

Annual Activity Report 2025

Joint Research Centre

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The Joint Research Centre in brief

The Joint Research Centre (JRC) provides **independent, evidence-based knowledge and science**, supporting European Union policies to positively impact society. It contributes to EU policy making in a variety of key areas from agriculture and food security to the environment and climate change, the digital transition, innovation and industrial policies, and nuclear safety and security.

As an organisation at the **interface between science and policy**, the JRC provides the cross-sectoral support policymakers need to **tackle and anticipate increasingly complex societal challenges**, combined with the capacity to respond rapidly to policy needs, all in close collaboration with the other Directorates-General. The JRC's work has a direct impact on the lives of Europeans through internationally recognised research on crisis and emergencies response, a healthy and safe environment, secure energy supplies, sustainable mobility and consumer health and safety.

The JRC was **established following the Treaty on the European Atomic Energy Community (Euratom)**. It is building its expertise and sharing know-how with Member States and the scientific community, and works in collaboration with hundreds of organisations worldwide, whose scientists have access to JRC facilities.

The JRC contributes to the overall objectives of the EU's framework programme for research and innovation, **Horizon Europe**, and the **Euratom Research and Training Programme**, which provide for the major part of the JRC's budget.

The JRC consists of eleven directorates. Two have corporate responsibilities, one for 'strategy and impact' and the other for 'support services'. Eight are scientific directorates, of which six are thematically organised and two are horizontal – 'innovation in science and policymaking' and 'digital transformation and data'. A separate directorate is in charge of nuclear decommissioning and waste management. Finally, a Communication Unit, directly linked to the Director-General, completes the organisation of the JRC.



The JRC is located in 6 different sites, spread across 5 European countries.

The JRC also manages scientific infrastructures, including nuclear facilities. It has an ISO 9001 certified quality management system and several of its laboratories are accredited according to ISO 17025.

EXECUTIVE SUMMARY

The annual activity report is a management report of the Director-General of the Joint Research Centre to the College of Commissioners. Annual activity reports are the main instrument of management accountability within the Commission and constitute the basis on which the College takes political responsibility for the decisions it takes as well as for the coordinating, executive and management functions it exercises, as laid down in the Treaties ⁽¹⁾.

A. Key results and progress towards achieving the Commission's general objectives and department's specific objectives

In 2025, the JRC supported initiatives aligned with the Commission priorities for its 2025-2029 mandate and 2025 work programme. These priorities are reflected in the JRC's own management plan 2025. As such, the JRC's work provided in 2025 **substantial scientific inputs, with a tangible impact on the design and implementation of Commission initiatives**. These include **modelling** and **analytical work**, as well as the **development of knowledge tools and methods for developing and implementing EU policies**.

JRC research and findings are characterised by their **excellence** and **high impact** on Commission initiatives. A bibliometric analysis of the JRC's 929 peer-reviewed scholarly works shows strong performance in terms of quality: JRC publications are cited **2.25 times more often than the world average** and 53% of its publications were among the top 10% most cited journals across fields. Independent analyses of JRC case studies on its own impact on policy (e.g., on energy systems, climate neutrality, nuclear safety) confirmed the **JRC's central role in EU policymaking**, highlighting scientific quality, visibility and policy impact across a broad EU and international audience.

Among main highlights, the JRC contributed to the enforcement of the **Digital Services Act** and the **Critical Raw Materials Act**, and to other initiatives, such as the **Industrial Accelerator Act's impact assessment**, the **EU Preparedness Union Strategy**, the **White Paper for European Defence**, the **Water Resilience Strategy**, the **Pact for the Mediterranean** and the **Communication on the European Democracy Shield**. Other policy achievements include contributions to the harmonisation of carbon accounting methods, and the **simplification efforts of the Commission** and its technical work for a stronger circular economy in the EU.

In 2025, the JRC also continued to provide **support to the European Union in facing geopolitical challenges**. In relation to the **EU response to the Russian war of aggression against Ukraine** and the **Gaza conflict in the Middle East**, it produced and delivered to the European External Action Service (EEAS) 506 situation maps and four quarterly analytical reports on conflict situations. On Ukraine, it supported strategic leadership training, laid the groundwork

⁽¹⁾ Article 17(1) of the Treaty on European Union.

for a New European Bauhaus Academy Hub (to be launched in 2026) and produced analyses on the war's environmental and climate impacts, including reconstruction and EU accession-related aspects. It also supported agricultural policies and initiatives, such as the development of high-resolution technical maps used for crop yield and production forecasts, and supported DG TRADE and DG FISMA on sanctions-related work – a key component of the EU's action to support Ukraine. **In relation to the Gaza conflict**, the JRC provided scientific support for the Integrated Food Security Phase Classification analysis referenced in relation to Gaza in August 2025 and contributed data and expertise to the Global Report on Food Crises.

In addition, the JRC worked intensively on **energy and supply chain crises**. It explored the circular economy's potential to support greener economic growth, with its research identifying structural changes that could decrease imports of fossil fuels and metal ores and significantly improve the EU trade balance. These findings notably contributed to the preparation of the Commission proposal for a **Circular Economy Act**.

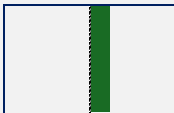
The JRC also focused on **strengthening EU security**, i.e., by enabling interactive exercises simulating intentional attacks on critical electricity infrastructure in high-risk geopolitical contexts, including in the Baltic region. It also published several reports and analyses, contributing to the **Preparedness Union Strategy** and **European Climate Resilience and Risk Management Integrated Framework**, and organised the EU Science for Preparedness conference. Together with DG HERA, the JRC worked with the World Health Organisation (WHO) to further develop the **Epidemic Intelligence from Open Sources initiative**, designed to harness the power of open-source data for detecting and assessing public health threats globally in near real time.

Overall, the **JRC's EU added value** is in its being the Commission's in-house, independent science and knowledge service, able to provide trusted and independent evidence throughout the policy cycle and beyond for the whole EU. It makes it possible to turn regulation into enforceable practice by providing globally trusted and recognised science for public policy, analysis, specialised technical capacity and continuity. Through its expertise and cross-sectoral international network, **the JRC helps the EU act faster, both within its borders and globally**, for the benefit of the whole EU and its citizens. The JRC also **opens up its state-of-the-art, non-nuclear and nuclear laboratories to researchers** from academia, industry, SMEs and eligible international partners, to support wider dissemination of scientific knowledge, strengthening European competitiveness and bridging the gap between research and industry. These activities support EU policymaking and deliver tangible benefits to European citizens and businesses by advancing innovation in safety, health, ICT, chemistry, life sciences and physical sciences across the Union.

In achieving its objectives in 2025, the JRC identified **two main challenges**. First, the **budgetary pressure** caused by the knock-on effects of inflation on staff and running costs – a challenge already identified in 2024. Mitigation measures put in place in 2024 were continued in 2025, such as a reduced institutional budget allocation for operational activities to offset the larger staff and running costs, as well as energy efficiency measures across the JRC's five sites. Second, the **generalised use of Artificial Intelligence (AI) and Large Language Models (LLMs)** emerged as both a cross-cutting opportunity and challenge for the JRC. While promising considerable efficiency, quality and productivity gains in the near future across the organisation, this also raised fundamental questions about the accuracy, traceability and scientific integrity of

future research outputs. Accordingly, the JRC developed a four-pillar strategy to become an AI empowered organisation. This strategy proposes a vision, community and organisational transformation, together with a dedicated three-year roadmap and resource plan to support safe, effective and compliant AI adoption within its own programmes. Other related challenges and opportunities were identified during a collective reflexion, including the need to develop (i) better support to reduce data fragmentation, data extraction and knowledge management, (ii) domain-specific scientific analysis agents, and (iii) interactive tools to help non-expert audiences make sense of complex JRC datasets.

B. Key performance indicators

KPI #	KPI Title	Baseline (2024)	2025		Interim milestone (2027)	Target (2029)
Specific objective 1.1: The JRC contributes to the safe, efficient, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices						
1.1.4	Quantity of processed radioactive waste or material in Ispra	782	1048		2000	3500
Specific objective 8.1: The JRC supports evidence-informed policymaking through quality and fit-for-purpose scientific knowledge						
8.1.2	Number of impacts on policymaking	500	416		>300	>300
KPI #	KPI Title	Baseline (2025)	2025		Interim milestone (2027)	Target (2029)
Specific objective 8.2: The JRC develops and operates modern, sustainable and open research infrastructures						
8.2.1	Number of new associations with the European Strategy for Research Infrastructure Roadmaps	1	1		>=2	>=4
Specific objective 8.3: The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations						
8.3.1	Training Commission staff on intellectual property related risks	420	719		480	540

The table features a colour-coded (left-right) bar system to visually represent the evolution of the indicator in comparison with the target. A green colour (bar on the right) indicates that the indicator is moving in the correct direction, whereas a red colour (bar on the left) suggests that the indicator needs to change course. For numerical indicators, the size of the bar also indicates proximity (distance) to the target.

Comments:

- **8.1.2:** this indicator represents the use of JRC outputs such as studies, models and data, and other support for EU policies (e.g., drafting legislative acts, developing EU strategies, helping the Commission with a policy's technical implementation). The impact of the JRC's actions was demonstrated in 2025 in over 400 cases of effective use of its

expertise, including the formulation of the AI Strategy and the EU Affordable Housing Plan, the impact assessment of the European Competitiveness Fund, the European Defence Fund and the mid-term evaluation of Horizon Europe. JRC technical support also enabled other Commission departments to act on policy files such as compliance with the Digital Services Act, resulting in remedial actions against relevant very large online platforms.

- **8.2.1:** such associations enable the JRC to open its research infrastructures through the CERIC-ERIC portal, participate in Board of Directors meetings, host unpaid visiting scientist and participate in various working groups.
- **8.3.1:** the 2029 target has already been reached. This is explained by a stark increase in interest in AI and copyright matters and a subsequent increase in JRC training sessions.

