrutinise sound management, **EMAS audits** (external and internal) will be carried out in June and November 2025.
- On **biodiversity**, the JRC will carry out projects where possible.

The baseline for the indicator *“Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission”* is 5 663 (2019).

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<sup>(2)</sup> SWD(2023) 245 final/11.07.2023.

<sup>(3)</sup> It is foreseen to install additional photovoltaic panels in Ispra and in Geel.

# ANNEX 1: Specific objectives and result indicators 2025-2029

<b>General objective 8: A modern, high-performing and sustainable European Commission</b>		
<b>Specific Objective 8.1: The JRC supports evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge</b>		
<i>Related to spending programme(s): Horizon Europe and Euratom</i>		
<b>Result indicator 8.1.1 Proportion of peer-reviewed publications in the top 10% most-cited journals</b>		
<b>Explanation:</b> The proportion of publications in the top 10% most-cited journals indexed by Scopus is a proxy for scientific excellence. The most-cited journals are defined by the journal metric SJR (SCImago Journal Rank), which is field-normalized and can be used irrespective of the disciplines, in which an entity is working. <sup>(4)</sup>		
<b>Source of data:</b> SCIVAL using data from SCOPUS.		
<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
47% <sup>(5)</sup>	>40%	>40%

<sup>(4)</sup> The indicator is expressed in percentages, which is used when measuring excellence as the value is not influenced by the size of an entity. This also follows the metric guidance provided by the data source SCIVAL. The indicator value is dynamic and can change depending on the extraction date from the data source. For that reason, the milestone and the target are based on average data over long period of time and not on a value from one single year. Benchmarking confirms that the JRC’s milestone and target are ambitious and indicate excellence as they are above the world average (25% for 2014-2024), the OECD (34% for 2014-2024) or at par with CNRS (40% for 2014-2024).

<sup>(5)</sup> Publication set extracted on 31/01/2025. Metrics extracted on 11/02/2025. At the time of extraction, 2024 was still marked as incomplete therefore data may vary.

### Result indicator 8.1.2 Number of impacts on policymaking

**Explanation:** This is related to the JRC's purpose and Horizon Europe's key impact pathway, 'societal impact', and measures the effectiveness of the JRC's research. The indicator value is the number of individual records of use, which are registered in a JRC-internal inventory. <sup>(6)</sup>

**Source of data:** JRC records of evidence of use and effects.

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)
500 <sup>(7)</sup>	>300	>300

### Result indicator 8.1.3 Field-weighted citation impact of peer-reviewed publications

**Explanation:** A citation allows to acknowledge the relevance of a given publication to the research topic, which is a proxy for the impact on scientific research. This indicator is part of the Horizon Europe key impact pathway 'scientific impact'. The unit of measurement is a ratio of citations received relative to the expected world average for similar publications. The world average is 1.00. <sup>(8)</sup>

**Source of data:** SCIVAL using data from SCOPUS.

Baseline (2024)	Interim milestone (2027)	Target (2029)
2.45 <sup>(9)</sup>	>2	>2

<sup>(6)</sup> This inventory links relevant JRC studies, services, models, technical systems, data, and data platforms to evidence of their use in shaping EU policies, such as drafting legislative acts, devising EU strategies and policies, and facilitating technical implementation by the Commission and Member States. Each record of use includes a description of the activities and outputs, an explanation of their use, and references to supporting evidence. These records are validated internally by peers. Since yearly values vary, the milestone and target are based on the average number of outputs and past data from 2014 onwards, which indicates the average number of outputs required to achieve one outcome.

<sup>(7)</sup> Data extracted on 18/03/2025.

<sup>(8)</sup> The indicator value is dynamic and can change depending on the extraction date from the data source. For that reason, the milestone and the target are based on average data over long period of time and not on a value from one single year. Benchmarking confirms that the JRC's milestone and target are ambitious and indicate high impact of the JRC's peer-reviewed publications as they are cited 100% more than the world average (FWCI=1) and are at par with prestigious organisations such as the University of Cambridge and the University of Oxford (FWCI=2 for 2014-2024).

