

# Management Plan 2026

Directorate-General  
for Defence Industry and Space

# Contents

- PART 1. Introduction..... 3
  - Strategic outlook 2025 - 2029 ..... 4
- PART 2. Delivering on the Commission’s priorities in 2026 ..... 5
  - A. General Objective 1: A new plan for Europe’s sustainable prosperity and competitiveness..... 5
  - B. General Objective 2: A new era for European Defence and Security ..... 9
  - C. General Objective 4: Sustaining our quality of life: food security, water and nature ..... 13
  - D. General objective 6: A global Europe: Leveraging our power and partnerships ..... 13
- PART 3. A modern and sustainable public administration: outputs in 2026 ..... 15
  - E. Human resource management..... 15
  - F. Digital transformation and data management ..... 16
  - G. Sound financial management..... 17
  - H. Fraud risk management ..... 18
  - I. Sound environmental management ..... 18
- ANNEX 1: Performance tables – delivering on Commission priorities in 2026 ..... 20
- ANNEX 2: Performance tables – A modern and sustainable public administration ..... 25
  - A. Human resource management..... 25
  - B. Digital transformation and data management ..... 26
  - C. Sound financial management..... 28
  - D. Fraud risk management ..... 29
  - E. Sound environmental management ..... 29

# PART 1. Introduction

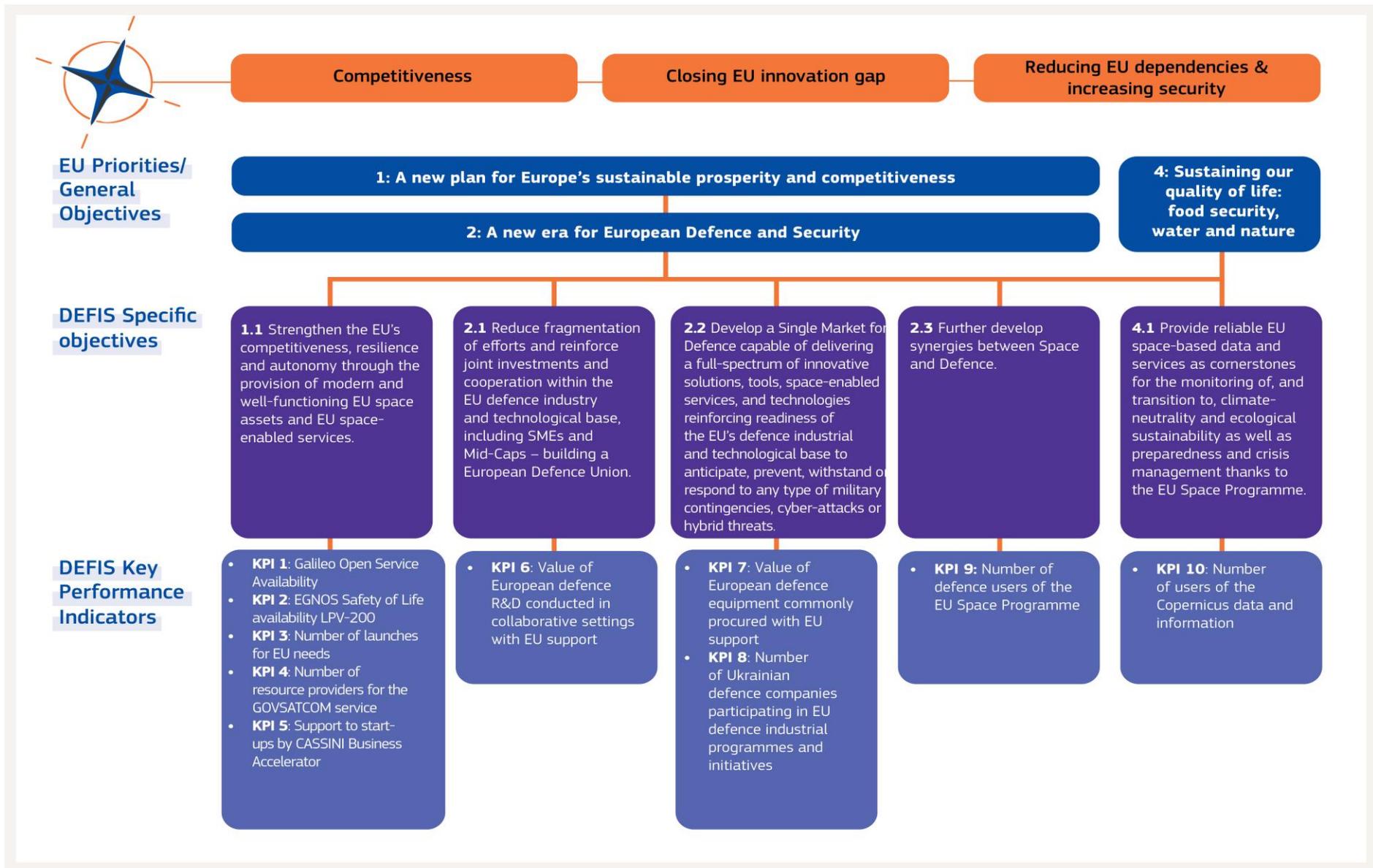
Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the political priorities set in the Political Guidelines of President von der Leyen into general objectives. This process ensures 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 ([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 DG DEFIS intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DG DEFIS 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 chart below illustrates how the general objectives, specific objectives and key performance indicators reflect the core aspects of DG DEFIS' performance.

# Strategic outlook 2025 - 2029



# PART 2. Delivering on the Commission's priorities in 2026

The ongoing Russian war of aggression against Ukraine, rapid technological disruptions transforming industry supply chains, markets and business models, and growing sustainability challenges make DG DEFIS's priorities — strengthening Europe's autonomy, competitiveness, and resilience in the defence and space sectors — more critical than ever. In 2026, the Directorate-General will continue existing programmes, such as the European Defence Fund (EDF), the EU Space Programme, and the EU Secure Connectivity programme (IRIS<sup>2</sup>), while advancing defence-related investment and procurement initiatives under the Security Action for Europe (SAFE). It will start implementing new ones such as the European Defence Industry Programme (EDIP), while developing the single market in both the defence and space sectors for synergies, also in line with the EU Space Strategy for Security and Defence (EU SSSD) and the White Paper on European Defence Readiness 2030. The cooperation with and support to Ukraine will also be continued, including through the Ukraine Support Instrument (USI) under EDIP as well as through implementation of the defence component of the [Ukraine Support Loan instrument](#). The Directorate-General will advance initiatives to reinforce technological leadership and strategic autonomy, focusing on regulatory proposals, investment mechanisms, international partnerships, critical projects, and support for small and medium-sized enterprises, aiming to foster synergies between civil, defence, and space industries to boost innovation and resilience. This section offers a detailed overview of the DG's planned outputs and deliverables (see also the performance tables in Annex 1), aligning with each general objective, and emphasising their pivotal role in advancing the EU's overarching priorities.

In 2025, DG DEFIS proposed major simplification initiatives through the Defence Readiness Omnibus and the EU Space Act, addressing most simplification potential in the defence industry and space sectors. Through continuous engagement with industry, including SMEs, and with Member States via Programme Committees, expert groups and dedicated events, DG DEFIS is testing in practice the impact of these measures and identifying gaps, overlaps and areas for improvement. This work will continue in 2026, with further exchanges on simplification of the acquis. Two annual implementation dialogues with Commissioner Kubilius—one on space and one on defence—will help identify implementation issues, gold-plating and fragmentation, and inform the 2026 Annual Progress Report on Simplification, Implementation and Enforcement.