C. Key conclusions on internal control and financial management

The JRC has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the internal auditor and the European Court of Auditors.

The transition in 2025 to the Commission's new accounting system, SUMMA, has required the adjustment to a new system and has impacted budget implementation tasks, processes and financial management activities, particularly during the first part of the year. This has required careful management to ensure the same data quality as in previous years. In some cases, this may have resulted in lower performance for some standard financial indicators such as the timely payments.

All the above elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives. Please refer for further details to section 2 on Internal Control and Financial Management.

The JRC has assessed its internal control system during the reporting year and has concluded that it is effective and that the components and principles are present and functioning as intended, but some improvements are needed. In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated. Improvements are necessary and actions ongoing concerning contractual monitoring; programme planning & control; timely payments; IT governance (for more details see Part 2.3). The Director-General, in his capacity as Authorising Officer by Delegation, has signed the Declaration of Assurance.

D. Provision of information to the Commissioner

In the context of the regular meetings during the year between the JRC and the Commissioner on management matters, the main elements of this report and assurance declaration, have been

brought to the attention of Commissioner Ekaterina Zaharieva, responsible for Startups, Research and Innovation.

1. KEY RESULTS AND PROGRESS TOWARDS ACHIEVING THE COMMISSION'S GENERAL OBJECTIVES AND SPECIFIC OBJECTIVES OF THE DEPARTMENT

1.1. European Commission General Objective 8: A modern, high performing and sustainable European Commission

1.1.1. Specific objective 8.1: The JRC supports evidence – informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge

As envisioned in the 2025 management plan and showcased below, the JRC supported the Commission's evidence-informed policymaking and contributed to advancing progress on all seven 2024-2029 Commission political priorities throughout the year.



A new plan for Europe's sustainable prosperity and competitiveness

In support of the development of a **sustainable European economy** and to **contribute to EU economic security**, the JRC developed modelling methodologies and references to support the preparation of the **Circular Economy Act** (see 'Responding to crisis and emergencies'). Building on this, it delivered input and scientific evidence related to circularity and the economy's environmental footprint to inform the implementation of the **Critical Raw Materials Act**, ahead of the Act's final approval process. Moreover, the 2025 JRC technical work on **circularity** is at the origin of several provisions to support recycling in Europe in the **RESourceEU Action Plan**, published in December 2025 and aimed at swiftly securing the EU's supply of critical raw materials.

To strengthen EU industry and competitiveness, as well as the climate transition of energy-intensive sectors, the JRC fed into the **Industrial Accelerator Act's** Impact Assessment, quantifying the economic and trade impacts of introducing 'made in EU' requirements for steel and aluminium on energy-intensive industries. In parallel, it facilitated the **simplification and harmonisation of carbon accounting methods** (see dedicated section, page 15), supplied evidence regarding the transition of energy-intensive industries to climate neutrality, and

developed sector-specific factsheets on iron and steel, ammonia, cement, aluminium, pulp and paper, glass and ceramics for DG RTD. These factsheets were delivered and presented during a related stakeholder event on 1 December 2025. Moreover, the JRC provided the specific embedded emissions used by the European Commission to produce the default values for the definitive period of the EU Carbon Border Adjustment Mechanism.

In the high-technology sector, and to inform the **EU Quantum Strategy**, the JRC drew up an extensive policy report on technology developments and investments in the quantum sector. The report highlights that the EU is home to a significant share of quantum companies worldwide (32%, generally younger and smaller than the average) and finds that the EU is overall well-positioned to play a key role in the development of quantum technologies, with a strong research and innovation ecosystem and significant investments in the sector. To maintain its position and move to real-world applications, the report concludes that EU-wide action is required to incentivise manufacturers to further invest in the sector and match global competitors.

1. *Protecting EU citizens - JRC contributions to the enforcement of the Digital Services Act (DSA)*

The JRC's European Centre for Algorithmic Transparency (ECAT) provided scientific and technical contributions to the supervision and enforcement of the DSA in relation to various proceedings, decisions and related investigations. ECAT's analysis fed into enforcement actions against i.a., TikTok, X, Meta platforms, Temu, AliExpress and adult-content platforms, looking at issues such as advertising transparency, deceptive design, researcher access and the protection of minors. ECAT's contributions enabled the Commission to articulate clear and evidence-based positions, strengthening the evidentiary basis of enforcement actions and reducing technical uncertainty for the benefit of all citizens across the EU.

2. *Advancing Europe's nuclear excellence through 51 specialised training sessions*

Facing the risk of loss of nuclear expertise in the EU, the JRC strongly contributed to nuclear education and training, strengthening Europe's overall nuclear excellence. Overall, 51 specialised training sessions (e.g., to students, national experts, international organisations and third-country partners where relevant) were delivered across nuclear fields, covering topics such as fuel performance modelling, nuclear material and nuclear medicine. Among others, 26 professional courses on nuclear safeguards and nuclear security directly contributed to advancing the capabilities of 113 nuclear safeguards inspectors and 99 front-line officers.

3. *Developing the European bioeconomy - JRC support to the new EU Bioeconomy Strategy*

The JRC supported the development of the EU Bioeconomy Strategy through its EC Knowledge Centre for the Bioeconomy and Biomass Mandate. A major milestone was notably the release of the JRC's Biomass Report 2025, the first fully integrated, EU-wide assessment of the sector. Against this background, the JRC is preparing to lead work on key areas of the Bioeconomy Strategy (e.g., analysis and exchange of best practices on the cascading use of biomass and modelling to monitor biomass availability), to develop in the EU a sector with highly competitive potential.



A new era for European defence and security

In support of efforts to boost EU preparedness, the JRC contributed to the **EU Preparedness Union Strategy**'s staff working document on capability gaps, developing an accompanying multidisciplinary science for policy report and providing a holistic analysis of the natural, technological, societal and geopolitical risks Europe is facing.

Besides developing the strategy, the JRC has been instrumental in delivering supporting implementation measures. Through its **Risk Data Hub**, it supported the **EU Preparedness Union Strategy** and **Climate Resilience Plan** with the publication of ATLAS 3.0, a web platform improving the knowledge base for the two files by centralising data and enabling users to explore and visualise disaster risk related information across Europe. In parallel, the JRC continued to improve early warning systems under the Copernicus Emergency Management Service and carried out foresight studies to anticipate security shifts caused by geopolitical developments. To further foster coordination and coherence, the JRC hosted by means of its **Disaster Risk Management Knowledge Centre** a science-based dialogue within the Commission to foster policy coherence and act as an interface to Member States. This work was complemented by the organisation of the **EU Science for Preparedness conference**, bringing together over 800 experts from Member States, crisis management and science organisations. The conference enabled an in-depth exchange across civilian, security and military communities on risks and threats, reaffirming science as a key component of disaster preparedness.

Working on defence-related activities, the JRC established a dedicated Defence Taskforce to look at how to support the implementation of the **White Paper for European Defence – Readiness 2030** with scientific evidence. The Taskforce conducted a mapping of the JRC's current involvement and future role in supporting defence-related tasks, liaised with policy partners and organised a successful two-day workshop with the Secretariat General and DG DEFIS in November 2025.

Additionally, and specifically supporting the Commission with its **European Internal Security Strategy**, the JRC operationalised its counter-drone living lab and delivered two technological foresight studies on the emerging risks to and opportunities for EU internal security arising out of new technologies. Two reports explore the transformative potential of key enabling technologies in addressing emerging security challenges in the EU and show how emerging technologies play a growing role in reshaping the balance of power in security and geopolitics. A science for policy brief prepared for the European Innovation Council underscores the critical importance of secure digital communications and networks for economic stability and strategic autonomy.

Last, the JRC, together with DG HERA, supported the **World Health Organization** with a new version of the Epidemics Intelligence from Open Sources system, used for the early detection of public health threats.

1. Boosting the resilience of the EU's defence sector against climate change

The JRC actively worked to strengthen the resilience of Europe's defence sector against climate risks. Among others, it (i) reviewed national climate and defence strategies to pinpoint strengths and gaps and translate them into practical recommendations for boosting EU defence resilience, and (ii) developed a methodology for assessing natural-hazard risks to hazardous defence infrastructures, including cascading effects. This shared evidence base is already having an impact across the EU: two Member States drew on the JRC's analysis when preparing their national climate and defence strategies, and Germany cited the JRC's work in its national interdisciplinary climate risk assessment, presented at the Munich Security Conference in February 2025.

2. Launch of the JRC Border Security Lab initiative

The JRC successfully launched its new JRC Border Security Lab, in cooperation with partner Commission services and other relevant stakeholders (e.g., Frontex, Europol, eu-LISA, EUDA). The Border Security Lab brings together European partners and researchers from several of the JRC's existing labs to develop new technologies and processes for border management, including training for border control officers and the testing and demonstration of innovative solutions including Horizon Europe research outputs.



Supporting people, strengthening our societies and our social model

Committed to dialogue and exchanges, the JRC supported the organisation of the **Youth Policy Dialogues** for both Commissioner Zaharieva and Commissioner Šuica, by providing content on the New European Bauhaus and demography. The JRC also contributed content on demography to Commissioner Šuica for the organisation of the implementation dialogue on the demography pillar toolbox. It also helped to **analyse root causes of demographic change** and the subsequent gaps in labour force participation, as well as the role of intra-regional and international migration in mitigating EU population decline and ageing.

1. Driving forward the clean transition in neighbourhoods - the New European Bauhaus

In December 2025, the Commission adopted the Communication New European Bauhaus: From vision to implementation and its accompanying proposal for a Council Recommendation as part of the European Affordable Housing Plan, designed to drive the clean transition and innovation in Europe and beyond. Building on its first five years of achievements, the New European Bauhaus will expand its support to businesses, innovators and communities, enabling a more inclusive, sustainable and quality-focused transformation of neighbourhoods and industries. The JRC, by virtue of its coordination role for the New European Bauhaus, led the work on both documents, in close collaboration with DG ENV.

