

ANNUAL ACTIVITY REPORT



European Economic
and Social Committee

2025

2025

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Introduction

The Annual Activity Report is a core component of the EESC's strategic planning and reporting cycle. It provides the framework through which the European Economic and Social Committee (EESC) assumes accountability for the management of its resources and for the achievement of its strategic and operational objectives, in line with the EESC Annual Administrative Work Programme.

This Annual Activity Report of the Authorising Officer by Delegation (the Secretary-General) is drawn up in accordance with Article 74(9) of the Financial Regulation, the EESC Rules of Procedure, the internal rules governing budget implementation, and the Charter of Tasks and Responsibilities of the Committee's Authorising Officer by Delegation.

In compliance with these provisions, the report presents an overview of the Committee's activities during the year under review, including its institutional objectives, key political achievements and progress in the fulfilment of its mandated areas of work. It also provides an account of budgetary implementation, within the framework of the EESC's internal risk management systems. Furthermore, the report contains a formal declaration by the Authorising Officer by Delegation attesting to the application of the principles of sound financial management and to the legality and regularity of the underlying transactions for the financial year concerned.

Chapter 1 sets out the EESC's main achievements, highlights its role and added value within the EU institutional framework and presents the Committee's main political and operational achievements during the reporting period.

Chapter 2 addresses the management of the Committee's resources, covering human resources, budget allocation and execution, accounting, and the management of IT infrastructure and information security.

Chapter 3 focuses on internal control and financial management, describing the control environment, risk assessment and control activities, reporting on control results and audit work and providing an overall assessment of the assurance.

Chapter 4 contains the Declaration of Assurance of the Authorising Officer by Delegation, confirming the legality and regularity of the underlying transactions and compliance with the principles of sound financial management.

The report is complemented by annexes providing detailed information on EESC opinions and reports adopted in 2025, on key discussions and events from 2025 plenary sessions, on human resources, budgetary and financial management and on the annual accounts.

1. Presentation & Main Achievements

1.1 EESC at a glance, our role and mission



CONNECTING CIVIL SOCIETY, SHAPING POLICY

Since 1957, the EESC has acted as an advisory body to the EU institutions, bringing together employers, workers and civil society organisations to ensure the voice of organised civil society helps shape European policies.



329 Members

Employers, workers and representatives of social, occupational, economic and cultural organisations.



27 Member States

The EESC Members come from all 27 Member States.



Plenary sessions

The EESC holds 9 plenary sessions per year.



3 Groups

Employers' Group
Workers' Group
Civil Society Organisations' Group



6 Sections & CCMI

The EESC has 6 Sections and 1 consultative commission.



~200 Opinions

The EESC adopts around 200 opinions per year.



Consultative role

The EESC acts as a bridge between policymakers and social, economic and civil actors across Europe.



EESC Network

The EESC brings together a network of around 250 organisations representing some 90 million EU citizens.

The EESC is a consultative body of the European Union, created in 1957 and based in Brussels. It has 329 members from all EU Member States, who are appointed for a renewable five-year term of office. Members are nominated by national governments and appointed by the Council of the European Union. They work voluntarily, contributing their expertise to the EU legislative process and are divided equally into three groups: Group I (Employers' Group), Group II (Workers' Group) and Group III (Civil Society Organisations' Group).

The EESC members are the voice of Europe's organised civil society. Representing a broad spectrum, from business leaders and trade union leaders to farmers, educators, health professionals, and environmentalists. They bring real-world expertise to EU decision-making. Their diversity is a unique added value and the EESC's most important asset: through debate and consensus-building, members transform citizens' needs into concrete, balanced recommendations that strengthen European democracy and enable the EESC to fulfil its institutional role.

The EESC serves as a bridge between Europe and organised civil society and carries out three key missions:

- ensuring that European policies and legislation are better aligned with economic, social, and civic realities on the ground;
- promoting the development of a more participatory European Union that remains closely connected to public opinion; and
- upholding the values on which European integration is founded while advancing the role of civil society organisations.