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



**Specific Objective 1.1:** Strengthen the EU's competitiveness, resilience and autonomy through the provision of modern and well-functioning EU space assets and EU space-enabled services

In 2026, DG DEFIS will continue the efficient implementation of the EU Space and Secure Connectivity Programmes, to maintain Europe's leadership in global space economy, innovation and security. This will include advancing Horizon Europe funding for space-related research and development, bolstering synergies with defence applications, and enhancing Europe's strategic autonomy in critical space technologies.

To reach this objective, a key milestone was the Commission's adoption of the [EU Space Act](#) proposal in June 2025, aiming to establish a harmonised EU framework for space activities. It will create a single market for space activities, facilitating cross-border operations, especially for start-ups and SMEs. Simplified rules and the introduction of product family authorisation are expected to reduce administrative costs by EUR 16 million per year for SMEs and EUR 6 million for larger companies, while addressing emerging safety and security risks to space infrastructure and satellite orbits. The objective of the EU Space Act is to support the development and functioning of a genuine internal market for the space sector and ensure a stable, predictable and competitive business environment through a single set of common requirements revolving around the three pillars of safety, resilience and environmental sustainability that would apply consistently in the single market. The EU Space Act will cover commercial and civilian satellites, both European and non-European, ensuring a level playing field. Supportive measures such as capacity building and technical assistance will help smaller companies offset implementation costs. The Act will provide legal certainty and regulatory consistency to boost investments and strengthen the EU's security and strategic autonomy. Following the Commission adoption of the Act, throughout 2026, DG DEFIS will continue working with co-legislators with a view to successfully concluding the ordinary legislative procedure leading to a political agreement on the Act.



Alongside this legislative proposal, the Commission adopted a [Vision for the European Space Economy](#) that aims to establish the EU as a global space economy leader by 2050, using space technologies to enhance competitiveness, resilience, security, and autonomy. It outlines forty-five actions focused on strengthening EU satellite infrastructure, boosting space's role in other sectors, and capturing the in-space economy. The Commission will develop an implementation plan and continue the implementation of the actions throughout 2026, in particular bringing together European space stakeholders through "Space Team Europe," a high-level forum dedicated to strategic consultations. In addition, it will continue the development of a methodology for monitoring the EU space sector and assessing its share in the global market, building upon the European Space Economy Thematic Account (ESETA) and track space's contribution to Europe's competitiveness, while promoting the broader use of space data and services.

The implementation of the [EU secure connectivity programme](#) will continue to develop IRIS<sup>2</sup>, the multi-orbital satellite constellation to ensure secure connectivity for governmental users. In the first quarter of 2026, the first "Rendez-vous" will evaluate progress under the public-private partnership and the 12-year concession contract with the SpaceRISE consortium, confirming the design and supply chain consolidation. In 2026, initial governmental satellite communication services will be pooled and shared with Member States through GOVSATCOM. A broader range of secure satellite communication services, featuring secure and low-latency connectivity, will gradually become available for governmental, defence, and commercial users. Activities to develop innovative and interoperable user terminals will be initiated to allow the use of EU satellite communication services.



DG DEFIS plans to replenish the Copernicus satellite constellation with the launch of Copernicus Sentinel-3C in Q3 2026, alongside the development of next-generation [Sentinel satellites](#) to enhance [Earth observation capabilities](#). The Copernicus service component will expand with additional thematic hubs to support EU policies. DG DEFIS will aim at advancing the new [EU Earth Observation Governmental Service](#). This will include, in particular, the user and security requirements, the pilot services by the EU Satellite Centre and the design of the new system including pooling and sharing of existing capacities as well as preparation of new EU dedicated capacities. EOGS is envisioned to provide advanced situational awareness crucial for security, defence, and crisis management. In 2026, DG DEFIS will update the Earth observation Strategic Research and Innovation Agenda to support the evolution of Copernicus Services.



To establish a standardised European framework for measuring the environmental footprint of space activities, the project for the development of [Product Environmental Footprint Category Rules for the space sector \(PEFCR4Space\)](#) and associated datasets will continue. Additionally, in 2026, a call on supportive measures will be launched to assist stakeholders in adopting sustainable practices aimed at reducing their environmental footprint.



DG DEFIS is set to advance its initiatives with the [EU Space Surveillance and Tracking \(EU SST\) Partnership](#) to enhance space situational awareness through cutting-edge sensor technologies and enhanced monitoring of space debris and space weather threats. Efforts will be made to improve SST services by acquiring additional commercial data, researching future sensors, and setting priorities with the [EU Industry and Start-ups Forum](#). Furthermore, DG DEFIS will further advance the [EU's approach to Space Traffic Management](#) alongside the European External Action Service (EEAS), ensuring alignment with both civilian and military requirements, and initiating consultations on voluntary measures. Two studies will be launched to assess the impact of expanding space activities on safety and to explore options for contributing to space traffic management. An operational [EU Space Weather service](#) will also be established to assist operators in protecting assets.

Additionally, DG DEFIS will continue enhancing the [Galileo's Public Regulated Service \(PRS\)](#) and working on civil authentication services, such as the [Galileo Signal Authentication Service \(SAS\)](#), to ensure that Europe maintains robust and secure positioning, navigation and timing capabilities for strategic applications. DG DEFIS in coordination with EUSPA and Member States will continue incentivising the large scale deployment of user equipment in the EU.



[CASSINI](#) is set to continue its contribution in bolstering Europe's space industry by driving innovation and creating new revenue streams. For 2026, its priorities include attracting private investment, accelerating commercial growth, and strategically using procurement. Key actions under CASSINI will encompass the Business Accelerator, Investment Facility, Matchmaking, Hackathons and Challenges, alongside cooperation with the European Space Agency (ESA), the European Union Agency for the Space Programme (EUSPA), and the EU Defence Innovation Scheme (EUDIS). Additionally, DG DEFIS plans to tackle the sector's skills gap through initiatives such as the CASSINI Space Camps and a CASSINI Job Placement Scheme. DG DEFIS also plans to consolidate a sector-specific skills methodology to contribute to the Skills Union Observatory.

To contribute to Europe's autonomous and cost-effective [access to space](#) DG DEFIS will work critical short-term critical issues. On the demand side, DG DEFIS advocate for prioritising European providers and enhancing competition in institutional launch services, while creating a [digital platform to aggregate European demand](#). It will explore procurement schemes and incentives for buying from European sources. On the supply side, DG DEFIS will analyse options for increasing access to space cadence and production including ground segment aspects. Regarding the preparation of future access to space capacities, prepare a roadmap on European access to space with all stakeholders. It will build on studies funded by European Parliament preparatory actions and pilot projects, collaborating with public entities. In parallel, DG DEFIS will identify high level requirements while in parallel continuesupporting the development of diverse future [European launch solutions](#), starting with innovation prizes and grants for long-term support. Efforts will include exploring support for [critical ground infrastructure essential for access to space](#) within the Union, aimed at improving resilience and competitiveness.



Additionally, the [Observatory of Critical Technologies](#) will continue assessing and mapping technological dependencies and vulnerabilities, ensuring Europe remains at the forefront of innovation in defence and space sectors. DG DEFIS will continue to

exploit the ‘[Strategic technologies for European Platform](#)’, aiming to enhance the EU's competitiveness and reduce strategic dependencies by leveraging the Horizon Europe and EDF programmes. [EU technology roadmaps](#) for defence and space will be further developed in collaboration with industry and Member States, notably to better exploit synergies between these sectors. These roadmaps are essential for addressing space technological dependencies and gaps, guiding developments and investments implemented by the EU Space R&D Programme under the topic of critical space technologies for EU non-dependence.