<sup>(9)</sup> Publication set extracted on 31/01/2025. Metrics extracted on 11/02/2025. At the time of extraction, 2024 was still marked as incomplete therefore data may vary.

**Result indicator 8.1.4 Level of satisfaction with JRC's science services**

**Explanation:** This is a proxy for the effectiveness of JRC's science services. It is based on a survey to partner DGs. The indicator refers to the proportion of respondents indicating 'high' or 'very high' overall satisfaction with the JRC. Expecting an increase in survey responses, the milestone and the target take into account the potential for a broader range of results. <sup>(10)</sup>

**Source of data:** JRC customer survey

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
98%	>80%	>80%

**Result indicator 8.1.5 Level of satisfaction with timeliness of science services**

**Explanation:** This is a proxy for efficiency of the JRC's science service. It is based on a survey to partner DGs. The indicator refers to the proportion of respondents who agree or slightly agree with the statement that the JRC respected the agreed timelines. Expecting an increase in survey responses, the milestone and target values take into account the potential for a broader range of results. <sup>(11)</sup>

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
100%	>80%	>80%

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<sup>(10)</sup> The values are considered realistic and ambitious as values between 75% and 85% are commonly referred to as a good result.

<sup>(11)</sup> The values are considered realistic and ambitious as values between 75% and 85% are commonly referred to as a good result.

## General objective 8: A modern, high-performing and sustainable European Commission

### ***Specific Objective 8.2: The JRC develops and operates modern, sustainable and open research infrastructures***

*Related to spending programme(s): Horizon Europe, Euratom*

#### **Result indicator 8.2.1 Infrastructure's role in facilitating research outreach, collaboration and innovation**

**Explanation:** JRC will align with European research infrastructure roadmaps and establish at least two new associations <sup>(12)</sup> with the European Strategy for Research Infrastructure Roadmaps (ESFRI) <sup>(13)</sup> within the next two years, ensuring its research infrastructures are aligned with European priorities. This indicator will help evaluate the infrastructure's role in facilitating research collaboration and innovation.

**Source of data:** JRC internal indicator

**This result indicator is selected as a KPI**

<b>Baseline</b> (2025)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
Number of new associations with the European Strategy for Research Infrastructure Roadmaps > 1	Number of new associations with the European Strategy for Research Infrastructure Roadmaps > 2	Number of new associations with the European Strategy for Research Infrastructure Roadmaps > 4

#### **Result indicator 8.2.2 Improving energy performance of buildings and research infrastructures**

**Explanation:** The JRC will conduct an energy audit of its non-residential buildings and set a maximum energy performance threshold defined by each Member State to reduce energy consumption by at least 10% within the next three years according to Directive (EU) 2024/1275 (recast), Article 9.

**Source of data:** JRC internal indicator, Directive (EU) 2023/1791 (recast), Article 6 and Directive (EU) 2024/1275 (recast), Article 9. <sup>(14)</sup>

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
<b>Geel:</b> 37 051 m <sup>2</sup>	< 10 % national threshold	< 16 % national threshold from 2030

<sup>(12)</sup> Associations are understood as memoranda of understanding or collaboration agreements with ESFRI roadmaps or European research infrastructure consortia.

<sup>(13)</sup> The European Strategy Forum on Research Infrastructures are strategic instruments to develop the scientific integration of Europe and to strengthen its international outreach. The competitive and open access to high quality research infrastructures supports and benchmarks the quality of the activities of European scientists and attracts the best researchers from around the world. they operate at the forefront of European and global science policy and contributes to its development translating political objectives into concrete advice for research infrastructure in Europe ([link](#)).

<sup>(14)</sup> Exceptions:

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
<b>Ispra:</b> 158. 202 m <sup>2</sup>	< 10 % national threshold	< 16 % national threshold from 2030
<b>Petten:</b> 20 825 m <sup>2</sup>	< 10 % national threshold	< 16 % national threshold from 2030

### **Result indicator 8.2.3 Renovating and refurbishing of buildings and research infrastructures**

**Explanation:** The JRC will develop a renovation plan to refurbish at least 3% of its building stock by 2029, focusing on buildings which are heated/cooled having useful floor area of over 250 m<sup>2</sup>. This plan will include the installation of energy-efficient systems, and the use of sustainable materials according to Directive (EU) 2023/1791 (recast), Article 6.