The role of the EESC is best described as that of a "connected advisor", acting as a bridge between organised civil society and the EU institutions and ensuring that the voice of organised civil society is heard at an early stage of the legislative process through structured dialogue, consensus-building and active participation.

1.2 Main political achievements in 2025

In 2025, the EESC made a significant contribution to the EU policy-making cycle through its consultative work, stakeholder engagement and interinstitutional cooperation across its sections and CCMI. The examples below illustrate selected areas in which the Committee's work was particularly visible, impactful and supported by concrete interactions with EU institutions and stakeholders.

- **EESC drives a *whole-of-society* EU preparedness strategy**

The exploratory opinion at the request of the Polish Presidency on [Crises and crisis phenomena in modern Europe and civil society](#), adopted in March 2025, has contributed to the EESC's impact on preparedness and the political push towards an EU preparedness strategy ensuring that it contains a key role for civil society organisations.

In line with this preparatory political push for the European Commission to take into account the role of civil society organisations into the EU preparedness strategy, the EESC provided the European Commission detailed input collected from all the sections/CCMI. A *whole-of-society approach* is one of the three priorities set by the Commission communication, where civil society organisations have been given a key role in several parts of the strategy: on raising public awareness and fostering a culture of inclusive preparedness, empowering more resilient citizens - and more specifically workers - and reaching the most vulnerable populations.

During the drafting of the opinion, a high-level hearing was held, involving experts, institutional representatives from European Commission and Member States, as well as stakeholders. The opinion was adopted in the September plenary session with a debate with a Member State representative, a Civil Society Organisations (CSO) representative and the Red Cross.

Preparedness is also one of the priorities of the current EESC President, Séamus Boland. This work is paving the way for a new upcoming EESC opinion on “*The role of volunteering for European Population Preparedness in an increasingly dangerous world*”.

- **Regenerative forms of agriculture to deliver on sustainable food production, circularity, climate and biodiversity**

In 2025, the EESC was the first EU institution to launch a discussion on the benefits of regenerative agriculture with a [landmark opinion](#). It warned that current EU policy does not go far enough to promote regenerative forms of agriculture, despite their potential to improve farmer incomes, enhance productivity, and yield resilience and support generational renewal and rural livelihoods, while contributing to climate and biodiversity objectives and offering younger generations a more meaningful, resilient and sustainable way into agriculture.

The opinion was an agenda-setter and helped bring the debate to the other EU institutions at a crucial time in the EU policy-making process (proposals on the new Common Agricultural Policy and the EU budget). The opinion was presented at the European Parliament (AGRI Committee) and extensively discussed with the European Commission (DG AGRI), which then invited the regenerative agriculture sector to the EU Agri-Food Days for the first time.

With the co-organisation of the EU organic awards, the EESC also continued to play an important role in showcasing sustainable and innovative projects from the entire organic food chain in the EU, and this contributed to the EESC’s impact given the wide media coverage of these awards (the hashtag #EUOrganic was shared around 200 times, with a positive sentiment rate of 90%, EESC posts reached 6,200 engagements and 1 143 930 views/impressions, and 125 press articles have been identified as mentioning the EU Organic Awards throughout 2025).

The successful organisation of these awards demonstrates the prominent and efficient role the EESC can play in connecting policymakers with civil society actors from the agri-food chain and supporting discussion forums to foster more sustainable food systems in the EU.

- **Delivering affordable and sustainable energy, transport and housing for all EU citizens**

In 2025, the EESC advocated for a citizen-centred energy transition to ensure energy remains affordable for all. [Working closely with the European Commission](#), the Committee ensured that citizens’ main concerns – consumer engagement, access to technical support and financial barriers – were reflected in the Citizens’ Energy Package and directly integrated into the design of the new policy.

The EESC’s exploratory opinion further reinforced the package by advancing concrete proposals on energy communities, prosumers’ rights, protection against energy poverty, and greater transparency and control over energy bills, earning recognition from EU institutions and stakeholders at the ACCE conference on community energy financing schemes.

