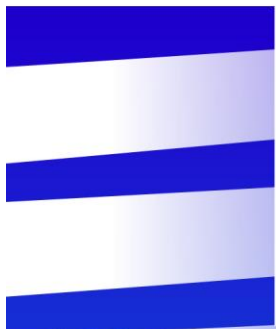
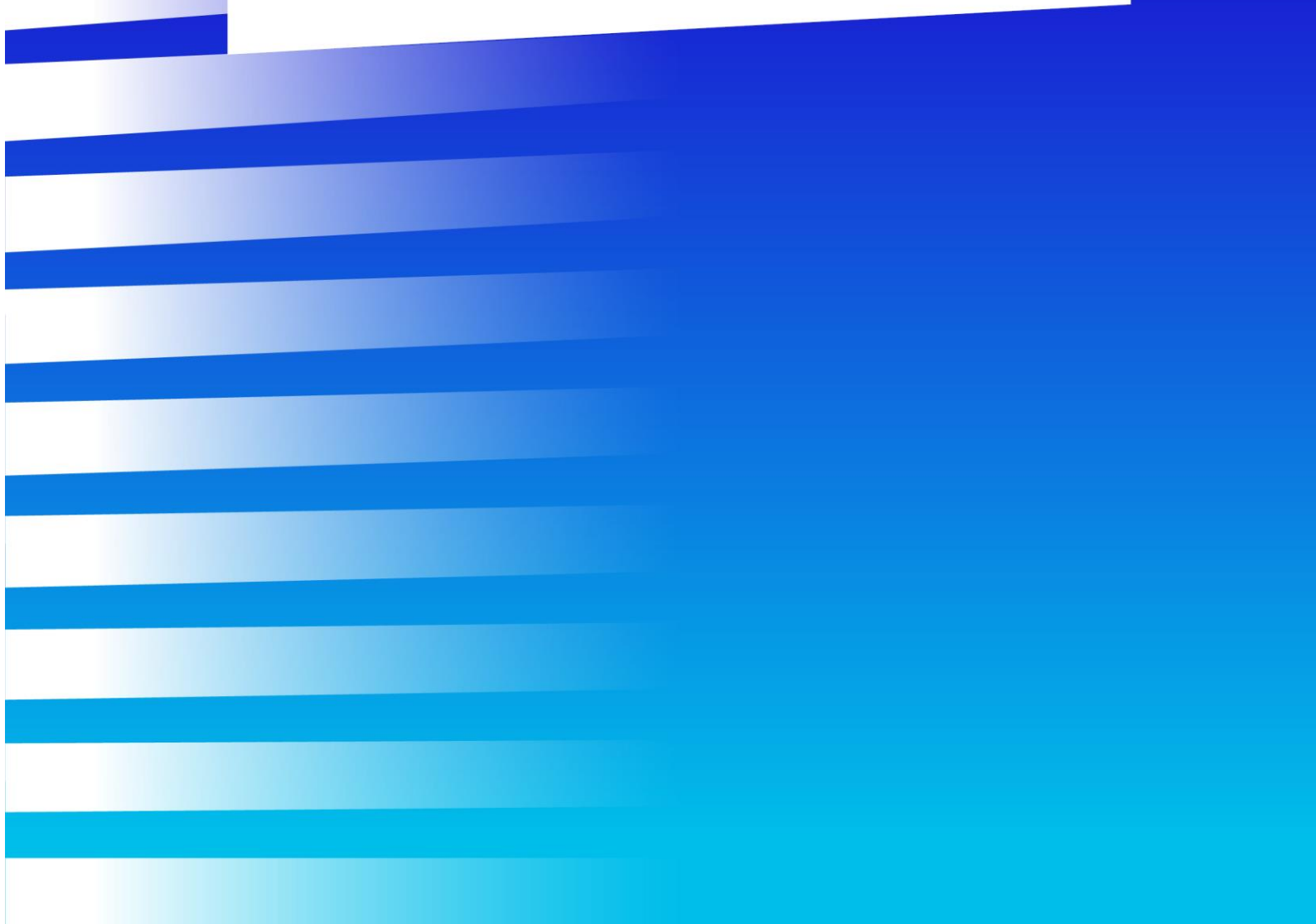




Management Plan 2026



Office for Infrastructure and Logistics
in Luxembourg



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PART 1. Introduction

The Office for Infrastructure and Logistics in Luxembourg (OIL) was established in 2003 ⁽¹⁾. Its core mission is to ensure a functional, safe, comfortable, attractive and modern working environment for the staff of the European Commission in Luxembourg, including the Publications Office, as well as to provide good quality, environmentally friendly and cost-effective support and well-being services.

Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a **strategic outlook for 2025-2029** in its [Management plan 2025](#). This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 management plan** sets out what OIL intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how OIL will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The table below illustrates the performance framework for OIL, in particular how the specific objectives and key performance indicators reflect the core aspects of OIL's performance. All of OIL's specific objectives (see Part 2) for 2025-2029 relate to general objective 8 set out by the von der Leyen Commission: **'A modern, high-performing and sustainable European Commission'**.