In 2026, DG DEFIS will continue its active engagement, in cooperation with DG TRADE, across various work streams to reinforce [European economic security](#) along the ‘protect, promote and partner’ dimensions identified in the European Economic Security Strategy. Seamless efforts are indeed essential to ensure that the specificities of both the defence and the space ecosystems are well factored in when identifying risks to security and strategic autonomy and the underpinning mitigation strategies – particularly concerning the [10 critical technology areas identified](#) for the EU's economic security. DG DEFIS will lead the risk assessment on space and propulsion technologies and contribute to the screening of Foreign Direct Investments likely to impact security or public order within the Union. Moreover, work will continue on the international dimension, where engagement with non-EU like-minded and reliable partners remains crucial to reinforce the defence and space supply chains. In this context, DG DEFIS will persist in efforts to bolster the EU's technological sovereignty and particularly the resilience of supply chains. To this end, DG DEFIS will support the implementation of the [Critical Raw Materials Act](#) and [ResourceEU](#) and actively participate in the preparation of the proposal on the [Advanced Materials Act](#), planned for 2026.



DG DEFIS will continue coordinating the [In-Space Operations and Services \(ISOS\)](#) in Europe, with the implementation of the pilot mission set to start in 2026, featuring several strategic projects at its core. The ISOS Expert Group will serve as the primary coordination platform with Member States and ESA. Efforts will also focus on the legal and regulatory framework, standardisation, technology roadmaps, market studies, and preparations for a potential future in-orbit servicing infrastructure, while actively fostering synergies between defence and space sectors.



In 2026, DG DEFIS remains committed to supporting the development of [quantum technologies for space](#), including a [Quantum Space Gravimetry pathfinder mission](#), coordinating with Member States via an expert group. It explores new quantum opportunities like Rydberg atoms and entangled photon sources for space missions. DG DEFIS will closely monitor quantum communication projects funded by Horizon Europe and the Eagle 1 satellite mission while examining synergies between quantum technology for space and defence, developing a dedicated roadmap with the European Defence Agency. Internationally, DG DEFIS will continue to actively engage in NATO's transatlantic quantum community discussions and collaborates with Japan on exploiting Quantum Space Gravimetry data.

DG DEFIS will support the ordinary legislative procedure on the [European Competitiveness Fund \(ECF\)](#) and Horizon Europe, in particular on aspects pertaining to the EU space sector.

## B. General Objective 2: A new era for European Defence and Security



**Specific Objective 2.1:** Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union

DG DEFIS will continue to lead the effective implementation of the European Defence Fund (EDF), and actions under the EU Defence Industry Reinforcement through Common Procurement Act (EDIRPA), Act in Support of Ammunition Production (ASAP), and the Security Action for Europe (SAFE) instrument. In addition, it will start the implementation of recently adopted European Defence Industry Programme (EDIP). These efforts will ensure that funding mechanisms yield significant improvements in European defence capabilities and industrial production capacity. DG DEFIS is committed to further **reducing fragmentation across the EU defence capability landscape** by fostering collaborative research and development, incentivising joint procurement and industrial reinforcement, and investing in advanced technologies and high-end defence capabilities in critical areas such as drones, counter-UAS, air and missile defence, naval, ground and air combat, space-based early warning, and cyber. DG DEFIS will continue managing the SAFE instrument to support Member States requesting financial assistance for urgent investments to enhance defence readiness and close capability gaps. Through common procurement, SAFE will boost industry capacity, improve product availability, strengthen interoperability. Particular attention is paid to the involvement of Ukraine under SAFE.

DG DEFIS is committed to **reducing administrative burdens and simplifying project application** to stimulate investments in the European defence sector. DG DEFIS proposed **important simplification initiatives in 2025** with the mini-omnibus and the Defence Readiness Omnibus. Two key simplification measures will be implemented in 2026. First, the administrative burden for companies to update information on company ownership has been significantly reduced by **extending the validity period of Ownership Control Assessments (OCAs)** from 18 to 36 months. Second, **EDF grant award criteria have been simplified**, notably for SMEs and disruptive non-thematic calls, in order to provide simpler, faster and more flexible support to innovators, allowing companies to considerably save resources in preparing administrative documents, thus reducing application documentation in half. Collectively, these measures significantly alleviate the administrative burden on participating companies and the Commission, with **estimated total cost savings exceeding €100 million per year**.

The EDF already extensively applies **lump-sum financing**, particularly for innovative SMEs. Building on the findings of the EDF Interim Evaluation, the simplifications together with shorter duration of disruptive projects will speed up the rapid integration of new defence solutions and allow for cost-efficient development of innovative defence technologies. It has the potential to **accelerate overall timelines for up to 28 months**. In addition, all EDF projects will have the option to leverage the Financial Support to Third Parties (FSTP) mechanism, **facilitating the participation of startups and SMEs** by providing simplified access to funding and integration into collaborative projects. DG DEFIS will continue simplification measures until 2027 and in view of the next Multiannual Financial Framework. The **European Defence Innovation Scheme (EUDIS)** will boost a new generation of European defence companies through comprehensive support measures, such as Business Accelerator programme, Matchmaking or Hackatons, already attracting strong interest from startups and scaleups.

The operationalisation of [BraveTech EU](#) initiative will swiftly and efficiently further transform battlefield-tested innovations in Ukraine into tangible operational capabilities. It also aims to foster a unified EU-Ukraine technology ecosystem, enabling rapid, scalable, and impactful innovation, thus ensuring advanced European defence solutions transition seamlessly from development to deployment without unnecessary delays. DG DEFIS will work on the Agreement to associate Ukraine to the EDF, so that Ukraine defence industry players would be able to participate in EDF programme in 2026-2027.

With the adoption and entry into force of the [European Defence Industry Programme \(EDIP\)](#) and the effective roll out of its components, DG DEFIS will strengthen the competitiveness and responsiveness of the [European Defence Technological and Industrial Base \(EDTIB\)](#), ensure the availability and supply of defence products, and promote cooperation with Ukraine in the recovery, reconstruction and modernisation of its defence industry. The negotiations on the [European Competitiveness Fund \(ECF\)](#) with the co-legislators will continue, and DG DEFIS is committed to ensuring ongoing support for the defence and space industry within the ECF through research, development, ramping up production, joint procurement by Member States, and closer cooperation with Ukraine. An [evaluation of the European Defence Industry Reinforcement through common Procurement Act \(EDIRPA\)](#) is being prepared by end 2026 - as required by the Regulation.

DG DEFIS will follow up on the implementation of the [Defence Readiness Roadmap 2030](#) and support [Defence Projects of European Interest](#), including initiatives such as the European Air Shield, the cyber resilience framework, and enhanced military mobility measures. These projects aim to bolster Europe's defence readiness while reducing external dependencies. Additionally, DG DEFIS will focus on enhancing interoperability and standardisation across the EU defence industry.



Beyond these operational initiatives, DG DEFIS will contribute to the broader political objective of building a European Defence Union by supporting the development of institutional frameworks that enhance collective defence readiness and mutual assistance among Member States. This includes preparatory work on procedures and mechanisms ensuring the EU is better prepared to coordinate Member State responses in crisis situations.



