



Management Plan 2024

Office for Infrastructure and Logistics
in Brussels

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Introduction

The mission of OIB ⁽¹⁾ is to ensure a functional, safe and comfortable workplace for Commission staff and to provide good quality support and logistics services based on a client-oriented approach in an environmentally friendly and cost-effective way.

The 2024 management plan details OIB's actions and main outputs for 2024 to progress towards the specific objectives set out in its **strategic plan 2020-2024** ⁽²⁾.

The Office's main objectives are:

- ✓ to manage the Commission's buildings and infrastructure efficiently and effectively in line with the highest environmental standards;
- ✓ to create good working conditions for staff and to provide good social infrastructures within budgetary constraints;
- ✓ to manage activities in a client-oriented and transparent way, in line with ethical requirements.

OIB strives to ensure that all areas of its activities are modern and sustainable, both environmentally and financially, in order to provide a fit for purpose and future-proof workplace.

OIB contributes to **the seventh horizontal objective** of the President von der Leyen Commission and to the specific mandate addressed to the Commissioner for Budget and Administration, Mr Johannes Hahn, which covers the Commission's work to provide:

"A modern, high performing and sustainable European Commission"

The **main challenges identified** for OIB in 2024 are to contribute to the implementation of the greening action plan ⁽³⁾ and demonstrating that the Commission is a frontrunner in green public administration by continuing to:

- ✓ Rollout of the Commission real estate strategy and updated logistics approach;
- ✓ Minimise the greenhouse gas emissions from buildings and corporate cars and through active mobility of staff;
- ✓ Evaluate and update environmental performance benchmarks to ensure progress towards carbon neutrality;
- ✓ Reduce energy and water consumption, increase the use of renewable energy sources in buildings and increase the efficiency of waste management;

⁽¹⁾ The Office for Infrastructure and Logistics in Brussels (OIB) was created on 1 January 2003 by the Commission Decision C(2002)4368 of 6 November 2002

⁽²⁾ [Strategic plan 2020-2024 – Office for Infrastructure and Logistics in Brussels \(europa.eu\)](#)

⁽³⁾ [People first - Greening the European Commission](#)

- ✓ Implement Dynamic Collaborative Space (DCS) to offer new flexible office space to colleagues and improve staff wellbeing;
- ✓ Commit to making each square meter greener by implementing sustainable building practices and green technologies;
- ✓ Implement the hybrid catering model ensuring the highest environmental standards and provide sufficient open facilities to accompany the return to the office;
- ✓ Ensure the maintenance of all EC infrastructure in line with the environmental objectives and the highest environmental standards;
- ✓ Provide high-quality childcare services in line with the needs of children, parents and staff;
- ✓ Implement the digital transformation and modernization of OIB business processes and services.

In reference to the Russian war of aggression against Ukraine, the **main challenges identified** are to:

- ✓ Respond efficiently to infrastructural needs, e.g. by continuing to welcome Ukrainian children at the Commission childcare facilities.

OIB participates in the implementation of the objectives of the **'Greening the Commission' Communication** and those of the HR strategy ⁽⁴⁾. OIB actions are linked to:

- ✓ Ensuring the efficiency and sustainability of buildings and office space;
- ✓ Promoting sustainable mobility and staff commuting;
- ✓ Safeguarding ecosystem and biodiversity preservation and restoration,
- ✓ Promoting a fair, healthy and sustainable food system.

Close cooperation will continue with the Belgian authorities, notably with the Brussels Capital Region, particularly in light of its essential role in the future urban planning of the European quarter in Brussels

OIB will continue to support corporate efforts on environmental actions through the Commission's **Eco Management and Audit Scheme (EMAS)**. OIB will also continue to contribute to communication campaigns and actions related to housing, catering, mobility and greening.

⁽⁴⁾ C(2022) 2229 of 4 April 2022 "A new Human Resources Strategy for the Commission"

PART 1. Delivering on the Commission's priorities: main outputs for 2024

General Objective 7: A modern high-performing and sustainable European Commission.

Specific Objective 7.1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy needs ⁽⁵⁾.

Real Estate Strategy

The building policy is translated into the Multiannual Real Estate Policy Framework (MAPF) which undergoes annual reviews. The 2024 efforts will focus on:

- ✓ **Completion of the final phase of the sale process** of a total of 23 buildings;
- ✓ **Prospection for new buildings** on the Brussels real estate market and potential extension of existing lease contracts; and
- ✓ **Negotiations for new buildings**, based on the market prospection to be conducted, in the European and North quarter. The market prospection has already been launched to enlarge the thematic pole to regroup all the Executive Agencies; in parallel, actions are ongoing to make use of the vacated floors in the Covent Garden⁶ site.

The building strategy foresees a reduction of total office space from 780 000 m² to 743 000 m² in 2024 and eventually to 490 000 m² in 2030, and a strategic selection of new, high-energy efficient buildings. Such buildings include rentals of the L-107 ⁽⁷⁾, L-51 ⁽⁸⁾ and CO46 ⁽⁹⁾ buildings. At the same time, reflection on future renovation projects for owned buildings will focus on reducing energy consumption and minimizing CO² emissions.

Smarter use of each square meter

A new, consolidated version of the Housing Conditions Manual (MCH) will be introduced in the first semester of 2024, incorporating updated conditions aligned with the new real estate policy. This manual will emphasise smarter use of office space, greener square meters, and new policy initiatives such as biodiversity and the New European Bauhaus ⁽¹⁰⁾.

Clustering of DGs (and Executive Agencies) by thematic poles

OIB will continue to cluster Directorates-General (DGs) and Executive Agencies by thematic poles to encourage collaboration and efficiency in view of the new Commission taking up

⁽⁵⁾ The performance table for this specific objective can be found in the Annex (page 25)

⁽⁶⁾ Covent Garden, Place Rogier 6, 1210 – Saint-Josse-Ten-Noode

⁽⁷⁾ The One, Rue de la Loi 107, 1000 Brussel

⁽⁸⁾ Loi 51, Rue de la Loi 51, 1040, Etterbeek

⁽⁹⁾ Rue du Commerce 46, 1000 Brussel

⁽¹⁰⁾ [New European Bauhaus: beautiful, sustainable, together. \(europa.eu\)](https://european-council.europa.eu/media/en/press-communications/infographic/infographic-new-european-bauhaus-beautiful-sustainable-together-1000x500px.pdf)

office in late 2024. Flexibility will be a key concept in this regard to ensure alignment with the new Commission's objectives when forming these poles to support policy coherence.

Construction and redevelopment works: New Conference Centre (CC2.0)

The urban permit for the New Conference Centre (designed to replace the Borschette facilities - CCAB⁽¹¹⁾) was already delivered in December 2023; the environmental permit is expected in early 2024, followed by start of construction with delivery of the CC2.0 by the end of 2027.

New European Bauhaus (NEB)

The BERL Piazza project aims to create dynamic spaces with communication elements and integrated greenery at the ground floor level of the Commission headquarters in Brussels. The project is an essential part of a bigger multiannual initiative launched in the second half of 2023 which is the '**Activation of Ground Floors**' that aims to improve staff well-being and encourage a co-creative approach. This large initiative aligns with the new urban vision for the European Quarter introduced by regional and communal authorities in Brussels with which OIB will continue its cooperation.

Ongoing multiannual projects in the BERL building will continue to be implemented, including NEB elements such as the use of sustainable solutions and recycling of materials. In this regard, end-users are consulted in a transparent manner.

In preparation of the 200th anniversary of the Belgian Federal State, OIB will continue to contribute to the redevelopment of the Cinquantaire Parc in Brussels by adding a European dimension (EUROPAN ⁽¹²⁾) to this Belgian project. The EUROPAN competition was jointly organised in close cooperation with the federal and regional authorities. Follow-up measures are foreseen in 2024 to raise awareness of the very innovative projects received and to further reinforce cooperation at different levels.

Specific Objective 7.2: Provide good quality office space to all Commission sites in Brussels ⁽¹³⁾.