⁽¹⁾ Commission Decision 2003/524/EC of 6.11.2002 establishing the Office for infrastructure and logistics in Luxembourg.

Component	Specific Objective (SO)	Key Performance Indicator
A. Appropriate and satisfactory building and office space management	SO 8.1: The Commission's buildings and infrastructure in Luxembourg align with its policy in the building sector, as well as with the guidelines related to its modernisation, security and financial responsibility	JMO2 phase 1 moving operation completed within deadlines and budget
	SO 8.2: Good quality office space and related services are provided in Commission buildings in Luxembourg	Satisfaction with office general quality in Luxembourg
B. Performant, safe, secure and sustainable logistics services	SO 8.3: Office space respects the Health and Safety Rules applicable to the Commission sites in Luxembourg	Average number of fire drills per building per year
	SO 8.4: Reduce the Commission's carbon footprint in Luxembourg in line with the objectives of the Greening the Commission communication, notably a climate-neutral Commission by 2030	Reduction of CO ₂ emissions from buildings
C. Modern, high-quality social infrastructure and services	SO 8.5: Offer catering services (restaurants, canteens and cafeteria facilities) that meet the needs of staff working in Luxembourg, taking into account the effective use of resources and integrating the requirements of EMAS ⁽²⁾	Commission staff satisfaction rate with the provision of catering services
	SO 8.6: Availability of appropriate childcare infrastructures and good quality, inclusive, attractive and up-to-date services for staff working in Luxembourg	Overall satisfaction of parents with childcare facilities as per CPE survey
D. Business-driven digital services	SO 8.7: Transform OIL-specific digital systems to optimise business and administrative processes and digitalise the JMO2 building	Level of implementation of eKidWeb/KWBO enhancements (information systems to manage CPE services)

⁽²⁾ The original wording of this Specific Objective was: *'Offer catering services (restaurants, canteens and cafeteria facilities) that meet the needs of staff working in Luxembourg, taking into account the effective use of resources and integrating the requirements of EMAS and the Green Deal'*. The reference to the Green Deal has been removed because it referred to a priority of the previous Commission.

PART 2. Delivering on the Commission’s priorities in 2026

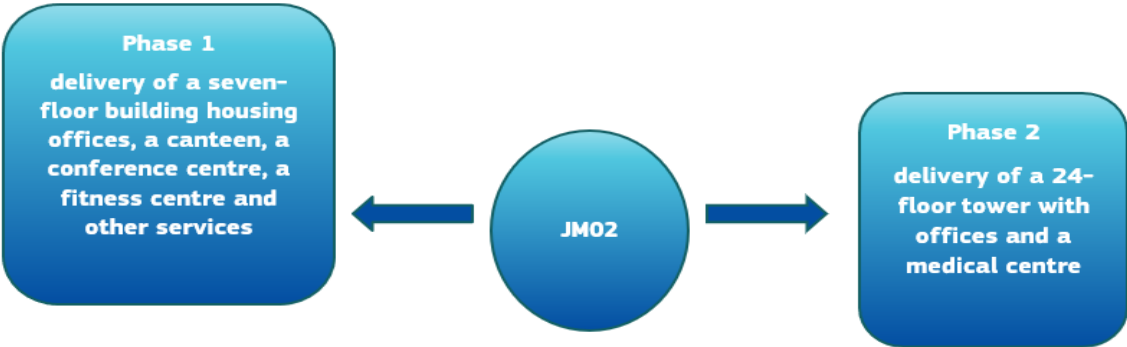
Please see the performance tables in [Annex 1](#) for details of the outputs.

A. Appropriate and satisfactory building and office space management

Specific objective 1: The Commission's buildings and infrastructure in Luxembourg align with its policy in the building sector, as well as with the guidelines related to its modernisation, security and financial responsibility

Jean Monnet 2 (JM02)

The JM02 building (Kirchberg area) will provide the Commission with centralised headquarters in Luxembourg in the coming years. In 2026, OIL will continue to cooperate with the Luxembourg authorities (ABP, *Administration des bâtiments publics*), who are the contracting authority and who prefinance the project. JM02 will be delivered in two phases ⁽³⁾:



The delivery of phase 1 was scheduled for May 2026 and phase 2 for December 2026. However, these deadlines are no longer feasible, and further delays are expected. The architect’s latest suggested deadline is 2028, but this remains to be confirmed. The current plan is that Phase 1 will be occupied by the Commission, while negotiations on the rental of part of phase 2 by the EIB are ongoing.

Several options are being analysed to avoid additional delays and thus minimise additional costs and organisational disruptions. Notably, a mechanism is under consideration aiming at increasing the architect’s accountability. However, as the Commission is not directly managing the project itself, it has limited leverage on developments. In addition, the Commission is committed to not make any more changes to the plans and will reinforce the project monitoring.

⁽³⁾ In addition, the Commission has the right to use a third plot, ‘parcel 3’, next to the other two.

The structural works for both phases, as well as the glass covering the main gallery were completed in 2025. For 2026, the objectives are the following:

- completion of the interior facades of phase 1, as well as the facade of the welcome pavilion;
- progress on technical and finishing work in the basement and on the upper floors;
- award of the last technical tenders;
- signature of a service-level agreement (SLA) with the EIB on the rental of phase 2.