**Specific Objective 2.2:** Develop a Single Market for Defence capable of delivering a full spectrum of innovative solutions, tools, space-enabled services, and technologies, reinforcing readiness of the EU's defence industrial and technological base to effectively anticipate, prevent, withstand or respond to any type of military contingencies, cyber-attacks or hybrid threats

In 2026, DG DEFIS will introduce a [Communication on the single market for defence](#), aimed at identifying barriers and proposing actions to invigorate the market in line with the objectives outlined in the Commission Work Programme. Building on the 2025 [Defence Omnibus Simplification](#) proposal DG DEFIS will table a proposal by September 2026 to [Simplify Defence and Sensitive Security Procurement](#), supported by an [impact assessment](#) and a [public consultation](#), as well as a [reality check](#) to discuss simplification potentials. The proposal will streamline cooperation and innovation, incorporate a European preference as recommended in the White Paper on Defence Readiness 2030 and seek further simplification of the rules, making it easier for businesses to navigate the system, including through reinforced alignment with civil procurement rules. The impact assessment will go through the Regulatory Scrutiny Board. Furthermore, by the end of 2026, DG DEFIS will present the evaluation results of the [Directive on intra-EU transfer of defence-related products](#), including potential for simplification and

improvements. DG DEFIS will establish a European military sales mechanism that will offer a centralised European Military Sales Catalogue (i.e. catalogue of defence products developed by EDTIB and Ukrainian DTIB) and provide the possibility to establish, manage and maintain defence industrial readiness pools and measures contributing to the facilitation of procedures for the common procurement of defence products. To increase the security of supply of defence products, DG DEFIS will implement the security of supply regime, including through the support of the Defence Security of Supply Board established under EDIP.

DG DEFIS aims to enhance [access to finance for defence companies](#) to secure investment in next-generation technologies by exploring new financial instruments and addressing barriers to EU funding participation. DG DEFIS will collaborate with other Commission services to implement the ‘mini-omnibus’ regulatory amendments, aimed at enabling faster and more flexible investments in the EDTIB. Specifically, this includes extending the scope of the EIC Accelerator to support dual-use projects with grants and equity and expanding the EIC Step Scale-Up Scheme to provide equity support to defence companies. The mini omnibus also complemented the mid-term reviewed to facilitate Member States’ investments into the EU defence industry. As announced in the **EU’s Defence Industry Transformation Roadmap**, DG DEFIS will, together with EIB and EIF, support the launch of an up to €1 billion Fund of Funds to support the development of an ecosystem of European private funds providing growth capital to defence-SMEs and small mid-caps. The [Fund Accelerating Defence Supply Chains Transformation \(FAST\)](#) established under EDIP will contribute to this initiative. The [AGILE](#) defence innovation pilot aims to rapidly develop and test disruptive defence technologies. It emphasises fast prototyping, military–industry collaboration, and support for startups and innovators. Implementation is expected to begin in early 2026, accelerating defence capability delivery beyond traditional procurement. Additionally, DG DEFIS will support [Ukraine’s association with EU initiatives](#) to develop defence capabilities and [integrate the Ukrainian defence industry into the European Defence and Technological Base](#). The adoption of the EDIP Regulation will facilitate Ukraine’s integration in the European defence equipment market through a dedicated [Ukraine Support Instrument \(USI\)](#). Efforts will be made to [expand the EU Defence Innovation Office \(EUDIO\)](#) in Kyiv, thereby intensifying defence industrial cooperation.

DG DEFIS is committed to supporting Ukraine’s military efforts, notably through [joint procurement](#) from European and Ukrainian defence industries. This is facilitated by the new [Security Action for Europe \(SAFE\)](#) instrument, which enables Ukrainian defence industry participation in collaborative procurements on equal footing with EU industry. An [EU-Ukraine Task Force](#) is established to enhance industrial cooperation between EDTIB and the Ukrainian defence industry. 

Following the European Council’s December endorsement of up to €90 billion in EU loans for Ukraine, DG DEFIS will lead implementation of the defence component of the [Ukraine Support Loan instrument](#) under enhanced cooperation., targeting first disbursements by Spring 2026. A total of €60 billion will help strengthen Ukraine’s defence industry and facilitate its integration with the European defence industrial and technological base. The and multiple implementation modes necessitates constant engagement to familiarise Ukrainian authorities with the regulation’s provisions and achieve the ambitious implementation timeline.



DG DEFIS played a key role in delivering the [military mobility package](#) at the end of 2025, as outlined in the [White Paper on the Future of European Defence Readiness 2030](#). This initiative aims to bolster military mobility across Europe at scale and speed. In 2026, DG DEFIS will engage in negotiations with the co-legislators regarding the [Regulation proposal on military mobility intended](#) to remove remaining barriers, facilitate the transportation of military equipment and personnel within the EU, and adapt [existing EU legislation](#) to better accommodate military mobility needs.



DG DEFIS, responsible for civil aeronautics, facilitates and advances the Alliance for Zero-Emission Aviation (AZEA). Building on the Vision report "Flying on electricity and hydrogen in Europe," DG DEFIS will finalise a detailed roadmap to guide the deployment of electric and hydrogen flights across Europe by 2050. This roadmap will offer recommendations for industry, policymakers, and financial stakeholders, enabling coordinated action across the ecosystem. Scheduled for adoption in Q1 2026, it will be widely disseminated, with DG DEFIS advocating for its recommendations within Union policies. Concurrently, the Alliance will publish a [description of AZEA activities for 2026-2027](#), outlining tasks supporting the roadmap implementation. AZEA Working Groups will continue their efforts, potentially establishing new workstreams as needed to address emerging challenges and opportunities in the sector.



### Specific Objective 2.3: Further develop synergies between Space and Defence

In 2026, DG DEFIS will present the [Action Plan on the European Defence Space Shield](#), aiming to strengthen Europe's defence readiness. The Shield will rely on the governmental services of the EU Space and secure Connectivity Programmes — Galileo PRS, governmental SSA, IRIS<sup>2</sup>, and the planned EOGS — alongside **Member States' national capabilities**. This approach will ensure synergies with projects supported in the context of the European Defence Fund and other defence-related initiatives. DG DEFIS will define the scope in close cooperation with MS in order to create a real added value for Europe's security.



The [Galileo Programme](#) will continue enhancing the [Public Regulated Service \(PRS\)](#), offering resilient positioning, navigation, and timing solutions for governmental and defence users. Addressing the impact of Radio Frequency Interferences on EU space systems, DG DEFIS will ensure preparatory work towards a [Radio Interference Monitoring Service](#) for the upcoming Multi Financial Framework. Additionally, the [Galileo Emergency Warning Satellite Service](#) will enable national civil protection services to timely alert citizens about risks, threats, and safety measures or during crises, as outlined in the EU's Preparedness Union Strategy.



The governmental services provided by [IRIS<sup>2</sup>](#) will offer numerous benefits for military and security applications users. With satellites positioned in low Earth and medium Earth orbit, IRIS<sup>2</sup> will enable secure and resilient communication, including in areas of strategic interest like the Arctic and Africa. In 2026, dedicated workshops will continue to be organised with interested Member States to raise awareness about the key features and to engage with the military community.



The [EU Space Surveillance and Tracking \(EU SST\)](#) system is closely linked to defence, combining EU, governmental and commercial capabilities, with military assets playing a key role in its sensor network. The ECF regulation proposes a governmental [Space Surveillance and Tracking \(SST\) service](#). Member States' [Space Domain Awareness \(SDA\)](#) activities benefit from EU SST at both R&D and operational levels, notably by improving detection of intentional or malicious actions in space. Under the [EU Space Strategy for Security and Defence](#), DG DEFIS, in cooperation with the EEAS and Member States, leads a pilot project to enhance synergies between SST and SDA.



The [Copernicus Emergency Management](#) and [Copernicus Security Services](#) assist actors managing hazards, emergencies, security situations, and crises, including preparedness and recovery efforts. A prospective [Earth Observation Governmental Service](#) would provide secure, reliable, and timely satellite sensing, enhancing existing capabilities and leveraging Copernicus's experience in emergency management and security, as outlined in the EU's Preparedness Union Strategy.