OIB focuses on opportunities to convert buildings into **Dynamic Collaborative Space (DCS)**. The optimization approach follows a **modern activity-based set up**, enhancing opportunities for teamwork, adapting to various needs, and facilitating knowledge sharing. OIB participates in the work of the FLEX core team which facilitates the transition of staff and DGs to DCS⁽¹⁴⁾. The following buildings are targeted for 2024:

- ✓ BERL ⁽¹⁵⁾ (partially)
- ✓ CO46 ⁽⁸⁾ (new building in the Commission real estate portfolio)

⁽¹¹⁾ Centre de Conférences, Albert Borschette, Rue Froissart 36, 1040 Etterbeek

⁽¹²⁾ EUROPAN (**E**urope **P**rogramme **A**rchitecture **N**ouvelle): European biennial competition for young architects under 40 years of age to design innovative housing schemes for sites across Europe

⁽¹³⁾ The performance table for this specific objective can be found in the Annex (page 26)

⁽¹⁴⁾ <https://myintracomm.ec.europa.eu/flexible-working/Pages/index.aspx>

⁽¹⁵⁾ Berlaymont, Rue de la Loi 200, 1000 Bruxelles

- ✓ J-59 ⁽¹⁶⁾
- ✓ SPA3 ⁽¹⁷⁾

The new Commission is expected to enter into office in late 2024. Cabinet members will be housed in line with their respective mandates' portfolios. **Housing solutions** for all Directorate-Generals (DGs) will be sought accordingly. The new Commission's political priorities will have an impact on the utilization of available space. Additional buffer space will be created to allow a redistribution of services within the European and North Quarters.

In addition, OIB will continue to play an active role in the Association of Staff with a Disability in the European Commission (**ASDEC**) ⁽¹⁸⁾. All Commission buildings in Brussels comply with legal requirements regarding accessibility for persons with disabilities. OIB will maintain its screening programme for upgrades according to the new EN17210 ⁽¹⁹⁾ standard, prioritising newly occupied, refurbished buildings in alignment with the Strategy for the Rights of Persons with Disabilities 2021-2030 ⁽²⁰⁾. OIB will continue to liaise with a network of dedicated ambassadors for each building in this regard.

IT Applications

OIB will continue to streamline operations and maximise efficiency through automation. This will include:

- ✓ improving the OIB internal scoreboard (**OIBScore**) that was launched in 2023 to better report on strategic and operational objectives;
- ✓ the advanced utilization of smart building technology for energy optimization and efficient maintenance through Building Information Modelling (BIM) and Building Management Systems (BMS) which will be developed in coordination with the Office for Infrastructure and Logistics in Luxembourg (OIL). This includes a dedicated pilot project and integration of BIM applications in prospectations.
- ✓ exploring real-time monitoring and control of building systems to make informed decisions about maintenance, energy efficiency and usage of space.
- ✓ facilitating seamless communication and integration of different building systems like HVAC (Heating, Ventilation, Air Conditioning), lighting, etc.

⁽¹⁶⁾ City Garden, Rue Joseph II 59, 1000 Bruxelles

⁽¹⁷⁾ Parc Avenue, Rue de Spa 3, 1000 Bruxelles

⁽¹⁸⁾ This group represents and defends the views of staff with a disability to the administration and makes proposals for developments in staff policies and services

⁽¹⁹⁾ 2021 Accessibility and Usability of the Built Environment

⁽²⁰⁾ COM(2021)101 of 03/03/2021: Union of Equality: Strategy for the Rights of Persons with Disabilities 2021-2030

In addition, **'Where2Park'**, the booking application for parking spots, will be extended to Commission buildings CO46 ⁽⁸⁾, LX46 ⁽²¹⁾, MO59 ⁽²²⁾, LX40 ⁽²³⁾, PLB3 ⁽²⁴⁾. This application has been designed to optimise parking space usage and manage it appropriately (see Specific Objective 7.4.)

In parallel, OIB will strengthen its cooperation with DG.HR.DS in the context of physical security to increase security monitoring of buildings.

Specific Objective 7.3: Modern logistics domain and related services through a united logistics approach ⁽²⁵⁾.

As the domain leader in logistics, OIB continues to implement the actions defined in the **Synergies and Efficiencies Communication** (C(2019)2329) which mandates all domain leaders to implement an updated approach in their respective field of responsibility. OIB has already delivered all actions laid out in its strategic plan 2020-2024 ⁽²⁾. The up-to-date catalogue of services and its quality charter were integrated in the My IT and Logistics (MITS) web portal in 2021. In 2024, OIB will conclude the migration of the ticketing system from MITS to 'ServiceNOW' together with DG DIGIT and ensure continuation of recording of requests via mobile applications.

The **monitoring of domain performance indicators** was achieved through the IT tool OIBScore. OIB will further improve on this through updates of current reports and developments of its Datawarehouse as part of the **OIBScore 2.0 project**. In 2024, new indicators will be added in the scoreboard and OIB will explore routes to further aligning its strategic indicators with the available data sources to improve the SMART ⁽²⁶⁾ dimension of its indicators, also in view of the upcoming strategic planning cycle 2025-2029.

OIB continues to benchmark its services and learn from other internal, private and public sector organisation through cooperative forums such as PuRE-NET ⁽²⁷⁾ or EUPAN ⁽²⁸⁾. OIB is developing a **pilot project for reengineering** to capitalise on lessons learned in connection with its inventory of domain business processes and to address potential weaknesses identified via OIBScore. The project aims to improve the efficiency of processes and reduce costs.

The **Historical Archive Service** will continue to process Commission archives' and open them to the public in line with the legal framework. Contributing to the digitalisation strategy

⁽²¹⁾ Luxembourg 46, Rue du Luxembourg 46, 1000 Bruxelles

⁽²²⁾ Montoyer 59, Rue Montoyer 59, 1000 Bruxelles

⁽²³⁾ Luxembourg 40, Rue du Luxembourg 40, 1000 Bruxelles

⁽²⁴⁾ Livingstone II, Rue Phillipe Le Bon 1-3, 1000 Bruxelles

⁽²⁵⁾ The performance table for this specific objective can be found in the Annex (page 26)

⁽²⁶⁾ Specific, Measurable, Achievable, Relevant, Time-bound

⁽²⁷⁾ PuRE Net = Public Real Estate Network is a European organisation gathering national real estate agencies and ministries responsible for public real estate across Europe (c.f.: <https://www.pure-net.org/about-the-network>)

⁽²⁸⁾ European Public Administration Network

and the implementation of the ‘Greening the Commission’ Communication objectives, the OIB **Mail digitalisation strategy** will also be implemented to continue to minimize paper mail.

A new **public transport reimbursement** IT system designed to address the new green mobility plan (currently under consultation) will be deployed in 2024 to replace the current system Mobility-Net whose technology (Cold Fusion) is being phased out. The public transport reimbursement activity will be transferred to PMO, as it is a service much closer to PMO core business than the one of OIB. The new system is expected to improve the user-friendliness for the client and simplify the processes (validation & payment), which will be centralized.

The management of the **fleet of service cars** will be further digitalized by integrating car data in the current EC-Transport system, allowing for better follow up of the cars (kilometres travelled, technical alerts).

In 2024, and in line with the newly adopted Inventory Regulation (C(2023)7161), a new **inventory tracking approach** will be deployed to replace the current tri-annual exercise. It will focus mainly on recently acquired furniture and less on old/fully amortized furniture, since the latter will be decommissioned in the coming years in light of the implementation of the new working environment (Dynamic Collaborative Space) in all EC buildings.

Finally, OIB will continue the rationalisation of **visual design** and **printing activities** to ensure quality and fast reactivity. A new demand management approach along with the replacement of the machine park will be implemented to ensure that visual design and printing products remain efficient, cost effective and environmentally friendly. OIB will continue to develop its digital communication tools to reduce the number of traditional paper-based products. The production of signage and large format products will continue to accompany the implementation of the OIB building strategy.

Specific Objective 7.4: Reduction of the Commission’s carbon and ecological footprint consistent with the objectives of the EU Green Deal, notably a climate-neutral Commission by 2030 ⁽²⁹⁾.

Make each square meter greener

The implementation of the ‘Greening the Commission’ communication is gradually reducing the environmental impact of Commission buildings and services. In accordance with OIB’s approach over the previous year, the following specific, measurable objectives remain in place:

- ✓ Reduction of at least 30 383 MWh of primary energy consumption by 2026 (-9,4%) as compared to 2018-2019 values to respect the **PLAGE ⁽³⁰⁾ legal obligations**.
- ✓ Reduction of the **carbon life cycle impact** of buildings by 38% by 2030 as compared to 2019.

