

Annual Activity Report 2025

annexes

EUROPEAN SCHOOL OF ADMINISTRATION

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ANNEX 1: Statement of the Directors in charge of Risk Management and Internal Control

This is covered in the EPSO Annual Activity report

ANNEX 2: Performance tables

General objective 8: A modern, high-performing and sustainable European Commission ⁽¹⁾			
Specific Objective 1.1: Leadership and management skills and behaviours in the EU institutions and improved for greater effectiveness.			
Result indicator 1.1.1 Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers			
Explanation: The perceived relevance of the learning activities for the participants’ work as a manager. Unit of measurement: question “How useful was the course for your work?” assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.			
Source of data: EU Learn evaluations			
This result indicator is selected as a KPI			
Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
92%	90%	90%	95%
Main outputs in 2025:			
New policy initiatives			
Output	Indicator	Target (2029)	Latest known results (2025)
Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers	Source: latest known results (2024) 92%	90%	95%

⁽¹⁾ EuSA operates under its founding Decision (2005/118/EC) as an interinstitutional body dedicated to providing learning and development opportunities for staff and managers across EU institutions.

Other major outputs			
Output	Indicator	Target (2029)	Latest known results (2025)
Number of events (courses, workshops and speaker events) organised by levels of responsibilities: <ul style="list-style-type: none"> • 20 for senior managers • 50 for middle managers • 130 for aspiring managers 	Number of events	Number of events (courses, workshops and speaker events) organised by levels of responsibilities: <ul style="list-style-type: none"> • 20 for senior managers • 50 for middle managers • 100 for aspiring managers and other people with management responsibilities 	Number of events (courses, workshops and speaker events) organised by levels of responsibilities: <ul style="list-style-type: none"> • 16 for senior managers • 48 for middle managers • 150 for aspiring managers and other people with management responsibilities

Specific Objective 1.2: General skills of all staff are improved to promote efficiency in modern, high-performing and sustainable EU institutions.

Result indicator 1.2.1: Perceived usefulness of skills development training courses

Explanation: The perceived usefulness of the learning activities for the participants. Unit of measurement: question “How useful was the course for your work?” assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.

Source of data: EU Learn participant evaluations (very good) on a scale from 1 to 5.

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
91%	90%	90%	91%

Main outputs in 2025:

Other major outputs

Output	Indicator	Target	Latest known results (2025)
The perceived usefulness of the learning activities for the participants. Unit of measurement: question “How useful was the course for your work?” assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5	Source: latest known results (2024) 91%	90%	91%

Other major outputs

Output	Indicator	Target	Latest known results (2025)
<ul style="list-style-type: none"> • 156 events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively • 6 Transitions Skills courses 	Number of events Source of data: EU Learn	<ul style="list-style-type: none"> • 175 Events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively • 170 Key Skills courses • 5 Transitions Skills courses 	<ul style="list-style-type: none"> • 219 events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively • 7 Transitions Skills courses

Result indicator 1.2.2: Perceived usefulness of well-being initiatives

Explanation: The perceived usefulness of the initiatives for the participants' well-being at work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.

Source of data: EU Learn participant evaluations

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
94%	90%	90%	95%

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target	Latest known results (2025)
The perceived usefulness of the initiatives for the participants' well-being at work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.	Result indicator 2: Source of data: EU Learn participant evaluations Source: latest known results (2024)	90%	95%

Other major outputs

Output	Indicator	Target	Latest known results (2025)
100 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being.	Source: latest known results (2024) 139 events	100 Events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being.	115 events on resilience, mindfulness, burn-out and well-being

Specific Objective 1.3: Staff’s understanding of the working environment of the EU institutions, the raison d’être of the European project is improved, and better interinstitutional cooperation is fostered.

Result indicator 1.3.1: Perceived usefulness of EU-related training courses

Explanation: Result indicator 1: Perceived usefulness of EU-related training courses. The perceived usefulness of the learning activities for the participants’ understanding of the EU context. Unit of measurement: question “How useful was the course in developing a better understanding of the EU?” assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.

Source of data: EU Learn evaluations

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
91%	90%	90%	91%

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target	Latest known results (2025)
Result indicator 1: Perceived usefulness of EU-related training courses. Explanation: The perceived usefulness of the learning activities for the participants’ understanding of the EU context. Unit of measurement: question “How useful was the course in developing a better understanding of the EU?” assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.	Source of data: EU Learn participant evaluations	90%	91%

Other major outputs			
Output	Indicator	Target	Latest known results (2025)
60 events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project	Source: latest known results (2024) 61 events	50 Events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project	110 events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project

Overall, the satisfaction rates remain very high for all EuSA courses and events and are stable compared to previous years. There remains a strong emphasis on collecting feedback from a broader range of participants. Evaluations of the participants' perception post-course concerning the transfer of the skills to the workplace (impact assessment) show that a high number of participants find that they are able to integrate their new skills and insights at work.

Specific Objective 1.4: The role of the European School of Administration as a hub for cooperation between EU institutions and with Member States is reinforced.

Result indicator 1.4.1: Number of interinstitutional events and meetings organised by the EuSA

Explanation: Result indicator 2: Number of interinstitutional events and meetings organised by the EuSA

Source of data: Event reports and minutes

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
12	10	10	12

Result indicator 1.4.2: Level of support to the DISPA Network (Directors of Institute and Schools of Public Administration)

Explanation: Number of meetings and events organised to support the DISPA network

Source of data: Event reports and minutes

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
10	6	6	10

Result indicator 1.4.3: Satisfaction rate for Erasmus Public Administration Programme

Explanation: Participant satisfaction rates on Public Administration Erasmus programme

Source of data: Questionnaire completed by participants

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
94.5%	90%	90%	95%

Result indicator 1.4.4: Interinstitutional attendance in learning activities

Source of the data: EU Learn statistics

Explanation: Participants from all EU institutions

Source of data: EU Learn statistics participants

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
35.7%	36%	37%	34.3%

Main outputs in 2025:

Other outputs

Output	Indicator	Target	Latest known results (2025)
Organisation of 2 Erasmus Public Administration Programmes	Organisation of Erasmus programme Source of data: Presence lists	2	2

Specific Objective 1.5: A high-quality Certification training programme is provided to the institutions to help them develop the talents of assistant grade staff with the potential to become administrators.