## C. General Objective 4: Sustaining our quality of life: food security, water and nature

**Specific Objective 4.1:** Provide reliable EU space-based data and services as cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability as well as preparedness and crisis management thanks to the EU Space Programme



In 2026, DEFIS will enhance the role of space technology in environmental monitoring and crisis preparedness. Copernicus will continue to develop expansion missions and next-generation Sentinel satellites, significantly boosting the EU's capabilities to track environmental changes, monitor natural disasters, and support climate adaptation policies. Copernicus Sentinel-3D satellite will be launched in Q3 to replenish the Copernicus constellation.



DG DEFIS will also spearhead the modernisation of Copernicus services, integrating AI-powered analytics, enhanced data access, and improved service delivery for sectors such as agriculture, forestry, and emergency response. Through the six Copernicus Services and the Thematic Hubs, a wealth of satellite and in-situ data is transformed into timely and actionable information by better processing and analysing it. Copernicus Services provide datasets that are comparable and searchable, facilitating the monitoring of trends and changes. For instance, the Copernicus Climate Change Service (C3S), which confirmed 2024 as the warmest year on record in April 2025, will continue to serve as a leading global authority on climate change. The Copernicus Marine Environment Service will complete a batch of evolution projects, many involving an AI component, and will contribute to the development of the EU Ocean Observing Initiative and Ocean Act. Furthermore, Copernicus will improve crisis management capabilities by providing near-real-time situational awareness for disaster response, security threats, and humanitarian operations. The Copernicus security service will further expand its activities into two new application fields to serve its European authorised users.



DG DEFIS will strengthen the use of EU space data, leveraging synergies with the digital agenda and competitiveness initiatives such as AI factories and data governance. This will promote secure data sharing, innovation, and value-added applications supporting the goals of the EU Space Programme.

## D. General objective 6: A global Europe: Leveraging our power and partnerships



In response to increasing space congestion, DG DEFIS will deepen its collaboration with the United Nations Office of Outer Space Affairs (UNOOSA) to advocate for a pragmatic bottom-up approach to space traffic coordination. This approach will consider regional specificities while ensuring that space remains accessible and space activities viable for future generations. DG DEFIS will also continue to promote EU SST services (Collision Avoidance and Re-Entry, free of charge) to non-EU users. Offering these critical services to space operators globally is essential for enhancing space safety and sustainability for all space actors. Starting in 2026, these actions might be complemented by comprehensive capacity-building measures in third countries, particularly in Africa and Asia.

In upholding the EU's space policy and standards, DG DEFIS will encourage [international partnerships and collaborations](#). Several third countries have shown interest in the **EU's secure connectivity programme**. In 2026, international agreements with Norway and Iceland will be concluded regarding their participation in the secure connectivity programme and [GOVSATCOM](#). Subject to the Council's agreement to open negotiations, the Commission plans to engage with Ukraine about the terms and conditions of its participation in the secure connectivity programme and GOVSATCOM. Additionally, the Commission is engaging with interested third countries to explore possible future cooperation regarding IRIS<sup>2</sup> and partners of geographical areas of strategic interest.

The Earth observation component (Copernicus) of the Space Programme can largely be considered as the European contribution to the Group of Earth Observations (GEO), this will be continued in 2026 in coordination with DG RTD. The Earth Observation unit will as well continue to contribute to the Committee of Earth Observation Satellites (CEOS), notably its Plenary, its Strategic Implementation Team and relevant working groups. Copernicus will providing as well continued support and significant contributions to UN secretariats, such as for climate change, sustainable development goals.

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

The internal control framework is designed to support sound management and decision-making by ensuring that risks achieving the objectives are mitigated to acceptable levels through cost-effective controls.

DG DEFIS has implemented an internal control system specifically tailored to its particular characteristics and circumstances. The system's effectiveness will be continuously evaluated throughout the year and will undergo an annual assessment addressing all internal control principles.

## E. Human resource management



In Spring 2025, DG DEFIS underwent a significant restructuring, which included the establishment of a second directorate focused on EU defence policy. This change reflects the evolving political landscape and underscores the DG's commitment to driving innovation and progress in the defence and space sectors.

To deliver on its objectives, DG DEFIS prioritises having the right expertise in place. This expertise is sourced from a diverse pool of seconded national experts (constituting 15% of staff), temporary agents (10% of staff), contractual agents (18%), and in-house technically trained staff.

DG DEFIS's local HR strategy, carefully tailored to meet the needs of workforce planning and learning requirements, will be reassessed following the 2025 Staff Survey results. Subsequently, a DEFIS Action Plan will be developed and executed in full collaboration with staff representatives from all DEFIS units. In 2026, DG DEFIS will encourage the organisation of team-building events across all units, aiming to foster ownership, boost commitment to DEFIS objectives, and enhance collaboration and well-being. DG DEFIS will promote both in-person and e-learning opportunities for colleagues—such as webinars, e-learning modules, and “lunchtime Labs”—as well as various talent management initiatives, including for managers. Considering DG DEFIS's growth, special care will be taken to welcome newcomers. Initiatives such as a newly implemented buddy scheme and intake interviews will be systematically introduced, while the bi-annual DEFIS induction seminars for newcomers will be revamped.

**Internal communication activities**, guided by a new tailored strategy for DG DEFIS, aim to keep staff informed and engaged, promoting transparency, collaboration, and knowledge sharing. Key tools include the weekly “DEFIS BUZZ” newsletter, daily media monitoring, knowledge-sharing events like “DEFIS labs,” or again regular updates and meetings with the Director-General. To foster synergies, bi-annual social events, “Coffee Roulette” chats, and internal videos highlighting achievements are organised.

DG DEFIS is dedicated to **talent retention**, focusing on empowering individuals to reach their full potential by aligning their skills and aspirations with organisational needs. The HR Correspondent team will ensure effective resource allocation, aligning with the Commission's work programme and DG DEFIS's policy priorities by managing staff and external support budgets in close cooperation with senior management, DG HR and DG BUDG to maintain flexibility. Internal mobility will be promoted to enhance synergies, and cross-directorate cooperation will be further stimulated

through thematic task forces, job shadowing opportunities, and the establishment of a new network of DEFIS administrative staff.

The implementation of the [Equality, Diversity, and Inclusion workplan](#) will continue, along with ongoing efforts to improve working conditions by raising awareness and supporting work-life balance measures. At the same time, DG DEFIS will continue in advancing the DIVERIS network's goals. This includes dismantling barriers, boosting representation and retention of diverse talent, raising sector-wide diversity awareness, and contributing to EU policies aligned with post-2025 equality strategies in the space and defence sectors.

HR-related performance table are available in Annex 2.

## F. Digital transformation and data management



**Digital Transformation:** DG DEFIS is strengthening its digital transformation within the Commission, through the formal establishment of the [IT and Digital Management Board \(ITDMB\)](#) <sup>(1)</sup>, ensuring strategic alignment of its digital initiatives with the Commission's overarching objectives. As part of its business transformation, DG DEFIS is advancing the use of artificial intelligence by promoting AI-related skills and awareness through the [AI@DEFIS network](#), including the organisation of at least two dedicated training sessions per year. In parallel, DG DEFIS encourages the use of Commission corporate AI tools, such as GPT@EC, to support innovative and responsible AI-enabled use cases. DG DEFIS also aims to further develop the potential of AI thematic spaces to enhance domain-specific briefings, thereby strengthening its analytical capacity and the quality of insights delivered.