Affordability was also established as a core pillar of transport sustainability, shaping EU urban mobility strategies by advocating clean, efficient, and accessible systems. With the opinion *Planning Sustainable Urban Mobility in the EU*, presented at major fora across Europe, the EESC successfully promoted

inclusive planning models that support balanced regional development and help ensure that suburban and rural areas are not left behind.

Through the conference *Building Tomorrow: Addressing Europe's Construction Sector Challenges* and the exploratory opinion *For a European Affordable Housing Plan – the Contribution of Civil Society* the Committee also steered the debate on housing affordability. Its recommendations tackled structural challenges by proposing regulation of short-term rentals, fostering energy efficiency, developing housing strategies for young people, promoting skills and addressing abusive subcontracting, thereby boosting political momentum for a European Affordable Housing Plan.

- **The Arctic in the spotlight of geopolitical interests – the EESC's proposals for the new EU Arctic policy**

The EESC has been a frontrunner in highlighting the importance of the Arctic and the need for the EU to pay greater attention to this region and update its policy towards it given its rapid and far-reaching transformation, as climate change accelerates and geopolitical and economic competition intensifies. While the EU Arctic policy adopted in 2021 focused on climate action, environmental protection and sustainable development, recent developments call for a more comprehensive and ambitious approach.

The EESC started work on proposing a new strategy for the region in 2023 by drafting an [information report](#) and formalised its recommendations in an [own-initiative opinion](#) adopted in January 2025. At that time, the EESC warned that without stronger EU engagement, the Arctic risks becoming an area of heightened tension, with serious consequences for global security, the climate and the socio-economic development of the region.

After extensive consultation with indigenous peoples, civil society, and authorities from Northern Europe and Canada, the EESC urged the EU to renew its Arctic policy with a focus on resilience, strategic autonomy, and human rights. The Committee stressed that civil society involvement is crucial for transparent decision-making and recommended regular reviews to ensure that EU funding benefits local communities and respects indigenous rights.

The Arctic also holds substantial reserves of critical minerals vital for Europe's green and digital transitions. The EESC underlined that any new energy or raw materials projects must not come at the expense of the fragile Arctic environment and must strictly adhere to the principle of free, prior and informed consent.

In its proposals for a future Arctic strategy, the EESC also highlighted closer cooperation with Greenland as a strategic priority to help the EU diversify its access to critical raw materials while reinforcing shared values such as democracy, the rule of law and respect for human rights. The Committee stressed that cooperation with Greenland should feature prominently in discussions on the EU's future multiannual financial framework.

- **Shaping the EU debate on third-country e-commerce platforms: the EESC's contribution**

The EESC adopted an own-initiative opinion at its September 2025 plenary session: [Call for fair competition with regard to third-country platforms](#). Through this timely opinion, the EESC brought the voice of organised civil society directly into the EU decision-making process by proposing targeted measures to ensure a level playing field, in line with the social market economy.

These measures include adopting a coordinated approach and strengthening the enforcement of existing rules at EU, national and regional levels, implementing the EU customs reform as swiftly as possible, and requiring third-country platforms to appoint an EU-based responsible economic operator with full

legal liability. The selection of the opinion for ad hoc media coverage ([press release](#), X, LinkedIn) confirmed its political relevance and visibility in the wider EU debate.

For the same reasons, the Danish Presidency proposed this topic for the EESC annual event – [European Consumer Day 2025](#), entitled *Europe for sale? How global marketplaces are changing our society – and what must be done right now*. The event brought together high-level representatives of the EU institutions, national governments and civil society organisations to discuss concrete follow-up measures.

By highlighting this issue in a high-level interinstitutional debate, the EESC strengthened its bridging role as "connected advisor" and contributed to shaping EU policy. Ahead of the event, a Consumer Day press lunch was organised with journalists from leading European media as well as many other specialised EU and national outlets, thereby amplifying the Committee's policy messages and increasing its visibility at the EU level.

Since the adoption of the EESC opinion, the European Commission has already taken action (including measures recommended by the EESC), and the Committee will continue to follow up on this issue closely in 2026.

