

Management Plan 2025

Directorate-General for
Mobility and Transport

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PART 1. Introduction and strategic outlook

Mission statement and operating context

Transport and tourism are central to **Europe's sustainable prosperity and competitiveness**. Mobility is an enabler of our economic and social life, and an efficient transport system is crucial for the competitiveness of the EU's Single Market. Europe has a fully integrated aviation market, a vast rail network, some of the world's busiest ports as well as an extensive network of roads, navigable rivers and canals. Transport is also a major employer in the EU with 10.6 million people working in the sector (5 % of total employment in the EU) (¹). Likewise, the tourism sector, with 17.7 million employees (²) working in over 3 million companies, helps Europe maintain its global touristic attractiveness.

We work towards a European **transport system that offers attractive services to people and business**. This means putting in place clear rules to encourage competition and innovation, advance the green and digital transition, ensure fair and attractive working conditions, protect passenger rights, including for persons with disabilities. Similarly to our actions concerning transport and mobility, we work closely with Member States and with regional and local stakeholders to ensure **EU tourism develops sustainably**, respecting our heritage, creating opportunities for local businesses and quality employment.

The years until 2030 will represent a critical period for the EU to transform the EU's transport and mobility sector to ensure its long-term **competitiveness, sustainability and resilience** – all in a volatile geopolitical landscape. As a sector with CO2 emissions still above 1990 levels, yet also one so essential to economic growth as well as social and territorial cohesion, making transport more sustainable is key to achieve the EU's 2050 commitment to a climate-neutral continent. The coming years also represent an important juncture to make European transport more competitive globally, and more resistant to shocks. While the tourism sector has proven its resilience post the COVID-19 pandemic and the number of nights spent in the EU reached a record level in 2024(³), new challenges are emerging: the impact of climate change, unbalanced development, geopolitical tensions, as well as economic and social pressures related to tourism acceptance by local communities.

Transport is also a key in the **new era for European defence and security**. Boosting military mobility and facilitating the movement of military troops and assets is essential for the security of EU citizens, and for a more effective, responsive and joined-up Union.

(¹) Eurostat, Structural Business Statistics, 2023, [sbs_sc_ovw]

(²) European Monitor of Industrial Ecosystems (EMI) Data Dashboard, 2022 [excluding people working in passenger transport service]

(³) Over 3 billion nights according to Eurostat

We also have a key role to play in **leveraging Europe's power globally**, from supporting the integration of Ukraine, Moldova and the Western Balkans in the EU's single transport area, to further developing connectivity with the rest of the world. This requires coordinated action at the European and international level. DG MOVE works closely with the European Parliament, the Member States, European industry, local authorities, citizens, social partners, consumer representatives and other stakeholders. We also work with our partners in international organisations, such as the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO) and Intergovernmental Organisation for International Carriage by Rail OTIF), and the UNECE.

Under the political guidance of Executive Vice-President Fitto and Commissioner Tzitzikostas, DG MOVE develops transport and mobility policies and complements the Member States' action in tourism. Our competences are defined in the Treaty on the Functioning of the European Union, including in Title VI on Transport, Title XVI on Trans-European Networks, and Title XXII on Tourism. They range from shared to coordinating and complementary. To reach these objectives DG MOVE cooperates closely with other DGs, Commission Services and the EEAS. DG MOVE is assisted in its work by several European Agencies and Joint Undertakings/partnerships: the European Union Aviation Safety Agency (**EASA**), the European Maritime Safety Agency (**EMSA**), the European Union Agency for Railways (**ERA**), the European Climate, Infrastructure and Environment Executive Agency (**CINEA**), Single European Sky ATM Research Joint Undertaking (**SESAR**) and the **Europe's Rail** Joint Undertaking. DG MOVE also works together with the CCAM and 2Zero Partnerships and the Zero Emission Waterborne Transport Partnership. Our role is to ensure that transport R&I meets the market's needs, and that the EU can rely on a strong and innovative industrial base. DG MOVE has also built a strong cooperation with EUROCONTROL and NATO.

We develop policies for the transport and tourism sectors in line with the Commission's political priorities. We support Member States' enforcement efforts, monitor compliance at national level and, where relevant, make new legislative proposals. We encourage the exchange of good practices and co-finance transport physical and digital infrastructure under the Connecting Europe Facility (CEF). We provide technical assistance for Member States to enhance their relevant administrative capacity and facilitate cooperation within the European Transport Corridors. We contribute to implementation of the Recovery and Resilience Facility, the Social Climate Fund, and Horizon Europe. We work on increasing the attractiveness of transport careers and addressing the shortages of labour in transport and tourism. We increasingly engage with financial institutions, such as the European Investment Bank (EIB), to secure funding for priority transport investments.

The budget under the responsibility of the DG is implemented by both direct and indirect management. CEF Transport is managed by CINEA. In the area of tourism, with the support of the Single Market programme, we make sure that tourism companies, especially SMEs, remain competitive, while implementing the green and digital transition. We promote EU policies and standards internationally through the projects financed by the Neighbourhood, Development and International Cooperation Instrument.

Strategic outlook 2025 - 2029

DG MOVE contributes to four Commission priorities set out by President von der Leyen in her Political Guidelines and the associated general objectives for the 2025-2029 Strategic Plan:

- A new plan for Europe's sustainable prosperity and competitiveness
- A new era for European defence and security
- Supporting people and strengthening our societies and our social model
- A global Europe: leveraging our power and partnerships

For each of these priorities, hereinafter referred to as General Objectives, DG MOVE has one or more Specific Objectives that guide our efforts.

Sustainable Prosperity and Competitiveness	<ul style="list-style-type: none">• Specific Objective 1.1.: A sustainable, resilient and digitalised transport system and flourishing industrial base, enabling efficient connectivity and underpinning prosperous and competitive Single Market• Specific Objective 1.2.: A prosperous and competitive tourism eco-system that develops sustainably in Europe, respecting our heritage, creating opportunities for local businesses and quality employment
New era for European Defence and Security	<ul style="list-style-type: none">• Specific Objective 2.1: A resilient and secure transport system that facilitates seamless military mobility and adequately addresses emerging security threats
People, societies and social models	<ul style="list-style-type: none">• Specific Objective 3.1: Delivering a seamless, safe, accessible and inclusive transport system as well as socially responsible tourism services across the Union
A global Europe: Leveraging our power and partnerships	<ul style="list-style-type: none">• Specific Objective 6.1: Strengthened bilateral and multilateral transport and tourism relations and better international connectivity, also supporting future enlargements

To deliver on a new plan for Europe's sustainable prosperity and competitiveness, and building on the 2025 Competitiveness Compass and the Sustainable and Smart Mobility Strategy, DG MOVE will work to further develop **a sustainable, resilient and digitalised transport system and industrial base, enabling efficient connectivity and underpinning prosperous and competitive Single Market**. Competitive transport and tourism businesses will drive economic growth and cohesion. For this, they need a truly integrated transport internal market and a fully interconnected transport network. We will

focus on the completion of the TEN-T network, including the **high-speed rail network** and on advancing the completion of the internal **market for transport services**. This will be complemented with action on securing skilled workforce. Companies' competitiveness comes also from a well-functioning Single Market and from being early movers on new and innovative technologies, including in clean power sources. We will work on the implementation of the **Action Plan for the automotive sector**, and also propose a new **industrial maritime strategy** to enhance the competitiveness, sustainability and resilience of this sector. Clean mobility alternatives, such as a zero-emission road transport, clean maritime and inland waterways transport, sustainable aviation fuels, high-speed rail, public transport, walking and cycling, shared mobility will reduce emissions from transport and drive demand for sustainable transport. Increasing the availability of sustainable transport fuels will be the main objective of the **Sustainable Transport Investment Plan**. This will position the EU as global leader and will help reducing EU's dependency on imported fossil fuels.

Delivering on the same general objective DG MOVE will work towards ***a prosperous and competitive tourism eco-system that develops sustainably in Europe, respecting our heritage, creating opportunities for local businesses and quality employment.*** Building on the EU Agenda for Tourism 2030, and dialogues with stakeholders, we will develop a comprehensive **Sustainable Tourism Strategy** to strengthen the competitiveness of this sector, to reinforce Europe's position as the number one destination in the world, while ensuring balanced and sustainable tourism.

Russia's war of aggression against Ukraine has called for Europe to reconsider its defence architecture. The continued rise of aggressive economic competition and distortion brings with it risks to EU's security. In the transport sector this calls for establishing ***a resilient and secure transport system that facilitates seamless military mobility and adequately addresses emerging security threats.*** DG MOVE will prepare **a comprehensive EU Port Strategy** on strengthening the security of Europe's ports, airports and land transport infrastructure, and on addressing new threats, improving security across modes, and incorporating security by design.