**Digital Culture:** DG DEFIS is committed to fostering a digital culture by enhancing digital skills and raising [cybersecurity awareness](#) through dedicated, tailored communications and training activities. Its performance in digital skills training is above average, supported by a planned digital skills gap analysis in 2026 to identify training needs, complemented by the promotion of targeted IT training programmes. For example, the DG will provide training on Microsoft 365. Its digital culture is further enhanced through organisational support for mobile applications and the consistent promotion of [collaborative tools](#) like Teams and M365, reinforced by local champion networks and regular feedback mechanisms. DG DEFIS prioritise IT and digital security through adherence to the Commission's corporate [Cybersecurity Strategy 2025–2026](#). In this context, the DG will further reinforce its IT security posture by formally establishing its IT security policy in 2026. DG DEFIS's Cybersecurity awareness initiatives have significantly improved from previous years, with DG DEFIS now performing above average on all indicators. These efforts will be reinforced with cybersecurity briefings for management and staff and by promoting the [CyberAware programme](#) aiming to achieve a participation rate of over 50% in cybersecurity training sessions annually.

**Digital-ready Policymaking:** To advance digital-ready policymaking, DG DEFIS is integrating digital principles into policy design. By leveraging the [Better Regulation Tool #28](#) <sup>(2)</sup>, we will ensure that [digital-by-default](#) principle are fully embedded (100% of policy initiatives). Staff empowerment is key, with training opportunities via EU Learn and the EU Academy to enhance skills in this area. Collaboration with DEFIS IRM and DIGIT's central advisory service ensures that digital considerations are a core part of policy development, enhancing the impact and effectiveness of our initiatives and reinforcing the Commission's commitment to innovation and efficiency.

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(1) [Ares\(2025\)6299181](#)

(2) <https://ec.europa.eu/sharepoint.com/sites/better-regulation/SitePages/better-regulation-guidelines-and-toolbox.aspx>

*Seamless Digital Environment:* DG DEFIS continues to enhance its digital landscape by maintaining an above-average IT Legacy management status. The prioritisation of modern technological frameworks and [cloud adoption](#) guides current and future IT system migrations, surpassing average benchmarks. These proactive measures ensure an integrated digital environment conducive to productive collaborations across the Commission.

*Green, Secure, and Resilient Infrastructure:* DG DEFIS is committed to [digital sovereignty](#) by ensuring that infrastructure solutions are hosted and managed within Europe, aligning with the State of the Digital Decade report. DG DEFIS actively engages with service providers like DG DIGIT and DG JRC to emphasise the necessity of EU-hosted cloud services. Cybersecurity remains a top priority, supported by continuous monitoring and improvement efforts, including regular security audit and risk assessments. DG DEFIS actively promotes the [Eco-Management and Audit Scheme \(EMAS\)](#), encouraging paperless operations to meet its sustainability objectives. This commitment to green practices and secure infrastructure supports the Commission’s mission with resilience and responsibility.

*Data Management:* DG DEFIS will increase its overall data maturity in 2026 by reaching the “developing” maturity level. This progress will be supported by formally establishing its [data strategy and data policy](#) to strengthen evidence-based defence policy, enhance operational efficiency and ensure thorough reporting in the [Commission Data Catalogue](#). Our commitment extends to having clear ownership and responsibilities, rigorously assigning, defining, and documenting the roles of data owners and stewards. We prioritise applying the [FAIR principles](#) (Findable, Accessible, Interoperable, Reusable) while adhering to EC corporate reference data management policies. Concurrently, we focus on elevating the [data skills](#) within our DG, encouraging participation in corporate training programmes and supporting local initiatives to ensure our staff are proficient in data management and analysis. Coordination with DG GROW for the Internal Market Family on Data management remains a priority, and data stewards are actively designated to uphold robust [data governance](#) practices

*Data protection:* In 2026, the [DG DEFIS Data Protection Coordinator \(DPC\)](#) will continue to ensure that DEFIS continues meeting the necessary level of data protection compliance and accountability so that the personal data are processed in a secure and lawful manner. The DPC will continue to monitor and update its contributions to the Data Protection Management System (DPMS), in line with corporate guidelines, as well as continue to provide advice on data protection matters and raise awareness about data protection across the DG. The DCP will disseminate information via the Data Protection Correspondents network and through the Data Protection SharePoint of DEFIS.

## G. Sound financial management



In line with its control strategy, DG DEFIS will ensure that the objectives outlined in the relevant performance tables in Annex 2 are achieved. In 2026, DG DEFIS will continue to ensure the smooth implementation of all activities in support of EU space programmes and defence industry. In the defence sector, the EDIDP projects are coming to an end, and ex-post audits will be conducted by a service provider (using a framework contract) to further control the financial implementation of the programme. The volume of grants will continue to increase, with the deployment of EDF, ASAP and EDIRPA. Moreover, following the adoption of EDIP in December 2025, the first EDIP calls will be published in 2026 for which we will be attentive to the implementation of related rules. As to SAFE, the Commission will establish detailed operational

arrangements with each MS for the implementation of their European Defence industry investment plan and related financing. Specific attention will be paid to the documentary evidence provided and respect of eligibility rules on common procurement. The same level of controls on (joint) procurement will be performed when associating Ukraine with EU initiatives and integrating their defence industry into the European Defence and Technological Base, as is foreseen in the EDIP regulation.

DG DEFIS supports and contributes to the development of a [corporate common approach in financial management](#) through collaboration with OLAF (datamining tools) and DG BUDG (Datawarehouse dashboards, EDES, etc.). These tools contribute to adequately manage risks regarding the legality and regularity of underlying transactions. The primary control objective is to ensure that the estimated risk at closure remains below 2% of the relevant expenditure, which is the materiality threshold.

## H. Fraud risk management



DG DEFIS developed a new [anti-fraud strategy \(AFS\)](#) that was approved by OLAF. This AFS is grounded in a specific risk assessment following OLAF's guidelines. DG DEFIS has outlined 15 actions under 3 objectives to mitigate fraud risks within the Defence and Space Programmes. The target is to implement 100% of the due actions each year, aiming for completion by 2029 as foreseen in the strategic plan for 2025-2029. In alignment with the Commission's Anti-Fraud Strategy, the focus is on increasing the use of IT Tools, enhancing cooperation with stakeholders, and continuously strengthening anti-fraud awareness and culture of ethics.

## I. Sound environmental management



In 2026, DG DEFIS will contribute to the Commission's goal of reducing net greenhouse gas emissions by at least 60% by 2030 and achieving climate neutrality by compensating carbon emissions with removals. [Key actions include:](#)

- Assessing the [necessity of missions](#) and promoting [hybrid participation](#)
- Continuing to advance digitalisation and the adoption of paperless processes.
- Participating in [circular economy](#) initiatives, including efforts to [green the aerospace and defence industries](#).
- Encouraging staff involvement in [EMAS activities](#) through dedicated internal newsletter entries and event promotions.

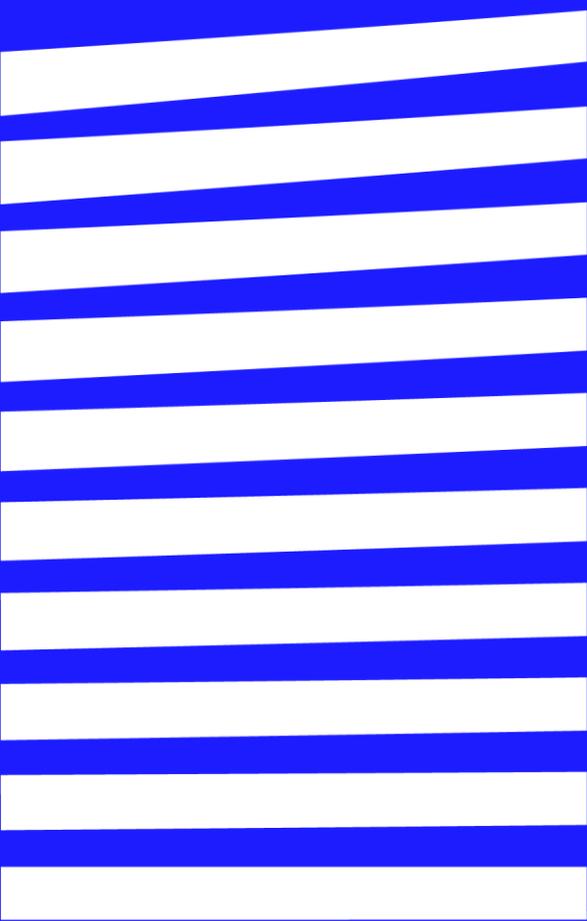
The implementation of the Commission's guidelines for sustainable meetings and events <sup>(3)</sup> will continue to be promoted through internal communication channels.