- **Contributing to the EU's future legislative initiatives on artificial intelligence (AI) at work and algorithmic management**

In January 2025, the EESC adopted an important opinion on [Pro-worker AI: levers for harnessing the potential and mitigating the risks of AI in connection with employment and labour market policies](#). The work on the opinion included structured foresight exercises, carried out in cooperation with the European Commission and involving many leading AI experts from organised civil society, think tanks, universities, international organisations and EU institutions and agencies.

The opinion presents concrete recommendations and emphasises the importance of social dialogue and worker involvement in preserving workers' fundamental rights and promoting trustworthy AI in the workplace. It also advocates legislative initiatives or other initiatives to adapt existing laws, to address the gaps in the protection of workers' rights at work and ensure that humans remain in control in all human-machine interactions. With this opinion, the EESC established itself as a key voice in the debate on artificial intelligence in the workplace at European and global level.

The opinion was presented to the EU institutions and to EU Labour Ministers at their informal EPSCO Council meeting in April 2025. Its impact was further demonstrated when the Polish Presidency of the European Council referenced the EESC's position in official documents circulated to Member States.

The opinion also gained significant international visibility at the AI Action Summit in Paris in February 2025. It was highlighted both within the official summit programme and at a dedicated side-event jointly organised by the EESC and the French Economic, Social and Environmental Council. It was further promoted at high-level events of the International Labour Organization (ILO) in Geneva and at the EESC.

The opinion is actively shaping the European debate and contributing to the development of EU legislation on AI at work and came at a pivotal moment, as European Commission Executive Vice-President Roxana Mînzatu, responsible for Social Rights and Skills, Quality Jobs and Preparedness, has been tasked with addressing the impact of digitalisation in the world of work, notably through an initiative on algorithmic management and possible legislation on AI in the workplace.

- **The EESC proposals for a results-oriented cohesion policy**

The exploratory opinion on [Results-oriented Cohesion Policy](#) was requested by the Polish Presidency of the Council of the EU. In this context, the EESC co-organised a hearing with the presidency in Warsaw which brought together a wide range of stakeholders and civil society organisations.

The hearing took place on 17 January 2025 under the patronage of the Polish Presidency and was included in the official presidency calendar. Moreover, the two EESC rapporteurs presented the opinion in the Structural Measures and Outermost Regions (SMOR) working party in the Council of the EU on 28 April 2025.

The President of the EESC was also invited to attend the lunch meeting of the General Affairs Council (28 March) dedicated to cohesion, where he addressed the future of cohesion policy with a particular focus on results orientation.

The EESC opinion focused on performance-based cohesion policy with strong emphasis on results. It also presented the Committee's views on the partnership principle, shared management, multi-level governance and a place-based approach. These principles were also illustrated in the Commission's proposal on the National Regional Partnership Plans.

- **The EU Blue Deal**

In 2025, the EESC continued its successful work on the EU Blue Deal initiative on water. Over the course of the year, the Committee published opinions on the European Water Resilience Strategy (EWRS) ([Initiative for Water Resilience](#)) – an initiative announced by the European Commission following the EESC's 2023 call – and on water resilience and the twin transitions ([Water resilience and the twin transitions](#)), while ensuring a coordinated approach of all EESC sections/CCMI on water policies.

In January 2025, the EESC presented the EU Blue Deal at a [public hearing](#) organised by the European Parliament's ENVI Committee on *The Way to a European Water Resilience Strategy - an EU Blue Deal*. The EESC's holistic approach and many recommendations of the EU Blue Deal Declaration were taken up in the European Parliament's May 2025 [Resolution](#) on water resilience and contributed to shaping the new European Water Resilience Strategy, published in June 2025, which establishes a new, more strategic foundation for water policies in the EU.

EESC Members and CCMI Delegates took part in close to 30 meetings and events related to this initiative in 2025, including a film screening and a [debate](#) on *Water Challenge and Opportunities: Facing the Unknown*, jointly organised by the EESC and the MEP Water Group in the European Parliament in May 2025, which was also attended at a high level by the European Commission.