⁽²⁹⁾ The performance table for this specific objective can be found in the Annex (page 28)

⁽³⁰⁾ Brussels local action plan for energy management (*Plan Local d’Action pour la Gestion Energétique*)

- ✓ Compliance with mandatory reduction of parking spaces within Commission buildings to align with the objectives of the **COBRACE (31) regulation**, to improve Brussels air quality, reduce energy consumption and promote greener modes of commuting. A tender package is under preparation for outsourcing the charging stations in order to align with legal prescriptions of the Brussels Capital Region (requiring that 10% of parking spots are equipped with a charging station by 2025). The contract is expected to be awarded by end 2024. Fit-out projects for parking space reduction will be delivered for B-28 (32) and LX46 (19). In addition, a permit renewal request will be initiated for N105 (33).
- ✓ Pursue efforts towards a **100% zero or low emission fleet of service cars** in 2027 with the aim of having 85% hybrid or full electric vehicles by the end of 2024 (excluding armoured vehicles).

OIB will also continue to **reduce its building portfolio** (c.f. Specific Objective 7.1.) and replace old buildings with more sustainable ones. A new real estate prospection notice will be prepared and published in 2024. The prospection respects the requirements related to energy efficiency and environmental performance. Three immediate actions are identified:

- ✓ The new **CO46 (8)** will be OIB's **first 'zero emission in-use'** (34) building. Its annual energy and water consumption costs are expected to be 45% below the average costs of a building in OIB's current real estate portfolio;
- ✓ The **New Conference Centre** will also be a **'zero emission in-use'** building with an estimated 10% better energy performance than that of an average nearly-zero energy efficient building;
- ✓ The Genève site (35) will be abandoned, enabling the consolidation of all services in the European and Northern Quarters.

OIB will investigate the potential of further extending the use of renewable energy sources by installing additional photovoltaic panels and introducing several optimisation efforts:

- ✓ Maintain the current **hours of heating and air-conditioning** in buildings between 08:00 and 17:00 and continue to adjust to comfort set temperatures, while respecting appropriate regulatory norms;
- ✓ Continue the Better Energy Saving Together' (**BEST**) actions, including:

(31) Brussels Code on Air, Climate and Energy Efficiency (Code Bruxellois de l'air, du climat et la maîtrise de l'énergie)

(32) Belliard 28, Rue Belliard 28, 1000 Bruxelles

(33) Nerviens 105, Avenue des Nerviens 105, 1040 Etterbeek

(34) Zero emission in-use: zero-carbon-ready buildings are highly energy-efficient and resilient buildings that either use renewable energy directly, or rely on a source of energy supply that can be fully decarbonised

(35) Genève, Rue de Genève, 1140 Evere

- the traditional **end of year action** during the annual Christmas break (from 23 December 2023 until 02 January 2024). It was extended until 05 January 2024 on a voluntary basis to generate further energy (gas) savings ⁽³⁶⁾;
 - the 2024 BEST **summer action** to close buildings on a voluntary basis during at least one week between late July and late August ⁽³⁷⁾; and
 - the **2024/25 end of year** BEST action to generate energy (gas) savings.
- ✓ Continue the proof of concept of the ‘Building Energy Monitoring and Management System’ (**BEMMS**) project to allow for a smart building approach.

An important risk assessment on climate-resilient buildings to address the objective of the ‘Greening the Commission’ communication has already been conducted for the planned New Conference Centre. Discussions are currently on-going regarding the integration of such assessments to new buildings entering real estate portfolio.

Next to the actions related to its building portfolio and vehicle fleet, OIB will continue to contribute to the circular economy by promoting the reuse, repair, renovation and recycling of existing office furniture to **minimize usage of raw materials and generation of waste**. As part of the ‘Upcycle your furniture by Oxfam’ project, small office furniture and equipment are made of e.g. wood panels of decommissioned Commission desktops.

OIB ensures that the cycle of sustainable production remains local, to further reduce the carbon footprint of this activity and create additional value through the inclusion of local social enterprises. In addition, OIB is expected to establish a carpentry workshop and a paint booth in its NOHE ⁽³⁸⁾ warehouse in 2024 to restore used furniture.

A new call for tender will be launched in 2024 for **office supplies and printing paper** which will reduce the variety of articles used and increase the percentage of office supplies with a low environmental impact (currently at 75%). This will include paper made from virgin fibres of sustainably managed forests which gives priority to the preservation of ecosystems.

OIB uses **100% FSC ⁽³⁹⁾ paper** which guarantees the development of responsibly managed forests and ensures the safeguarding of their biodiversity. OIB is also reducing the thickness of paper to 70gr/m² in its new call for tenders.

Biodiversity

In 2024, OIB will put in place new biodiversity projects to deliver on the Greening action plan of the Commission and enhance the biodiversity in existing and new buildings:

⁽³⁶⁾ 2.000 MWh energy savings achieved in 2022-23 with 44 buildings closed end of 2022 and 30 buildings closed the first week of January 2023

⁽³⁷⁾ 346 MWh energy savings achieved during the summer of 2023 with 21 buildings closed at least for one week

⁽³⁸⁾ Chaussée de Vilvorde 142, 1120 Neder-Over-Heembeek

⁽³⁹⁾ The Forest Stewardship Council (FSC) certifies that paper is made of responsibly sourced wood fibre

- ✓ New projects for courtyards/surroundings of CSM1 ⁽⁴⁰⁾ and BERL ⁽¹³⁾;
- ✓ Continued works to conclude the greening of roofs of CHAR ⁽⁴¹⁾ and ORBAN ⁽⁴²⁾.

OIB will communicate on the outcome of the existing and new biodiversity projects and how they have contributed to enhance biodiversity on Commission sites.

Specific Objective 7.5: Respect of rules of Prevention and Protection at Work applicable to the Commission sites in Brussels ⁽⁴³⁾.

OIB will continue to put in place preventive measures to maintain and constantly improve the **health and safety at work** and to in particular address recommendations from internal audits and risk analysis, notably related to fire risks. This will apply in the fields of indoor air and water quality, as well as emergency preparedness and response, in collaboration with DG HR.

OIB will continue to organise training sessions, awareness raising and communication actions on subjects related to **health and safety at work**, such as prevention and protection, ergonomics, building evacuation exercises and equality. Across all activities relating to health and safety at work, OIB RPP.3, the Internal Service for Prevention and Protection at Work (SIPP) will closely collaborate with its counterpart in Luxembourg, OIL.02, as well as with DG HR.

In line with the recommendations of the audit of the Federal Agency for Nuclear Control (AFCN ⁽⁴⁴⁾), radiation protection officers of the Internal Physical Control Service will check the knowledge of x-ray station operators on a quarterly basis with regard to their readiness to implement emergency procedures and utilise x-ray devices. OIB SIPP prevention advisors will continue to provide advice to Commission services on health and safety aspects in relation to works and buildings. A security coordinator is responsible for implementing the appropriate supervision of worksites and projects to ensure the safety of all staff.

OIB will continue to participate in the **Joint Committee for Prevention and Protection at Work (CPPT ⁽⁴⁵⁾)**, as well as in the Common Committee for Prevention and Protection at Work for Executive Agencies and in the Joint Committee on Health and Safety for EEAS. OIB will also continue to participate in the meetings of the **Inter-Institutional Occupational Health and Safety (OHS) Network**, with safety advisors of all European Institutions.

In addition, OIB will continue to coordinate and implement all corporate actions of the **BE WELL** programme related to its activities. These include ergonomics aspects, the bicycle ride challenge (*vélo mai*), the walking challenge, mobility week and the installation of wellbeing

⁽⁴⁰⁾ Cours Saint Michel 1, Cours Saint-Michel 23, 1040 Etterbeek

⁽⁴¹⁾ Charlemagne, Rue de la Loi 170, 1040 Etterbeek

⁽⁴²⁾ Espace Orban, Square Frère-Orban 8, 1040 Etterbeek

⁽⁴³⁾ The performance table for this specific objective can be found in the Annex (page 29)

⁽⁴⁴⁾ Agence Fédérale de Contrôle Nucléaire (Federal Agency for Nuclear Control)

⁽⁴⁵⁾ Comités pour la prévention et la protection au travail

rooms. OIB will also continue to participate in the “Equality Task Force” led by SG. The OIB ‘**Equality coordinator**’ ensures the integration of aspects of equality in all OIB activities.

Specific Objective 7.6: Provide good social infrastructure at Brussels and Ispra sites ⁽⁴⁶⁾.