Transport is the backbone of our economy. It is key in ensuring connectivity for our people and regions, that citizens can travel safely, sustainably and seamlessly, at affordable prices for professional, personal or touristic reasons. Passenger rights are a fundamental element of a fair and accessible transport system. DG MOVE works on ensuring that passenger rights are protected throughout their journeys, whether within a single mode or multimodal, including through an initiative on **Single Digital Booking and Ticketing Regulation**.

Promoting the attractiveness of professions and address labour shortages in transport and tourism is key for strengthen these sectors. Safety also remains the number one priority across all modes. To this end, and to contribute to the general objective of supporting people, strengthening our societies and our social models, DG MOVE works towards ***a seamless, safe, accessible and inclusive transport system as well as socially responsible tourism services across the Union.*** The work will focus on facilitating access to

multimodal transport solutions, strengthening passenger protection, and promoting safe and sustainable transport options. For better road safety and air quality across the EU, DG MOVE has proposed a comprehensive overhaul of the EU's road safety and vehicle registration rules in the roadworthiness package.

A close cooperation on the international level brings benefits to our economy, our safety and security, the environment, and our strategic interests. This is why DG MOVE aims for **strengthened bilateral and multilateral transport and tourism relations and better international connectivity, also supporting future enlargements**. We will focus on expanding connectivity with key partners, including Ukraine, Moldova, the Western Balkans, and support application of EU transport acquis, in anticipation of their future joining of the EU. This work will build on the European Transport Corridors, and the Solidarity Lanes. We will cooperate with Central Asia, Africa or Latin America, and advance on transport projects under the Global Gateway strategy, helping establish **green corridors** along key trading routes, to deliver on the Commission's general objective of a global Europe that leverages its power and partnerships. DG MOVE also engages in international organisations, in particular the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO) and Intergovernmental Organisation for International Carriage by Rail (OTIF), and the UNECE.

Many of DG MOVE actions will contribute to more than one Specific or General Objective at once. Increasing the resilience of transport infrastructure will help our security and defence, while creating business opportunities for new investments in Europe. Investing in sustainable tourism models will help reducing the impact of tourism while providing quality jobs to people and respecting local communities' needs. DG MOVE will also contribute to the design and the implementation of the post-2027 Multiannual Financial Framework given the importance of the EU funding for the transport and tourism sectors.

In line with the DG MOVE Communication Strategy, all key developments will be accompanied by a coordinated set of external communication — including dissemination via social media channels, the DG MOVE website, targeted press actions, and dedicated communication materials. These will focus on engaging key target audiences, media and stakeholders, to ensure maximum impact and to support the strategic policy goals of DG MOVE. DG MOVE also assists Commissioner Tzitzikostas in **Strategic and Implementation Dialogues** on key policy issues such as on automotive, ports and maritime industry, alternative fuels, or greening corporate fleets.

DG MOVE will maintain its management of financial risk and will ensure that the key performance indicator - amount at **risk at payment** remains below 2% of the relevant expenditure in 2025 (baseline 2024: 1.34%).

Cross-cutting efforts – implementation and simplification agenda

Over the current planning period MOVE will focus on ensuring adequate implementation, ensuring that existing rules are fit-for-purpose and on reducing administrative burden and simplifying legislation. Contributing towards the overarching objective of reducing administrative burden for companies by at least 25% (and at least 35% for SMEs), DG MOVE will launch a study on the burden reduction in the transport sector.

DG MOVE has prepared a multi-annual comprehensive plan to **stress test the EU transport acquis** which will be systematically updated as work advances. In 2025 the two implementation dialogues (detailed below) feed into this process.

The work has already started on airports legislation, fishing vessel safety, market access in inland waterway transport, the functioning of the European Agency for Railways, the ex-post evaluation of the Connecting Europe Facility 2014-2020, and the interim evaluation of Connecting Europe Facility 2021-2027 ⁽⁴⁾. Likewise, there is ongoing work on the implementation of the FuelEU Maritime Regulation, ReFuelEU Aviation Regulation and Alternative Fuels Infrastructure Regulation (parts of the Fit for 55' package), drawing on feedback from industry. In the area of waterborne transport, reports on technical requirements and standards for inland navigation and on the functioning of the Port Services Regulation are also in preparation, and reflection is ongoing on a possible revision of the Interpretative Guidelines on maritime cabotage. Moreover, work is ongoing to identify EU legislation in different transport sectors that is relevant for **military mobility** and assess whether it is fit for purpose. In aviation safety, work is ongoing by European Aviation Safety Agency (EASA) together with Commission's transport services to identify simplification potential and to reduce the cost of compliance.

In 2026, stress testing is planned to further cover: **paperless mobility** (to identify opportunities for simplifying through digitalisation), carriage of goods by road (i.e. measures to be taken in the event of a crisis in the market in the carriage of goods by road and the fixing of rates for the carriage of goods by road between Member States), access to service facilities in the Single European Railway Area (i.e. Commission Implementing Regulation on access to service facilities and rail-related services and the relevant articles of Directive 2012/34/EU establishing a single European railway area), noise-related operating restrictions at Union airports (evaluation of Regulation on noise-related operating restrictions at Union airports).

In 2027, stress testing is foreseen to include: the identification of opportunities for reducing administrative burden in the transport sector (covering the transport acquis under DG MOVE remit, including delegated and implementing acts), drawing on the study that will be conducted during 2025-2026), access to the international market for coach and bus services,

⁽⁴⁾ It should be noted that 23 ex-post evaluations have been already conducted by DG MOVE during 2019-2025.

legal limitation of access to the rail network in the Single European Railway Area, and sustainable transport (evaluation of the Clean Vehicles Directive). In 2028-2029, the stress testing will cover: Intelligent Transport Systems (evaluation of the Intelligent Transport Systems Directive) and the recognition of professional qualifications in inland navigation.

All new proposals will respect the principles of **proportionality, subsidiarity and Better Regulation, including equality mainstreaming**, and will include, where appropriate, the new **SME and competitiveness check. Simplification and burden reduction** will guide the work on Better Regulation, and the contribution to burden reduction will be recorded in the Calculator of Administrative Costs & Administrative Burdens.

To support Member States in their **implementation efforts**, DG MOVE will continue to use a large array of compliance promotion tools, ranging from early implementation guidance and implementation strategies to technical assistance, financial support, public reporting, inspections, meeting-based tools (e.g. committees, expert groups, package and/or bilateral meetings) and solution-oriented dialogues with Member States.

DG MOVE will organise two **Implementation dialogues** per year with social partners, and other relevant stakeholders to align implementation with realities on the ground, starting, in 2025, with addressing the deployment of alternative fuels in transport and the development of high-speed rail connections in Europe. In addition, DG MOVE will prepare a rolling plan of **reality checks**, a new consultation tool, through which we seek detailed technical feedback from practitioners on the implementation of EU rules and programmes, including on measures to make them simpler and facilitate their implementation.

Where these *ex-ante* measures prove insufficient, DG MOVE will continue to resort to legal **enforcement action**. DG MOVE will follow the strategic approach and priorities for the Commission's enforcement action, supplemented with transport-specific enforcement priorities, as detailed in the 2025 MOVE Implementation and Enforcement Action Plan. These include notably the strengthening of the Single Market for transport services, greening and digitalisation, and our commitment to a high standard of transport safety and security.

DG MOVE's 2025 implementation and enforcement objectives and operational priorities will continue to feed these long-term policy drivers of EU transport policy. An **Annual Progress Report on Implementation and Enforcement** will also be prepared with transmission to the European Parliament and to the Council.

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

DG MOVE contributes to four Commission headline ambitions set out by President von der Leyen and reflected in the Strategic Plan 2025-2029, as outlined above. For each of these General Objectives, DG MOVE's efforts are guided by one or more Specific Objectives.

All key developments will be accompanied by a **coordinated set of external communication activities** — including dissemination via social media channels, the DG MOVE website, targeted press actions, and dedicated communication materials. These efforts will focus on engaging key target audiences, notably media and stakeholders, to ensure maximum impact and to support the strategic policy goals of DG MOVE.

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

Specific objective 1.1: A sustainable, resilient and modern transport system and flourishing industrial base, enabling connectivity and underpinning prosperous and competitive Single Market

Transport infrastructure is the backbone that ensures Europe's economy thrives; that our cities and regions are well connected, and the prerequisite for a prosperous tourism sector across Europe. This is why the completion of the TEN-T core network by 2030 will remain a priority for DG MOVE in 2025, focusing on the **implementation of the TEN-T regulation**. In 2025, the European TEN-T Coordinators will draft their first work plans in consultation with Member States and all relevant stakeholders. Under the **urban dimension**, the definition of urban mobility indicators and their collection methodology for reporting urban mobility data for all 431 urban nodes will be pursued and work on coordinating the implementation of urban mobility related requirements for TEN-T urban nodes will continue.