At the start of the new EESC mandate, the EU Blue Deal was reconfirmed as a key priority for the Committee in EESC President Séamus Boland's manifesto. In December 2025, the [EU Blue Deal Declaration](#) was updated, reflecting the new opinions and recommendations issued since its first edition in October 2023.

The first European Water Resilience Forum was held in December 2025 and co-organised by the European Commission, the EESC and the European Committee of the Regions. It marked the first high level European interinstitutional event paving the way for the joint preparation of the UN Water Conference in December 2026. With the participation of European Commission Vice-President Teresa Ribera, Commissioner Jessika Roswall, and the Presidents of the EESC and the CoR, the event brought together around 1.000 stakeholders and experts to discuss solutions to advance European water policies.

The EESC was also actively engaged in negotiations with the European Commission on the establishment of the Water Resilience Stakeholder Platform in which the Committee will be involved as institutional partner, as originally proposed in the EESC Blue Deal Declaration.

- **Institutional relevance**

In 2025, the Committee strengthened its institutional relevance through measurable improvements in interinstitutional cooperation. The year recorded 55 institutional meetings between EESC Members and Members of the European Parliament, 75 participations by EESC representatives in European Parliament events, and 45 participations by MEPs in EESC events, marking 2025 one of the highest engagement years since 2014.

Cooperation with the European Commission remained consistently strong, with Commission representatives regularly attending EESC meetings at appropriate levels, ensuring timely delivery of opinions and a high quality of exchanges throughout the legislative process.

The first full evaluation cycle of the new European Parliament EESC cooperation agreement demonstrated a high-level of operational implementation, as evidenced by the fact that most mechanisms set out in the European Parliament and European Commission cooperation frameworks were not only activated but used systematically.

Improved coordination across the legislative cycle and strengthened links between European Parliament Committees and EESC sections contributed directly to the Committee's political impact and visibility.

1.3 Transformation and innovation processes

In 2025, the EESC continued to advance its organisational transformation by strengthening its digital, operational and human capacities in a coherent and integrated manner. Building on ongoing reforms and new strategic priorities, the Committee implemented a range of initiatives aimed at enhancing efficiency, supporting innovation, improving internal processes and investing in its people. These efforts contributed to a more agile, data-driven and forward-looking organisation, better equipped to deliver high-quality outputs and strengthen its institutional impact.

1.3.1 Advancing digital transformation and data-driven management

The EESC delivered significant progress in the digital transformation of its internal processes, with a strong focus on improving accessibility, user experience, efficiency and data-driven management.

A major milestone was the **full revamp of the Members' Intranet**, which was restructured to better reflect Members' needs, simplify access to information and improve overall usability through clearer content organisation, more intuitive language and increased use of visual elements. This resulted in a more user-friendly interface and positive feedback from Members regarding clarity and usefulness.

At the same time, progress was made in improving internal communication practices through the development of a **renewed intranet environment for staff**, aimed at improving the structure, accessibility and dissemination of internal information across the organisation.

The **Members' Portal** was also fully redesigned in the context of the Committee's renewal, enabling the automation of registration and onboarding processes. This significantly streamlined data collection and validation while providing Members with centralised and continuous access to their personal and administrative data throughout their mandate. The new system also strengthened coordination across services and improved the reliability and efficiency of internal processes.

Further progress in integrated digital administration was achieved through the continued modernisation of document and records management in preparation for the launch of **ARES** in February 2026, in line with the Service Level Agreement signed with the European Commission in 2024. As the central electronic system for the registration, management and archiving of official documents, ARES will contribute to more standardised, efficient and transparent document management practices across the institution. The system also supports interoperability and collaboration across services, integrates digital workflows and electronic signatures, and strengthens the reliability, traceability and accessibility of institutional information.

Progress was also achieved through the deployment of data-driven management tools, notably the **DT Dashboard**, which provides real-time monitoring of translation activities, including workload, performance and deadlines. This tool enhanced transparency facilitated resource planning and supported more informed decision-making across services.