**Source of data:** JRC internal indicator, Directive (EU) 2023/1791 (recast), Article 6 and Directive (EU) 2024/1275 (recast), Article 9 <sup>(15)</sup> <sup>(16)</sup>

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
<b>Geel:</b> 37 051 m <sup>2</sup> (9.97% of built surface area) not compliant with energy standards according to Directive (EU) 2023/1791 (recast) art.6  Total floor area heated/cooled > 250 m <sup>2</sup> 34 502 m <sup>2</sup>	1% of total floor area heated/cooled > 250 m <sup>2</sup>	3% of total floor area heated/cooled > 250 m <sup>2</sup>

- 1) JRC may choose which buildings to include in the 3 % renovation requirement, giving due consideration to cost-effectiveness and technical feasibility in the choice of buildings to renovate according to Directive (EU) 2023/1791(recast), Article 6.
- 2) JRC may establish and publish criteria to exempt individual non-residential buildings, in light of the expected future use of those buildings, in light of serious hardship or in the case of an unfavourable cost-benefit assessment, from requirements in this paragraph. According to Directive (EU) 2024/1275 (recast), Article 9.

<sup>(15)</sup> Exceptions:

- 1) JRC may choose which buildings to include in the 3 % renovation requirement, giving due consideration to cost-effectiveness and technical feasibility in the choice of buildings to renovate according to Directive (EU) 2023/1791(recast), Article 6.
- 2) JRC may establish and publish criteria to exempt individual non-residential buildings, in light of the expected future use of those buildings, in light of serious hardship or in the case of an unfavourable cost-benefit assessment, from requirements in this paragraph. According to Directive (EU) 2024/1275 (recast), Article 9.

<sup>(16)</sup> Given the different approach implemented in the new methodology, the figures provided may need to be reassessed in 2026.

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
<b>Ispra:</b> 158. 202 m <sup>2</sup> <sup>(17)</sup> (61% of built surface area) not compliant with energy standards according to Directive (EU) 2023/1791 (recast) art.6. Total floor area heated/cooled > 250 m <sup>2</sup> 98 053 m <sup>2</sup>	1% of total floor area heated/cooled > 250 m <sup>2</sup>	3% of total floor area heated/cooled > 250 m <sup>2</sup>
<b>Petten:</b> 20 825 m <sup>2</sup> (4.95 % of built surface area) not compliant with energy standards according to Directive (EU) 2023/1791 (recast) art.6. Total floor area heated/cooled > 250 m <sup>2</sup> 19 901 m <sup>2</sup>	1% of total floor area heated/cooled > 250 m <sup>2</sup>	3% of total floor area heated/cooled > 250 m <sup>2</sup>

## **General objective 8: A modern, high-performing and sustainable European Commission**

### ***Specific Objective 8.3: The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations***

*Related to spending programme(s): Horizon Europe, Euratom*

#### **Result indicator 8.3.1 Training Commission staff on intellectual property related risks**

**Explanation:** The number of staff trained during the training course on IP issues per year. <sup>(18)</sup>

**Source of data:** DG HR, EU Learn

**This result indicator is selected as a KPI**

<b>Baseline</b> (2025)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
420	480	540

<sup>(17)</sup> 2023 data have been taken as basis for this calculation. This does not include facilities linked with decommissioning and nuclear waste management.

<sup>(18)</sup> Number of trainings given per year can differ as it is influenced by the amount of available resources.