Brussels

In order to contribute to the Commission’s objective on staff well-being at work, OIB will continue to consolidate the implementation of the **hybrid-catering model** of the European Commission through a variety of actions:

- ✓ Reopen a further five cafeterias throughout the course of the year.
- ✓ Create three conviviality zones with vending machines for three buildings that do not have cafeterias.
- ✓ Analyse the potential of opening canteens or cafeterias in newly acquired buildings.
- ✓ Analyse the possibility to widen the catering offer by developing a banqueting service.
- ✓ Continue to improve the catering environmental footprint (reduction of disposable packaging, sorting of organic matter, use of recyclable containers).
- ✓ Deploy an IT system to improve stock management.
- ✓ Professionalise catering staff through dedicated training courses.

Furthermore, the progressive integration of the ‘Greening the Commission’ objectives and the ‘Farm to Fork Strategy’ will continue.

Ispra

The Joint Research Centre (DG JRC) which is responsible for the Ispra site infrastructure and the relevant contacts with the Italian authorities will continue to move forward with the plans to replace the current **Mensa facility** which does not meet hygiene and safety standards. Two scenarios have been thoroughly analysed by DG JRC in collaboration with OIB:

- I. The building of a new structure, or
- II. Heavy refurbishment of the current structures.

In 2024, OIB will analyse how to ensure business continuity during works in this context, while minimising the risks of incurring additional costs and loss of revenue for the catering sector.

In addition, a new cash register, accountancy, statistic and storekeeper system will be purchased and installed which will contribute to the improvement of all administrative processes which the unit is currently performing in a separate and mostly manual manner.

The current service contract for the Club House’s ⁽⁴⁷⁾ restaurant will expire in August 2024. A new call for tender is being prepared and is expected to be signed before summer of 2024.

⁽⁴⁶⁾ The performance table for this specific objective can be found in the Annex (page 29)

⁽⁴⁷⁾ 20127 Esperia, Province of Varese, Italy

Waste management efforts under the lead of JRC will continue for all areas of the Ispra catering activity in order to limit its environmental impact.

Specific Objective 7.7: Provide good social childcare infrastructures at Brussels and Ispra sites ⁽⁴⁸⁾.

Brussels

OIB currently has 1 054 ⁽⁴⁹⁾ children enrolled in its nurseries and kindergartens (occupancy rate of 73%). 2 420 ⁽⁵⁰⁾ children are enrolled in the after-school childcare for the school year 2023/2024 (occupancy rate of 91%). 384 outdoor childcare places are available in the European Interinstitutional Centre (CIE) in Overijse, with an additional reserve of 156 places in Brussels.

The main objectives for OIB in the domain of childcare services are to:

- ✓ Continue to provide **sufficient capacity for children** in all areas covered by the childcare services. Besides optimising the use of internal facilities, this requires implementing new framework contracts after launching calls for tenders for partner crèches, kindergartens and after-school childcare while considering parents’ evolving needs and the new childcare strategy of the department. OIB continues to focus on delivering high quality services.
- ✓ Implement the **new long-term strategy for Childcare Services** (5 – 10 years) in the main domains illustrated in the figure.
- ✓ Further integrate the **green dimension in its childcare operations** (covering buildings, transport and commuting, energy savings, supplies, children catering compliant with the BRUDALEX ⁽⁵¹⁾ and “Good Food” labels) as well as in pedagogical projects. In 2024, this will translate into the following main actions:
 - I. continue to integrate the green dimension in procurement procedures;
 - II. firmly introduce the green dimension in the pedagogical project for relevant ages;
 - III. implement the new design of the Grand Clovis playground which includes a green dimension with urban biodiversity;
 - IV. replace water in plastic bottles by water fountains which are to be installed in the central sites of afterschool childcare in Brussels.



⁽⁴⁸⁾ The performance table for this specific objective can be found in the Annex (page 30)

⁽⁴⁹⁾ as of 17.10.2023

⁽⁵⁰⁾ as of 17.10.2023

⁽⁵¹⁾ Bruxelles/Brussel-Déchets-Afvalstoffen-Lex

- ✓ Finalise a proposal on **the new services regulations**, taking into account new working modalities, evolving parents' needs, operational, administrative and budget constraints as well as possible harmonisation with Luxembourg rules. The changes proposed will contribute to increased child well-being and quality of services provided.

eKidWeb

In the second quarter of 2024, a new IT system called 'eKidWeb' will replace the current system "Kiddyweb" which no longer complies with standards in technical and end-user experience terms. This system has been jointly developed with the Office for Infrastructure and Logistics in Luxembourg (OIL) and will cater for OIB's specific enrolment procedures.

Childcare facilities for Ukrainian children

OIB will continue the practice of offering free of charge childcare services to Ukrainian children, based on the respective policy put in place in 2022.

Ispra

The nursery for children between 6 months and 4 years has a capacity of 88 places. The afterschool childcare service accommodates children between 4 and 11 years, has a capacity of 105 places and is divided into two buildings. During school holidays and in the summer, special whole-day activities, which are referred to as Eurolandia activities ⁽⁵²⁾ are organised by the service and proposed on a weekly basis.

The safety and availability situation of the ALER ⁽⁵³⁾ building, which houses an afterschool day-care facility, will continue to be closely monitored in collaboration with DG JRC which is responsible for the Ispra site infrastructure and the relevant contacts with the Italian authorities.

The new corporate IT system 'eKidWeb' is expected to replace the current 'Bimbiweb' system in Ispra by the end of 2024. Resources will be mobilised to provide all the information required to ensure a successful migration.

Further projects of the Ispra childcare sector in 2024 include:

- ✓ Optimisation of the spaces in the crèche and garderie buildings to propose additional activities to children (e.g. the art room);
- ✓ Improve communication with parents by increasing the number of joint meetings and workshops between staff and parents;
- ✓ During the summer whole-day activities, continue to organise theme weeks;
- ✓ Launch of a project to improve the building conditions of the Garderie Icaro to ensure the safety and well-being of children and staff together with JRC services (responsible for infrastructure site management).

⁽⁵²⁾ Day-care activities during summer holidays

⁽⁵³⁾ Local public entity: Azienda Lombarda Edilizia Residenziale

PART 2. Modernising the administration: main outputs for 2024

The internal control framework ⁽⁵⁴⁾ supports sound management and decision-making. It ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

OIB has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of OIB's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management ⁽⁵⁵⁾

OIB will continue aligning its staffing structure with the Commission's business priorities and the HR strategy in place. The organisational structure in place with four departments ensures efficient management of activities. The OIB values and the new flexible way of working are reflected in the major pillars of the OIB HR Strategy. HR network meetings will continue to be organized on a bi-monthly basis to ensure optimal information flows.

OIB has reached its target in balanced representation of **women in middle management** positions (53%; 9 out of 17 posts in total) and will further stabilize its percentage of **women in management** positions in 2024 (including the Head of Department positions) ⁽⁵⁶⁾. OIB will continue to strive towards a balanced representation of women in deputy head of unit positions (4 out of 14 are female) ⁽⁵⁷⁾ to prepare women for middle management positions. This action supports the principle of balanced first appointment decisions in middle management positions in the long-term following the SEC/2023/200 Decision. In this context, OIB will participate in the annual Female Talent Development Programme using the quotas allocated by DG HR.

In 2024, OIB will design its yearly learning and development plan to allow staff to strengthen and broaden their competencies. Coaching sessions for managers at all levels, as well as team coaching sessions will be continued to support staff and **strengthen resilience**. OIB is working on an elaborated policy on the return-to-work plans after long-term absences with the aim to increase staff engagement. OIB will also further strengthen its **welcome policy** to accommodate new staff members which includes a Newcomer's breakfast, a welcome pack and an OIB HR welcome interview.

⁽⁵⁴⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

⁽⁵⁵⁾ The performance table for this objective can be found in the Annex (page 31)

⁽⁵⁶⁾ One Head of Unit post vacant as of 01.01.2024

⁽⁵⁷⁾ One Deputy Head of Unit post currently vacant and another one vacant as of 01.02.2024

The **internal dimension of the OIB equality work plan** will be further developed in 2024. Several training courses designed for various professions are envisioned for organisation by the OIB equality coordinator ⁽⁵⁸⁾:

- ✓ Awareness-raising training course for staff in the fields of catering and cleaning to take into account the needs of staff with disabilities.
- ✓ Design and delivery of a new training course for welcoming visitors and colleagues with disabilities, with a view to meeting their needs;
- ✓ Delivery of a new training course for project managers and designers who work with European accessibility standards in buildings;

The **internal communication** of OIB continues to focus on staff engagement and motivation and will address the working points which staff have indicated in the 2023 staff survey ⁽⁵⁹⁾. A second main focus of the internal communication is to promote M365 and SharePoint Online as the preferred Commission's digital tools. The OIB Communication Team will actively stimulate staff to use these tools and run an information campaign which will serve to further strengthen digital online collaboration across the Office and with other Commission services. In addition, OIB will continue to actively participate in and promote corporate internal communication campaigns.