In addition, the modernisation of the **Visitor Service**, including the partial migration to Microsoft Dynamics and the introduction of automated request management, improved data collection, reduced administrative workload and laid the groundwork for more personalised and efficient interaction with visitors.

Overall, these converging initiatives contributed to a more integrated, efficient and user-centred digital environment, strengthening both operational performance and service delivery.

1.3.2 **Harnessing artificial intelligence and innovation to strengthen impact**

The Committee made substantial progress in responsibly integrating innovation and artificial intelligence to strengthen impact.

A key initiative was the development of an **AI-based impact analysis tool** in the field of legislative work. This initiative represents a major methodological innovation to better assess how its recommendations are reflected in EU legislation. By analysing legislative texts at scale, the tool is aimed at supporting the identification of patterns, levels of uptake and areas of influence, thereby strengthening the Committee's capacity to assess and monitor its contribution to policymaking.

While this tool does not replace the Committee's broader and more qualitative approach to impact assessment, it complements it by providing additional analytical capabilities. In this way, it contributes to a more comprehensive understanding of the EESC's impact in the legislative process and supports more targeted and effective policy contributions.

In parallel, artificial intelligence was increasingly integrated into **administrative** and **communication** processes. The piloting of AI tools, including **Microsoft 365 Copilot** and **GPT@EC**, improved efficiency in content production and operational coordination, while maintaining strict compliance with EU data protection and legal requirements, notably Regulation (EU) 2018/1725.

The use of AI in **communication** was one of the priorities of the EESC, in line with the 2025 administrative work programme of the EESC Communication Commission (COCOM). Works will continue in 2026, including with the development of an AI agent in charge of ensuring that the tone of voice used in the EESC communication products is in line with the newly adopted EESC brand book. This will allow the EESC to communicate more consistently and more impactfully across all channels.

Overall, these developments reflect a broader cultural shift within the EESC towards the responsible and strategic use of artificial intelligence, enhancing efficiency, supporting innovation and strengthening the Committee's capacity to deliver impact in a rapidly evolving policy environment.

1.3.3 Optimising processes and strengthening organisational efficiency

In 2025, the EESC delivered substantial improvements in the optimisation of its internal processes and governance frameworks, resulting in more structured, transparent and efficient operations across the organisation.

A key development was the introduction of a **revised procedure for exploratory opinions** requested by the rotating Presidency of the Council of the European Union, establishing a more strategic approach to topic selection and engagement. By integrating Presidency priorities, the Trio Programme and the legislative calendar at an earlier stage, the process helps identify concrete “landing zones” (such as informal ministerial meetings, Presidency events and conferences, or Council-related meetings and debates) where EESC opinions can be presented, discussed and taken into account during a Presidency.

In parallel, the launch of a **new financial governance framework** will significantly improve the planning, prioritisation and monitoring of budgetary resources. By standardising timelines, clarifying responsibilities and introducing common assessment criteria, the new approach will enhance predictability, alignment between political priorities and resource allocation, and support more efficient and controlled spending. The framework will also establish a more structured planning cycle, combining ex-ante prioritisation with continuous monitoring and reporting, and introduce practical mechanisms such as clearer scheduling of activities, internal buffers and a more strategic use of central reserves. This allows services to better anticipate needs, reduce last-minute adjustments and ensure a more consistent and transparent allocation of resources across the Committee.

Further organisational improvements were driven by the implementation of the **Strategic Direction 2025 - 2027** within the **Translation service**. This included a major organisational adjustment aimed at reshaping structures and workflows to respond to a rapidly evolving technological and budgetary environment. The reform combines the streamlining of organisational set-up, the modernisation of tools and processes, the adaptation of the language framework and the optimisation of translation volumes. Particular attention was given to supporting staff through a human-centred approach, ensuring a smooth transition and reinforcing the Translation service's long-term resilience and efficiency.

In parallel, progress was made in improving the quality and reusability of linguistic data through the introduction of **new ‘reuse’ metadata in Euramis**, the EU’s shared translation memory. This innovation enables more precise filtering of translation content based on quality and revision status, improving transparency, facilitating the use of language technologies and strengthening interinstitutional cooperation across the EU translation community.