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<sup>(3)</sup>[https://ec.europa.eu/environment/emas/pdf/other/EC\\_Guide\\_Sustainable\\_Meetings\\_and\\_Events.pdf](https://ec.europa.eu/environment/emas/pdf/other/EC_Guide_Sustainable_Meetings_and_Events.pdf)



# ANNEXES



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

<p>General objective 1: <b>A new plan for Europe's</b> sustainable prosperity and competitiveness</p> <p><i>Specific Objective 1.1: <b>Strengthen the EU's competitiveness, resilience and autonomy through the provision of modern and well-functioning EU space assets and EU space-enabled services</b></i></p> <p><i>Related to spending programme(s): EU Space Programme, IRIS<sup>2</sup> and Horizon Europe</i></p>		
<p><b>Main outputs in 2026:</b></p>		
<p>Initiatives linked to regulatory simplification and burden reduction</p>		
Output	Indicator	Target
Implementation Dialogue on Space	Event taking place	2026
Youth dialogues for Space	Event taking place	2026
<p>New policy initiatives</p>		
Output	Indicator	Target
Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the safety, resilience and sustainability of space activities in the Union  (4)	Interinstitutional negotiations	2026
European Competitiveness Fund and Horizon Europe / space part	Support interinstitutional procedures for space	2026
<p>Other major outputs</p>		
Output	Indicator	Target
Galileo Public Regulated Service	Initial Services declaration	Q2 2026
Galileo Emergency Warning Service	Initial Services declaration	Q3 2026
Copernicus Data and Information Products	Satellite observation data continue to be delivered through the CDSE and other channels. Service products continue to be delivered and used for policy, administrative and other applications.	Q4 2026
GOVSATCOM initial services	Announcement of first operational services	Q1 2026
IRIS <sup>2</sup> RDV1	Bring into Use	Q1 2026
Civilian and military requirements of space operators in the field of space traffic management	Final report	Q1 2026

(4) Initiatives that are part of the 2026 Commission Work Programme are marked with the following icon 

Output	Indicator	Target
Launch calls for tender for EU SST ecosystem	Publication of calls for tender	Q4 2026
Launch call for tender for EU Space Weather service	Publication of call for tender	Q1 2026
Conclude Grant Agreement for EU SST Partnership	Signature of Grant Agreement	Q2 2026
Launch studies on space safety and constellations, and regional Space Traffic Management approach	Final study report	Q4 2026
Develop EU SST capacity-building measures for third countries	Training package and materials	Q4 2026
Implement the Horizon Europe 2025 WP and 26-27 WP with the agencies HaDEA & EUSPA	Launch call and start of the selected projects	Q1 2026 (HaDEA) Q3 2026 (EUSPA)
Implement the Horizon Europe activities delegated to ESA	Successful implementation of the related Work Plans on EGNSS Upstream, GOVSATCOM, IRIS2, SWE&NEO and IOD/IOV	AIR 2026 (Annual Implementation Reports) evidencing success
Set up the Quantum Expert Group and deliver the Quantum Space Gravimetry Roadmap	Expert Group set-up Roadmap delivered	Q1 2026 Q4 2026
Space economy implementation plan	First meeting of Space Team Europe	Q4 2025
Roadmap for access to space	Analysis of supply and demand User requirements	Q4 2026

General Objective 2: A new era for European Defence and Security (also contributing to **General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness**)

*Specific Objective 2.1: Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union*

*Related to spending programme: European Defence Fund (EDF)*

**Main outputs in 2026:**

**Other major outputs**

Output	Indicator	Target
Annual EDF Work Programme	Opening of the EDF 2026 calls	Q1 2026
Adoption of the award decision for the EDF 2025 Calls	Adoption by Commission	Q2 2026
Grant Agreement signature for the EDF 2025 Calls.	Signature by the Commission and project coordinators	Q4 2026

General Objective 2: A new era for European Defence and Security (also contributing to **General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness**)

*Specific Objective 2.2: Develop a Single Market for Defence capable of delivering a full spectrum of innovative solutions, tools, space-enabled services, and technologies, **reinforcing readiness of the EU's defence industrial and technological base to effectively anticipate, prevent, withstand or respond to any type of military contingencies, cyber-attacks or hybrid threats***

*Related to spending programmes: European Defence Industry Programme (EDIP), European Defence Fund (EDF), Act in Support of Ammunition Production (ASAP) and EU Defence Industry Reinforcement through Common Procurement Act (EDIRPA)*

### Main outputs in 2026:

#### Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Simplifying defence and sensitive security procurement (revision of Directive 2009/81/EC)  <sup>(5)</sup>	legislative proposal by the Commission	Q3 2026
Implementation Dialogue on Defence	Event taking place	2026

#### Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Evaluation report to the Parliament and Council on the implementation of EDIRPA	Publication	Q4 2026
Evaluation report to the Parliament and Council on the implementation of ASAP	Publication	Q4 2026
Impact Assessment accompanying proposal to Simplify defence and sensitive security procurement	Publication of Staff Working Document (after RSB hearing)	Q3 2026
Evaluation of the Directive on Intra-EU Transfers of Defence Products	Publication of Staff Working Document	2026

#### Major implementation activities and enforcement actions

Output	Indicator	Target
Launch implementation of EDIP	First meeting of the EDIP Programme Committee	Q1 2026

#### Other major outputs

Output	Indicator	Target
Adoption and publication of the EDIP Work Programme(s)	Launching of the first set of EDIP calls	2026
SDA Pilot Project	Launch of the project	2026

<sup>(5)</sup> Initiatives that are part of the 2026 Commission Work Programme are marked with the following icon 

Output	Indicator	Target
Proposal on AGILE	Adoption by the Commission	Q1 2026
Fund of Fund with EIF	Launch of call for expression of interest	Q2 2026
Communication on the Defence Single Market: EU technological base fit for future  (6)	Adoption by the Commission	Q1 2026
Evaluation of the Directive on intra-EU transfer of defence-related products	Adoption by the Commission	Q4 2026

General Objective 2: A new era for European Defence and Security (also contributing to **General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness**)

*Specific Objective 2.3: Further develop synergies between Space and Defence*

*Related to spending programmes: EU Space Programme*

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
European Space Shield  (7)	Adoption by the Commission Communication and launch European Space Shield	Q2 2026

Other major outputs

Output	Indicator	Target
Meeting of the Expert Group with Space, Defence and Aeronautics Industry	Expert Group meeting	Q1 2026
Risk assessment reports and Roadmaps from the Observatory on Critical Technologies	New classified reports and roadmaps finalised	Q1 2026
Roadmap on quantum sensing for space & defence under the Quantum Europe Strategy/Observatory of Critical Technologies	Agreement with EDA to jointly develop the roadmap Roadmap delivered	Q4 2026
Implementation of a pilot Earth Observation Governmental Service (EOGS) by the EU Satellite Centre	user and security requirements Agreements with SATCEN and ESA Launch event	Q4 2026