In 2025, we will **award the last EUR 2.5bn under the Connecting Europe Facility (CEF)** programme 2021-2027. The call for proposal has again been oversubscribed, demonstrating a healthy pipeline of mature infrastructure projects that need support across Europe. DG MOVE will organise another evaluation of project proposals to be submitted in mid-2025 under the **Alternative Fuels Infrastructure Facility**. They will support recharging and refuelling infrastructure for alternative fuels across Europe, in line with the requirements of the Alternative Fuels Infrastructure regulation (AFIR).

DG MOVE will prepare in 2025 a **Plan for an ambitious high-speed rail network in Europe**, taking a comprehensive approach to support infrastructure development, favourable conditions for the establishment of new rail services and support a competitive and innovative rail supply industry. The plan will further strengthen the attractiveness of this mode of transport, including to the benefit of the European tourism sector.

DG MOVE, together with DG GROW, prepared the **Industrial Action Plan for the European automotive sector**, supporting a critical sector for the EU in the clean and digital transition it is undergoing. It addresses priorities such as innovation and digitalisation, clean mobility, autonomous driving test beds, supply chain resilience, skills, a level playing field and competitive business environment. DG MOVE will launch a **European Clean Transport Corridor initiative** to fast-track the deployment of heavy-duty vehicle charging hubs along key logistics corridors; this will be done under the Competitiveness Coordination Tool in the Competitiveness Compass. DG MOVE will contribute to the Commission's **Apply AI Strategy** ⁽⁵⁾, to be adopted Q3 2025, that will stimulate new industrial uses of AI in strategic sectors including transport.

DG MOVE, together with DG GROW will also prepare a **maritime industrial strategy**, to strengthen the competitiveness of the EU waterborne manufacturing and shipping sectors, support the uptake of high-tech, clean vessels and equipment, including dual-use civilian-military assets, create better business environment, and foster innovation and digitalisation.

In 2025, MOVE will work on the **fitness check of the airport legal framework**, including the Slot Regulation, the Airport Charges Directive and the Ground-handling Services Directive. This is key for managing airport capacity, through access (slots), pricing (airport charges) and quality (ground-handling). The fitness check will support decision whether and to which extent to revise the current legislation. In 2025 DG MOVE is carrying out the impact assessment with a view to review the **Air Services Regulation** in 2026.

A well-functioning internal market for transport services is equally critical for a modern transport system. In 2025, DG MOVE will present several **implementation reports** detailing the function of the transport market, such as on the **Single European Railways Area Directive, the Rail interoperability Directive**, and of the **Ports services Regulation**. We also put forward **interpretative guidelines** concerning the setting up of charges for the use of railway infrastructure. In addition, we will organise a Dialogue with stakeholders and Member States on **inefficiencies in air traffic management**.

DG MOVE will continue the implementation of measures announced in **the Inland Waterway Transport Action Plan for 2021-2027 (NAIADES III)**. In 2025 work will continue on **crewing requirements and electronic tools for inland waterway vessels** as well as studies and pilot projects on **Greening of EU inland ports** and a study on **EU Space Data for automated vessels on European inland waterways**. DG MOVE will also finalise in 2025 the **Fitness Checks on market access in inland waterway transport**, focussing on the inland waterways market.

⁽⁵⁾ https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/14625-Apply-AI-Strategy-strengthening-the-AI-continent_en

In 2025, DG MOVE will evaluate the work of the **European Railway Agency** on rail policy and issuing authorisations, to see if there is a need to change the Agency's mandate.

DG MOVE, together with DG ENER, DG CNECT, CINEA and HADEA will complete the **ex-post evaluation of the Connecting Europe Facility 2014-2020**, as well as the **interim evaluation of the Connecting Europe Facility 2021-2027**.


In 2025 DG MOVE, together with DG RTD and other services will deliver the last **Horizon Europe Work Programmes 2025 and 2026-2027**. New research and innovation Calls for transport will be launched with the support of CINEA and the Joint Undertakings (SESAR, Clean Aviation, Europe's Rail, Clean Hydrogen). This will support new technologies and innovation, multimodal and urban mobility. For example, **Europe's Rail Joint Undertaking** will continue to support the modernisation and digitalisation of the rail sector **together with a strong, competitive and globally connected rail supply industry**.

DG MOVE will support the conclusion of the interinstitutional negotiations on the **railway infrastructure capacity use** proposal and on the revision of **Directive 2005/44/EC on River Information Services (RIS)**, increasing efficiencies in the rail and inland waterway markets. DG MOVE will continue implementing the **eFTI and EMSWE regulations** to increase efficiencies, reduce administrative burdens and streamline the exchange of information between operators and authorities. For eFTI, the aim is to finalise the remaining implementing and delegated acts in 2025. We will also support the conclusion of the interinstitutional negotiations on the **CountEmissionsEU** proposal.

In 2025, DG MOVE will step up enforcement and information about the **land Public Service Obligation** Regulation and of its 2023 Interpretative Guidelines. The introduction of competition for rail services provided under PSO (representing 66% of all rail services) is key to completing the Single European Railway Area.

DG MOVE will proceed with the **deployment of the Interlinking layer**, a core component of the **European mobility data space (EMDS)** that will facilitate the discovery and access of data from EU mobility and transport ecosystems. DG MOVE will continue supporting the **deployEMDS initiative** with a focus on data-sharing use-cases linked to traffic data and urban mobility. DG MOVE is also working on implementing the **Intelligent Transport Systems (ITS) working programme 2024-2028**, including through EU specifications for cooperative ITS, the development of multimodal access nodes identifiers, the identification of further actions on traffic and incident management services and the revision of the **EU specifications for road safety related minimum universal traffic information**.

Implementation of the **Alternative Fuels Infrastructure Regulation, FuelEU Maritime and RefuelEU Aviation** regulations and of the **Clean Vehicles Directive** continues. Reducing emissions in transport, particularly in aviation and maritime will require substantial quantities of alternative fuels, while the expected large-scale electrification of land transport needs recharging infrastructure, over and above the legal requirements. DG MOVE will bring

forward in 2025 the  **Sustainable Transport Investment Plan**. This will be a strategic framework for supporting the production and distribution for sustainable fuels for transport and the boosting recharging and refuelling capacities across the Union, contributing to the competitiveness of our economy, while increasing our economic and energy security. Building on the work of the **Renewable and Low-Carbon Fuels Value Chain Alliance**, DG MOVE will organise a dedicated **implementation dialogue** in 2025, focusing on the availability of alternative fuels for transport and preparing for the implementing of STIP.

DG MOVE will present a legislative proposal to promote **clean corporate fleets** in Europe, aiming at a faster electrification and broadening the second-hand market for zero-emission vehicles. DG MOVE will also work on extending the possibility to **exempt zero-emission heavy-duty vehicles from road charges** (tolls and vignettes), alleviating the high upfront investment cost of those vehicles. Similarly, DG MOVE will support the co-legislators in the finalisation of the **Weights and Dimensions Directive which** is crucial to meet EU decarbonisation goals.

DG MOVE will present a progress report on the implementation of the **European Declaration on Cycling** to promote active mobility.

DG MOVE leads efforts to further decarbonise maritime and aviation transport at global level, through our work in the **International Maritime Organization (IMO) and the International Civil Aviation organization (ICAO)**. In October 2025, we will seek the adoption of the new 'Net-Zero Framework' – the IMO's landmark regulatory framework for reducing GHG emissions from international shipping, establishing a global level playing field for our operators and significantly reducing emissions. At the 42nd ICAO Assembly DG MOVE will work towards the endorsing the use of Sustainable Aviation Fuels to reduce emissions from international aviation at 5% by 2030 and will aim to protect and solidify CORSIA.

Specific objective 1.2: A prosperous and competitive tourism eco-system that develops sustainably in Europe, respecting our heritage, creating opportunities for local businesses and quality employment

In 2025, DG MOVE will prepare a report in the **implementation of the European Tourism Agenda 2030** and will also publish a second stocktaking report on the **implementation of the Transition Pathway for Tourism**. 2025 will also be a year of preparatory work for a new comprehensive European Tourism Strategy to be presented in 2026. It will seek to address a range of issues, including climate change and sustainability, digital innovation, balanced tourist flows, and diversification of destinations.

DG MOVE has also organised a **Youth Policy Dialogue** bringing together young participants from across the EU to discuss the theme: "Shaping the Future: Expectations and Needs of Young Travellers and Job Seekers".

Several other actions including, in particular those listed under specific objective 3, will also contribute to boosting and modernising the EU's tourism. These will include making it easier for the passengers to compare travel options and combine tickets from different operators for one journey, and improving **passenger rights** both through work on the new proposals as needed and advancing interinstitutional negotiations on the pending proposals.

General objective 2: A new era for European defence and security

Specific objective 2.1: A resilient and secure transport system that facilitates seamless military mobility and adequately addresses emerging security threats

In the context of renewed efforts to urgently strengthen Europe's crisis preparedness and defence readiness, transport has a key role to play, from ensuring our infrastructure can handle large military movements to securing transport operations across modes.

