



Seventh Meeting of the High-Level Reflection Group on the Future of the Commission's Civil Service

30 September 2026, Brussels

Meeting minutes

Meeting objective

The aim of the seventh meeting was to discuss any open issues on the draft report circulated by the secretariat in advance of the meeting.

Discussion on draft report

The chair welcomed the group and invited all members to contribute to a first round of comments on the draft report. The members' comments indicated a broad consensus on the draft report. Some members flagged areas where definitions could be more clearly defined, such as portfolio management, and made drafting suggestions to improve the clarity and readability of the text.

The chair went through each section of the report to ensure members agreed with text. Suggestions were noted and will be updated in the revised version.

Next steps

Members were asked to send any final drafting suggestions to the secretariat by 7 Oct, who will send a final revised text soon after. The intended timeline for publication of the report is mid-end October.

The chair closed the meeting by thanking all members for their hard work and cooperation over the past year.

List of participants

Chairperson

Catherine Day

Members

Mirosława Boryczka

Luukas Ilves

Darja Isaksson

Luis Romero Requena

Giorgios Pitsilis

Marco Daglio

Absent

Maria Schack Vindum

Theresa Twachtmann

European Commission

Stephen Quest

Paul McAleavey

Pascal Leardini

Ana Carrero

Lauren O'Hanlon