**Result indicator 8.3.2 Shorten pendency times of requests for IP advice****Explanation:** Time before a first reply is received, measured in days**Source of data:** IP help desk

<b>Baseline</b> (2025)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
72 hours/3 working days	60 hours/2.5 working days	48 hours/2 working days

**Result indicator 8.3.3 Number of visits to the IP webpage****Explanation:** Number of visits to the IP webpage Sharepoint, measured in 'unique viewers' and 'site visits'**Source of data:** Sharepoint, <https://ec.europa.eu.sharepoint.com/sites/intellectual-property>

<b>Baseline</b> (2025)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
1.300/12.000 <sup>(19)</sup>	1.500/15.000	1.600/17.000

**General objective 1: A new plan for Europe's sustainable prosperity and competitiveness****Specific Objective 1.1: The JRC contributes to the safe, efficient, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices***Related to spending programme(s): Nuclear Decommissioning Assistance Programme***Result indicator 1.1.1 Quantity of legacy low level radioactive waste removed in Karlsruhe, Geel and Petten****Explanation:** The indicator measures the fraction of legacy radioactive waste present on the Karlsruhe, Geel and Petten sites removed from facilities expressed in weight % of legacy waste inventory of the current MFF**Source of data:** JRC internal data

<b>Baseline</b> (2025)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
38%	66%	100%

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<sup>(19)</sup> Unique viewers/site visits.

**Result indicator 1.1.2. Number of site facilities with up-to-date decommissioning plans**

**Explanation:** The indicator measures the number of JRC nuclear facilities with decommissioning plans updated and maintained according to national regulatory timelines and JRC strategy vs the total number of facilities in operation

**Source of data:** JRC internal data

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
8%	54%	100%

**Result indicator 1.1.3. Quantity of nuclear material alienated or stored in dedicated facilities in Ispra**

**Explanation:** The indicator measures the amount of fresh or irradiated nuclear material alienated or stored in storage facilities not preventing decommissioning of the ESSOR reactor and is measured in kg of heavy metal

**Source of data:** JRC internal data

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
0	920	1620

**Result indicator 1.1.4. Quantity of processed radioactive waste or material in Ispra**

**Explanation:** The indicator collectively measures the performance of several radioactive waste management processes and is measured in metric tons of processed waste

**Source of data:** JRC internal data

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
782	2000	3500

**Result indicator 1.1.5. Decommissioning knowledge products shared**

**Explanation:** The indicator measures unique downloads of knowledge products from the dedicated platform.

**Source of data:** JRC internal data

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
0	450	750

## ANNEX 2: Performance tables – delivering on Commission priorities in 2025

<b>General objective 8: A modern, high-performing and sustainable European Commission</b>		
<b><i>Specific Objective 8.1: The JRC supports evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge</i></b>		
<i>Related to spending programme(s): Horizon Europe</i>		
<b>Main outputs in 2025:</b>		
<b>New policy initiatives</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<b>Related to G01</b>		
Modelling methodologies and references (in support of the Circular Economy Act)	Data provided to the lead DG	Q2
Mapping and monitoring of the transition of the energy-intensive industries towards climate neutrality (in support of Industrial Decarbonisation Accelerator Act)	Data provided to the lead DG	Q4
Analysis of flexibility and storage aspects (in support of the Electrification Action Plan and Grids Plan)	Data provided to the lead DG	Q3
Policy report on technology developments and investments in the quantum sector (in support of Quantum Strategy of EU)	Report published	Q2
Provide assistance to on the development of Product Environmental Footprint Category Rules for the space sector (in support of EU Space Act)	Data provided to the lead DG	Q2
Provide evidence and contribute to the ISG Bioeconomy (in support of the Bioeconomy Strategy)	Data provided to the lead DG	Q4
Analyses based in energy modelling tools (in support of Roadmap towards ending Russian energy imports)	Data provided to the lead DG	Q1
<b>Related to G02</b>		
Make operational the Counter-drone living lab (in support of European Internal Security Strategy)	Initiation of the living lab's work	Q3