To increase **staff engagement** and **motivation**, OIB will continue to inform all colleagues of important decisions via other ways than the traditional dissemination of minutes. Town hall meetings are organized and short informative video summaries of management meetings will continue to be made available.

B. Sound financial management ⁽⁶⁰⁾

OIB's central finance unit will continue to fulfil its guidance and support role to ensure that OIB runs its finances efficiently, enhancing financial coherence across the whole Office and maintaining the **low level of payment delays** (measured by the timely payments indicator).

OIB will both launch new initiatives and continue to enhance and fine-tune a series of initiatives and actions:

- ✓ Close monitoring of the evolution of the SUMMA developments towards the expected 'go-live' on 01.01.2025. In this context, OIB will continue its SUMMA 'free testing' efforts and expand them to involve representatives from all operational units. Furthermore, OIB will continue to interact closely with DG BUDG to ensure a maximum accommodation of its finance management needs and requirements. The analysis of OIB's current financial circuits and workflows will be pursued, in view of further rationalisation in SUMMA.

⁽⁵⁸⁾ The list given is indicative due to the time it takes for courses to be approved and rolled-out

⁽⁵⁹⁾ Results of the Staff Survey will not yet be available at the time of publication of this Management Plan

⁽⁶⁰⁾ The performance table for this objective can be found in the Annex (page 32)

- ✓ From a budget point of view, planning and implementation will be closely followed up to cope with the more stringent budgetary constraints, which are a consequence of the high inflation and, hence, increased contractual prices.
- ✓ In the view of budget execution, regular management reporting and monitoring of the budgetary programming will continue to ensure a flexible response to unforeseen demands, while maximizing the efficiency in the use of resources.
- ✓ The central finance unit will pay special attention to ad hoc consultancy and guidance towards the operational units, in view of timely adaptation to changing regulations, procedures and tools, and of rationalisation of financial transactions.
- ✓ The central finance will continue to organise bilateral workshops with the different operational units on contractual and financial implementation.
- ✓ Regular updating of procedures, checklists and manuals concerning the different aspects of contractual and financial implementation will be ensured.
- ✓ Regular meetings of the different finance-related networks within OIB (Finance & Internal control network, SAM User Reference Group (SAM URG), SUMMA Transition and Implementation Group (STIG), Public Procurement network, eProcurement Change Coordination Group) will be organised.

The **ex-post controls** are part of the supervision activities to ensure that 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.

The objective of the ex-post controls is to ensure that the estimated annual risk of errors in payments at the time of the authorisation of the transactions (risk at payment), as obtained from an examination of a representative sample of transactions, remains **less than 2%** of the allocated budget. The same objective applies to the risk at closure (after potential future corrections).

The **OIB internal control environment** will be assessed according to the tailored 2024 Internal Control Monitoring Criteria (ICMC). In addition to this assessment, OIB will conduct its annual Internal Control Assessment Tool (iCAT) survey. Furthermore, an annual risk assessment related to the Office activities will be organised via a series of dedicated management meetings.

Safeguarding assets

Safeguarding of assets and information is one of the internal control objectives (Article 36.2c of the Financial Regulation). It measures the effectiveness of controls related to non-expenditure items, such as assets. OIB will continue to lead the transfer of Inventory and Logistics Management to the new corporate financial platform SUMMA, expected to be

operational by January 2025. Several tests and training courses in Inventory and Logistics Management will be organised to familiarise end-users with SUMMA before its launch. In 2024, OIB will also implement a new inventory tracking approach which is being validated at the end of 2023.

Public Procurement

In the area of Public Procurement, OIB will maintain its key role in the field of eProcurement, participating in several working groups (pre-award and post-award: preparation, submission, evaluation and contract management) in order to prepare for the go-live. E-Submission will be systematically used for all types of procedures.

OIB will continue to use the existing IT tools (i.e. ABAC SAM ⁽⁶¹⁾, ABAC Workflow (including LCK ⁽⁶²⁾), e-Tendering (to be replaced by e-Forms), PPMT ⁽⁶³⁾, e-Invoicing through PEPPOL ⁽⁶⁴⁾ and otherwise) and anticipate proactively the further developments in both the SUMMA programme and the e-procurement project.

To further promote **Green Public Procurement (GPP)**, OIB will ensure that 100% of the GPP-relevant contracts include green criteria. OIB integrates social and environmental award criteria in its calls for tenders. The central procurement unit organises all opening sessions (for open procedures) virtually, i.e. without physical presence of the bidders.

C. Fraud risk management ⁽⁶⁵⁾

In 2024 OIB will further enhance its fraud risk management by revising the Office's Anti-Fraud Strategy and action-plan.

OIB's Anti-Fraud Strategy was last updated in 2020. The revision was launched by end of 2023 and will be finalized in 2024 in line with the requirements established in the **Commission Anti-Fraud Strategy (CAFS)** ⁽⁶⁶⁾. A thorough assessment of the current Anti-Fraud Strategy will be carried out as well as a fraud risk assessment involving all OIB departments. OLAF will be involved throughout the revision. The revised OIB Anti-Fraud Strategy will account for the post-pandemic recovery/new normal situation, recent political developments and align with the CAFS action-plan revised in 2023, as well as include corporate level actions linked to the following CAFS objectives:

- ✓ Foster digitalisation and use of IT tools to fight fraud;
- ✓ Reinforce the Commission's anti-fraud governance and maintain a high level of coordination and cooperation among Commission departments and Executive agencies; and

⁽⁶¹⁾ SAM: Supply and Assets Management

⁽⁶²⁾ LCK: Legal Commitment Kernel

⁽⁶³⁾ PPMT: Public Procurement Management Tool

⁽⁶⁴⁾ PEPPOL: Pan-European Public Procurement On-Line

⁽⁶⁵⁾ The performance table for this objective can be found in the Annex (page 33)

⁽⁶⁶⁾ The CAFS recommends an internal revision every 2-3 years

- ✓ Strengthen the culture of ethics and anti-fraud in the Commission that OIB will contribute to.

D. Digital transformation and information management ⁽⁶⁷⁾

Digital transformation

In line with the strategic objectives of the **New Commission Digital Strategy (NDS)** ⁽⁶⁸⁾, OIB will continue to modernise its IT landscape, using mainly cloud based and off the shelf solutions, as well as DIGIT's Reusable Solutions Platform components. OIB will contribute to the objectives #3 'Empower business-driven digital transformation', #4 'Ensure a seamless digital landscape' and #5 'Sustain a green, resilient and secure infrastructure'.

In 2024, in the context of redesigning business processes to respond to business needs and priorities, by optimising and automating business processes towards efficiency, the main OIB projects in the domain of objective #3 '**Empower business-driven digital transformation**' are:

- ✓ Following the go-live in Luxembourg late 2022, the **new joint OIB/OIL childcare facilities' management tool, 'eKidWeb'** will be made operational in Brussels early 2024 and later implemented in Ispra (late 2024). 'eKidWeb' is based on the latest technology, the DG DIGIT's Reusable Solutions Platform (RSP) components (especially EU Login and eUI ⁽⁶⁹⁾) and is adapted for mobile users by design.
- ✓ OIB operational and management decision-making will continue to benefit from the EC Data Platform ⁽⁷⁰⁾ in addition to further enhancements of OIBScore in 2024.
- ✓ OIBScore provides the visualization of data sets through the tool 'PowerBI' and helps providing evidence and transparency on the performance of Office services. In 2024, further indicators and dashboards will be developed and more business processes will be covered. OIL will also assess whether to join the project. The initiative is in line with the Corporate Digital Strategy (SO #1, Digital Culture) as the use of OIBScore will further enhance staff skills (IT literacy) and competences for effective use of data (through community of practice), including reporting.
- ✓ The eCourrier project aims at automating paper mail processing within the European Commission. It first focuses on the incoming mail. The analysis of various alternative solutions had been undergone and it now foresees in 2024 a Proof of Concept of an ARES-based solution, in cooperation with OIL in Luxembourg. Potential rollout to all Commission services will start in S2 2024. The analysis of solutions for the outgoing mail is also planned for 2024.