2. Fighting social exclusion and boosting transport inclusivity – JRC Transport Poverty Hub

The JRC launched the Transport Poverty Hub in May 2025. It is an evidence based, publicly available online platform that maps transport poverty indicators across Europe. The resulting indicators help identify where people might be at risk of social exclusion because of insufficient access to transport services. The hub also feeds into the European Semester analyses of social

and territorial cohesion and was identified as a flagship new action for the Updated Rural Action Plan. By delivering ready to use, granular insights into both the accessibility and availability dimensions of transport poverty, the Transport Poverty Hub enables targeted interventions and progress monitoring towards more inclusive EU transport systems.



Sustaining our quality of life: Food security, water and nature

The JRC supported DG AGRI in **streamlining tools of the Common Agricultural Policy (CAP)** to reduce administrative burden. It worked on the optimisation of the Union Level Methodology for the quality assessment of integrated administration control systems. It did so by assessing the impacts of the measures to simplify the methodology on reducing the administrative burden for national administrations and farmers. The JRC concluded that Member States experienced a reduced workload. This in turn reduced the costs associated with the quality assessment procedure.

The JRC also contributed to the development and design of the **Water Resilience Strategy**, building on its longstanding experience in providing scientific support to EU water policies. Specifically, the JRC has been supporting the full breadth of the EU water acquis and the related policies and initiatives, including the Blue Economy Strategy, the Common Fisheries Policy and the Water Framework Directive. It also worked closely with DG ENV to harmonise key legislative acts, notably the Water Framework Directive and the Marine Strategy Framework Directive. Together with DG ENV, it committed to leading a Water Resilience Strategy's flagship action, the European Water Academy, and has been contributing to several other actions under the Communication (e.g. Copernicus Water Thematic Hub, Destination Earth, Digital Twin of the Ocean, enhancement of EU real-time flood and drought early warning systems).

1. Combating food fraud – the cinnamon case

A 2025 JRC study uncovered widespread fraud and non-compliance in the case of cinnamon sold in the EU, with 66% of samples failing to meet EU quality standards, breaching food safety laws and/or containing excessive coumarin, which can pose health risks, particularly for children. The findings reveal a significant problem with cinnamon substitution, with cheaper Cassia cinnamon often marketed as premium Ceylon cinnamon. The JRC's research highlighted the need for stricter controls to ensure EU consumers' safety and protect the integrity of the food supply chain.

2. Strengthening consumer protection - Certified Reference Materials

The JRC has developed and released certified reference materials to support responsible consumption and production. In 2025, several new materials were made available to combat wine and milk fat adulteration and to verify the correct labelling of fresh fish and fish products. By providing these critical tools, the JRC is helping to protect consumers, prevent fraud and promote safe and sustainable products, thereby ultimately contributing to more trustworthy and transparent European and global markets.

3. Scenar 2040: shaping the future of the Common Agricultural Policy

The JRC's Scenar 2040 report provides a comprehensive analysis of various scenarios for the CAP and their potential to shape the EU's agricultural landscape. By establishing a robust evidence

base, the report's findings enable a more integrated understanding of sustainable competitiveness, demonstrating that the long-term economic strength of the agricultural sector also depends on its ability to operate within environmental boundaries. Scenar 2040 is increasingly feeding into ongoing policy discussions and facilitating dialogue among policymakers and stakeholders, as a shared reference for navigating the complexities of the future CAP and analysing the trade-offs between productivity, resilience and environmental needs.



Protecting our democracy, upholding our values

The JRC supported the preparation of the Communication on the **European Democracy Shield**, adopted in November 2025. In particular, it supported DG JUST by analysing the open public consultation and feeding into the Call for Evidence with the results of co-creation workshops organised in 10 Member States by its Competence Centre on Participatory and Deliberative Democracy. It also helped drafting the Communication, e.g., on the inclusion of a Commission Recommendation on the use of science in policymaking – now part of the Shield. Since the adoption of the Shield in November, the JRC has been supporting the implementation of several actions, including the creation of an EU blueprint for countering disinformation and the setting up of a European Civic Tech Hub, and foresees support to actions related to citizen participation.

1. Supporting the EU Intergenerational Fairness Strategy

At the request of Commissioner Micallef, the JRC supported the framing and design of an integrated strategy on intergenerational fairness, in coordination with DG EAC. The JRC's EU Policy Lab was selected for this exercise due to its experience in foresight and in innovating the policymaking process using a multidisciplinary approach that pools the expertise of multiple DGs. The co-creation process took place between February and November 2025, consisting of four stages: scoping, vision building, strategy ideation and strategy co-creation. The Strategy will aim to strengthen communication between generations and ensuring the interests of present and future generations are respected.



A global Europe: Leveraging our power and partnerships

With its extensive expertise on demography and migration, the JRC supported DG MENA and the EEAS on the **Pact for the Mediterranean**. Among other things, it **gathered, analysed and provided demographic and migration data specific to the Mediterranean region**, including trends in migration flows, population growth and demographic changes. The results were published in the latest [Atlas of Demography](#). Going beyond its original objectives, the JRC also produced a comprehensive science for policy report on population dynamics and education in the region, which served as the basis for the drafting of the Pact's first pillar.

1. *Uptake of European standards for resilient construction in the Association of South-East Asian Nations (ASEAN)*

Under DG INTPA's Enhanced Regional EU-ASEAN Dialogue Instrument, the JRC leads the Eurocodes Dialogue with ASEAN to promote European standards for resilient construction. Through technical guidance, training and expert exchanges, the JRC built regional capacity and a lasting community of practice, with ASEAN stakeholders saying its tools are highly effective. Several ASEAN national authorities have already submitted or are preparing requests to CEN-CENELEC to adopt the Eurocodes, supporting the achievement of the EU's Global Gateway objectives by enabling the construction of quality infrastructure aligned with international standards and reinforcing Europe's role as a global setter of standards.



Key simplification and implementation activities and outputs

In 2025, the JRC contributed to the Commission's simplification efforts. Working across four Directorates on **carbon accounting simplification**, it demonstrated how the ongoing proliferation of different carbon accounting methodologies undermines competitiveness. This insight was shared with the Secretariat-General and flagged as an element to be investigated further in the **Clean Industrial Deal Communication**. The JRC subsequently co-steered with the Secretariat-General of the Commission an inter-service exercise involving all relevant DGs to explore avenues for simplification. It also continued mapping and advancing on the potential of its scientific projects for the **simplification agenda**, spanning all its Directorates.

In addition, and together with RTD, the JRC prepared in 2025 the Annual Progress Report on Simplification, Implementation & Enforcement for Commissioner Zaharieva and when relevant also contributed to the corresponding reports for Commissioners Šuica and Micallef on elements related to demography and strategic foresight respectively, as set out in their mission letters.



Scientific excellence, impact and efficiency

Bibliometric analysis of the JRC's 929 scholarly works in peer-reviewed literature shows high performance in terms of quality. The JRC's works continue to be accepted in high quality journals, with more than half (53%) of them in the top 10% of most-cited journals in 2025. The JRC's publications were cited 2.25 times more often than the world average, covering a wide range of scientific fields from environmental to social sciences.

Four comprehensive case studies from the JRC mapped its projects' impact on energy systems, climate neutrality, sustainable products and nuclear safety. After analysing these studies, it was confirmed by independent experts in a report and by other Commission departments via an internal survey that the JRC plays a significant role in supporting EU policymaking, citing high scientific quality, visibility and a tangible impact on various EU policies, reaching a wide EU and international audience with material on a wide range of topics.

As a measure of efficiency, it was also found that for ca. one third of its outcomes (research and technical support in the policymaking process), the JRC worked with more than one DG.



Responding to crisis and emergencies

The JRC has extensive experience supporting crisis and emergency management and is a longstanding support for the EU in tackling the geopolitical and economic challenges it is facing. In 2025, it further strengthened its support to the EU's response to international conflicts.

Specifically, and with regard to the **EU response to the Russian war of aggression against Ukraine and the Gaza conflict in the Middle East**, in 2025 the JRC produced 506 open-source situation maps and four quarterly analysis reports on conflict situations, delivered to the Situation Room and the EU Intelligence and Situation Centre (INTCEN) of the EEAS. Besides this, in relation to **Ukraine**, the JRC:

- supported DG TRADE and DG FISMA in technical discussions with the US, the UK and Japan to improve coherence and analyse information from electronics and other components retrieved in Ukraine. The JRC took part in developing the guidelines for exporters of these items, chaired the Council group revising the sanctions regulation annexes, and prepared numerous related technical amendments.
- performed monthly analyses of denied exports and authorisations of specific exports to the Russian Federation, as allowed by the sanction regulation. In the case of non-EU countries, the JRC has performed sanctions circumvention analyses focusing on Common High Priority Items (a sub-set of Annex VII concerning 50 high priority customs codes), thereby making key contributions to the EU sanctions awareness raising seminars in Kazakhstan, Uzbekistan, Kyrgyzstan, Armenia, Malaysia, Singapore, the United Arab Emirates and Thailand.
- supported the conceptualisation, organisation and delivery of training session for the Strategic Leadership Course at the National Defence University of Ukraine, as part of an initiative led by the Swedish Defence University. The JRC notably delivered a lecture on hybrid threats and organised a tabletop exercise on complex hybrid operations;
- laid the groundwork for the establishment of a New European Bauhaus Academy hub in Ukraine, to be launched in 2026 and supported by U-LEAD with Europe (Ukraine – Local Empowerment, Accountability and Development Programme) ⁽²⁾. The hub's objective is to support the green reconstruction of Ukraine through education and skills development in the construction sector;
- provided a [report](#) offering a basis for assessing the environmental and climate impact of the war in Ukraine, including as regards the country's reconstruction. The report also looked at the country's EU accession process, particularly Chapter 27 (on the environment), as well as its progress on the green transition;

⁽²⁾ U-LEAD with Europe: Local Empowerment, Accountability and Development Programme is a multi-donor action of the EU and its Member States Germany, Poland, Denmark and Slovenia to support Ukraine on its path to strengthening local self-government. U-LEAD promotes transparent, accountable, resilient and responsive multi-level governance in Ukraine and empowers municipalities.