In parallel, OIL will continue to negotiate to extend current leases as needed.



Interinstitutional childcare centre

Due to the state of the current Garderie building on Kirchberg (CPE1), the ABP has proposed to replace it with a new building (CPE6).

An agreement with the Luxembourg State should be signed in 2026. Construction is due to start in 2028-29, with expected completion in 2031-32.

In 2026, the financing method will be agreed with the Luxembourg authorities. The revised plan for the building, which takes into consideration recent legislation for people with reduced mobility ⁽⁴⁾ and implies a higher overall cost for the project, will be submitted to the Budgetary Authority. Pending the agreement of the Budgetary Authority, OIL will inform the ABP that they can initiate the construction project.

Organisation of offices

In line with the 2019 Communication on the Workplace of the Future in the European Commission ⁽⁵⁾, OIL will continue to participate in the revision and implementation of the Housing Conditions Manual and the simplification of the Building Standards Manual ⁽⁶⁾.

⁽⁴⁾ Grand-Ducal Regulation of 8 February 2023 on the accessibility of buildings for all.

⁽⁵⁾ [The Workplace of the Future in the European Commission](#) - C(2019)7450 - SEC(2016)170 final

⁽⁶⁾ https://commission.europa.eu/about/departments-and-executive-agencies/infrastructure-and-logistics-luxembourg/reference-documents-infrastructure-and-logistics-luxembourg_en

OIL will continue to participate in the 'Flex Core Team' in order to facilitate the transition towards (energy-efficient buildings and dynamic collaborative space (DCS).

Specific objective 2: Good quality office space and related services are provided in Commission buildings in Luxembourg

OIL will continue to provide high-quality maintenance and facility management in all of its buildings and will work closely with the DGs and services to make the best use of the available office space. Office space will decrease due to the end of two lease agreements (Ariane and part of Drosbach): Ariane will be vacated by the end of May 2026, and the 2nd and 3rd floors of Drosbach wing D will be vacated by the end of April 2026 ⁽⁷⁾. Staff from the vacated premises will be hosted in T2, Fischer, BECH and the remaining part of Drosbach, which will be designed as DCS or non-assigned office spaces, depending on the current interior layout of the building.

OIL provides Commission departments and other EU institutions in Luxembourg with a variety of logistics services, such as collecting and distributing internal and external mail between Commission departments and between European institutions in Luxembourg. OIL also provides office supplies and equipment for Commission staff, and takes care of moving boxes when staff change buildings.

In cooperation with OIB, OIL will continue to provide home-office furniture using the Commission's framework contracts.

B. Performant, safe, secure and sustainable logistics services

Specific objective 3: Office space respects the Health and Safety Rules applicable to the Commission sites in Luxembourg

OIL ensures that the buildings occupied by the Commission comply with all relevant Luxembourgish and EU requirements.

OIL.SST (*Santé et Sécurité au travail*) is a part of the Commission's health and safety system and will contribute to the audits of the health and safety system in Luxembourg.

OIL will run its yearly fire drills and carry out risk assessments of certain work posts as regards the physical working environment of the colleagues in order to implement any preventive measures identified during the risk assessment. In this regard, OIL will coordinate with OIB to prevent a duplication of efforts where possible. OIL will check sanitary facilities as well as drinking water and indoor air quality.

OIL will seek synergies with OIB to optimise the use of human resources, for example by launching common calls for tenders (e.g. on risk assessments of certain work posts as regards the

⁽⁷⁾ Staff housed in these buildings will be relocated to other buildings currently occupied by the Commission. The DGs concerned by this move are: DIGIT (Drosbach); OIL, DGT, HR (Ariane).

working environment of the colleagues). OIL will also work closely together with DG HR and OIB on an integrated communication campaign on health and safety.

Specific objective 4: Reduce the Commission’s carbon footprint in Luxembourg in line with the objectives of the Greening the Commission communication, notably a climate-neutral Commission by 2030

In 2026, OIL will continue to implement the 2022 Communication on Greening the Commission ⁽⁸⁾ and the updated action plan of the Commission’s Greening Progress Review ⁽⁹⁾. Under its longstanding commitment to improve its environmental performance under EMAS, OIL implements the objectives of the Greening of the Commission action plan ⁽¹⁰⁾, supporting the Commission’s role as a modern, green public administration. This includes objectives to minimise the environmental impact of Commission buildings and services in Luxembourg, as indicated in the following section.

Building management

The MERP building was included in the EMAS scope in 2025, and will be subject to audits/verifications in 2026.

CO₂ emissions will decrease as a result of the reduction in office space further to the move out of Ariane and parts of Drosbach to other EC buildings with non-assigned working spaces or DCS (until the move to JMO2).

Sustainable mobility

OIL will continue to promote the use of sustainable mobility by:

- subsidising cross-border public transport and participating in the local Car Free Day;
- offering a free subscription to Vel’OH (city bikes), taking part in the Vélomai campaign and maintaining a fleet of service bikes;
- developing new initiatives (e.g. to promote car-sharing in the central station area);
- continuing the gradual replacement of all cars in its official vehicle fleet by fully electric/hybrid cars by 2028.