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Foresight study on the emerging risks and opportunities for EU internal security stemming from new technologies (in support of European Internal Security Strategy)	Study published	Q4
Science for policy report "Analysis of Risks Europe is facing" accompanying Staff Working Document (in support of the EU Preparedness Union Strategy)	Report published	Q2
Geopolitical foresight study focusing on highly uncertain scenarios and their consequences on security and preparedness (in support of the European Internal Security Strategy and the EU Preparedness Union Strategy)	Study published	Q4
Science for Policy Report on migration narratives (in support to the communication efforts around the implementation of the Migration Pact).	Report published	Q2
Technical Report on Fairness Perceptions of the EU migration and asylum system (in support to the communication efforts around the implementation of the Migration Pact).	Report published	Q2
<b>Related to G03</b>		
Science for Policy brief on gaps in labour force participation to reduce the impacts of demographic change	Science for policy brief published	Q1
Technical Report on the role of migration and fertility for the future size of the EU's population.	Technical report published	Q1
Science for policy brief on "Right to stay" and regional population dynamics	Science for policy brief published	Q2
<b>Related to G04</b>		
Optimization of the Union Level Methodology for the quality assessment of integrated administration control systems (in support of Common Agricultural Policy simplification package)	Data provided to the lead DG	Q2
<b>Related to G05</b>		
Implementation of citizen engagement to inform the drafting of Democracy Shield	Data provided to the lead DG	Q3
Citizen engagement report (in support of the European Democracy Shield)	Report published	Q3

Output	Indicator	Target
<b>Related to G06</b>		
Gathering and analysing demographic and migration data specific to the Mediterranean region (in support of Pact for the Mediterranean)	Publishing of data and analysis	Q4
Initial report on solutions for soil health in the Mediterranean (in support of Pact for the Mediterranean)	Report published	Q4
<b>Initiatives linked to regulatory simplification and burden reduction</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Report on the impacts of the simplification measures of the Union level Methodology on the reduction of burden for national administrations and farmers (in support of Common Agricultural Policy simplification package)	Report published	Q3
Harmonisation of carbon accounting methods (in support to Industrial Decarbonisation Accelerator Act)	Data provided to the lead DG	Q4
<b>Other major outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Policy Report supporting Strategic Foresight Report 2025	Report published	Q3
Report on state of fire safety engineering in the EU (in support of European Strategy on Standardisation)	Report published	Q2
Report on climate change adaptation in the built environment (in support of European Strategy on Standardisation)	Report published	Q2
Designing the process of engagement, visioning, co-creation, drawing on wide range of scientific results (in support to Intergenerational fairness strategy)	Report published	Q4
Methodology for estimating the standardised baselines for carbon removals, quantification of carbon removals, and for the development of indicators of risk of carbon reversal due to climate change to support the liability rules (in support of Carbon Removal Certification Framework)	Data provided to the lead DG	Q4
Methodological and technical contributions for the preparation of performance framework for Multiannual Financial Framework	Data provided to the lead DG	Q3

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Outlook report on generative AI	Report published	Q3
Analysis of the use of critical raw materials in the construction supply and value chain	Report published	Q2
Study on advanced materials for the energy transition	Study published	Q2
Study on reducing critical raw materials through use of advanced materials for construction, mobility, and electronics	First draft published	Q2
Modelling evidence on impacts on third countries and well as to assess possible changes to Carbon Border Adjustment Mechanism	Data provided to the lead DG	Q4
Report on the status of environment and climate in Ukraine	Report published	Q2
6th JRC disinformation workshop	Workshop organized	Q3
Competence building through the Exploratory Research (ER) Programme	% of thematic priority areas addressed with Exploratory Research projects  Number of running ER projects  JRC scientific staff actively involved in the exploratory Research community Programmes	70%  > 10  > 3%
Competence building through the Centre for Advanced Studies	Number of implemented CAS projects Number of high-level experts engaged with CAS	3  >15
Partnership building with academic institutions on the science-policy interface through the CDP	Number of active CDP projects Number of new or extended CDP Agreements with academic institutions Number of scientific seminars with host Units/Directorates	15 20 4
Reflection paper on "A pathway to increasing trust in democratic institutions and boosting competitiveness",	Paper published	Q1
Update of Technology and Democracy Report	Report published	Q3
Scoping report on the Future of Democracy	Report published	Q3
3 Thematic reports on the Future of Democracy	Reports published	Q4