⁽⁶⁷⁾ The performance table for this objective can be found in the Annex (page 33)

⁽⁶⁸⁾ Communication on the Commission digital strategy – C(2022)4388

⁽⁶⁹⁾ eUI is a ready to use framework facilitating development of user interfaces for Commission applications, following EC user experience standards

⁽⁷⁰⁾ [EC Data Platform Documentation \(ec-europa.github.io\)](https://ec.europa.github.io)

- ✓ The digitalisation of OIB real estate activities based on off-the-shelf solutions will continue. Some of the solutions, e.g. Archibus, are shared with other DGs such as OIL, SCIC and DG COMM.

In reference to objective #4 '**Ensure a seamless digital landscape**', OIB will further roll out the IT tools managing the canteens and catering services in Brussels and Ispra. In cooperation with OIL, these tools were recently modernised.

The main OIB projects in the domain of objective #5: '**Sustain a green, secure and resilient infrastructure**' are:

- ✓ Digitisation of paper documents and automation of processes. The development of a new corporate archives management system in cooperation with SG and DG DIGIT for the Historical Archives will continue. The analysis of digitisation of the EC internal mail service will be completed in 2024 and a first pilot project will follow.
- ✓ The election of a Building Energy Management and Monitoring System (BEMMS), in cooperation with OIL which will support the greening of the Commission.
- ✓ A continued reinforcement of the overall security of the OIB IT systems by complying with IT security rules and guidelines and by ensuring the migration to 'Welcome' for its staff (with DG DIGIT support due to the specificities of some OIB staff categories).

Information and IT security rules

All IT projects and the operations part of the OIB IT portfolio are systematically managed in **GovIS2**⁽⁷¹⁾, the corporate governance tool for information systems and IT activities. New projects are presented to the ITCB ⁽⁷²⁾. All IT systems have either a new or a recently revised **Security Plan**. OIB IT systems handling Sensitive-Non-Classified (SNC) data will continue to use EU login and Multi-Factor Authentication (MFA). Their security status is already documented in the **Governance, Risk and Compliance (GRC)** tool. A dedicated OIB LISO ⁽⁷³⁾ function deals with IT security-related tasks, in close cooperation with DG DIGIT.S.

Based on the investments made in 2023, the **compliance with corporate IT and information security rules** will continue to be fully addressed in 2024. OIB will strengthen the management of IT security, risk, compliance and cybersecurity for staff and for information systems that OIB owns through the following actions:

- ✓ IT security plans for all information systems are updated systematically (at least every two years);
- ✓ For IT security compliance: all IT priority controls are implemented and attested as compliant in GRC (the Governance, Risk and Compliance tool);

⁽⁷¹⁾ Governance Information System (version 2)

⁽⁷²⁾ ITCB: Information Technology and Cybersecurity Board

⁽⁷³⁾ Local Informatics Security Officer

- ✓ Secure deployment of new cloud workloads ⁽⁷⁴⁾ using the principles and rules on outsourcing of CIS ⁽⁷⁵⁾, the EC Managed Landing Zone and the recommendations of the Cloud Council (such as the management of Sensitive-Non-Classified (SNC) data in IaaS and PaaS, the secure use of SaaS ⁽⁷⁶⁾);
- ✓ Continual monitoring of the IT security policy of the Commission and the eight associated central reporting systems, as attested via the Governance, Risk and Compliance tool (GRC) and reported through the IT security risk report (ITSRR) and the RMQ (Risk Maturity Quadrant).

Necessary security measures and any residual IT security risks will be communicated to the relevant System Owners while the security section of GovIS2 of OIB information systems will be kept up to date. Regarding the services and systems procured from external suppliers, as well as the security of any external access to Commission information systems and data, OIB will apply relevant corporate security measures. Framework contracts may be amended to reflect the latest applicable security measures for external service providers and companies delivering IT services to OIB.

Data, information and knowledge management

The *DataStrategy@EC* and the EC Digital Strategy design for a **data-driven Commission**, as defined by SG, requires enabling staff at every level to use data to drive better decisions at both strategic and policy level, as well as for everyday operations. Since OIB is part of the DG HR family, OIB follows the **rolling action plan 2022-2024** approved by the Information Management Steering Board (IMSB).

In line with the DG HR proposal of a two-faceted approach on data skills i.e.:

- I. digital skills to produce trustworthy, high-quality data and insights; and
- II. staff capacity to work with data, to extract meaningful insights from a given dataset.

OIB will continue to ensure that skilled staff are employed for the coordination of data records and data sets managed within the Information Technology and Cybersecurity applications of the operational services.

Data protection

OIB ensures a rigorous follow-up and respects the data protection rules in place. The following activities will be carried out to raise awareness in the field of data protection:

⁽⁷⁴⁾ Computing resources and tasks that are required to run an application or service in a cloud computing environment

⁽⁷⁵⁾ Communication and Information Systems

⁽⁷⁶⁾ IaaS (Infrastructure as a Service), PaaS (Platform as a Service), SaaS (Software as a Service)

- ✓ In line with the implementation of the Commission's Data Protection Action Plan (C(2018)7432 final), OIB will organise mandatory training courses tailor made for the areas of activity not yet covered by the 2023 exercise.
- ✓ OIB will provide ad-hoc reports to the Head of Service of OIB and the Data Protection Coordinator (DPC) of DG HR. The relevant action plan will be updated and communicated to the OIB management.
- ✓ OIB will continue to monitor compliance with the data protection regulation and the Data Protection Management System (DPMS) records will be updated accordingly.

E. Sound environmental management ⁽⁷⁷⁾

OIB takes full accountability for its environmental impact in all its actions and aims to reduce the day-to-day impact of its operations. As described under specific objective 7.4., several actions to reduce energy, water and paper consumption will be taken. Further to these, OIB will carry out and assess pilot projects to improve **organic waste sorting** in its buildings.

In line with the environmental management policy of the Commission, OIB will continue to implement a range of sustainability-focused actions in its portfolio of activities which ranges from its real estate policy to the optimal management of buildings, goods and logistics and childcare services (including the reduction of CO₂ emissions from OIB's staff missions to reach 50% reduction versus 2019) ⁽⁷⁸⁾.

OIB's building B-28 ⁽³⁰⁾ is one of the strategic buildings (for business continuity) that remains open as a hub during the BEST winter and BEST summer actions and welcomes staff from DGs with closed buildings during these periods. Kindergartens do not participate in the BEST actions due to the nature of service.

ECO Management and Audit Scheme (EMAS)

As announced in the 'Greening the Commission' communication, OIB will maintain the **EMAS certification**, including the management of the environmental system in buildings managed by OIB. Biannual verification audits (external and internal) will be carried out in June and November 2024 to review and scrutinise sound management. In addition, OIB will **reactivate its EMAS network**. Each unit will be represented in the bi-annual meetings of the network by a dedicated ambassador. The network will provide thematic discussions and an interactive intranet space to evaluate new ideas of staff to further strengthen sound environmental management in the Office.

OIB's '**Green Platform**' ⁽⁷⁹⁾ will continue to be updated and made available to OIB staff to promote and share knowledge on sound environmental actions. Some sections of the of the platform will also be made available to other EC staff. In addition, OIB will issue regular e-newsletters on its environmental actions. Four newsletters are foreseen in 2024. The

⁽⁷⁷⁾ The performance table for this objective can be found in the Annex (page 35)

⁽⁷⁸⁾ Details in annex – page 35

⁽⁷⁹⁾ [OIB GREEN PLATFORM](#)

distribution of all other relevant communication will be ensured through various channels such as the Commission's Intracomm site, the MyOIB site, OIB TV and workshops etc.

Green Public Procurement (GPP) clauses within framework contracts will be systematically introduced with a particular focus on integrating a circular economy approach into works, activities and (pilot) projects. This includes sustainable usage of natural resources throughout the life cycles of materials, usage of materials with a low environmental impact, eco labels and life cycle cost approaches where relevant. In addition, OIB actively promotes waste reduction efforts, including reusing, recycling, upcycling wherever possible to improve local resilience and adaptability to climate change pressure.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

OIB pays particular attention to the allocation of its resources to ensure the most efficient and economic functioning to achieve its objectives, as required by Article 74 of the Financial Regulation.

In view of the SUMMA go-live (currently scheduled for 01.01.2025), OIB will continue its **analysis of financial circuits and workflows** to adapt the procedures to the new tool and to rationalise the allocation of resources, in view of enhanced sound financial management within OIB.