- implemented several actions related to agriculture, including: (i) inviting Ukrainian experts to the annual Integrated Administration and Control System Community Exchange Conference to strengthen Ukrainian integration into the EU Common Agricultural Policy (CAP), (ii) supporting Ukraine's preparation for EU accession under Chapter 11, (iii) producing high-resolution in-season crop type maps together with Kyiv Polytechnic Research Institute. These maps were used to produce quantitative crop yield and production forecasts, including for Eastern oblasts occupied by Russia and reinforcing transparency for the agricultural sector and markets;
- extended a Service Level Agreement signed in May 2022 between the JRC and the European University Institute in support of four Ukrainian researchers and their families fleeing the war. Under this agreement, the fellow researchers organised a workshop in May 2025 on migration governance and local energy solutions.

With regard to **energy and supply chain crises**, the JRC:

- contributed to the **European Grids Package** that aims to address the key challenges for cross-border energy infrastructure in the EU. The JRC analysis estimated the possible positive impact of increased interconnector expansion given the current scenarios defined by the European Network of Transmission System Operators for Electricity.
- explored the circular economy's role in reducing fossil fuel consumption and diminishing global dependencies through the RecalibrateCE project, and assessed its potential for lowering greenhouse gas emissions. The research identified structural changes in a fully developed circular economy that could decrease imports of fossil energy carriers and metal ores, while improving the trade balance by over EUR 30 billion by 2050. The findings and methodologies developed by the JRC project are being used by the Commission to prepare a proposal for a Circular Economy Act in 2026;
- contributed with two policy briefs to the EU's Steel and Metal Action Plan, in order to build a more resilient and sustainable EU steel industry, ultimately helping to mitigate supply chain crises and support the EU's economic growth. The briefs highlight opportunities for and the importance of circularity, decarbonisation and valorisation of ferrous scrap, while considering trade dynamics. They also stress that despite the EU remaining a significant global player, its heavy reliance on imports highlights the need for improved supply security – an illustration of the JRC's contribution to achieving the transformational imperatives of the Competitiveness Compass for the EU.

On **enhancing competitiveness, strengthening security and defence-related issues**, the JRC:

- launched a comprehensive capacity-building initiative for Ukraine's Smart Specialisation Strategy regional teams, assisting in completing a qualitative assessment of their economic and innovation potential. The outcomes will feed into the entrepreneurial discovery process, establishing these teams as key drivers of sustainable economic growth and subsequent enhanced competitiveness throughout the regions;

- contributed via the SIMEX (Simulation Exercise) tool to EU crisis preparedness by enabling interactive exercises simulating intentional attacks on critical electricity infrastructure in high-risk geopolitical contexts, notably in the Baltic region ⁽³⁾.

Specifically on the **Middle East region**, famine was declared in Gaza in August 2025, on the basis of acute food insecurity analysis of the Integrated food Security Phase Classification, co-funded by the European Commission and scientifically supported by the JRC. According to the analysis, after 22 months of relentless conflict, over half a million people in the Gaza Strip were facing catastrophic conditions. This analysis was the basis of [Commissioner Lahbib's statement of 22 August 2025](#). The JRC also contributes with data and expertise to the Global Report on Food Crises, the main reference report on food crises globally, which highlights other countries in the region also facing food crises driven by conflict (e.g., Yemen). JRC data is mainly generated by two early warning and risk management platforms: the Anomaly hotSpots of Agricultural Production and the INFORM Risk platform.



Working with stakeholders

Building on established cooperation frameworks, the JRC further cemented its cooperation with Commission departments and services, other EU institutions, national authorities, and leading research and academic organisations to support EU policy priorities.

At **Member State level**, engagement activities focused on raising awareness of the JRC's added value for EU policies and national policymaking. The JRC conducted an intensive outreach programme, including staff professional travel by its senior management in Croatia, France, Germany, Italy, Latvia, Poland and Luxembourg, combining targeted dialogue with relevant authorities and strengthening long-term scientific partnerships (with the *Centre National de Recherche Scientifique* (CNRS) in France, the *Consejo Superior de Investigaciones Científicas* (CSIC) in Spain, the *Consiglio Nazionale delle Ricerche* (CNR) in Italy). In parallel, it provided Member States with access to its infrastructures, data, analytical tools, knowledge platforms and competence centres, and enhanced coordinated collaboration through the **National Contact Point network**. Last, together with its **Board of Governors**, it created the **Ad-hoc Group on the Legislative Proposals for the 2028-2034 Multiannual Financial Framework (MFF)**, for the Board to actively promote the JRC's position under the new Framework Programme.

At **international level**, the **JRC integrated support for enlargement**, a Commission priority, as one of its **own nine work programme pillars**. It supported evidence-based policymaking for stronger governance and promoted the adoption of EU standards in the region, while continuing to develop unique relationships with enlargement countries. Building on this, the **Science and Technology for Associated Countries Action** provided the framework for scientific-technical training, capacity building, workshops and visits to countries associated with Horizon Europe. In 2025, the JRC published, for the very first time, [an atlas on fine particulate matter \(PM_{2.5}\) for enlargement countries](#). The analysis of 118 urban areas shows the residential sector and industry

⁽³⁾ SIMEX enables stakeholders to assess real-time impacts of disruptions, identify systemic vulnerabilities and evaluate mitigation strategies. It also increases cross-border situational awareness, supports evidence-based discussions and contributes to improving the resilience of power systems against cascading crises.

are the two major contributors to PM2.5 pollution. The JRC's **well-established network of scientific partnerships with enlargement countries** also enabled joint research and knowledge sharing. A recent illustration of this is the Research Framework Arrangement with the Ministry of Education and Science of North Macedonia, signed in June 2025, to address governance challenges related to the implementation of the country's Smart Specialisation Strategy – a requirement in the EU accession process. Besides providing support for enlargement, the JRC **represented the EU at the meetings of the G20 Chief Scientific Advisors Roundtable** in Pretoria **and the R7+** in Ottawa, supporting the international aspect of evidence-informed policymaking.

The organisation of and participation in high-level events remained a priority to ensure strong engagement with key stakeholders in enlargement countries. The JRC, jointly with DG RTD, organised in October the 2025 Ministerial Meeting of the Western Balkans Platforms on Education and Training, and on Research and Innovation in Podgorica (Montenegro). The high-level conference 'Fostering New Avenues of Innovation and Growth: Smart Specialisation Strategies in the EU Enlargement Process' organised in December 2025 also enabled discussions on innovation and Smart Specialisation with authorities from the enlargement region.

The JRC also advanced its **engagement with pan-European stakeholders** and increased its visibility and impact in academic circles. Among the main highlights, the JRC (i) organised a JRC-COST⁽⁴⁾ Connect workshop on life sciences in Ispra, (ii) renewed its Memorandum of Understanding with the European Association of Research and Technology Organisations (EARTO) and organised with EARTO two seminars on technology foresight, and (iii) collaborated with and organised information sessions for university alliances, such as FORTHEM (Fostering Outreach within European Regions, Transnational Higher Education and Mobility) and UNICA (Network of Universities from the Capitals of Europe).

Last, the JRC **deepened its international partnerships**. It strengthened its collaboration with the World Bank Group (WBG), including by conducting the analysis of the [WBG scorecard](#) mid-term review. In the nuclear field, the JRC/European Organization for Nuclear Research (CERN) partnership continued to advance work on nuclear applications for health, Big Data and technology transfer. Dialogue with scientific organisations in Canada and Japan also expanded, as illustrated by the conclusion of a Memorandum of Cooperation on hydrogen safety with Japan's High Pressure Gas Safety Institute (KHK) signed in the presence of Commissioner Zaharieva – a key deliverable of the 2025 EU-Japan Summit, as well as the visit of the JRC DG in Canada in November 2025. The JRC also supported the **implementation of the EU-India Trade and Technology Council's Working Group 2**, focusing on research and innovation cooperation, standards and investments, and trade facilitation in green and clean energy technologies, in particular through collaboration on harmonised standards for electric vehicle charging infrastructure and vehicle energy consumption assessment methodologies.

⁽⁴⁾ European Cooperation in Science and Technology. Non-EU COST participants represented were Macedonian Academy of Sciences and Arts (North Macedonia), Aston University (UK), Teesside University (UK) and Izmir University of Economics Faculty of Medicine (Turkey).

1.1.2. Specific objective 8.2: The JRC develops and operates modern, sustainable and open research infrastructures

The JRC owns and manages buildings and associated infrastructure across all its sites, except for those located in Brussels ⁽⁵⁾ and Seville ⁽⁶⁾.