In line with the White Paper on Defence, DG MOVE will develop, together with DG DEFIS and the EEAS, a **Joint Communication on Military Mobility**, to address hotspots identified along the four military mobility corridors, remove persistent obstacles and secure access of military to specialised transport assets. An Omnibus Regulation addressing the regulatory barriers which hampering movement of military troops and equipment will also be prepared.

Europe's security is also measured in the efficiency of our authorities to prevent, identify and eliminate security threats in our ports, airports and land infrastructures. Building on the EU Ports Alliance against organised crime and drug trafficking, we will develop an **EU Ports Strategy**, exploring ways to further strengthen maritime security legislation to effectively address emerging threats, secure ports, and enhance EU supply chain security. The EU Ports Strategy will also contribute towards the General Objective 1 by enhancing the competitiveness of Europe's ports.

DG MOVE will adjust aviation security requirements for sharing classified information on **aviation security occurrences** and will assess the suitability of adopting some measures already used for air cargo to secure the maritime transport chains. DG MOVE will also support the co-legislators in the finalisation of the **Regulation on measures against transport operators that facilitate or engage in trafficking in persons or smuggling of migrants**^a.

General objective 3: Supporting people and strengthening our societies and our social models

Specific objective 3.1: Delivering a seamless, safe, accessible and inclusive transport system as well as socially responsible tourism services across the Union

In 2025, DG MOVE will present a package of proposals to make it easier for passengers to find, compare and book multimodal tickets, while improving their rights during rail journeys

involving several railway operators ⁽⁶⁾. It will consist of new rules on **multimodal digital mobility services**, addressing online ticket selling platforms and transport operators, a proposal for a **single digital booking and ticketing regulation**, addressing rail transport operators, and a targeted revision of the Regulation on **rail passenger rights**.

Safety remains the pre-requisite of a prosperous and sustainable transport system. To this end, DG MOVE facilitated the finalisation of negotiations on the proposal for a new Directive on **driving licences** (replacing Directive 2006/126/EC) ⁽⁷⁾, as well as a new Directive on **EU-wide effect of certain driving disqualifications** ⁽⁸⁾ and that on the **revised European Maritime Safety Agency mandate** ⁽⁹⁾. Completing the review of the EU maritime safety acquis, DG MOVE will finalise in 2025 the evaluation of the **fishing vessels safety directive**. DG MOVE also presented the **Roadworthiness package** aimed at removing unsafe and excessively polluting vehicles from EU roads, enhancing free movement and protecting citizens from vehicle-related fraud.

Road safety remaining a key area of work for the DG, we will present in 2025 a mid-term report on **progress towards Vision Zero** and the progress in **implementation of the road safety policy** framework in the Union.

In the area of **aviation safety**, EASA is leading an initiative with national authorities and industry to simplify the EU's aviation safety acquis. DG MOVE and EASA will also continue to support the Ukrainian air transport and help Ukrainian aviation authorities maintain their safety oversight capacity, despite the closure of their air space.

In 2025, DG MOVE will prepare a revision of the **train drivers Directive**, aimed at increasing the **professional attractiveness of the rail sector** and providing harmonised and reliable **common principles** for training and certifying train drivers in line with the digital and technical progress. DG MOVE will finalise in 2025 the evaluation of the **ERA Regulation**.

DG MOVE will support the finalisation of the inter-institutional negotiations on the proposals on **enforcement of all passenger rights across all modes**, on **air passenger rights** and **multi-modal passenger rights**, strengthening passengers' protection when travelling.

Contributing to Commission's efforts to ensure a fair transition towards climate neutrality, DG MOVE will present a recommendation on **addressing and preventing transport poverty**. This will support Member States in the development of their national Social Climate Fund plans, aimed at alleviating the social and economic impact from pricing carbon emissions from buildings and road transport.

⁽⁶⁾ https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/14626-EU-rules-on-multimodal-digital-mobility-services-and-single-digital-booking-ticketing_en

⁽⁷⁾ COM(2023) 127

⁽⁸⁾ COM(2023)128

⁽⁹⁾ COM(2023) 269

This year, **‘Mobility for Everyone’** will be the theme for the 2025 European Mobility Week campaign. It will invite participating cities to share their actions towards a society where transport services are available, accessible, affordable, inclusive, and safe, ensuring that public transport, walking, and cycling are viable options for everyone.

DG MOVE intends to finalise preparatory work for an initiative on **cross-border car rentals**, in view of a possible adoption by the Commission of a legislative proposal by the end of 2025, strengthening the single market, bringing more affordable transport to EU citizens, promoting tourism in Europe, and increasing the competitiveness of the car renting industry.

DG MOVE will carry out an analysis of **working conditions across transport modes**, with a view to inform any future necessary measures to improve them. We will also present a report on the availability of suitable rest facilities for drivers and of secured parking facilities, and on the development **Safe and Secure Parking Areas** (SSPAs). Such parking areas are essential for the wellbeing of our transport workers and the security of freight transport.

DG MOVE will continue its stakeholder engagement, including the **Women in Transport** and the **Network of Ambassadors for #DiversityInTransport**. In autumn, DG MOVE will organise a conference with **young people** on the attractiveness of transport jobs in the EU.

General objective 6: A global Europe: leveraging our power and partnerships

Specific objective 6.1: Strengthened bilateral and multilateral transport and tourism relations and better international connectivity, also supporting future enlargements

Europe, Eastern Partnership and Southern Neighbourhood

DG MOVE will continue supporting Ukraine’s trade through the **EU-Ukraine Solidarity Lanes**, ensuring the unhindered movement of goods. DG MOVE will coordinate actions with Ukraine and Moldova and facilitate cooperation between them and neighbouring Member States. The focus will be on investments in transport infrastructure connecting to the EU and on facilitating economic exchanges. DG MOVE will also work on the road transport agreements with Ukraine and Moldova, which have partly liberalised road freight transport and thereby supported the Ukrainian and Moldovan economies in light of the Russian war of aggression. DG MOVE will continue its work on **restrictive measures in the transport sector against the Russian Federation and Belarus**.

DG MOVE will continue engaging in the **Transport Community Treaty (TCT) and the European Common Aviation Area (ECAA)**. In 2025, DG MOVE will undertake a general assessment of the Transport Community Treaty, preparing for a future review of the treaty, notably to allow for Ukraine and Moldova’s future accession.

DG MOVE will contribute to the Commission’s **enlargement** work, paying particular attention to Ukraine’s reform agenda. Given the goal to provisionally close negotiations with

Montenegro on transport-related chapters early 2026, DG MOVE will support the country in meeting the closing benchmarks.

In the **Eastern partnership**, DG MOVE will support **Black Sea connectivity**, building on the Black Sea strategy, including through NEAR-funded actions. DG MOVE will also continue engagement with the **South Caucasus** across all modes, including for the implementation of the EU-Armenia and the EU-Georgia Common Aviation Area Agreements.

In the **Southern Neighbourhood**, DG MOVE will implement the Union for the Mediterranean Regional Transport Action Plan, with focus on actions for a safe, secure, sustainable, efficient and connected transport network. DG MOVE will continue implementing the Euro-Mediterranean Aviation Agreements with Morocco, Israel and Jordan. DG MOVE will also work on the **Trans-Mediterranean Transport Network** and its connections with the TEN-T.

DG MOVE will continue working on the implementation of the EU-**UK** Trade and Cooperation Agreement, as well as the Land and the Air Transport Agreements with **Switzerland**. DG MOVE will also continue working on the implementation of the transport parts of the EEA Agreement with **Norway, Iceland and Liechtenstein**. DG MOVE will maintain the Maritime dialogue through the annual EU-Norway Maritime Dialogue.

Asia-Africa-America

Cooperation with **China** will need to take into account the current geopolitical context. DG MOVE will hold, in 2025, an Implementation Meeting of the EU-China Maritime Transport Agreement. DG MOVE will also work to reinforce the EU's strategic partnership with **India** through the upcoming revision of the Roadmap in 2025 and in view of the EU-India Summit.

In 2025, DG MOVE will focus on enhancing transport relations with the **African Union**, particularly in the context of the EU-AU Summit and our first Clean Trade and Investment Partnership (CTIP) with **South Africa**, notably focusing its efforts on the promotion of sustainable transport fuels in aviation and maritime sectors.

DG MOVE will continue a pragmatic cooperation with the **United States** centred around on safety and security, and on implementing the EU-US Air Transport Agreement (ATA). The work will also continue on the implementation of EU comprehensive **air transport agreements (CATA's)** with key partners such as the US, UK, Canada, Qatar or ASEAN.

International organisations

DG MOVE will continue leading the work at the **International Maritime Organization (IMO)** to develop policy, measures and standards on safety, security and social and environmental sustainability of shipping. Apart from working on measures to reduce greenhouse gas emissions, the focus will also be on enhancing the safety of alternative fuels, the review of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, and the scoping exercise for substandard shipping.