## General objective 8: A modern, high-performing and sustainable European Commission

### Specific Objective 8.2: The JRC develops and operates modern, sustainable and open research infrastructures

Related to spending programme(s): Horizon Europe, Euratom

#### Main outputs in 2025:

#### Other major outputs

Output	Indicator	Target
<b>Geel:</b> Refurbishment and adaptation of the conference centre following the New European Bauhaus approach	Procurement and Procedure Immobiliere	100% Q4
<b>Geel:</b> Refurbishment insulation building B050	% Completion	100 % Q2
<b>Geel:</b> Refurbishment insulation building B020	% Design and procurement	100% Q4
<b>Geel:</b> Study and installation of Photovoltaic panels on site	% Completion	100% Q4
<b>Geel:</b> Renewal cooling installations Reference Materials Storage Building	% Design and procurement	100% Q4
<b>Geel:</b> Feasibility study deep refurbishment B010	% Completion	100% Q2
<b>Geel:</b> Design Study B010	% Procurement of architect	100% Q4
<b>Geel:</b> Border Security Lab needs analysis	% Completion	100% Q4
<b>Geel:</b> Nuclear Labs B040 Needs analysis	% Completion	100% Q4
<b>Ispra:</b> Construction of the tri-generation plant	% Completion	100% Q2
<b>Ispra:</b> Installation of 480 kW photovoltaic panels on several buildings	% Completion	100% Q4
<b>Ispra:</b> Building 48 office block complete renovation	% Completion	100% Q3
<b>Ispra:</b> Renovation of the storm sewer system to bypass the waste treatment plant.	% Completion	100% Q4
<b>Ispra:</b> Construction of a new connection from building 54 along Via Francia to building 58a.	% Completion	100% Q4
<b>Ispra:</b> Final drafting of the "site storm water collection assessment" as a base for further developments.	% Completion	100% Q4

Output	Indicator	Target
<b>Ispra:</b> Renovation of the water cycle. Refurbishment of the lake water pumping station, and filtration plant.	% Completion	100% Q4
Construction of the new ultrafiltration plant for potable water production.	% Completion	100% Q4
<b>Ispra:</b> Light refurbishment of Mensa (First part 1A)	% Completion	50% Q4
<b>Ispra:</b> New Garderie (90 children) – Final working design	% Completion	100% Q4
<b>Karlsruhe:</b> New nuclear research facility ‘Wing M’	Complete the procurements, award of contracts for the technical installations, including Building Procedure to European Parliament, and start of contracts.	100% Q2 and Q4
<b>Karlsruhe:</b> Refurbishment of infrastructure components to ensure continuity of operation	Installation of the glove box exhaust air pipes	90% Q4
<b>Petten:</b> Construction of a new entrance building	Signature of contract (including ‘building procedure’) and commencement of works	100% Q3
<b>Petten:</b> Construction of a new entrance building	% realization completion	20% Q4
<b>Petten:</b> New fence	% realization completion	100% Q4
<b>Petten:</b> Renovation and improvement of waste and chemical storage	Public Procurement Management Tool, tender procedure and signature	100% Q4
<b>Petten:</b> Renovation and improvement of waste and chemical storage	% realisation completion	100% Q4
<b>Petten:</b> Installation of anti-fall balustrades and anti-bird protection net on the roof of building 311	Public Procurement Management Tool, tender procedure and signature	100% Q4
<b>Petten:</b> Installation of anti-fall balustrades and anti-bird protection net on the roof of building 311	100% realization completion	100% Q3
<b>Seville:</b> New Commission building	% Completion of real estate procedure	100% Q2
<b>Seville:</b> New Commission building	Timely start of the works (date)	Effective start date Q3
<b>Seville:</b> New Commission building	% Progress of the works according to plan (cost, quality, time)	10% Q4
<b>Seville:</b> New Commission building	Health and safety: total accident incidence rate	50% of the national incidence rate
<b>Seville:</b> Refurbishment of audio-visual infrastructure in meeting room “Machado”	% Completion	100% Q3