By the end of 2025, the JRC had successfully aligned its research infrastructures with the European Strategy for Research Infrastructure Roadmaps (ESFRI), initiated tangible energy savings and showcased its capability to sustainably refurbish its building stock. Each site underwent or completed major investments as of 2025, from **new constructions** (Karlsruhe, Seville) to **significant refurbishments** (Geel, Ispra, Petten). These achievements lay a robust foundation for achieving the 2029 objectives of a high-performing, low-carbon and fully integrated European research infrastructure ecosystem. Among other things, the JRC notably:

- **reinforced its partnership with the European research infrastructure roadmap:** one new association of the EUFRAT (European research infrastructure for nuclear reaction, radioactivity, radiation and technology studies in science and applications) research infrastructure has been formalised with the Central European Research Infrastructure Consortium (CERIC-ERIC). This highlights the JRC's role as a Research Infrastructure hub for European priority domains.
- **improved the energy performance of buildings:** efficiency measures (e.g., smart heating, ventilation and air conditioning systems, photovoltaic installations, new trigeneration plant) concluded in 2025 are expected to result in energy consumption reductions across all sites by 2026. Working towards future possible improvements of the energy performance of building, a comprehensive energy audit of all non-residential buildings at the **Petten** site was completed, and progress was also noted at the **Ispra** site. All JRC **Geel** buildings' energy performance was analysed (analysis to be finalised in 2026). The new nuclear research building in **Karlsruhe** is proceeding according to plan.
- **initiated or completed renovation and refurbishment:** refurbishment activities for heated and cooled floor areas exceeding 250 m² were carried out across various buildings in three sites. In **Geel**, two buildings had their facade renovated, with the results that an additional 4940 m² of floor area is now better insulated, bringing the total well insulated floor area to ca. 14500 m² (39% of the total surface). In **Ispra**, **Building 48** underwent a complete renovation, and the new trigeneration plant is in operation after a deep renovation of the water cycle. At the **Petten** site, the full renovation of Building B308 and partial facade renovations of Building B312 were completed. All renovation projects incorporated energy-efficient systems and sustainable materials, improving the overall insulation of the buildings.

⁽⁵⁾ Shared building with DG RTD, managed by the Office for Infrastructure Brussels (OIB).

⁽⁶⁾ Rented building. A new European Commission-owned building is under construction.

Additionally, the **governance structures** and **detailed development plans** now provide the necessary organisational framework to sustain efforts toward 2029 targets (see Annex 2 for details on the targets and interim milestones).

Lastly, the JRC has taken several steps to enhance its infrastructure. It developed an **investment plan** aimed to ensure clear multiannual planning for future investments. Moreover, it produced a comprehensive overview of the current state of **its research infrastructure**. The JRC is also in process of preparing a detailed **Research Infrastructures Strategy**. Furthermore, it has established formal **collaborative frameworks** with European research institutions and industry partners to facilitate the continuous adoption of emerging technologies.

1.1.3. Specific objective 8.3: The Commission has appropriate capacity to manage intellectual property rights and be compliant with the rules and regulations

In 2025, the Central Intellectual Property (IP) Service replied to **over 700 requests for IP advice**, imparted **14 online training courses in the field of IP** and timely dealt with all deadlines related to IP portfolio management. It also provided guidance on several IP issues and drafted reply and contract templates.

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

1.2.1. Specific objective 1.1: The JRC contributes to the safe, and sustainable phase-out of nuclear facilities by decommissioning JRC sites at the end of their lifecycle and supporting EU knowledge transfer on decommissioning practices

Decommissioning and waste management are an integral part of the life cycle of the JRC's nuclear research facilities. They aim to **return the land used to a greenfield status**. The nuclear Decommissioning and Waste Management Programme of the JRC entails a complex set of specific activities and projects with related objectives.

Progress in **Ispra** on the three main workstreams (**nuclear material** and **waste management, decommissioning**) included (i) the start of dismantling activities of the old liquid effluents treatment station and the hot-cell laboratory, with dismantling works well advanced in the latter, (ii) the preparation of operational plans for the decommissioning of the nuclear research reactor ESSOR, to be submitted in 2026 once the global

decommissioning plan is approved, (iii) progress in the licensing tasks for the alienation of fresh nuclear material and completion of the preliminary revamping works in hot cells to centralise storage of irradiated nuclear material, (iv) the preparation of batches and completion of all authorisation processes for radioactive metal melting, (v) update of the design for the recovery of the Roman pits, (vi) the signature of a contract for the construction of the grouting station, (vii) the conclusion of a call for tender for decommissioning support on all JRC sites, and (viii) the supply of a first lot of final waste package containers.

In **Geel**, the lifecycle management of nuclear installations continued with systematic integration of end-of-life and decommissioning constraints. In parallel, preparatory technical actions for dismantling were initiated, including the preparation of glove boxes for future dismantling operations, the increased characterisation of low-level radioactive waste to improve waste stream definition and downstream management readiness, and the advancement of decommissioning planning for Building 010 through preparatory activities and supporting technical assumptions.

In **Petten**, an additional set of historical radioactive wastes was disposed of, and waste-specific contractual activities progressed, with one contract fully completed and all related waste evacuated and transferred to the Dutch nuclear processing and storage company Centrale Organisatie Voor Radioactief Afval (COVRA). The strategic assessment of governance and management scenarios for the decommissioning of the High Flux Reactor was finalised and now provides a basis for structured discussions with the Dutch authorities, while work to update the decommissioning plan towards the 2027 milestone was initiated.

In **Karlsruhe**, work progressed on consolidating the decommissioning strategy, including the definition of decommissioning and waste management approaches and the structuring of the associated waste inventory. In parallel, following the reopening of the Kerntechnische Entsorgung Karlsruhe GmbH (KTE) waste treatment pathway, a significant reduction of the legacy waste backlog was achieved through the processing and evacuation of 62 waste drums and the emptying and preparation for dismantling of 10 glove boxes, alongside continued preparation of additional glove boxes, increased characterisation of low-level radioactive waste and the completion of a specific contract defining the Terms of Reference for the update of the decommissioning plan.

In 2025, the JRC almost reached its goals in terms of the number of **knowledge products shared**. In 2026, the JRC will increase the generation and sharing of knowledge products linked to decommissioning and waste management ⁽⁷⁾. These products cover e.g., the application of remotely operated equipment for cutting pipelines in reactor sub-flow areas and removing radioactive sources from storage facilities, V1 Nuclear Power Plant Operation termination strategy, public awareness approaches for nuclear decommissioning and radioactive waste management.

⁽⁷⁾ Knowledge products are tangible outputs of prepared knowledge, such as documents, services, events, media, that enable action of selected users. Knowledge products are one of the key outcomes of knowledge management process since they convey knowledge in an actionable manner.

2. INTERNAL CONTROL AND FINANCIAL MANAGEMENT

Management monitors the functioning of the internal control systems on a continuous basis and carries out an objective assessment of their efficiency and effectiveness. In annex 7, there is a list and details of the reports that have been considered. The results of the above assessment are explicitly documented and reported to the Director-General.

2.1. Control results

Management uses control results to support its assurance and reach a conclusion about the cost-effectiveness of those controls, meaning whether the right balance between the following elements is achieved:

- **Effectiveness** The level of error found, based on the controls carried out.
- **Efficiency** The average time taken to inform or pay.
- **Economy** The proportionality between the costs of controls and the funds managed.

2.1.1. Overview of the budget and relevant control systems (RCS)

The JRC finances its **research activities** through the voted budget and supplementary credits from Association Agreements to Horizon Europe and Euratom as presented in Annex 7, detailing the JRC's financing sources for 2025. In addition, the JRC finances its research activities through the following activities:

Competitive activities are defined as the provision of scientific and technical services to other bodies both within the European Institutions and for third parties, by the JRC. These activities are performed in line with the Council Decision No 89/340/EEC authorising the Commission to put the JRC's services and installations at the disposal of third parties, public or private, against payment. They are also in line with the Council Conclusions No. 94/C 126/01 on the role of the JRC requiring that additional revenue be generated through competitive activities. The total cashed payments (revenue) in 2025 was EUR 106.1 million (27% of the institutional budget ⁽⁸⁾). The additional income generated through competitive activities is used for purchasing scientific equipment and services, hiring contractual staff, and for financing part of the JRC's infrastructure used for these tasks.

During 2025, the JRC received **cross-sub-delegated authority** to use the budgetary resources of other Directorates-General and services of the Commission. Such authorisations are linked to specific research projects or actions. The JRC has not provided cross-sub-delegations to other DGs of the European Commission. In addition, the JRC has put in place **co-delegations** type I, II

⁽⁸⁾ The institutional budget means 'budget for JRC (direct actions) under the Framework Programme for Research'.

and III (Art. 3.2 of the Internal Rules) with other Directorates-General of the European Commission. Being a Commission service itself, the JRC is required to implement the appropriations subject to the common Commission rules, responsibilities and accountability arrangements and therefore payments related to the sub-delegations received are subject to the same financial circuits and controls in place. Statements of assurance on the effective and sound use of these funds were received or provided to the Directors-General concerned. Around 60.1 % of the JRC's financing sources are dedicated to staff costs. It is important to note that the salary payments are authorised and carried out by the Paymaster's Office (PMO) as part of vertical co-delegations.

In 2025, EUR 52 211 130 (representing 11.45 % of its total financing sources in voted budget commitments) and EUR 48 416 663 (representing 10.33% of total in payments, were allocated by the JRC to **decommissioning activities** under the new Nuclear Safety and Decommissioning Programme in the MFF 2021-2027. The JRC's decommissioning and waste management (D&WM) programme was started in 1994. This programme aims to dismantle former, obsolete Euratom nuclear installations (historical liabilities) as well as to plan and execute the long-term dismantling of installations which are still in use (future liabilities). Four JRC sites are concerned: Geel, Ispra, Karlsruhe, and Petten.

The JRC is spread over six sites in five different countries with more than 70 000 inventoried items ⁽⁹⁾, 5 000 of them accounted as assets with unitary value above EUR 50 000. The table below presents an overview of the most significant categories non-expenditure items (more details Annex 3). For details on controls for safeguarding of non-expenditure items refer to point d) of this section.

Category	Amount
Intangible assets	EUR 33.1 million
Property, plant and equipment	EUR 222.9 million
Inventories	EUR 57.7 million

All **JRC's operational activities**, both expenditure and revenue, are carried out under **direct management mode** which has been assessed as having a relatively low inherent risk.