Result indicator 1.5.1: Perceived usefulness of the Certification training programme after appointment as administrator

Explanation: % of participants declared use of the skills learned in the training programme after the appointment as administrator.

Source of data: EU Survey

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
97%	95%	95%	97%
Main outputs in 2025:			
New policy initiatives			
Output	Indicator	Target	Latest known results (2025)
Organisation of 1 certification programme	Source of data: Presence lists	1	1

EuSA has played an increasingly active and strategic role as a platform for exchange within the institutions and with Member States. The number of events organised by EuSA has exceeded the initial targets.

Through intense communication initiatives, EuSA has invested a lot of time and efforts into attracting more participants from across the EU institutions. The courses organised in Luxemburg have always posed a particular challenge. However, the move to the Drosbach building in September 2025 may attract more colleagues, as the new antenna is located in the proximity of other institutions.

In a proactive effort to attract more participants, EuSA cooperates closely with other institutions, in particular the Court of Auditors, and organises courses regularly at their premises, which has a particularly favourable location in Kirschberg.

The Certification training programme is undergoing a multi-annual revision to make the programme more fit for purpose and more in line with institutions' available resources and constraints, both as regards financial as human resources.

One significant added benefit of the new process is that exam opportunities are now more frequent, and results are available to institutions several months earlier than before, allowing for recruitment in January of the year N+1, which has never been the case before.

2025- Nr. of participants* for Programmes
and Institutions ⁽²⁾

	European Parliament	Council of the European Union	European Commission	Court of Justice of the European Union	European Court of Auditors	European External Action Service	European Economic and Social Committee	Committee of the Regions of the European Union	European Ombudsman	European Data Protection Supervisor	Agencies	TOTAL
Conferences EU	12	8	145	1	0	9	4	4	1	0	21	205
Key Skills + Newcomers	267	121	2 884	31	92	106	72	57	1	19	643	4 293
Management	178	64	1 690	30	56	91	27	33	3	1	409	2 582
Wellbeing	50	55	1 252	19	50	50	31	36	0	18	452	2 013
Online Talks	278	410	3 804	88	94	181	161	129	21	6	1 150	6 322
Grand Total	507	248	5 971	81	198	256	134	130	5	38	1 525	9 093

⁽²⁾ The tables on pages 12 and 13 show a detail overview of the interinstitutional attendance in learning activities, related to specific objective 1.4 (role of EuSA as a hub for cooperation between EU institutions and with Member States), more specifically, result indicator 1.4.4

2025 - Percentage of participants for Programmes and Institutions

	European Parliament	Council of the European Union	European Commission	Court of Justice of the European Union	European Court of Auditors	European External Action Service	European Economic and Social Committee	Committee of the Regions of the European Union	European Ombudsman	European Data Protection Supervisor	Agencies	
Conferences EU	5,85%	3,90%	70,73%	0,49%	0,00%	4,39%	1,95%	1,95%	0,49%	0,00%	10,24%	100,00%
Key Skills + Newcomers	6,22%	2,82%	67,18%	0,72%	2,14%	2,47%	1,68%	1,33%	0,02%	0,44%	14,98%	100,00%
MANAGEMENT	6,89%	2,48%	65,45%	1,16%	2,17%	3,52%	1,05%	1,28%	0,12%	0,04%	15,84%	100,00%
Wellbeing	2,48%	2,73%	62,20%	0,94%	2,48%	2,48%	1,54%	1,79%	0,00%	0,89%	22,45%	100,00%
Total 2025 - %participants 9 093**	5,58%	2,73%	65,67%	0,89%	2,18%	2,82%	1,47%	1,43%	0,05%	0,42%	16,77%	100,00%
Total 2024 - %participants 8 831**	5,48%	4,33%	64,32%	0,80%	1,42%	3,32%	2,12%	1,71%	0,15%	0,43%	15,93%	100,00%
Total 2023 - %participants 10 151**	5,04%	3,89%	64,31%	1,13%	1,37%	3,62%	1,66%	2,35%	0,26%	0,54%	15,83%	100,00%
Total 2022 - %participants 7 247**	7,78%	2,90%	63,16%	0,75%	2,21%	3,70%	1,42%	1,32%	0,04%	0,59%	16,13%	100,00%
Total 2021 - % participants 8 452*	8,00%	3,20%	61,40%	1,60%	2,90%	3,50%	1,70%	1,30%	0,30%	0,60%	15,50%	100,00%

* Only participants who attended

**Figures for the online talks for information - not taken into account into final figures

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This part is covered in EPSO's Annual Activity Report

ANNEX 4: Financial scorecard

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ANNEX 5: Materiality criteria

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ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

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ANNEX 11: Implementation through non-EU entrusted entities ⁽³⁾ and/or through EU Trust Funds

Not applicable

ANNEX 12: EAMR of the Union Delegations

Not applicable

ANNEX 13: Decentralised agencies and other Union bodies

Not applicable

ANNEX 14: Reporting on the Recovery and Resilience Facility

Not applicable

⁽³⁾ Implementing partners other than EU institutions or Union bodies.