⁽⁸⁾ Commission Communication COM(2022) 2230 final of 5.4.2022 on Greening the Commission

⁽⁹⁾ Once it has been published (at the time of writing, the action plan had not yet been published).

⁽¹⁰⁾ [Annex](#) to the Greening of the Commission

Circular economy

OIL will continue to:

- encourage proper waste sorting (implementation of a 'waste task force', organisation of waste sorting games, etc.);
- raise awareness by hosting events such as the Interinstitutional Repair Café and organising bike repair workshops for staff;
- continue to rationalise the use of office supplies by providing information to users of the new interinstitutional framework contract for greener office supplies;
- follow up on its commitments under the '[SuperDrecksKëscht fir Betriber](#)' label for the sustainable use of resources and high-quality waste management (including waste from catering)



Sustainable catering

OIL will continue to improve the quality and attractiveness of vegetarian meals. Furthermore, it will continue to promote shorter food supply chains by attracting more local suppliers. This will be reinforced through a new call for tender for a Dynamic Purchase System (DPS), which should be in place in 2026. In addition, OIL will explore how to strengthen information to customers about the environmental impact of their food choices.

Protecting ecosystems and biodiversity

OIL will pursue its efforts to promote biodiversity through actions that are still feasible before the move to JMO2, for example:

- creation of a biodiversity garden in EUFO;
- training of the 'green spaces management team' on new ways of maintaining green areas that respect biodiversity principles;
- signature of a new framework contract for the maintenance of green areas and differentiated mowing around certain buildings;
- biodiversity awareness raising (promotion of the biodiversity policy, promotion of local initiatives, etc.), awareness raising in CPE, etc.



Green roof of MERP building



Pedagogical garden in CPE5

C. Modern, high-quality social services and infrastructures

Specific objective 5: Offer catering services (restaurants, canteens and cafeteria facilities) that meet the needs of staff working in Luxembourg, taking into account the effective use of resources and integrating the requirements of EMAS

Catering services include canteens, cafeterias, a restaurant (currently in the *Foyer européen*), banqueting, meeting refreshment services and vending machines in the Commission buildings in Luxembourg (Ariane, Bech, Euroforum, Drosbach, Fischer, MERP and T2).

OIL catering will continue to offer a high-quality service that is adapted to the (re)location of EC staff between buildings, while taking any necessary measures to achieve a better financial balance for the catering activities. Following the move out of the Ariane building, the canteen in T2 is scheduled to reopen during the 1st semester of 2026.

OIL will continue to avoid single-use products for its catering services, reinforce its banqueting activity and offer more organic and locally sourced food. It will remain very vigilant regarding hygiene. OIL's catering service will review its selection and the organisation of its logistics and human resources in view of the move to JMO2.

OIL will further optimise its relationship with catering suppliers and continue to collaborate with OIB on its catering information systems for ordering, production and planning. It will continue the communication campaigns on better eating habits and the environmental impact of food choices, and will reinforce its efforts to consult its customers on the catering offer.



Specific objective 6: Availability of appropriate childcare infrastructures and good quality, inclusive, attractive and up-to-date services for staff working in Luxembourg

The educational facilities, which currently welcome around 1800 children, provide afterschool services for the children of staff of the EU institutions and bodies based in Luxembourg. A dedicated service is also offered to preschool children aged 3-4 years old.

OIL will continue to prioritise the wellbeing of children and CPE staff, while further improving the services provided to parents. It will pursue the implementation of the new educational strategy and the related pedagogical project based on the concept of non-formal education. Efforts will aim to strengthen inclusion and diversity in particular. Ongoing initiatives, in line with EMAS commitments, will promote environmental responsibility and awareness.

In parallel, OIL will continue to actively participate in the process of modernising the 'Admission rules and Implementing procedures' to ensure that they remain up to date and fit for purpose. OIL will furthermore enhance the functionalities of the eKidweb software and a new digital tool, KiddyMob, will be introduced to support educators in their daily work. OIL will also maintain the infrastructures to ensure that they remain in a condition that allows safe and effective operations.

Moreover, OIL will work towards simplifying and systematising the CPE fees structure while striving to maintain a balanced budget over the medium and long term.



From left to right: Gardening, Pedagogical work on gender equality, Mud painting during environment week

D. Business-driven digital services

Specific objective 7: Transform OIL specific digital systems to optimise business and administrative processes and digitalise the JMO2 building
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The key objectives in 2026 regarding business-driven digital services are as follows:

- the implementation of the Computerized Maintenance Management System (CarlSource) used by OIB to digitalise OIL's maintenance and operations activities for all of the buildings in Luxembourg. This is necessary to ensure the efficient future maintenance of the JMO2 building. Also, the integration of this system with the Building Information Modeling (BIM) model of JMO2 will be analysed;
- GEPI (the legacy system used by OIL for more than 10 years to support space planning, space allocation, and health and safety needs) rationalisation will be finalised with a migration of the core functions to the Cloud (Cloud on Premise) and development of Health and Safety functionalities on standard DIGIT platforms. The features for desk reservation shall be implemented to support DCS in JMO2. Moreover, the required adaptation of this system to support JMO2's BIM will be validated. Strategic space planning to support the preparation and execution of the move will also be further developed;
- the establishment of a digital system to implement SmartBuilding in JMO2 will be continued. This will enable interoperability of existing systems (GEPI, CarlSource) with BIM and the building automation systems (GTC) of JMO2. Processes and information systems will have to be adapted prior to the delivery/acceptance of the building.