The JRC carries out its expenditure operations through procurement operations. The relevant control system(s) (RCS) for budget implementation covering the JRC's procurement for research and decommissioning activities, expert and administrative expenditures (RCS 1) is available in Annex 6. In 2025, the sharp increase of administrative expenses is linked to salaries and/or missions, reported by the service responsible for the commitment, although the payments were executed by another service, notably the PMO and/or DG HR ⁽¹⁰⁾. These payments were executed in accordance with the instructions provided by the JRC, while the executing service confirmed, through a declaration, that the payments complied with their intended purpose and the principle of sound financial management. For further information, please consult Annexes 6 and 7. RCS 2 covering the JRC's income from competitive activities is also available in Annex 6. The financial circuit 1, used for the majority of the transactions at the JRC, provides a clear segregation between the operational and financial roles, respectively, and financial agents are hierarchically

⁽⁹⁾ Inventoried items are ranging from simple office furniture to complex scientific and laboratory equipment, including nuclear facilities and buildings.

⁽¹⁰⁾ Type III co-delegation for which these expenses were reported by the service executing the payments until 2024.

independent from the authorising officer. Annex 7 provides detailed information on JRC's financial circuits.

The main indicators used to measure the level of compliance with legality and regularity error rates at payment and closure, proportion of exceptions, procedures screened by the Public Procurement Advisory Group (PPAG) and/or conclusions on each control objective for the JRC's operational activities are presented in Annex 7. Based on these results, the JRC concludes that the control results are factual, complete and reliable in line with the materiality criteria established in Annex 5 and risks are effectively mitigated by means of controls as detailed in Annex 6. JRC's management factually concludes that the control results, presented in the following sections and related annexes are complete and reliable and thus provide reasonable assurance about the achievement of the internal control objectives.

2.1.2. Effectiveness of controls

a) Assessment of control results per segment of expenditure

Financial management and control of Direct management expenditures' (Annex 6 RCS No 1) includes three components 1.A Procurement, 1.B Experts and 1.C Administrative. It is grouped around three main stages: 1) procurement (from the assessment of needs to the selection of the suppliers - award decision), 2) financial transactions (from establishing the financial commitment to payment and contract monitoring) and 3) supervisory measures (including ex post controls and management checks). In addition to the controls performed during the financial circuits and the key indicators risk at payment and risk at closure the JRC has made use of five main supervisory measures (including associated indicators) to assess the legality and regularity of its work, namely exception reporting, the PPAG, accounting controls, ex post supervisory controls and the assurance statements from sub-delegated authorising officers. The increase of relevant expenditure presented in annex 9 in 2025 is due to administrative expenses linked to salaries and/or missions, now reported by the service responsible for the commitment, although the payments were executed by another service, notably the PMO and/or DG HR. Since the detected error rate is 0 %, the JRC estimated its average error rate for all RCSs by taking a most conservative and prudent approach to be at 0.5 % risk at payment and 0.45 % risk at closure.

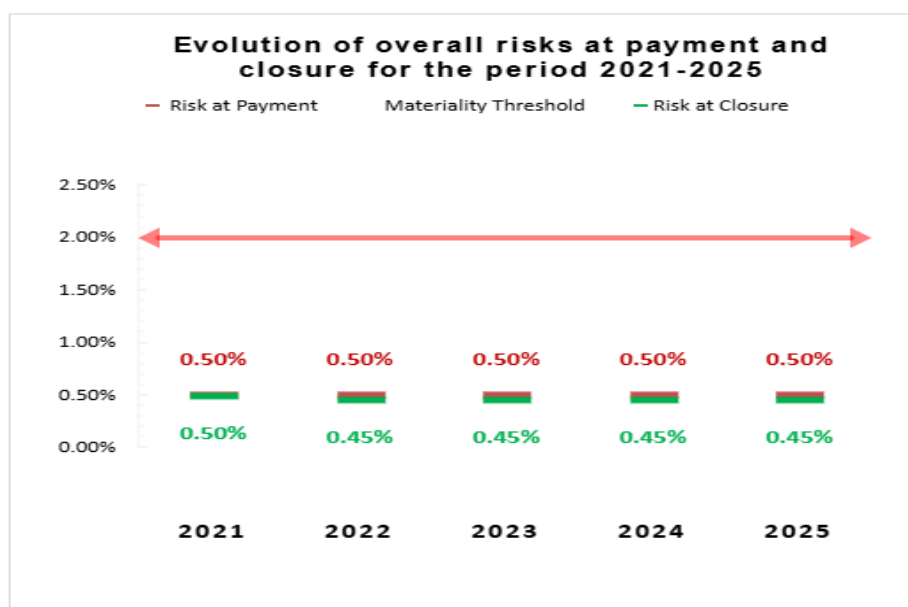
Revenue operations through competitive activities

All income and expenses for competitive activities are subject to *ex ante* controls and to the JRC financial circuits. Financial management and control of the JRC's revenue operations through competitive activities (Annex 6 RCS 'Managing Income from Competitive Actions') is grouped around three phases: 1) contract proposal (assessment and valuation of proposal), 2) contract preparation (from signature of contract to forecast of revenue) and 3) contract implementation (including financial management of the contract).

Revenue operations are also subject to the same legality and regularity indicators which are applied to payment and procurement transactions. None of these controls unveiled errors with impact on compliance of the revenue transactions. During 2025 the JRC's financial circuits led to a correction of 17 % of the forecast of revenue transactions and 19 % of recovery orders (i.e.

invoices). These errors were prevented by the effective *ex ante* controls. This demonstrates that the controls carried out on the competitive activities contribute to the legality and regularity of the JRC's revenue operations.

b) Estimation of the overall risk at payment and risk at closure



The estimated overall risk at payment for 2025 expenditure is the AOD's best conservative estimate of the amount of relevant expenditure during the year that is not in conformity with the contractual and regulatory provisions applicable at the time the payment was made. A proportion of the underlying errors will be corrected in subsequent years and until the end of the programming cycle, corresponding to the conservatively estimated future corrections for 2025 expenditure. The difference between the risk at payment and the estimated future corrections results in the estimated overall risk at closure ⁽¹¹⁾.

There is a stable trend since 2015 mainly due to the inherent risk profile of the JRC's operational activities, both expenditure and revenue, carried out under direct management mode and the performance of the related control systems.

For an overview at Commission level, the departments' estimated overall risk at payment, estimated future corrections and risk at closure are consolidated in the AMPR.

c) Quantitative benefits of controls: Preventive and corrective measures

The JRC continued to perform ex-ante controls and ex-post controls as an effective mechanism for detecting and correcting errors. In 2025, due to the transition to SUMMA, only preventive measures exceeding EUR 500 000 are reported. All corrections made by the JRC fall below this

⁽¹¹⁾ This is the AOD's best, conservative estimation of the expenditure authorised during the year that would remain not in conformity of applicable regulatory and contractual provisions by the end of implementation of the programme.

threshold and therefore are outside the reporting scope. Ex-post controls resulted in corrective measures of EUR 0 million. Compared to 2024, with EUR 0 from ex post control, there is a stability, that is mostly explained by the inherent risk profile of the JRC's operational activities, both expenditure and revenue, carried out under direct management.

d) Assessment of control results for non-expenditure items

The following measures are put in place to counterbalance the main risks potentially affecting the JRC sites, i.e. accidents, unauthorised access, intentional acts against safety and security including against the protection of sensitive documents. Regular safety inspections are being carried out on JRC sites regarding laboratory facilities and hazardous materials, by the staff in JRC, external consultants and visits by national authorities. Organisational measures are implemented to ensure that access to JRC sites and critical assets are controlled. Personal security clearances are issued to those staff required to deal with classified information. Certification of laboratories and institutes to internationally recognised quality management standards help to offset risks and ensure compliance with norms and regulations. The JRC strives to perform physical localisation checks of the inventoried items at least on a three-year basis, which is respected in general. The JRC is the business domain owner for the eProcurement Programme which is part of the Commission's actions to put in place a single data interchange area for submitting, storing and processing data in grant and procurement procedures.

Based on an assessment of the controls in place on the safeguarding of the JRC's assets, management considers that the control results are complete and reliable and that the control objective is achieved.

e) Fraud: prevention, detection, and correction

The JRC has developed and implemented its own anti-fraud strategy since 2012, based on the methodology provided by the European Anti-Fraud Office (OLAF). It is updated every three years and was last updated in December 2024 with a new action plan following a fraud risk assessment. Its implementation is being monitored and reported to the management through annual reports on the implementation actions. All necessary actions have been implemented.

As co-lead service with OLAF and DG Taxation and Customs Union for action 26 of the Commission Anti-Fraud Strategy Action Plan of July 2023, the JRC provided OLAF and the Member States with scientific and technical support in developing and sharing their experience of using data analysis to combat customs fraud. This is achieved through its participation in the Customs Anti-Fraud Enabling Technologies 2024-2027 (CAFET-2) project, funded by OLAF.

Corrective measures based on OLAF recommendations are reported on in the context of annual monitoring exercises conducted by OLAF, in accordance with Article 11 of Regulation 883/2013 ⁽¹²⁾.

⁽¹²⁾ [REGULATION \(EU, EURATOM\) No 883/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office \(OLAF\) and repealing Regulation \(EC\) No 1073/1999 of the European Parliament and of the Council and Council Regulation \(Euratom\) No 1074/1999](#)

In 2025, the JRC launched an awareness-raising campaign against fraud among its staff, which was conducted on an anonymous basis via EUsurvey. A considerable number of staff members participated in the campaign, with a total of 327 respondents. In addition to this initiative, the JRC also developed a pilot thematic space on anti-fraud in GPT@JRC to provide information and answer questions about the JRC's anti-fraud policy actions and actors.

On the basis of the available information, the JRC has reasonable assurance that the anti-fraud measures in place are effective.