DG MOVE will present a Regulation to establish a clear framework for **Member States' bilateral maritime transport agreements** with third countries. Following the CJEU's 2017 Singapore Opinion, confirming the EU's exclusive competence in this area, it will aim to ensure legal certainty, avoid fragmentation, and safeguard EU interests.

DG MOVE will participate in the 42nd Assembly of the **International Civil Aviation Organization (ICAO)**, focusing on ensuring that ICAO takes action against the threats posed by interference with the communication systems, and endorsing the global objective of reducing CO2 emissions with 5% through the use of Sustainable Fuels.

DG MOVE will also represent the EU at the General Assembly of the Intergovernmental Organisation for International Carriage by Rail (**OTIF**), focused on China's accession as an associate member.

In the inland waterways transport sector, the EU will continue its close cooperation with the **UN-ECE**, the **European committee for drawing up standards in the field of inland navigation (CESNI)**, the **Central Commission for Navigation of the Rhine (CCNR)** and the **Danube Commission**, on various topics related to standards and safety. In UN-ECE, DG MOVE will also pursue efforts to align social legislation in road transport with EU law, in the context of the **AETR** Agreement.

DG MOVE will continue to play an active role in the newly established **G7** Working Group on Resilient Supply Chains, focusing on digital innovation & infrastructure, disruption & crisis management and clean transportation.

DG MOVE will continue driving external projects across in line with the **Global Gateway**, aiming to enhance the safety, security and sustainability of third countries' transport systems. They help establish an enabling regulatory framework for increased connectivity and transport infrastructure development that supports the competitiveness of European industry. Their effective implementation will be guaranteed through continued cooperation with European Agencies and international organisations, like the IMO and ICAO.

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

DG MOVE strives to build a workplace that is the most coherent and efficient in relation to the achievements of its policy objectives. To this end, DG MOVE aims at bringing the necessary transformations to its human resources management, its digital environment and tools, and financial management -the latter two being directly under the responsibility of the Shared Resource Directorate (SRD).

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls. DG MOVE has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

The effective management of the DG's human resources remains a key to enabling DG MOVE to deliver on its heavy policy agenda.

DG MOVE will further take actions to attract female candidates to middle management functions with the aim to attain at least 50% female middle managers (baseline 2024: 40.9%). After having reached its gender target 2023-2024 of appointing two more new female Heads of Unit by the end of 2024, the DG will continue to carefully assess current and future management vacancies in the DG in view of ensuring balanced first appointments at middle management level. DG MOVE is supporting the corporate Management Development Programme by identifying both female and male participants and mentors for each edition.

DG MOVE will keep up its efforts to implement a human resources policy where diversity is regarded as a source of enrichment, innovation and creativity and where inclusion among DG MOVE staff is promoted by managers and all staff. DG MOVE Equality Mainstreaming Work Plan includes a number of actions on both the internal and external perspectives of equality mainstreaming.

DG MOVE staff have demonstrated their ability to manage heavy workloads under pressure, often going beyond immediate tasks, and confirming their dedication to doing so in the 2023 Staff Survey. The implementation of the Staff Survey Follow-up Action Plan would contribute to maintaining high staff engagement at or above the Commission average (baseline 2023: 77%, Commission average 73%). It will enhance the coordination with DG ENER in relation to the SRD of both DGs, in order to accompany and support SRD actions at the service of both DGs. The senior managers will continue debriefing all staff, via a video message, after

the weekly senior management meeting. The monthly interactive online meetings by the Director-General will also aim at keeping staff up to date with recent developments and boosting staff engagement. In order to improve staff satisfaction with the Learning & Development offer, DG MOVE will continue organising internal training courses on job-specific and transport & mobility topics.

DG MOVE's internal communication actions have also consistently ensured that the relevant information for work and well-being reaches all colleagues in real time and strengthened motivation and commitment of staff. These actions will continue in 2025 as well.

The follow-up to the publication of the reserve list of the Transport AD7 competition is a priority for 2025. DG MOVE, in close cooperation with DG HR, will ensure the proper implementation of the new recruitment model.

B. Digital transformation and data management

Digital Transformation and Cybersecurity

DG MOVE is undertaking an array of initiatives, focusing on **Digital Culture and Digital-ready policy making**, to introduce a series of regular, concise sessions that will each spotlight a key subject and complying with corporate guidelines when available, while being targeted at users of varying proficiency levels. DG MOVE aims to have 50% of statutory staff complete at least one IT training course by 2027, and 80% by 2029 (baseline in 2024: 37%).

As regards **IT security**, DG MOVE will pursue its efforts -that have brought significant improvement in the past years- to ensure that its IT systems comply with the IT security rules and implement the IAS recommendations made at the occasion of the recent multi-DGs audit on IT security. Security plans will be revised accordingly, following a risk-based approach. continue to monitor and update its security plans, following a risk-based approach. Proactive monitoring will be further developed using Governance Risk and Compliance tool and integrating Asset Inventory and Vulnerability management. Additional efforts will be made to increase awareness raising about Information and IT security through trainings for staff and managers and through specific secure coding training for developers.

IT Landscape and Legacy, Cloud Adoption, Open-Source and **Reusability** are the four key areas related to the **Seamless Digital Environment** strategic objective. By implementing combined actions for each of these areas, DG MOVE aims to ensure a coherent and modern IT landscape by monitoring technological developments, mapping its capabilities and modernising its systems on a case-by-case basis, including externalising or decommissioning some whenever possible. The strategy promotes a 'Cloud First' approach for new initiatives and the migration of existing systems to the cloud. The percentage of IT systems utilising cloud infrastructure services compared to the total number of IT systems is expected to increase up to 100% already in 2027 (baseline 2024: 29%). Open-Source technologies are preferred over proprietary ones when they offer equivalent functionality and

security. Additionally, the reuse of existing platforms and components is prioritised over purchasing new solutions, in line with the Reuse/Buy/Build approach, to reduce costs, enhance efficiency, and delegate risks.

The Digital and Cybersecurity Steering Committee will remain a cornerstone of **IT governance**, monitoring all processes necessary to ensure optimal use of budget resources to finance the evolving DG's priorities, and addressing gaps or development issues.

Data Management

The current maturity level in implementing corporate data policies within DG MOVE, covering data management, ownership and responsibilities, data quality, and data skills, is basic. Our objective is to progress to a developing stage by 2027 and reach an established level by 2029. To this end:

- **Data Management and Catalogue Integration:** DG MOVE is committed to advancing its data management practices by mapping key data assets and their attributes, aiming to report some data assets in the EC Data Catalogue, pending confirmation with designated Data Owners.
- **Ownership and Responsibilities:** Efforts will focus on defining and documenting the roles of Data Owners and Stewards, reaching higher level of formalisation of their responsibilities. This initiative is expected to elevate governance and accountability standards.
- **Data Quality Enhancement:** DG MOVE will enhance data quality by applying the FAIR (Findable, Accessible, Interoperable, and Reusable) principles to new datasets, ensuring data is more robust and useful. Progress will be made within the Data Catalogue to support this endeavour.
- **Data Skills Development:** To cultivate a data-driven culture, corporate training on data skills will be promoted throughout DG MOVE, allowing staff to leverage data effectively in their roles.

The ongoing integration of DG MOVE's IT systems with the corporate management system HAN will be consistently monitored under the guidance of the Digital Preservation Strategy, ensuring alignment with corporate objectives and sustainability.

Data Protection

As regards the compliance with the **Data Protection** Regulation 2018/1725, DG MOVE will continue to monitor and update its contributions to the Data Protection Management System, in line with corporate guidelines. The Data Protection Coordinator will continue to disseminate information provide regular advice on different data protection matters and will raise awareness and expand knowledge about data protection across the DG by providing training to newcomers, staff and to managers. Specific sessions will be organised for data controllers and record editors.

C. Sound financial management

The overall objective for 2025 is to plan, implement, monitor and report on the spending of financial resources in compliance with the sound financial management principle and to ensure that the control procedures provide the necessary guarantees concerning the **legality and regularity** of the underlying transactions, including prevention, detection, correction and follow-up of irregularities and/or fraud.

Regular dedicated meetings of the senior management in the Control Board foster appropriate monitoring of all processes necessary to ensure optimal use of budget resources to finance the evolving DG's priorities.

The **effectiveness and the efficiency** of DG MOVE's internal control system will be assessed on an ongoing basis. It will be subject to an annual assessment covering all internal control principles, and taking into account other sources of information ⁽¹⁰⁾. It will further build upon existing **risk-oriented controls**. In 2025, DG MOVE will minimise the amount at risk, ensuring that appropriate preventive and corrective mechanisms are in place and working with other services to ensure that the amount at risk at payment does not exceed 2% (baseline 2024 – 1.34%). DG MOVE will take the necessary actions to maintain the cost of controls under 4% of the managed funds, considering the heterogeneity of operations and the relatively low amount of the directly managed expenditure.