PART 3. A modern and sustainable public administration: outputs in 2026

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.

OIL 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 percentage of female middle managers at the end of 2025 is 43% (3 out of 7 posts). This is in line with OIL's target.

OIL will maximise staff engagement through the following:

- ensure transparency regarding career and mobility possibilities,
- commit to equality and inclusion, including encouraging female talent and gender and geographical balance;
- continue giving relatively high levels of responsibility to interested staff of all categories;
- provide training and teambuilding events to maintain staff competence and effectiveness;
- cooperate with DG HR on corporate initiatives.

In addition, OIL will cooperate with DG HR to address the persistent difficulties to attract and keep competent staff, and will adapt the working methods in light of the JMO2 building project. For example, it will continue to participate actively in the High-Level Interinstitutional Group on the attractiveness of the Luxembourg site, particularly in the working group on temporary housing.

Please see the performance tables in [Annex 2](#) for details of the outputs.

B. Digital transformation and data management

Please see the performance tables in [Annex 2](#) for details of the outputs.

Digital transformation

In 2024, OIL initiated its digital transformation programme. The objective is to reshape OIL's legacy IT systems for building management activities - Integrated workplace management systems (IWMS) - to create more efficient, business-oriented, business aligned solutions.

The programme also contributes to the digital transformation of the Commission and, in 2026, OIL will continue to work on its implementation.

The following describes how the programme is linked to the Commission's corporate digital strategy and IT security strategy.

[Activities linked to SO1 - Digital Culture \(digital skills, cybersecurity awareness, mobile-ready EC and collaboration\):](#)

With the support of DIGIT, OIL will organise:

- AI training courses for management and staff;
- A Cybersecurity awareness briefing for senior and middle management ;
- Cybersecurity awareness briefings for system owners;
- Training courses and articles on Teams and M365 for OIL staff in French.

[Activities linked to SO3 - Business-driven Digital Transformation \(business process automation, data openness and maturity, interoperability, innovation and AI\):](#)

1. CARES (the IT system for catering) will be enhanced to improve the automation of catering management;
2. Implementation of the computerised maintenance management system (CarlSource) will be finalised for all buildings occupied by the Commission in Luxembourg and to ensure reactive and preventive maintenance processes;
3. Digital transformation linked to JMO2 will be continued:
 - a) Definition of functional requirements linked to digital systems for BIM and for operating technologies (OT) such as the Building Management System (BMS);
 - b) Development of a pilot of a DigitalTwin to enable interoperability between BIM, core building digital systems, user services application, and future JMO2 Building Management System components;
 - c) Development of BIM integration pilots to validate the level of preparedness of OIL key building management systems (Archibus for space design and CarlSource for facilities management);
 - d) Definition of smart building use cases to be included in the implementation roadmap for the JMO2 DigitalTwin;
 - e) An initial set of functionalities will be developed for the providing services to the users of the building.
4. Adapt the digital systems in the field of Health and safety at work to further align digital solutions with business processes and business needs and comply with the corporate IT architecture.

[Activities linked to SO4: Seamless Digital Environment \(digital landscape, IT legacy, portfolio of reusable solutions and cloud adoption\):](#)

OIL will migrate its applications related to Health and Safety at work to the EC standard application platform, in line with the digital sovereignty objectives:

- Databases: PostgreSQL;
- App servers: SpringBoot/Tomcat;

- Languages: Open Java;
- Hosting and cloud: Cloud on Premise (CoP).

[Activities linked to SO5: Green, secure and resilient infrastructure \(digital workplace, cybersecurity and IT greening\):](#)

In the field of cybersecurity, OIL will

- Finalise the review of access rights and privileges for GEPI and extend it to all OIL's information systems;
- Draft an access control process applicable to all the systems;
- Develop security monitoring reports for GEPI using Splunk.

Data management

In 2025, the maturity level in implementing corporate data policies across four key areas (data management, ownership and responsibilities, data quality, and data skills) was between basic and developing. The objective for 2026 is to keep moving towards 'developing'.

OIL set up a data correspondent team and, in 2026, will create its data assets and owners' inventory.

Data protection

In 2026, OIL will continue to ensure full compliance with and rigorous follow-up to Regulation (EU) 2018/1725 ('data protection regulation'), in close cooperation with the Commission's Data Protection Office.

OIL's Data Protection Coordinator will submit the reports required under this regulation to its Head of Service and to the Data Protection Officer of the Commission. OIL will continue to monitor compliance with the data protection regulation and the Data Protection Management System (DPMS) records will be updated accordingly.