(6) Initiatives that are part of the 2026 Commission Work Programme are marked with the following icon 

(7) Idem

General Objective 2: A new era for European Defence and Security (also contributing to **General Objective 1: A new plan for Europe’s sustainable prosperity and competitiveness**)

*Specific Objective 2.1: Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union*

*Related to spending programme: European Defence Fund (EDF)*

**Main outputs in 2026:**

New policy initiatives

Other major outputs

Output	Indicator	Target
Enhancing crisis management capabilities using space data.	% integration of space data in climate resilience and disaster risk policies.	Increase
Copernicus Assessment Report on European Air Quality	Status of air pollutants concentrations and trends in Europe over the year and in-depth analysis of the most significant air pollution episodes.	Q3 2026
Copernicus /European State of the Climate Report	Joint annual report with the UN World Meteorological Organisation (WMO)	Q2 2026
Copernicus Ocean State Report 10 <sup>th</sup> edition	Reference Report of the European Union, providing a comprehensive and state-of-the art assessment of the state of the global ocean and European regional seas for the ocean scientific community as well as for policy and decision-makers.	Q4 2026

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

## A. Human resource management

Objective: DG DEFIS employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
Reaching quantitative DG targets for female appointments to senior and top management functions.	Female appointments to senior and top management positions	2 senior and top managers are women
Reaching quantitative DG targets for female appointments to middle management functions.	Female appointment, including first appointment to middle management positions	50 % of middle management positions
New DEFIS HR Strategy and Action Plan following the staff survey	Publication of both documents	Both documents published by end 2026
Implementation of Buddy Scheme for newcomers	1 buddy for 1 newcomer	All newcomers got a buddy in 2026
Revamped DEFIS Induction Day for newcomers	New structure for the DEFIS Induction Day Lunchtime seminars for newcomers Satisfaction survey	2 editions of the revamped DEFIS Induction Day in March and October 2026 4 lunchtime seminars for newcomers.
Intake interviews	Each newcomer meets one DEFIS HR Correspondent member in a one-to-one meeting after arrival	90% of newcomers
Promote virtual and e-learning opportunities for colleagues (i.e. webinars, e-learning modules)	Number of virtual and e-learning training sessions followed by DG DEFIS staff	10 % of training sessions followed by virtual means
Encourage unit away days	Number of Team events organised	50 % of DEFIS Units
Intra-DG Job shadowing	Number of job shadowing Satisfaction survey	3 editions
New DEFIS Administrative Network	Number of meetings	4 meetings
Maintenance and animation of DG DEFIS intranet page	Number of visits	11.000 visits
Publication of weekly internal newsletters 'DEFIS BUZZ'	Opening rate	55% opening rate
Organisation of knowledge sharing events (HR labs and DEFIS labs)	Number of editions Average number of participants	9 editions Average of 60 participants
Organisation of regular meetings and video debriefs with the Director-General	Number of meetings Number of participants Number of video debriefs	2 meetings Average of 160 participants 6 video debriefs

## B. Digital transformation and data management

**Objective:** DG DEFIS 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
Promote and monitor staff's digital skills. Promote the use of online collaborative tools, incentivise and empower staff.	Percentage of statutory staff that completed at least one IT training on EU Learn.	50 %
Promote AI literacy of staff	% of staff reporting, via staff survey, that they are familiar with the AI related information, knowledge and resources available on EU Learn	60%
Performance of staff on phishing exercise	Percentage of click rate & reporting rate	Maintain a phishing email click rate below 10% and reach a minimum phishing reporting rate of 30%.
Digital-Ready EU policymaking Ensure outputs related to digital consideration that are considered in the early stages of the design of policy initiatives.	Percentage of new policy initiatives planned for 2026 and having digital dimensions accompanied by a digital statement.	100% with a digital impact assessment
Business-driven Digital Transformation Common approach to AI and promote the use of corporate AI tools.	Number of major AI champion network initiatives.	2 major initiatives. E.g.: 1 roadshow and 1 follow-up event.
Seamless Digital Environment Information Systems streamlined, fit for purpose and running on supported technologies. Cloud first approach with Information Systems owned by the department.	Percentage of Information systems owned by DG DEFIS using (any) cloud infrastructure service.	50%
Green, Resilient and Secure Digital Infrastructure IT System with an updated security plan	Percentage of systems with updated security plan	100%
Compliance attestation with IT security standards	Percentage of IT systems with Compliance attestation on GRC tool	100%
Cybersecurity posture	Percentage of staff attending cybersecurity awareness and training activities.	45%

Data Management		
Output	Indicator	Target
Data Management Baseline (2024): Developing	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>o Basic</li> <li>o Developing</li> <li>o Established</li> <li>o Advanced</li> </ul>	Developing
Ownership and responsibilities Baseline (2024): Basic	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>o Basic</li> <li>o Developing</li> <li>o Established</li> <li>o Advanced</li> </ul>	Established All key data assets have formally assigned data owners and stewards by Q2 2026.
Data quality and FAIRnes Baseline (2024): Basic	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>o Basic</li> <li>o Developing</li> <li>o Established</li> <li>o Advanced</li> </ul>	Developing
Data skills Baseline (2024): Developing	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>o Basic</li> <li>o Developing</li> <li>o Established</li> <li>o Advanced</li> </ul>	Developing
Data Protection		
Output	Indicator	Target
Increase staff awareness in DG DEFIS on personal data protection rules.	Percentage of updated corporate instructions /guidelines published on the Data Protection sharepoint  Percentage of staff that will attend the awareness training in 2026	100%  At least 20%
Map degree of implementation of data protection procedures.	Number of records due Number of privacy statements due.	TBC TBC

## 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
Effective controls: legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure (8)
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets (where relevant)	Percentage of write-off of the value of the assets due to inventory mismanagement	< 1% of the total value of the assets
Efficient controls	Budget execution Timely payments	Remains >99% % of commitment and payment appropriations executed Remains >98% of payments (in value) made on time
Economy of controls	Overall cost of control as a percentage of the total commitment appropriations consumed at the end of the year. Overall cost of control as a percentage of the total annual amount delegated excluding any remuneration paid	Remains less than 10% of funds managed Remains less than 5% of funds managed
Effective controls: legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure (9)
Only shared management family (optional) Reliance on the management and control systems	Estimated risk at closure	remains < 2 % of relevant expenditure

(8) For the Research, industry, space, energy and transport family of departments, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria. The relevant departments should use a common approach.

(9) For the Research, industry, space, energy and transport family of departments, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria. The relevant departments should use a common approach.

## D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy <sup>(10)</sup> aimed at the prevention, detection and correction <sup>(11)</sup> of fraud.

### Main outputs in 2026:

Output	Indicator	Target
Implementation of the new Anti-Fraud Strategy based on an independent risk assessment for all the DG DEFIS activities	Number of actions implemented	100% of the actions implemented by end 2026

## 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 <sup>(12)</sup>	Number of specific initiatives to reduce emissions from staff professional travel	3 actions
Staff awareness actions intranet news items, BUZZ newsletter entries, posters, trainings, events	Number of staff awareness actions in line with EMAS/greening corporate campaigns or from local initiatives	7 actions
Sustainable events	% department's events, incorporating the <a href="#">EC Guidelines for sustainable events</a>	At least 3 events

<sup>(10)</sup> 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”.

<sup>(11)</sup> Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>(12)</sup> Identify the actions/specific initiatives to be undertaken (for example related to awareness, control, monitoring)