DG MOVE manages contingent assets and liabilities, mainly as a result of its involvement in the CEF bond portfolio. The control objective is to maintain the realised loss under 2% of the fund value ⁽¹¹⁾.

DG MOVE will maintain its efforts towards an **efficient budget implementation and monitoring**, under its annual **budget implementation action plan** and **procurement plan**. Transition to SUMMA planning will be initiated. A framework contract will offer modernised support and expertise in all policy fields under the responsibility of DG MOVE.

DG MOVE will ensure that its **supervision of the entrusted entities** remains efficient and conducive to the necessary adaptations in the entities themselves. Active participation in governance bodies and the regular review and reporting of risks and indicators at each Control Board will ensure that resources are used in line of these entities' mandate, the EU political priorities and DG MOVE supervision strategies.

The performance tables in Annex 3 (see page 43) provide further details of the planned outputs and deliverables.

⁽¹⁰⁾ Such as audit observations, exceptions and non-compliance and implementation of corrective actions.

⁽¹¹⁾ Financial investments are valued according to marked-to-market principle and in accordance to accrued future cashflow. The assessment therefore needs to also take into account the actual reason underlying any decrease in valuation.

D. Fraud risk management

In 2025 DG MOVE will implement the actions foreseen in its ongoing **action plan 2023-2025**. It aims at implementing 100% of the yearly planned anti-fraud actions (baseline 2024 – all actions implemented or being finalised as of 31 December 2024, i.e. 100%).

DG MOVE plans, in alignment with the 2023 CAFS action plan ⁽¹²⁾, to revise the **anti-fraud strategy** in 2025/2026 for the period 2026 to 2028 and in 2028/29 for the period 2029 to 2031. Its anti-fraud actions are expected to focus on five priority areas, namely:

- Awareness raising, training and communication activities in cooperation with OLAF.
- Efficient detection, reporting and handling of fraud, by updating fraud indicators and “red flags”.
- Dedicated actions targeting potentially riskier domains.
- Supervision of and advice to its entrusted entities on the update of their own Anti-Fraud Strategies.
- If relevant, implementation of OLAF’s financial and non-financial recommendations.

The performance tables in Annex 3 provide further details of the planned outputs and deliverables.

E. Sound environmental management

DG MOVE will continue to reduce its environmental impact by promoting eco-friendly actions, in line with the Commission objective to become climate-neutral by 2030 and the **EMAS corporate actions**. It will implement actions aiming at reducing the CO₂ footprint. It will pursue its efforts to closely monitor its business travel by implementing the new corporate guide to missions and authorised travel, and with a review to reduce its environmental impact. Regarding expert travels, virtual or hybrid meetings will be prioritised thanks to enhanced digitalisation and the use of innovative videoconference facilities.

DG MOVE is committed to the **Greening the Commission strategy** and **objective of reducing CO₂ emissions by 50 % by 2030 (baseline: 321,5 tons in 2019)**. It will pursue its awareness-rising campaigns to engage with staff and support them towards virtuous choices and behaviours in this regard. Measures include prioritising remote meetings and events; limiting the number of mission performers; regrouping meetings in the same location; and using greener modes of transport.

⁽¹²⁾ COM(2023) 405 final and SWD(2023) 245 final – Revised Commission Anti-Fraud Strategy Action Plan

DG MOVE actively participates in the Energy Savings Together ("BEST") initiative, keeping its Brussels building closed during most holiday periods and promoting zero-emission modes of transport, inter alia via Velomai, EU Mobility week and TakeYourStep campaigns.

DG MOVE participates in corporate initiatives led by OIB regarding waste management. Concerning the Green Public Procurement, DG MOVE mainly procures services related to studies and evaluations, which are not concerned by the priority sectors for implementing Green Public Procurement. Nevertheless, DG MOVE will coordinate with Central services on the possibility to include certain requirements in its future tenders.

ANNEX 1: Specific objectives and result indicators 2025-2029

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

Specific Objective 1.1: A sustainable, resilient and modern transport system and flourishing industrial base, enabling efficient connectivity and underpinning prosperous and competitive Single Market

Related to spending programme(s): Connecting Europe Facility and Horizon Europe

Result indicator 1.1.1 Number of cross-border and missing links addressed by CEF

Explanation: Indicators show the number of specific cross-border links that are upgraded through CEF support [expressed in numbers]

Source of data: CINEA

This result indicator is selected as a KPI

Baseline (2020) ⁽¹³⁾	Interim milestone (2027)	Target (2029)
0	70	77 (out of 117 cross-border and missing links in the annex of the CEF regulation)

Result indicator 1.1.2 Share of renewable energy used in the transport sector

Explanation: [measures the share of renewable energy within the final consumption of energy in the transport sector] [Expressed as percent]

Source of data: [Eurostat, [Renewable energy statistics - Statistics Explained - Eurostat](#)]

Baseline (2023)	Interim milestone	Target (2029)
To be calculated by Eurostat following the finalisation of the transposition period for Directive 2023/2413 in 2025. According to the accounting rules set down in Directive 2018/2001/EU on the promotion of the use of energy from renewable sources, the share of renewable energy used in transport was 10.8% in 2023.	No interim target	29% ⁽¹⁴⁾

⁽¹³⁾ The last year of the previous MFF

⁽¹⁴⁾ The target set by Directive 2023/2413 refers to 2030. It is defined as a share of renewable energy used in the transport sector of at least 29% or a greenhouse gas intensity reduction of at least 14.5 % by 2030.

Result indicator 1.1.3 [Number of charging points installed with CEF support]
Explanation: [indicator measures the deployment of recharging and refuelling points across Europe that are installed with CEF support] [number]
Source of data: CINEA

Baseline (2014-2020) ⁽¹⁵⁾	Interim milestone (2027)	Target (2029)
13 000 alternative fuel supply points built or upgraded by CEF1	32 000 by CEF2	38 000 by CEF2

Specific Objective 1.2: A prosperous and competitive tourism eco-system that develops sustainably in Europe, respecting our heritage, creating opportunities for local businesses and quality employment

Related to spending programme(s): Mainly cohesion funds, Recovery and Resilience Facility (RRF), Single Market Programme, Digital Europe

Result indicator 1.2.1 [Number of pledges to the Transition Pathways for Tourism]
Explanation: [Uptake of sustainable practices in the tourism sector: number]
Source of data: DG MOVE

Baseline (2022)	Interim milestone (2027)	Target (2029)
186	650	750

⁽¹⁵⁾ Previous MFF

General objective 2: A new era for European defence and security

Specific Objective 2.1: A resilient and secure transport system that facilitates seamless military mobility and adequately addresses emerging security threats

Related to spending programme(s): Connecting Europe Facility and Horizon Europe

Result indicator 2.1.1 Hot-spots projects prepared for implementation

Explanation: Monitor developments regarding upgrades of the 500 hot-spot Military Mobility projects, including assessment of financing needs, maturity of project pipeline and state of completion

Source of data: DG MOVE, European Defence Readiness 2030

Baseline (2025)	Interim milestone (2026)	Target (2029)
0	NA	200

General objective 3: Supporting people and strengthening our societies and our social models

Specific Objective 3.1: Delivering a seamless, safe, accessible and inclusive transport system as well as socially responsible tourism services across the Union

Related to spending programme(s): Connecting Europe Facility and Horizon Europe

Result indicator 3.1.1 [Women in Transport – Platform for Change]

Explanation: [Number of Platform Members, deliverables of the Platform]

Source of data: [DG MOVE Website]

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2025)	Target (2029)
32 members	33 members Publication of Recommendations on recruitment and retention in the transport sector (Q2)	4 additional members (including MS) Participation of Platform in stakeholder activities, publication of additional guidance

Result indicator 3.1.2. [Network of Ambassadors for #DiversityInTransport]**Explanation:** [Number of MS represented by Ambassadors, number of activities, deliverables of Ambassadors, social media activities]**Source of data:** [DG MOVE Website, DG MOVE social media accounts]

Baseline (2024)	Interim milestone (2027)	Target (2029)
Deliverables produced by Ambassadors (e.g. webinars, conference panels)	2 webinars, blogs, mentions on DG MOVE LinkedIn account	2 webinars per year, blogs, mentions on DG MOVE LinkedIn account
23 Member States		27 Member States

Result indicator 3.1.3. [Increase in high-speed rail traffic]**Explanation:** [The indicator shows the increase in passenger activity by high-speed lines, expressed in passenger-kilometres]**Source of data:** EC (2024), EU transport in figures – statistical pocketbook 2024 ([Statistical pocketbook 2024 - European Commission](#)), drawing on data from Union Internationale des Chemins de Fer (UIC)

Baseline (2015)	Interim milestone	Target (2029)
115.1 billion passenger-kilometres	NA	230.2 billion passenger-kilometres ⁽¹⁶⁾

General objective 6: General Objective 6 – A global Europe: leveraging our power and partnership*Specific Objective 6.1: Strengthened bilateral and multilateral transport and tourism relations and better international connectivity, also supporting future enlargements**Related to spending programme(s): Connecting Europe Facility and Horizon Europe***Result indicator 6.1.1** Neighbouring countries alignment with transport acquis**Explanation:** Western Balkans Partners alignment with the transport acquis as defined in the Annex I of the Transport Community Treaty Source of data: TCT Secretariat Acquis Screening Report

Baseline (2024)	Interim milestone (2027)	Target (2029)
18%	40%	55%

⁽¹⁶⁾ According to the Sustainable and Smart Mobility Strategy ([Mobility Strategy - European Commission](#)), traffic on high-speed rail should double by 2030 relative to 2015.