OIL will also continue to organise mandatory training courses and awareness-raising actions for its staff (including tailor-made sessions for specific groups). Some 90% of OIL staff were trained on data protection compliance by the end of 2025.

C. Sound financial management

In 2025, the estimated risk at payment for cost-based expenditure was 0.5%.

OIL will continue to:

- ensure that it respects the principles of sound financial management, notably regarding its budget implementation;
- strengthen procedures related to financial management and public procurement;
- raise staff awareness of internal control and risk management activities;
- maintain and strengthen current control mechanisms (including ex-ante and ex-post controls of financial transactions, register of exceptions and non-compliance events, collaboration with auditors).

Please see the performance tables in [Annex 2](#) for details of the outputs.

D. Fraud risk management

At the end of 2025, six out of seven action points from [OIL's anti-fraud strategy](#) were completed.

OIL will continue to minimise the risk of fraud by further implementing the Commission's anti-fraud strategy, in particular the revised Commission's anti-fraud strategy action plan adopted in 2023 ⁽¹¹⁾, and its own anti-fraud strategy, which was revised in 2025.

In particular, in 2026, it will:

- increase fraud awareness and foster professional ethics (training actions and internal communication to OIL staff);
- further fraud-proof OIL's internal procedures (several procedures are currently in the process of being updated to reflect the use and functionalities of SUMMA);
- maintain and develop an efficient collaboration in the domain of fraud prevention and detection ⁽¹²⁾.

Please see the performance tables in [Annex 2](#) for details of the outputs.

E. Sound environmental management

Most actions to improve sound environmental management concern all Commission staff (including OIL staff) in Luxembourg (e.g. to encourage the use of sustainable transport, 'Repair cafés'). For 2026, key targeted actions for OIL staff include the organisation of a conference on mobility in the central station area (covering topics such Luxembourg's mobility plan, access to buildings and service bikes), and the possible creation of a biodiversity micro-garden on the roof terrace of the FISR building as a project for OIL staff.

Compared with the baseline (2019 = 16.53 tonnes), on average, OIL's emissions from professional travel (including missions performed by OIL's drivers for other DGs) have been cut by over 50% ⁽¹³⁾. No further target is planned for OIL given the already very limited amount of its emissions (less than 0.02% of total EC emissions) and the consequent restricted impact of further reductions. To ensure that this target is maintained, OIL will continue to promote awareness amongst all staff and encourage greener travel (see paragraph above).

Please see the performance tables in [Annex 2](#) for details of the outputs.

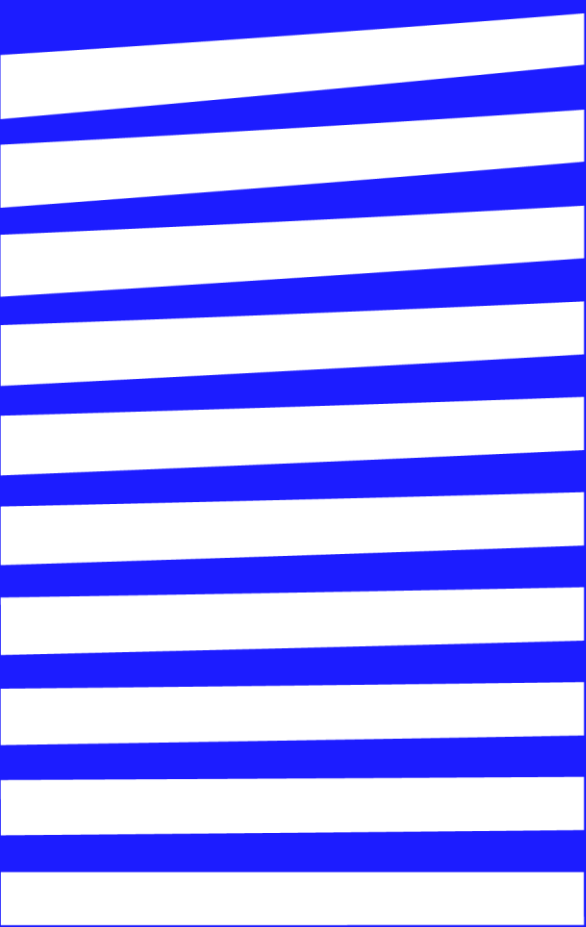
⁽¹¹⁾ COM(2023) 405 final and SWD(2023) 245 final

⁽¹²⁾ Notably: European Public Prosecutor's Office (EPPO), the European Anti-Fraud Office (OLAF), the Investigation and Disciplinary Office of the Commission (IDOC) as well as other Commission services, including via the Fraud Prevention and Detection Network (FPD Net)

⁽¹³⁾ based on 2023 data; 2024 data is not comparable because it includes emissions from official cars without drivers.