2.1.3. Efficiency of controls

Based on an assessment of the most relevant key indicators and control results, the JRC has assessed the efficiency of the control system and reached a positive conclusion. The timely payments indicator with 73 % is below the JRC target of 93% (96% in 2024). The delays were mainly the result of (1) the SUMMA system being unavailable practically all of the month of January 2025, (2) the steep learning curve that colleagues had to experience with the changes from ABAC to SUMMA and (3) temporary staff turnover in Ispra which resulted in a significant backlog of invoices. Following the necessary trainings and first line helpdesk support from the Financial Services unit of the JRC, support from other financial units across the JRC, re-enforcement of staff and constant senior management oversight the backlog was nearly totally recovered during the second half of 2025 but of course the overall impact on payment times remained below the EC average on a yearly basis. The time-to-inform and time-to-grant indicators (Art 197.2 FR) are not applicable to the JRC activities.

The transition in 2025 to the Commission's new accounting system, SUMMA, has required the adjustment to a new system and has impacted budget implementation tasks, processes and financial management activities, particularly during the first part of the year. This has required careful management to ensure the same data quality as in previous years. In some cases, this may have resulted in lower performance for some standard financial indicators such as the timely payments (see Annex 4).

2.1.4. Economy of controls

Direct management expenditures

The JRC has produced an estimation of the costs of control of the three main stages related to 'direct management expenditures'. The criteria for the calculation and the indicators used are shown in Annex 6 RCS No 1. A quantitative estimation of the volume of errors prevented and detected is not available, therefore it is not possible to quantify the related benefits. The main benefit is that the controls performed ensure that errors are detected and corrected and that potential litigations or contestations from tenderers are kept to a minimum. In consequence, as it is not possible to determine the cost-effectiveness of controls by comparing costs with benefits, it is necessary to consider the efficiency indicators retained.

The overall costs of ex-ante control related to 'procurement in direct management mode and of financial transactions' in 2025 was EUR 10 330 594 which represent 3.55% of the total value of

payments executed by the JRC during the year. Adding ex post controls brings total cost of controls for 2025 to 3.59% ⁽¹³⁾ of total associated payments (compared to last year's 3.54%).

Details about the estimated cost of the control activities provided by REA, are reported in the Annual activity report of REA.

Revenue operations through competitive activities

The overall cost of control related to 'revenue operations from competitive activities' in 2025 was EUR 242 003, which represents 0.20% of total competitive project value for the year (EUR 124 052 123). The overall cost of control indicator was in line with last year's value of 0.33%.

JRC considers that the necessity of the controls performed on revenue operations process is undeniable, as they are a regulatory requirement. Furthermore, the JRC considers that these controls are necessary to mitigate the risks outlined in Annex 6 (RCS No 2). The costs of controls incurred for the three main phases of the JRC's revenue operations through contractual activities have been estimated. The criteria for the calculation and the indicators used are shown in Annex 6 RCS 'Managing Income from Competitive Actions'. As mentioned in the previous section, it is not possible to quantify all of the costs and benefits of controls. Estimating the intangible benefits is particularly problematic. The benefits of control in non-financial terms cover: accepting only project proposals which have an acceptable level of risk, which are in line with the JRC work programme and which meet customer expectations, deterrents, efficiency gains, limiting the risk of litigation, respect of contractual provisions, system improvements and, as mentioned above, compliance with regulatory and research programme provisions.

2.1.5. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results reported above, DG JRC has assessed the effectiveness, efficiency and economy of its controls of its financial management and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible. The error rates and the cost of controls remain below the materiality threshold. The timeliness of payments is below target due to the required adjustment to a new system which has impacted budget implementation tasks, processes and financial management activities, particularly during the first part of the year. This has required careful management to ensure the same data quality as in previous years. While these measures were necessary to safeguard financial integrity, they temporarily slowed processing times and contributed to lower performance against the timely payments target. JRC's control environment and control strategy remained stable during the reporting year compared to previous years, the conclusion on the cost-effectiveness of controls is deemed to be unchanged.

⁽¹³⁾ The cost of controls of non-expenditures items is included in the DG's total cost.

2.2. Audit observations and recommendations

This section sets out briefly the state of play for all audit observations and recommendations reported by auditors related either to performance aspects or to internal control and financial management. Further details for IAS and ECA audits can be found in Annex 8.

Where an audit has detected weaknesses affecting an internal control principle or the department's assurance, a detailed analysis is provided further below in section 2.3 and, where applicable, the incidence on the AOD's assurance is presented in section 2.4, accordingly.

Internal Audit Service

According to the data from the Internal Audit Service's monitoring tool, the internal control systems in place for the audited process are effective, except for the observations giving rise to the 'very important' recommendations as listed in the appendix. Annex 8 provides further details on the state of play of each recommendation.

Reported	Audit Title	Accepted Recommendation (critical or very important)	State of play in 2025	Impact on the assurance for 2025
2024	Audit on the new nuclear decommissioning and waste management programme (NDWMP) in the Joint Research Centre	Very important: No 2. JRC internal organisation of NDWMP responsibilities	✓	✓
		Very important: No 3. Decommissioning plans for the JRC sites	⌚	✓
		Very important: No 4. Cost estimates for decommissioning the JRC nuclear sites	⌚	✓
		Very important: No 5. NDWMP budget flexibility needs	✓	✓

State of play		Assurance	
✓	Action plan implemented or awaiting review from IAS	✓	No impact on the assurance
⌚	Action plan implementation is ongoing	🚩	Impact on the assurance
📝	Preparation of the action plan		

European Court of Auditors

Reported	Audit Title	Accepted Recommendation	State of play in 2025	Impact on the assurance for 2025
2025	Statement of Assurance (DAS)	N/A	✓	✓

State of play	Assurance
 Action plan implemented	 No impact on the assurance
 Action plan implementation is ongoing	 Impact on the assurance
 Preparation of the action plan	

2.3. Assessment of the effectiveness of internal control systems

The Commission has adopted an Internal Control Framework based on the highest international standards. ⁽¹⁴⁾

The JRC has adapted the Internal Control Framework to its specific characteristics and organisational structure. The internal control systems are suited to achieving its policy and internal control objectives in accordance with the internal control principles, having due regard to the risks associated with the environment in which it operates.

The JRC continued to work with the integration of the Commission's internal control framework and its own integrated management system based on the international quality standard ISO 9001. Such integration allows the JRC to combine requirements from different sources including legal requirements, in one management approach. The JRC is certified for ISO 9001 as a multi-site organisation, and on 4 of its sites for ISO 45001. The JRC is verified for the Eco-Management and Audit Scheme (EMAS) regulation and certified for ISO 14001. In addition, specific JRC activities are accredited for ISO 17020 (inspection body), ISO 17025 (calibration and testing laboratory), ISO 17034 (reference material producer), ISO 17043 (proficiency test provider) as proof of competence. Maintaining certifications, accreditations and verifications, require regular visits of external certification or accreditation bodies to audit state of the practice. In 2025, the JRC successfully passed surveillance audits for ISO 9001 as multi-site organisation and for ISO 45001 on the Geel, Karlsruhe, Petten and Ispra site. On all sites, verification audits for EMAS were completed. Accreditation audits were organised covering various activities in line with the relevant ISO170xx standard.

In line with the Commission's Internal Control Framework DG JRC has assessed its internal control system during the reporting year and has concluded that it is effective and the components and principles are present and functioning as intended, but some improvements are needed as minor deficiencies were identified related to:

1. The capacity to monitor certain contractual arrangements has to be enhanced.
The JRC is ready to implement a solution to improve the planning of service providers and supports a dedicated on-going action plan lead by OLAF.
2. Programme planning, organisation and control.

⁽¹⁴⁾ The Committee of Sponsoring Organisations of the Treadway Commission Internal Control Integrated Framework, the golden standard for internal control systems.

Weaknesses impacting different Internal Control principles have been reported following the IAS audit on the NDWMP in the JRC. The related action plan is progressing in accordance with the milestones agreed (see detailed information in paragraph 2.2 and in the Annex 8).

3. Timely payment performance

The changes introduced in the accounting and financial IT systems impacted negatively on the payment processes in early 2025. Immediate and comprehensive actions were taken to cope with the issue delivering positive results in the second half of the year with the final objective to fully solve the issue in 2026.

4. IT governance

Some areas for improvement are identified in the Information Technology processes. Corrective actions are ongoing to improve the related internal controls.

The procurement supervision and contract execution weakness reported in the 2024 AAR has been resolved.

The improvements and/or remedial measures implemented or envisaged are documented in action plans and are being followed up.

2.4. Conclusions on the assurance

This section reviews the assessment of the elements already reported above (in Sections 2.1., 2.2. and 2.3.), and the sub-conclusions already reached. It draws an overall conclusion to support the declaration of assurance and whether it should be qualified with reservations.

The assessment of the elements and the conclusions reported in these sections result from a systematic analysis of the evidence available. The following elements provide sufficient guarantees as to the completeness and reliability of the information reported and results in a comprehensive coverage of the budget delegated to the Director-General of the JRC:

- the JRC's internal controls systems provide sufficient assurance to adequately manage the risks relating to the legality and regularity of the underlying transactions; and achievement of the other internal control objectives. The weaknesses identified in section 2.3 are adequately addressed by action plans and have no impact on the declaration of assurance. The JRC has implemented appropriate ex ante and ex post controls, to the extent that they remain cost-effective,
- the JRC has put in place suitable control measures to limit risks of error and prevent, detect and correct fraud and irregularities,
- recommendations issued by the JRC's auditing bodies do not raise any assurance implications and are being implemented as part of the ongoing continuous efforts in terms of further improvements,
- resources were used for the intended purposes, sound financial management was applied, and the non-omission of significant information was ensured.

In conclusion, based on the elements reported above, management has reasonable assurance that, overall, effective controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director-General, in his capacity as Authorising Officer by Delegation has signed the Declaration of Assurance.