Output	Indicator	Target
<b>Seville:</b> Refurbishment of IT office space	% Completion	100% Q4
<b>Seville:</b> Renegotiation and signature of new rental contract of the Expo Building	% Completion	100% Q2

## General objective 8: A modern, high-performing and sustainable European Commission

### *Specific Objective 8.3: The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations*

*Related to spending programme(s): Horizon Europe, Euratom*

#### Main outputs in 2025:

#### Other major outputs

Output	Indicator	Target
Pendency times of requests for IP advice	Time before a first reply is received, measured in days	3 working days
Training Commission staff on IP and IP risks	Number of staff trained on IP issues, measured by the average number of participants per training course	35 participants per training course
Number of visits to IP webpage	Number of visits to the IP webpage Sharepoint, measured in 'unique viewers' and 'site visits'	1.300 Unique viewers 12.000 Site visits

## General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

### *Specific Objective 1.1: The JRC contributes to the safe, efficient, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices*

*Related to spending programme(s): Nuclear Decommissioning Assistance Programme*

#### Main outputs in 2025:

#### Other major outputs

Output	Indicator	Target
<b>Ispira site</b>		
Procure decommissioning programme support	Sign framework contract for intellectual support services in decommissioning	Q4
Construction of a new grouting station	Sign supply contract for new grouting station	Q4

Manage radioactive liquid waste	Publish call for tender for management of liquid waste in Ispra	Q4
Metal melting treatment of waste	Preparation of the first batch	Q4
<b>Karlsruhe site</b>		
Plan decommissioning of the site	Sign specific contract for review of the site decommissioning plan	Q4
<b>Petten site</b>		
Plan decommissioning of the site	Sign specific contract for review of the site decommissioning plan	Q4
Assessment of possible scenarios for the practical implementation of the HFR decommissioning	Delivery of the Strategic Report	Q1
<b>Knowledge sharing and dissemination</b>		
Preparation and dissemination of knowledge products	10 knowledge products distributed on the platform (4 from JRC)	10 before Q4

## ANNEX 3: Performance tables – A modern and sustainable public administration

### A. Human resource management

<b>Objective:</b> The JRC employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
<b>Main outputs in 2025:</b>		
Output	Indicator	Target
<b>1. Improving female representation in middle management</b>		
Promotion of female representation in middle management	Number of internal female candidates applying for middle management positions	At least 1 female applicant per middle management vacancy
	Number of JRC pre-management women benefitting from a talent management course to prepare them for management	At least 10 women
<b>2. Enhancing staff engagement</b>		
Follow-up to Staff Opinion Survey 2023	Proportion of actions from JRC Staff Survey follow-up action plan implemented by end of 2025	At least 75%
	Raise staff awareness on staff opinion survey outcomes and follow-up	At least 3 blogposts
	Further promote career development offer including mobility schemes	At least one Townhall Meeting
Organisation of staff exchanges around the topic of culture	Organise JRC Culture Club Coffees	At least 5 events
<b>3. Attracting and retaining competent scientific staff</b>		
Attracting scientists for Contract Agent positions	Number of applicants to vacancies in scientific Directorates	Increase by 5% compared to 2024.
Establishing a reserve list (officials, AD) of experts in science & research	Number of laureates on reserve list	>600
Recruitment of scientists at post-doc and expert levels for exploratory research (CAS & ER)	Number of scientists applying to vacancy calls at postdoc and expert level	> 20
Doctoral students pursue their PhD with JRC in cooperation with academic institutions	Number of doctoral students co-supervised by the JRC through the Collaborative Doctoral Partnership scheme (counting students at either JRC or high education institutions) or other schemes to be developed	> 30