ANNEXES



ANNEX 1: Performance tables – delivering on Commission priorities in 2026

A. Appropriate and satisfactory building and office space management

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

Specific Objective 8.1: The Commission's buildings and infrastructure in Luxembourg align with its policy in the building sector, as well as with the guidelines related to its modernisation, security and financial responsibility

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Construction of JMO2 building	Completion of internal façade works (phase 1 and welcome pavilion)	Q2 2026
	Start of the implementation of the revised contractual planning (between the architect and the construction firms)	Q1 2026
	Progression of technical and finishing work in the basement and on the upper floors (phase 1)	90% (Q4 2026)
	Progression of technical and finishing work in the basement and on the upper floors (phase 2)	90% (Q4 2026)
	Award of the last technical tenders	Q2 2026
CPE VI construction project	Agreement from the CALux on feasibility study ⁽¹⁴⁾	Q1 2026
	New pre-information note to the Budgetary Authority (requesting increased budget due to adapted plans)	Q2 2026
CPE V Purchase option	Transfer of property to the EU institutions (represented by EC)	Q1 2026

⁽¹⁴⁾ Collège des Chefs d'administration des institutions et organes installés au Luxembourg

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

Specific Objective 8.2: Good quality office space and related services are provided in Commission buildings in Luxembourg

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Office cleaning quality	Average third-party audit results	Over 90% (where 100% = perfect cleaning)
Vacate Ariane	Percentage of staff moved out	100% by end of May 2026
Vacate Drosbach (wings D2 and D3)	Percentage of staff moved out	100% by end of April 2026

B. Performant, safe, secure and sustainable logistics services

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

Specific Objective 8.3: Office space respects the Health and Safety Rules applicable to the Commission sites in Luxembourg

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Commission staff trained as first aider	Percentage of Commission staff trained as first-aiders	≥5%
Commission staff trained as fire warden	Percentage of Commission staff trained as fire wardens	8%
Fire drills	Average number of fire drills per building per year	1 fire drill for each administrative building 2 fire drills for each CPE building
Workplace risk analysis	Number of risk assessments	1/3 of all defined types of posts per year
Information on health and safety	Number of <i>OIL-vous-informe</i> email sent on the causes of the evacuation of the building	<i>OIL-vous-informe</i> email sent after each evacuation (a fire-drill or a foreseen evacuation)

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

Specific Objective 8.4: Reduce the Commission’s carbon footprint in Luxembourg in line with the objectives of the Greening the Commission communication, notably a climate-neutral Commission by 2030

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Residual waste	Tons of residual waste per person	Stable compared to latest official results (2024 data)
Transport services average real CO ₂ emissions	CO ₂ emissions of car fleet. (actual and not manufacturer’s)	< 200 g/km (2024 baseline = 202)
Organisation and/or participation in sustainable mobility campaigns	Number of campaigns	2
New environmentally friendly projects offered by the catering service	Number of new projects implemented	1
Implementation of the Action plan for the Greening the Commission	New actions in the GAAP (EMAS Global Annual Action Plan)	>10
Awareness-raising on biodiversity	Number of events/ actions	1
Environmental performance in the Commission buildings in Luxembourg		
Explanation: This indicator is part of a corporate impact indicator.		
Source of data: Latest Environmental Statement (data 2024)		
Improved environmental performance	Energy consumption of buildings	7.8 MWh/person
	Water use	10.24 m ³ /person
	Office paper consumption	2.34 sheets/person/day
	CO ₂ emissions from buildings	0.51 t/person
	Non-hazardous waste generation	0.095 t/person

C. Modern, high-quality social services and infrastructures

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

Specific Objective 8.5: Offer catering services (restaurants, canteens and cafeteria facilities) that meet the needs of staff working in Luxembourg, taking into account the effective use of resources and integrating the requirements of EMAS ⁽¹⁵⁾

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Catering services in canteens and cafeterias	Daily average number of meals sold in canteens and cafeterias	850
Strict limitation of single use products in canteens and cafeterias	Number of single-use products used in cafeterias	0
Promotional actions and events in canteens and cafeterias	Number of actions organised during the year	8 (including at least 3 on greener food choices)
Meetings/seminars held at <i>Foyer européen</i>	Number of meetings organised during the year	180

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

Specific Objective 8.6: Availability of appropriate childcare infrastructures and good quality, inclusive, attractive and up-to-date services for staff working in Luxembourg

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Overall satisfaction of parents with childcare facilities	Percentage of staff satisfaction (very satisfied + satisfied)	Keep stable (89% in 2024)
Training programme for educational staff	Percentage of educational staff having completed the compulsory training	85%

⁽¹⁵⁾ The original wording of this Specific Objective was: ‘Offer catering services (restaurants, canteens and cafeteria facilities) that meet the needs of staff working in Luxembourg, taking into account the effective use of resources and integrating the requirements of EMAS and the Green Deal’. The reference to the Green Deal has been removed because it referred to a priority of the previous Commission.