The **"SAM/SUMMA" Cell** within the central financial unit (OIB.RPP.2) will continue its guiding role in supporting and accompanying OIB's Departments and Units to encourage timely and efficient processing of financial transactions, reasoned use of the financial IT tools and adequate training of colleagues. It will furthermore ensure close collaboration and transparent communication with key Commission services (such as DG BUDG and DG DIGIT) in this domain. In addition, the OIB **SUMMA coordination group** will continue to streamline the SUMMA implementation activities between the key actors from different OIB Departments (IT, Finance, Inventory, Logistics and horizontal coordination activities) and organise regular STIG (SUMMA Transition and Implementation Group) meetings.

ANNEX: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

General objective: A modern, high performing and sustainable European Commission		
Specific objective 7.1: <i>The Commission's buildings and infrastructures are managed in line with the Commission Building Policy and needs</i>		
<i>Related to spending programme(s): No</i>		
Main outputs in 2024:		
Output	Indicator	Target
Sale of buildings	Transaction completed	30.04.2024
New Conference Centre CC2.0	Urban and environmental permits delivered; planning established, contract in execution	29.02.2024
Ongoing multiannual project: Refurbishment of BERL ⁽¹³⁾ S3 meeting room	Delivery	31.12.2024
Ongoing multiannual project: Refurbishment of BERL ⁽¹³⁾ Piazza	Delivery	31.10.2024
Ongoing multiannual project: Refurbishment of BERL ⁽¹³⁾ VIP corner	Delivery	31.12.2024
Ongoing multiannual project: Activation of Ground Floors	Delivery	31.12.2024 Delivery of a minimum of two new projects per year (upon availability of the resources and budget)

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

Specific objective 7.2: Provide good quality office space to all Commission sites in Brussels.

Related to spending programme(s): No

Main outputs in 2024:

Output	Indicator	Target
Rollout of dynamic collaborative space (DCS)	Rollout in: C046 ⁽⁸⁾ , J-59 ⁽¹⁴⁾ , SPA3 ⁽¹⁵⁾ and BERL ⁽¹³⁾ (partially)	30.06.2024 for C046; 31.10.2024 for SPA3 and J-59; Ongoing for BERL
Screening programme: accessibility to buildings for people with disabilities: Upgrade of buildings being refurbished or renovated	Delivery of action in the buildings upon availability of the resources	31.12.2024
Parking application 'Where2Park' in active use in new buildings	C046 ⁽⁸⁾ , LX46 ⁽¹⁹⁾ , M059 ⁽²⁰⁾ , LX40 ⁽²¹⁾ , PLB3 ⁽²²⁾	31.08.2024
Realisation of an IT prototype allowing space occupancy teams to simulate and compare potential scenarios and their budgetary, as well as energy efficiency impacts	Creating a prototype based on real-time data	31.12.2024

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

Specific objective 7.3: Modern logistics domain and related services through a united logistics approach

Related to spending programme(s): No

Main outputs in 2024:

Output	Indicator	Target
Complete the transition to ServiceNow in cooperation with DG DIGIT	Full use of the new corporate IT tool (timeline dependant on DIGIT development)	30.06.2024 (estimated)
Organise meeting for benchmarking OIB service delivery	Number of meetings ≥ 1	31.12.2024
Develop a report, capitalising on the pilot project for reengineering	Validation of report by management	31.12.2024
The Historical Archives process archives with historical value and open them to the public	Delivery: <ul style="list-style-type: none">✓ 20 linear meters transferred to the Historical Archives in Florence✓ 500 linear meters eliminated	31.12.2024
Mail digitalisation project	Implementation started	31.12.2024

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

Specific objective 7.4: Reduction of the Commission’s carbon and ecological footprint consistent with the objectives of the EU Green Deal, notably a climate-neutral Commission by 2030.

Related to spending programme(s): No

Main outputs in 2024:

Output	Indicator	Target
Application of Brussels Capital Region energy reduction ‘Plage’ legislation for Commission buildings	Partial implementation of ‘Plage’ Phase 2 ‘Action Plan’ ‘Plage’ Phase 2 ‘Action Plan implementation’ to be completed by 23 August 2026 according to legislation	Interim target: 31.12.2024 23.08.2026
New objectives pursuant to article 5 Energy Efficiency Directive (EED)	Analyse impact of the new EED Directive on OIB	31.12.2024
Demonstrate continuing environmental compliance (extension of permits and reduction of parking space)	Delivery: COBRACE projects for parking spaces: B-28 ⁽³⁰⁾ and LX46 ⁽¹⁹⁾ New permit renewals to be launched for N105 ⁽³¹⁾	31.12.2024
Action Plan Winter 2023/2024	Reduce energy consumption by 15% between October 2023 and March 2024 compared to the 5-year reference period	31.05.2024 (Check results)
End of year action 2023/2024	Number of buildings closed	44 buildings closed (2023 results as a benchmark)
BEST Winter Action 2024	Number of buildings participating	30 buildings closed (2023 results as a benchmark)
BEST Summer Action 2024	Number of buildings participating	21 buildings closed for at least one week (2023 results as a benchmark)
Biodiversity projects in inner courtyards for CSM1 ⁽³⁸⁾ and BERL ⁽¹³⁾	Delivery	31.12.2024
Greening of roofs: CHAR ⁽³⁹⁾ /ORBAN ⁽⁴⁰⁾	Delivery	31.03.2024
Approval & Implementation of the new EC staff mobility plan, as foreseen in the ‘Greening the Commission’ communication and action plan	Approval received & implementation initiated	31.12.2024 (subject to political decision)
Electric & plug-in hybrid vehicles in the official vehicle fleet	Number of hybrid & full electric cars in the vehicle fleet (82% end of 2023)	Increase to 85% by 31.12.2024
Continue reuse/recycling of furniture	Percentage of furniture goods reused & recycled.	90%

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

Specific objective 7.5: Respect of rules of Prevention and Protection at Work applicable to the Commission sites in Brussels

Related to spending programme(s): No

Main outputs in 2024:

Output	Indicator	Target
Prevention at the workplace Communication	Number of Awareness-raising campaigns and communication actions carried out	5
Prevention at the workplace Trainings	Number of training courses carried out in the field of ergonomics	5
Prevention at the workplace First aid	Number of 'first-aid in the workplace' training courses carried out	100 training days executed
Prevention at the workplace Evacuation exercises	Number of building evacuation exercises carried out	+/- 60 exercises in total and at least one per building
Safety of buildings Inspections	Delivered inspections of the technical installations based on the planning established	100% of planning executed
Safety of buildings Global Action Plan	Adaptation of the global plan according to the action plans proposed following the ISO 45001 audit on emergency preparedness and response	By 31.12.2024: <ul style="list-style-type: none"> ✓ 100% of action plans drafted ✓ Global plan adapted entirely

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

Specific objective 7.6: Good social infrastructure is provided at Brussels and Ispra sites.

Related to spending programme(s): No

Main outputs in 2024:

Output	Indicator	Target
Brussels		
Staff satisfaction - Canteens:	<ul style="list-style-type: none"> ✓ Quality of hot meals: 78% ✓ Size of portions: 76% ✓ Cold meals: 78% ✓ Price/quality ratio: 59% 	Increase
Staff satisfaction – Cafeterias	<ul style="list-style-type: none"> ✓ Quality of hot beverages: 65% ✓ Quality of cold meals: 68% ✓ Price/quality ratio: 69% 	Increase
Staff satisfaction – Boissons/Réunions (B/R) service	<ul style="list-style-type: none"> ✓ Quality of service: 63% 	Increase
Ispra		
Installation and go live of cash registers in the catering sector	<ul style="list-style-type: none"> 5 cash registers in the Mensa building 1 cash register in the Cafeteria 1 cash register in the Club House 	30.06.2024
Service contract for the Club House restaurant	Contract in force	01.09.2024

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

Specific objective 7.7: Good social childcare infrastructure is provided at Brussels and Ispra sites.