2.5. Declaration of Assurance

Declaration of Assurance

I, the undersigned,

Director-General of DG Joint Research Centre

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view ⁽¹⁵⁾.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Brussels, 31/03/2026

(signed)

Bernard Magenmann

⁽¹⁵⁾ True and fair in this context means a reliable, complete and correct view on the state of affairs in the DG

3. A MODERN AND SUSTAINABLE PUBLIC ADMINISTRATION

3.1. Human resource management

In 2025, the JRC advanced its HR Pathways and Staff Survey 2023 follow-up action plan, focusing on recruitment, geo and gender balance, diversity, staff development, and attracting new talents. A new forecast-based workforce planning mechanism was introduced to improve flexibility, reduce vacancies, and align recruitment with organisational needs.

Significant progresses were made in talent attraction, with applications for contractual agents (CA) FGIV scientific positions rising by 22%. In collaboration with European Personnel Selection Office, a successful competition for scientific researchers produced a reserve list of 606 scientific researchers, boosting recruitment for EU institutions.

Efforts in diversity and inclusion included diversity scorecards, targeted outreach to underrepresented Member States, and leadership development programs. This led to improvement in gender balance in middle management (41,5% to 44,8% women). Representation from underrepresented Member States slightly decreased, with 24.47% of all staff (25.22% in 2024). Applications from underrepresented Member States increased by 1,05% for FGIV roles (from 18,53% in 2024 to 19,58% in 2025). Additionally, the JRC launched the organisation of training courses around neurodiversity to raise awareness among managers.

For management and leadership, the JRC expanded TRUST survey participation (37 managers vs. 26 in 2023). Meanwhile, a new Learning & Development Strategic Framework (2025–2027) was adopted to align professional development with EU skills priorities.

The latest Commission-wide staff opinion survey took place at the end of 2025. Results will be addressed in 2026-2027. The JRC has continued to maintain a constructive social dialogue with staff representatives and collaborated closely with the communication unit to promote HR news and initiatives. SharePoint pages were created to guide staff and managers through the recruitment of laureates from the reserve list of scientists. Additionally, new SharePoint pages streamline communication on mobility for staff and managers.

3.2. Digital transformation and data management

Digital Transformation

In 2025, JRC achieved significant advancements across key areas, in line with the Digital Strategy and its strategic objectives. A major milestone was the completion of its migration from NET1, managed by JRC, to Welcome, managed by DG DIGIT. In the same rationalisation effort, DG DIGIT assumed responsibility for various tasks in network management. Moreover, the JRC continued

the Delta domain⁽¹⁶⁾ infrastructure deployment, integrating it across all JRC sites, and the modernisation of the storage grid for improved service quality and compliance with security standards.

Likewise in information systems, the management of the JRC Work Programme has been optimised, and many essential tools for JRC scientists, as the DevOps⁽¹⁷⁾ platform, received substantial upgrades. A planned 30% reduction in JRC websites has been successfully accomplished, together with a significant revamping of the Knowledge for Policy (K4P) portal. GPT@JRC has been upgraded with additional features like thematic spaces and served more than 3000 users in the Commission.

In furthering its strategic objectives, the JRC established the Digital Strategy Office to facilitate long term planning and coordination, and the ICT Solution Design Team, to help researchers with dedicated ICT solutions. These bodies will help JRC in the alignment with the corporate strategy, for instance in increasing the cloud adoption and improving the overall digital landscape.

Cybersecurity

Building on the Commission's Cybersecurity Strategy 2025-2026, the JRC contributed to the implementation of key cybersecurity actions, in line with corporate priorities and the JRC Management Plan. JRC reinforced its security architecture by applying Zero-Trust principles and decommissioning legacy Virtual Private Network solutions. The vulnerability management process was improved with a tiered remediation approach allowing faster detection, prioritisation, and remediation. A privileged-account management solution was selected, piloted and made available for deployment within JRC ready to be implemented in the daily management of the JRC information systems. JRC promoted the annual Commission ICT Security Awareness Campaign and tailored awareness sessions for JRC staff that continued to attract strong participation and received consistently high satisfaction scores. Although the EC Cloud Security Control Baseline was not finalised in 2025, the JRC actively contributed to its co-design with DG DIGIT and prepared its implementation for its cloud-based services. These coordinated actions—secure architecture, cloud readiness, vulnerability and privileged-account management, and user awareness - demonstrate the JRC's commitment to operational resilience, scientific excellence and EC cybersecurity objectives.

Data management

The implementation of its Data Strategy brought the JRC to an established level of data maturity. In 2025, while continuing to support the best practices in data management, the JRC focused on developing a strategy to align its data management with the opportunities brought by AI technologies and with the growing need for data sovereignty.

The data management processes were analysed and documented in the Integrated Management System, clarifying the roles and responsibilities of the various actors within the JRC. Several initiatives delivered by the data support service will result in a more efficient management of JRC data. These include simpler publication of JRC data through an improved interface of the JRC Data Catalogue, clearer guidance for data creators and users provided on a redesigned intranet and continuous support provided via a dedicated help desk. To address the diverse needs of JRC

⁽¹⁶⁾ The JRC single specific domain

⁽¹⁷⁾ Development and operations

researchers in managing specific types of data, consultations were organised to discuss the particularities of handling laboratory and personal data. In addition, the coordinated acquisition of third-party data ensured alignment with the EC corporate guidelines, improved data quality and more efficient use of resources.

The established data governance framework at the JRC was strengthened through intensified collaboration between the Data Committee and the Data Contact Points network, supported by a series of meetings at Directorates level. The role of the Data Contact Point at the JRC was clarified and formalised to ensure greater recognition and improved effectiveness.

Alongside the continued promotion of the FAIR⁽¹⁸⁾ principles to increase the quality of JRC-produced data, the JRC contributed to the work of the Information Management Steering Board on data maturity by providing input to the development of a corporate assessment dashboard.

Regarding the data skills, the training offer was redesigned, to include an introductory learning path for JRC newcomers which comprises an eLearning module and a series of virtual classroom trainings on data processes and tools. Corporate and external data-related events and training opportunities were monitored and regularly promoted to JRC colleagues. In addition, internal trainings were delivered to specific target groups within the JRC, such as Data Contact Points and data publishers, and structured exchanges were organised with colleagues working at the Karlsruhe site and in units producing experimental data.

Data protection

In 2025, the JRC Data Protection Coordinator has continued to assist controllers at the JRC in ensuring compliance by putting in place data protection records, reviewing the ones already in place, assisting controllers with data subject rights and personal data breaches and providing advice and assistance to management and colleagues on all matters related to personal data protection. The baseline of the new compliance indicator “Percentage of staff trained on data protection compliance combined with percentage of public records of processing operations reviewed within the last two years” is 63% (2024). In 2025, the base value has increased to 71% (33% records plus 38% trained staff).

3.3. Sound environmental management

In 2025, the JRC strived to reduce resource consumption on a continuous basis, in line with the EMAS scheme⁽¹⁹⁾. It continued to implement the *Greening the Commission* Communication and contributed to its [progress review](#) report.

With regard to **buildings and working space**, the JRC persisted in its efforts to curtail energy consumption. This was achieved through various initiatives, such as increasing the use of renewable energy by installing additional photovoltaic panels, participating to the *Building Energy Savings Together (BEST)* initiatives, and operating a highly efficient new trigeneration plant in

⁽¹⁸⁾ Findable, Accessible, Interoperable, Reusable

⁽¹⁹⁾ The EU Eco-Management and Audit Scheme (EMAS) is a premium management instrument developed by the European Commission for companies and other organisations to evaluate, report, and improve their environmental performance. EMAS is formalised in Regulation (EC) No 1221/2009.

Ispra. Additionally, the water cycle system in Ispra was upgraded to optimise water usage and minimise energy consumption. As for scientific activities, a pilot project is currently being assessed ('MyGreenLab' certification) with seeks to enhance energy savings in laboratories through behavioural approach.

In terms of **greener mobility**, the JRC has increased its number of service bikes (+9 in 2025), hybrid/electric vehicles (+3) and electric charging poles (+3). Other notable initiatives include promoting carpooling in Seville ⁽²⁰⁾, introducing a new e-car sharing service as well as developing a long-term recycled bike loan scheme in Ispra.

On **staff professional travel**, the positive results from previous years were maintained in 2025. Provisional data ⁽²¹⁾ indicates that the JRC reduced travel-related CO2 emissions in 2025 by approx. 58% compared to 2019. Emissions have gone down by 13% between 2024 and 2025 ⁽²²⁾. This achievement reflects a combination of factors, including lower mission budget, greater digital collaboration, promotion of greener transport options and regular monitoring.

In 2025, JRC has also promoted **more circularity** by raising awareness about waste management through hands-on waste sorting training in Geel ⁽²³⁾ and forming an agreement between Banco Alimentare and Ispra's canteen ⁽²⁴⁾ to donate leftover food. Furthermore, the sites have continued their efforts to **restore and preserve biodiversity** exemplified by the call for Natura 2000 area management in Petten.

Staff awareness campaigns were actively conducted, with 34 communication actions taking place across the sites. **Dialogue with interested parties** was conducted, notably the eighth EMAS roundtable in Ispra saw participation from over 50 Italian authorities ⁽²⁵⁾.

⁽²⁰⁾ [Carpooling Project](#) in JRC Seville

⁽²¹⁾ The data remains provisional, as the PMO Qlik dashboard used as the source only reports missions whose payment requests have been validated by the PMO (Paymaster Office).

⁽²²⁾ Emissions from staff professional travel/missions (tonnes CO2): 5 663 (2019), 2 720 (2024), 2 356 (2025). Source: PMO Qlik dashboard, provisional data.

⁽²³⁾ [Mandatory Hands-on waste management training. 18-19-20/11/2024](#)

⁽²⁴⁾ [OIB Ispra e Banco Alimentare Lombardia: insieme per la lotta allo spreco alimentare](#)

⁽²⁵⁾ [L'acqua, bene fragile da proteggere: al JRC di Ispra dialogo aperto tra scienza, istituzioni e territorio](#)