Output	Indicator	Target
CPE organisation adapted to its current environment	Admission and implementing rules modernised	Approval of the new MODEX and Regulation by Comité du Centre Polyvalent de l'Enfance / Comité des Activités Sociales
Pedagogical strategy up to date with the latest educational standards	Inclusion action plan over 5 years Clear pedagogical objectives for staff	Pedagogical project gradually implemented, clear rules for inclusion and diversity policy
CPE budget adapted to the challenges over the medium and long term	Stable financial situation	Balanced budget
Availability of appropriate childcare infrastructures	Maintenance activities on schedule	All infrastructures maintained in fully operational condition and suitable for ongoing use

D. Business-driven digital services

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

Specific Objective 8.7: Transform OIL-specific digital systems to optimise business and administrative processes and digitalise the JM02 building

Related to spending programme(s): No

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Define functional requirements linked to digital systems for Building Information Modelling (BIM) and for operating technologies (OT) such as the Building Management System (BMS)	Functional requirements documented	Document approved
An initial set of functionalities will be developed for the user services mobile application	Initial set developed	Pilot version available

Output	Indicator	Target
Pilot a DigitalTwin implementation to enable interoperability between BIM, core building management digital systems, user services application, and future JMO2 BMS components	Pilot executed	Assessment report drafted
Pilot a BIM integration to validate the level of preparedness of OIL key Building Management Digital Systems (Archibus for space design and CarlSource for facilities management)	Pilot executed	Assessment report drafted
Define a set Smart building use cases to establish an implementation roadmap for the JMO2 DigitalTwin functionalities	Use cases documented	Document approved

ANNEX 2: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: OIL employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
Organise a general assembly	Y/ N	Y
Organisation of technical and specific training	Learning and development budget execution rate	90%
Gender balance	Percentage of female non-management ADs and FG IV CAs	remains 45-55%

B. Digital transformation and data management

Objective: OIL 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 2026:		
Digital Transformation		
Output	Indicator	Target
SO1: Digital Culture	Percentage of statutory staff that completed at least one IT training	30%
	Number of AI trainings for management	1 training session
	Number of AI trainings for staff	1 training session
	Number of Cybersecurity awareness briefing for senior management	1 training session
	Number of Cybersecurity awareness briefings for the system owners	1 training session per system owner

Output	Indicator	Target
	Regular training sessions on Microsoft Teams given in French to OIL staff or number of articles published in French on specific Microsoft Teams or SharePoint topics.	4 training sessions 10 articles
S02: Seamless Digital Environment - Cloud adoption	Percentage of IT systems utilising cloud infrastructure services compared to the total number of IT systems	100%
S03: Business-Driven digital transformation	Percentage of business process analysis performed for the core information systems (GEPI, Cares, Health and Safety application)	100%
S04: Seamless Digital Environment	Dedicated IT Project Manager in charge of portfolio management	1
S05: Green, resilient and secure infrastructure	Updated security plans rate Access Management processes established at the DG-level	100% 1
CyberSecurity risk and maturity posture of the Office	Position in the Risk-Maturity Quadrant (RMQ)	Acknowledge
Data Management		
Output	Indicator	Target
Data assets and owners' inventory	Setting up of OIL's data assets and owners' inventory	Inventory created
Data Protection		
Output	Indicator	Target
Staff training on data protection	Percentage of staff that attended data protection awareness-raising activities	90%
Public records of processing operations	Number of OIL's public records reviewed in the last 2 years / number of OIL's public records	8/15

C. Sound financial management

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

Main outputs in 2026

Output	Indicator	Target
	Estimated risk at payment	remains < 2 % of relevant expenditure

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	3-year rolling inventory control of items – percentage of scanned items vs. theoretical inventory (furniture and equipment)	92% at end of 2026 (closure of 3-year exercise)
Efficient controls	Budget execution	becomes 80% of payment appropriations
	Timely payments 1 - in value (amounts paid)	remains >94% of payments (in value) made on time
	Timely payments 2 - in number of payment transactions	remains > 92% of payments on time, in number of transactions
	Time-to-procure	remains 8.1 months
Economy of controls	Overall estimated cost of controls	becomes <2.5% of funds managed (excluding catering, which has a separate financial circuit)

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽¹⁶⁾ aimed at the prevention, detection and correction ⁽¹⁷⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Organise training/ information sessions for all OIL staff on antifraud issues and ethics	Number of training sessions	1/ year, covering 100% of newcomers within 1 year of their arrival All staff to follow this session at least every 5 years
Publish information regarding anti-fraud events and actions relevant to OIL staff on MyOIL	Number of fraud-/ ethics-awareness news items published	3/ year

⁽¹⁶⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; 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 revised action plan, [SWD\(2023\)245](#)– "the revised Action Plan".

⁽¹⁷⁾ 'Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Ensure close follow up of all fraud-related recommendations made by IAS, ECA and BUDG. Action plans with corrective measures are systematically put in place. Reports are prepared in line with guidelines.	Recommendations followed up within the agreed deadlines.	100%

E. Sound environmental management

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

Main outputs in 2026

Output	Indicator	Target
Actions to reduce emissions from staff professional travel	Number of specific initiatives to reduce emissions from staff professional travel	1
Reduction of emissions from staff professional travel	Emissions from staff professional travel	Keep stable ⁽¹⁸⁾
OIL staff awareness actions, including on greener professional travel	Number of OIL staff awareness actions in line with EMAS/greening corporate campaigns	2
Organisation of sustainable events	Staff assembly organised according to the EC Guidelines for sustainable events ⁽¹⁹⁾	100%

⁽¹⁸⁾ Corporate target reached in 2023

⁽¹⁹⁾ This is the only major event organised by OIL.