Related to spending programme(s): No

Main outputs in 2024:

Output	Indicator	Target
Brussels		
Integrate green dimension in procurement procedures	Percentage of procedures launched in 2024 that include green dimension/criteria	80 % of procedures include green dimension/criteria
Sufficient nursery, kindergarten and afterschool pedagogical childcare capacity	Number of children enrolled vs number of requests Nominal capacities currently satisfy the number of enrolment requests received for the services: 1 436 places vs 1 100 requests in nurseries and kindergartens (77%); 2 637 places for 2 420 enrolments for the afterschool childcare (91%)	Capacity to satisfy demand
Ispra		
Restructuration of the Atrium: Transformation of the previous little kitchen at Aquilone into an Art room	New space operational	30.06.2024
Develop meeting occasions with parents and invite parents to participate in workshops with the children at the crèche	To organise: <ul style="list-style-type: none"> ✓ 2 meetings/section/ school year with parents at the crèche ✓ 1 meeting/section/ school year at the Garderie ✓ 1 individual meeting between parents and educators per school year for all sections of the crèche ✓ At least 2 activities with parents per school year for all sections of the crèche 	30.06.2024 (for the academic year 2023-2024)
Eurolandia – summer organisation	To propose 8 weeks of activities for children from 4 to 11 years old	End of Summer 2024

Part 2 – Modernising the administration

A. Human resource management

Objective: OIB employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

Main outputs in 2024:

Output	Indicator	Target
Local communication actions in line with the corporate internal communication actions and strategy	% of shared corporate communication actions interesting for local audiences	100%
A work culture in line with OIB’s core values (transparency, recognition, kindness, trust & teamwork) and results of the 2023 staff survey	Outline a Staff Survey follow up campaign based on the OIB Values Deliver % of actions under the last campaign	Action plan finalised and campaign launched by 1.7.2024 ⁽⁸⁰⁾ 100% of the campaign items foreseen for 2024 (The action plan should be ready by June 2024 and fully executed by end of 2025) ⁽⁸¹⁾
Higher staff engagement and motivation	List of initiatives approved (addressed points raised by staff in the 2023 staff survey)	Action plan ready by June 2024 and fully executed by end of 2025
% of female staff members in Middle Management positions (Head of Department = Middle Management)	Stabilise (10 out of 18 with one vacancy as of 01.01.2024)	+/- 50% = 9 out of 18
Local HR Strategy in line with corporate HR Strategy	Adapt corporate HR strategy to local business	Deliver by 31.12.2024

⁽⁸⁰⁾ The entire follow-up campaign (100%) should be completed by 01.11.2025, i.e. when the next staff survey will be launched

⁽⁸¹⁾ Actions can only be put up once the results of the 2023 staff survey are known, shared and discussed with staff who ultimately will select the follow-up actions it wants to see implemented. The results of the staff survey 2023, that will only be delivered by DG HR in the first half of 2024

B. 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 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets - Increase effectiveness of inventory scanning: <i>Further to the abandoning of several buildings in the coming years, a new tracking strategy has been developed, focusing only on furniture not fully amortized.</i>	Reach the threshold for scanning of inventoried items in each building	95% (New 3-year tracking exercise will be completed by end of 2025)
Effective controls: Safeguarded assets - Central inventory regulation in place	Implementation of the newly approved inventory regulation	30.06.2024
Efficient controls	Budget execution	Budget execution: becomes 100% of payment appropriations
	Timely payments	Timely payments: becomes 100% of payment (in value) on time
	Time-to-procure (inform)	120 days
Economy of controls	Opinions from GAMA	No negative opinion
	Overall estimated cost of controls	Becomes < 4% of funds managed

C. 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 (CAFS) ⁽⁸²⁾ aimed at the prevention, detection and correction ⁽⁸³⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Anti-Fraud action plan implemented	Percentage of implementation of actions planned for 2024 in the Anti-Fraud Strategy	100%
The update of the Anti-Fraud Strategy	Adopted	31.12.2024
Anti-Fraud communication on targeted update of AFS and action plan	Single communication carried out	31.12.2024

⁽⁸²⁾ [Communication from the Commission ‘Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) –‘the Communication on the 2023 revision’ – and the accompanying document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’

⁽⁸³⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions

D. Digital transformation and information management

Objective: OIB is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2024:

Output	Indicator	Target
<p>Digital transformation initiatives: Implementation of initiatives in the domain: <i>SO3 "Empower business-driven digital transformation",</i> <i>SO4 "Ensure a seamless digital landscape",</i> <i>SO5 "Sustain a green, secure and resilient infrastructure".</i></p>	<p>Delivery of eKidWeb OIB Brussels, REMIS GMAO Mobile; Pilot for the mail digitisation.</p>	<p>Interim target: 31.12.2024 (Finalisation: 31.12.2025)</p>
<p>IT security compliance: Security plans for all information systems are updated at least every two years</p>	<p>All OIB-owned IT Systems have a security plan less that is less than two years old.</p>	<p>31.12.2024</p>
<p>Implementation of the actions identified by the IT Security Strategy 2023-2024 that concern OIB.</p>	<p>Tracking the status of implementation</p>	<p>31.12.2024</p>
<p>The staff has participated in at least one cybersecurity training or awareness exercise.</p>	<p>% of staff participated</p>	<p>30%</p>
<p>Business-driven Digital Transformation Key initiatives on digital transformation in OIB (Where2Go, REMIS Where2Desk, GREPA Where2Park, EC Transport, eKidWeb)</p>	<p>Number of OIB IT systems/tools with mobile-friendly version</p>	<p>5 by 31.12.2024</p>
<p>Further enhance the new system managing car fleet and rides for VIPs (EC Transport).</p> <p>The new 'MobilityNet' system managing reimbursements of public transportation fees will replace an old ColdFusion-based technology, which will be decommissioned in 2024. As the new system reuses existing corporate information systems, this will lead to a reduction in total cost of ownership.</p>	<p>Deliver</p>	<p>31.12.2024</p>
<p>Deployment of mobile services for building maintenance as well as the digitisation of building technical and legal documentation (started in 2023 in the context of OIB flagship project REMIS version 2)</p>	<p>Deliver</p>	<p>31.12.2024</p>

Output	Indicator	Target
Reinforce investments in the Building Information Modelling (BIM) tools and processes together with OIL.	Deliver	31.12.2024
Seamless Digital Environment Ensure outputs related to the Information Systems that are streamlined, fit for purpose and running on supported technologies. Promote outputs related to a cloud first approach with Information Systems owned by the department.	% of deprecated and unsupported OIB IT systems (hosted in the corporate datacentre) – technical debt Maintain IT systems owned by OIB using cloud infrastructure service	Less than 10% by 31.12.2024 Increase (Baseline: 3 IT systems cloud-based)
Promote corporate Cybersecurity awareness and training	Follow up with DG DIGIT on the statistics (based on their input)	Improve (based on DG DIGIT input)
Animate a community of practice to further enhance staff skills for effective use of data (OIBScore/ PowerBI)	Organise a 'Community of practice'	At least 1 meeting by 31.12.2024
Green, Resilient and Secure Digital Infrastructure Ensure outputs related to the continuous improvement of the department's performance as captured in the Risk Maturity Quadrant (RMQ).	RMQ risk and maturity indicators	Improvement of 30% by 31.12.2024 vs situation on 31.12.2022
Data Protection		
List of key actions on information management and data protection	<ul style="list-style-type: none"> ✓ Specific mandatory training courses to raise awareness among staff, organised for all areas of activity; ✓ Update of records (estimated total of 50 DPMS records) 	100% implemented Review of 50% of records and privacy statements
List of actions to implement the corporate principles for data governance for OIB's key data assets ⁽⁸⁴⁾	Percentage of implementation of the corporate principles for data governance for OIB's key data assets	80% (Corporate target)

⁽⁸⁴⁾ For each key data asset, departments should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s)
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

E. Sound environmental management

Objective: OIB takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

Output	Indicator	Target
Reduced emissions from OIB staff missions ⁽⁸⁵⁾	CO ₂ emissions from OIB's staff missions	Reduction by 50% versus 2019 ⁽⁸⁶⁾
Monitor GPP criteria in contracts	% of contracts with green criteria (relevant value in EUR)	100% of GPP-relevant contracts with green criteria (relevant value in EUR)
Waste management in OIB buildings	Conclusions of pilot projects to improve the organic waste sorting in buildings.	31.12.2024
EMAS Verification Audit (Internal and External)	Successful environment management system and buildings biannual audits	30.06.2024 30.11.2024
Staff engagement and communication	OIB green Platform upgraded and update in view of promoting and sharing knowledge across the Commission. Some sections available to EC staff. Coordination of newly reactivated OIB network of EMAS ambassadors. OIB Green Newsletter issued	Upgraded and updated by 31.12.2024 2 meetings in 2024 Delivered 4 Newsletter in 2024
EMAS site management review meeting	Meeting at least once a year	≥ 1

⁽⁸⁵⁾ Data provided by PMO/MiPs

⁽⁸⁶⁾ the current state 2023: for all transport types: -44% versus 2019. OIB does not have any experts' missions