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


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

Specific Objective 1.1: A sustainable, resilient and modern transport system and flourishing industrial base, enabling efficient connectivity and underpinning prosperous and competitive Single Market

Related to spending programme(s): Connecting Europe Facility, Horizon Europe

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Plan for an ambitious European highspeed rail network	Adoption of Commission Communication	Q2 2025
	Communication indicator: Number of social media impressions per post	3000
Industrial Action Plan for the European automotive sector	Adoption of Commission Communication	Q1 2025
	Communication indicator: Number of media items mentioning the proposal	150
Maritime industrial strategy: A Strategy for a clean, resilient and competitive EU maritime and inland waterway industry	Adoption of Commission Communication	Q4 2025
	Communication indicator: Number of media items mentioning the proposal	100
 Sustainable Transport Investment Plan	Adoption	Q3 2025
	Communication indicator: Number of media items mentioning the proposal	100

Output	Indicator	Target
Clean corporate fleets initiative	Adoption of Commission Communication	Q1 2025
	Preparation of legislative proposal	2025
	Communication indicator: Number of social media impressions per post	3000
Extension of road charges exemption for zero-emission heavy-duty vehicles	Adoption of Commission Proposal	Q2 2025
Evaluations and fitness checks – part of the stress testing of the EU acquis		
Output	Indicator	Target
Ex-post evaluation of Connecting Europe Facility (CEF) 2014 -2020	Finalisation	Q4 2025
Interim evaluation CEF 2021-2027	Finalisation	Q4 2025
Evaluation of Regulation (EU) 2016/796 of EU Agency for Railways	Adoption	Q3 2025
Fitness check on market access in inland waterways transport	Finalisation	Q3 2025
Fitness check on airport legislation	Preparatory work in view of finalisation early 2026.	Throughout 2025, (finalisation early 2026)
Implementation dialogues and reality checks		
Output	Indicator	Target
Implementation Dialogue – High Speed Rail	Event	Q2 2025
	Communication indicator: Number of social media impressions per post	3000
Implementation Dialogue – Alternative fuels for transport and STIP	Event	Q3 2025
	Communication indicator: Number of social media impressions per post	3000
Major public consultations		
Output	Indicator	Target

Major implementation activities and enforcement actions		
Output	Indicator	Target
Progress report on implementation and enforcement	Finalisation	Q3 2025
Implementation report on the Rail Interoperability Directive	Finalisation	Q3 2025
Progress report on the European Declaration on Cycling	Adoption	Q4 2025
	Communication indicator: Number of social media impressions per post	3000
Other major outputs		
Output	Indicator	Target
Horizon Europe Calls from Work Programmes 2023-2024 and 2025 – evaluation and award decisions to the selected transport projects	Signature of Horizon Europe grants, delegations, contributions for transport projects and programmes	Throughout 2025
TEN-T cross-border railway connection between Lyon and Turin; high-speed rail connection between Lisbon and Madrid	Adoption of two implementing acts	Q2 / 3 2025
Implementing act for the definition of key performance indicators for monitoring the TEN-T	Adoption of implementing act	Q2 2025
Implementing act for the establishment of the Good Navigation Status of the TEN-T	Adoption of implementing acts	Q2/3 2025
Rail-Baltica cross-border project	Adoption of implementing act	Q2 2025
Designation of three European TEN-T Coordinators	Adoption of Commission Decision	Q2/3 2025
Implementing act on new tachograph specifications including to adapt it for drivers engaged in occasional passenger services	Adoption	Q4 2025

Output	Indicator	Target
Five Implementing/Delegated Acts on eFTI:	Communication indicator: Number of social media impressions per post	3000
<ul style="list-style-type: none"> - Commission Implementing Regulation on laying down detailed specifications regarding the requirements for eFTI platforms 	Adoption	Q3 2025
<ul style="list-style-type: none"> - Commission Implementing Regulation laying down detailed specifications regarding the requirements for eFTI service providers 	Adoption	Q3 2025
<ul style="list-style-type: none"> - Commission Delegated Regulation on laying down rules on the certification of eFTI platforms 	Adoption	Q4 2025
<ul style="list-style-type: none"> - Commission Delegated Regulation rules on certification of eFTI service providers, including renewal, suspension and withdrawal of certification 	Adoption	Q4 2025
<ul style="list-style-type: none"> - Commission Delegated Regulation on the eFTI common data set and eFTI data subsets 	Adoption	Q4 2025
Preparatory Action on book and claim for all fuels and all transport modes	Launch	Q3 2025
EU coordination in view of Development of IMO guidelines in context of “Net-zero Framework” for reducing GHG emissions from international shipping	Adoption	Q4 2025

Specific Objective 1.2: A prosperous and competitive tourism eco-system that develops sustainably in Europe, respecting our heritage, creating opportunities for local businesses and quality employment

Related to spending programme(s): Mainly cohesion funds, Recovery and Resilience Facility (RRF), Single Market Programme, Digital Europe.

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Strategy on sustainable tourism	Preparatory work towards adoption in Q1 2026	2025

Major public consultations

Output	Indicator	Target
Launch of consultation on the EU Tourism Strategy	Launch	Q2 2025

Major implementation activities and enforcement actions

Output	Indicator	Target
Report on the implementation of the European Tourism Agenda 2030	Adoption	Q4 2025
Second stocktaking report on the implementation of the Transition Pathway for Tourism	Publication	Q2 2025

General objective 2: A new era for European defence and security

Specific Objective 2.1: A resilient and secure transport system that facilitates seamless military mobility and adequately addresses emerging security threats

Related to spending programme(s): Connecting Europe Facility and Horizon Europe

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
EU Ports Strategy	Adoption of Commission Communication	Q4 2025
	Communication indicator: Number of media items mentioning the proposal	100

Output	Indicator	Target
Joint Communication on Military Mobility	Adoption Communication indicator: Number of media items mentioning the proposal	Q4 2025 100
Omnibus Regulation on Military Mobility	Adoption	Q4 2025
Detailed measures on aviation security	Adoption of implementing acts; Update/upgrade of implementing legislation (Implementing Regulations and Implementing Decisions) Update of approved security screening technology (Commission Decisions) Revision of the specifications for national quality control activities in Member States, aviation security occurrence reporting (Commission Regulation Amending Annex II to Regulation (EC) No 300/2008 of EP and Council)	2025
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Evaluations and fitness checks – part of the stress testing of the EU acquis		
Output	Indicator	Target
Assessment by EASA of key implementing rules under the EASA Basic Regulation	Finalisation	2025
Other major outputs		
Output	Indicator	Target
Contribution to Commission's Apply AI Strategy	Adoption	Q3 2025

General objective 3: Supporting people and strengthening our societies and our social models

Specific Objective 3.1: Delivering a seamless, safe, accessible and inclusive transport system as well as socially responsible tourism services across the Union

Related to spending programme(s): Connecting Europe Facility and Horizon Europe

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Roadworthiness Package (Directive amending Directive 2014/45/EC on periodic roadworthiness tests for motor vehicles and their trailers and Directive 2014/47/EC on technical roadside inspections of the roadworthiness of commercial vehicles + Directive replacing Directive 1999/37/EC on vehicle registration documents)	Adoption Communication indicator: Number of social media impressions per post	Q2 2025 3000
Commission Recommendation on Transport Poverty	Adoption	Q2 2025
Multimodal digital mobility services initiative (MDMS)	Adoption Communication indicator: Number of social media impressions per post	Q4 2025 3000
Single Digital Booking and Ticketing Regulation (SDBTR)	Adoption Communication indicator: Number of social media impressions per post	Q4 2025 3000
Revision of the Rail Passenger Rights Regulation	Adoption	Q4 2025
Legislative proposal on cross-border car rentals	Adoption	Q4 2025
Revision of Train Drivers Directive	Preparatory work in view of adoption in Q1 2026	Q1 2026

Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Evaluations and fitness checks – part of the stress testing of the EU acquis		
Output	Indicator	Target
Evaluation of the Fishing Vessel Safety Directive	Finalisation	Q3/4 2025
Other major outputs		
Output	Indicator	Target
Proposal regarding enforcement of passenger rights in the Union (Omnibus Regulation)	Progress in co-decision. Monitoring that the negotiations stay in line with the Commission's objectives and proposal.	Throughout 2025
Proposal regarding enforcement of passenger rights in the context of multimodal journey in the Union (Multimodal Regulation)	Progress in co-decision. Monitoring that the negotiations stay in line with the Commission's objectives and proposal.	Throughout 2025
Proposal regarding air passenger rights (COM 2013 proposal)	Progress in co-decision. Monitoring that the negotiations stay in line with the Commission's objectives and proposal.	Throughout 2025
Women in Transport – Platform for Change	3 meetings per year Publication of Recommendation on recruitment and retention in the transport sector	25 March 2025 24 June 2025 25 November 2025 Q2 2025
Ambassadors for #DiversityInTransport	Conference of Ambassadors	4 June 2025
Expert group on horizontal social issues in transport (E03732)	2 meetings per year	14 May 2025 6 November 2025
Conference with young people on the attractiveness of transport jobs in the EU	Participants: 70 young people, 20 sector representatives	15 October 2025

Output	Indicator	Target
Road safety package	Finalisation of negotiations Communication indicator: Number of social media impressions per post	Q1 2025 3000
Announcement of annual road safety statistics	Communication indicator: Number of social media impressions per post	3000

General objective 6: A global Europe: leveraging our power and partnership

Specific Objective 6.1: Strengthened bilateral and multilateral transport and tourism relations and better international connectivity, also supporting future enlargements

Related to spending programme(s): Connecting Europe Facility and Horizon Europe

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Recommendation for TCT revision	Adoption	Q2 2025
Revision of Council Decision establishing the criteria and procedure for establishing the EU position within ICAO	Adoption as current umbrella decision on ICAO positions expires in November 2025 and would need to be revised/replaced	Q3/4 2025
Council Decision for filing differences to ICAO	Adoption	Q1 2025
Proposals on the renewal of the road transport agreements with Ukraine and Moldova (as appropriate)	Adoption	Q3 2025

Other major outputs

Output	Indicator	Target
Council Decision on the conclusion of the Agreement between the EU and Bangladesh on certain aspects of air services ("Horizontal agreement")	Adoption	24/03/2025

Output	Indicator	Target
Council Decision on the signature of the EU-Kazakhstan Horizontal Aviation Agreement	Adoption Communication indicator: Number of social media impressions per post	Q3 2025 3000
Council Decision on the position to be taken on behalf of the EU at the extraordinary General Assembly of OTIF	Adoption	Q2 2025
Council Decision on the EU position in the UNECE AETR Expert Group & Working Party on Road Transport proposing to align the AETR with recent amendments to EU road social legislation	Adoption	Q2 2025
Decision of the Specialised Committee on Road Transport established by the EU – UK TCA as regards a common list of serious infringements which may lead to the loss of good repute	Adoption	Q4 2025
Decision of the Specialised Committee on Road Transport established by the EU – UK TCA as regards the modalities of exchange of information contained in the national electronic registers of road haulage undertakings	Adoption	Q4 2025

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

F. Human resource management

Objective: DG MOVE employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2025:		
Output	Indicator	Target
Statistics on female representation provided to the DG; identifying possibilities and talented female ADs to reach the DG's gender target and ensure balanced first appointments at middle management level once the target is reached	Frequency of the statistics provided to the DG	Quarterly and when Head of Unit positions become vacant
Organise internal training courses and (online/physical/hybrid) on job-specific and transport & mobility topics	Number of courses	At least 10 courses by December 2025
Set up an informal job shadowing scheme within the DG	Scheme in place	By the end of 2025
Continue the bi-annual new-comers welcoming sessions	Number of sessions	Two sessions by December 2025
Video debriefs after the senior management meetings	Number of debriefs	After each senior management meeting (usually on a weekly basis)
Online staff meetings with the Director-General	Number of meetings	After each management meeting (includes middle and senior management; usually on a monthly basis)
Regularly informing staff of key events within MOVE by e-mail or intranet updates	Intranet kept up to date	Weekly

G. Digital transformation and data management

Objective: DG MOVE is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission

Main outputs in 2025:

Output	Indicator	Target
Digital Transformation		
Digital Culture	Training sessions on Digital Skills	Organise at least 6 sessions in the year
	Cybersecurity awareness trainings	100% of DG MOVE new staff in 2025 to be invited for the cybersecurity training At least 1 cybersecurity training session for all staff
Digital Transformation	Digital Strategy Roadmap established for 2025	Items which are exclusively dependent on DG MOVE staff must not be delayed further than 1 quarter of a year
Digital-Ready EU policymaking	Awareness action about innovative technologies to be considered by policy units	At least 1 awareness session
Data Management and Data Protection		
Data Management	Data Catalogue covering of Local Systems	35% of SRD.2 applications to be part of the Data Catalogue
Data Management	Data Roles and assignment of people	Proposal of data roles definition for DG-MOVE and suggested people to be in charge
Business-driven Digital transformation	Number of IT Local Systems making use of AI	1 as a proof of concept
Data Protection awareness	Information session on data protection	At least 1 information session per year
	Percentage of updated corporate instructions /guidelines published on the Data Protections Corner	100%
Information Management	Percentage of registered documents that are systematically filed	Above 98%

Output	Indicator	Target
	Integration of IT systems with the corporate records management system HAN (HermesAresNomcom)	At least one IT system identified in the inventory of preservation needs integrated by the end of 2025
	Workshops/trainings	At least 2 sessions per year
MOVE IT systems with a security plan	Percentage of IT systems with a security plan	100% IT systems with a security plan
MOVE IT SNC systems using Multiple Factors Authentication (MFA)	Percentage of IT SNC systems using MFA	100% IT systems SNC using MFA
MOVE IT systems onboard in the Governance Risk and Compliance tool (GRC)	Percentage of IT systems onboarded on GRC	100% IT systems onboarded on GRC
Raising cybersecurity awareness	Number of local awareness initiatives	At least one training on Information and IT security. At least 6 articles in SPO

H. Sound financial management

Objective 1: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2025

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment and at closure for Horizon 2020 grants	As close as possible to 2% of relevant expenditure
	Estimated risk at payment and at closure (including Horizon Europe)	Remains < 2% of relevant expenditure
	Frequency of awareness raising actions in relation to procurement procedures	At least quarterly
Efficient controls	Budget execution and timely payments	Remains ≥ 95% of payment and commitment appropriations and remains ≥ 95% of payments (in value) on time
Economy of controls	Overall estimated cost of controls	remains < 4% of funds managed

Output	Indicator	Target
Scrutiny by Senior Management over: <ul style="list-style-type: none"> • Performance of controls • Implementation of corrective actions • Budget implementation 	Frequency of reporting	Four per year (through Control Boards and Reports to Commissioner)

Objective 2: DG MOVE develops a comprehensive, solid and effective strategy of the supervision of entrusted entities and contributes to the steering of their operational, administrative and financial activities.

Main outputs in 2025:

Output	Indicator	Target
Active participation in the governance of the entrusted entities	Percentage and coverage of participation in Boards and Committees	90% through participation in meetings and other contributions, covering budget, programming and reporting
Effective risk-based supervision of the entities	Frequency and coverage of the supervision	100% of the entities at least twice per year (Control Boards)

I. 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 ⁽¹⁷⁾ aimed at the prevention, detection and correction ⁽¹⁸⁾ of fraud

Main outputs in 2025:

Output	Indicator	Target
Awareness raising campaign	% of staff reached through workshops, conferences or other direct methods	> 80%
Reporting to management	Number of reports on the implementation of the Anti-Fraud Strategy	At least two times per year

⁽¹⁷⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 – 'the CAFS Communication' – and the accompanying Revised Action Plan COM(2023) 405 final and SWD(2023) 245 final.

⁽¹⁸⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Implementation of Anti-Fraud Action Plan (2023-2025)	a. Organisation of a dedicated Anti-fraud training b. Performance of a fraud risk assessment c. Screening of double-funding risk d. Timely delivery upon OLAF and EPPO requests	a. By 31/12/2025 b. By 31/12/2025 c. Field work started in 2025; finalization in 2026 d. Within 10 working days

J. Sound environmental management

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

Main outputs in 2025

Output	Indicator	Target
Actions to reduce emissions from staff missions ⁽¹⁹⁾	Number of actions to reduce emissions from staff emissions	<ul style="list-style-type: none"> At least 3 Reduced number or % of missions in business class (air travel) Reduced number of staff going to the same event
Actions to reduce emissions from experts' travel under the administrative budget	Number of actions to reduce emissions from experts travel under the administrative budget	<ul style="list-style-type: none"> At least 1 Increased number or % of events with remote attendance
Energy saving actions	% of Department buildings participating in the annual BEST energy saving actions	2 buildings: DM24 and DM28 (100 % of DG MOVE buildings)
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	At least 2 in 2025 in the domain of energy saving, water saving, recycling and EMAS initiatives
Sustainable events	% Department's events organised in line with the EC Guidelines for sustainable events	100%

⁽¹⁹⁾ DG/department emissions report from Mlps+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).