Alumni network	Website active and up to date	Updated with information at least once per week (52/year)
	Activities between alumni and JRC (workshop, seminars, lectures), to exchange information	2 annual physical gatherings, 6 online events (including seminars and trainings)
<b>4. Improving geo-balance in our staff</b>		
Conducting outreach to attract more applicants from under-represented Member States	Share of applicants to JRC Contract Agent positions who are from under-represented Member States	Increase by 5% compared to 2024.
	Share of statutory staff from under-represented Member States	Increase by 1 percentage point compared to 2024

## B. Digital transformation and data management

**Objective:** The JRC 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 2025:

Output	Indicator	Target
<b>Digital transformation</b>		
ICT governance	Percentage of ICT project registered (in JRC Project Browser and in GovIS) analysed by the JRC ICT Governance	100%
JRC ICT solution design service	Number of new project performing an ICT architectural check at design time	50%
Enhanced security	Number of security incidents	0
Web rationalization	Percentage of JRC websites reduced	30%
AI integration	Number of AI-powered tools integrated into JRC applications	10
Infrastructure migration	Percentage of Net1 users migrated to Welcome domain	100%
Delta domain infrastructure deployment	Migration from legacy domains	80 %
The Information Systems Hosting services	Implementation of business requests	90%
Deploying Privileged Accounts Management solution	Identified the solution	Q4
Enhance cybersecurity capabilities	Number of awareness sessions for JRC users	5
<b>Data Management</b>		

Output	Indicator	Target
Revise the Data Policy and implementation guidelines to reflect priorities and changes intervened after 2018	Completion of the output	100%
Ensure a joined-up training offer on data to address scientists' learning needs	Number of trainings delivered	1
Encourage adoption of FAIR data management practices	Number of promotion activities done	8
<b>Data Protection</b>		
Reviewing all data protection records published in 2023	Number of records subject to review in 2023;	100%
Providing training to newcomers in newcomer mandatory sessions	Number of newcomers in JRC over newcomers who attended newcomer mandatory sessions with a data protection training;	100%
Ensuring all JRC staff has attended at least one EU Learn course on data protection	Number of staff members at the JRC by the end of 2025 who have attended an EU Learn course on data protection;	100%

## 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 2025

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
	Share of procurement procedures receiving a positive opinion from the Public Procurement Advisory Group (PPAG)	Remains ≥ 95 % screened by PPAG
	Proportion of exceptions	remains < 1 % of number of transactions
Effective controls: Safeguard of assets	The tri-annual inventory scanning of movable assets on each JRC site	+/-90% of assets tracked during each physical inventory exercise
Efficient controls	Timely payments	Remains 93% of payment of payments (in value) made on time

Output	Indicator	Target
Economy of controls	Overall estimated cost of controls	Remains <4% of funds managed
	Cost of supervisory measures (ex-post controls)	Remains < 0.4 % of ex-post value controlled

## 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 <sup>(20)</sup> aimed at the prevention, detection and correction <sup>(21)</sup> of fraud

### Main outputs in 2025:

Output	Indicator	Target
Awareness raising campaign on anti-fraud	Number of recipients who replied the questions	> 300

## E. Sound environmental management

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

### Main outputs in 2025

Output	Indicator	Target
Actions to reduce emissions from staff missions <sup>(22)</sup>	Raising awareness among staff by various means (JRC intranet, e-mail to staff, etc.)	Q4
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	More than 20 actions
MyGreenLab certification	Continuation of the assessment phase of 5 pilot projects	Q4
EMAS Audits (External and Internal)	Conduct of 2 audits	Q2 and Q4
Installation of additional photovoltaic panels	Electrical capacity of photovoltaic panels (kWp)	Increase compared to 2024 (1864 in 2024)
Increase of service bikes, hybrid/electric service vehicles and electric charging poles	Number of service bikes, hybrid/electric vehicles, electric charging poles	Increase compared to 2024 Service bikes (346 in 2024) Hybrid/electric service vehicles (64 in 2024)

<sup>(20)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>(21)</sup> Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>(22)</sup> DG/departments emissions report from Mips+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).

		Electric charging poles (45 in 2024)
Monitor GPP criteria in contracts	% of contracts with GPP criteria or environmental specifications, where possible	100%