Additional progress was achieved through the implementation of innovative management approaches, notably the *‘case clinic’* methodology applied to **mission budget management**. This approach brought together peers from different services to analyse operational challenges in a structured and solution-oriented manner, enabling the identification of concrete improvement actions. In particular, it allowed for the prioritisation of key issues, the formulation of targeted short-term measures and the development of a more coordinated approach to planning and managing missions. As a result, it supported a more cost-effective, realistic and impact-oriented use of resources in a context of constrained budgets.

Operational efficiency was further strengthened through the introduction, during the welcome session for new Members in October, of **remote interpretation** in a full language regime (24/24), demonstrating increased flexibility in service delivery while maintaining high quality standards.

Overall, these initiatives contributed to a more coherent, agile and performance-oriented organisational framework, enhancing the Committee’s capacity to plan, prioritise and deliver its activities effectively.

1.3.4 Fostering skills development and new ways of working

The Committee took concrete steps to foster a more flexible, skills-oriented and collaborative way of working, supporting the adaptation of its workforce to evolving organisational and policy needs.

A key development was the successful implementation of a **skills pilot project**, which introduced a new approach to workforce management based on the identification and mobilisation of skills across services. By matching staff expertise – through voluntary participation – with specific project needs, the initiative enabled more effective use of internal resources, fostered cross-service collaboration and provided valuable insights into skills availability and gaps within the organisation.

The pilot also contributed to testing the feasibility of a broader transition towards a skills-based model, supporting the development of **Strategic Workforce Planning**. In this context, the results of the pilot are being used to inform future actions on skills mapping, capability development and workforce allocation.

Additional progress was made in strengthening **internal communication and collaboration**, including through the roll-out of the M365 collaborative platform, the evolution of internal communication practices and the launch of a revamped intranet, which improved the accessibility, clarity and dissemination of information across the organisation.

Overall, these initiatives contributed to building a more agile, connected and resilient workforce that is, better equipped to support the Committee's activities and adapt to future organisational and policy challenges.

1.4 Main operational achievements in 2025

In 2025, the EESC translated its organisational transformation into concrete operational achievements across its core activities. Building on strengthened internal capacities and governance frameworks, the Committee delivered tangible results in key areas, including cultural change, enhanced support to Members, the further evolution of internal processes and the implementation of flagship initiatives.

Together, these developments illustrate a more agile, responsive and impact-oriented organisation that is better equipped to support its Members, contribute to the EU policy-making process and strengthen its institutional relevance.

Category 1: Cultural Shift

The Committee delivered tangible progress in driving a cultural shift towards a more modern, efficient and impact-oriented organisation. Building on previous strategic decisions, this transformation focused on strengthening performance, accountability and the effective use of resources, while enhancing the Committee's capacity to deliver timely and high-quality outputs.

Key initiatives in digital transformation, financial governance, outreach and workplace modernisation have already produced measurable results and demonstrate a clear commitment to continuous improvement. These developments contribute directly to reinforcing the Committee's institutional relevance and its capacity to respond to evolving expectations in terms of transparency, efficiency and impact.

➤ SPaCES Project: Staff Participation for Collaborative and Effective Spaces

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
SPaCES			
Staff engagement framework for Activity-based Working (ABW) established through participatory co-creation activities	Organise staff engagement activities and establish an evidence base to support the future implementation of ABW	Around 500 staff involved; 31 co-creation workshops organised; structured evidence base established	Achieved

QUALITATIVE ASSESSMENT

SPaCES ("Staff Participation for Collaborative and Effective Spaces") was launched in December 2024 as part of the Committees' broader approach to optimising the use of office space, promoting sustainability and wellbeing at work, and ensuring the efficient use of resources. The project supports the implementation of the decision to vacate the B100 building by August 2026, a strategic orientation that has been consistently pursued in the context of the Committees' building strategy and was formally confirmed by the Bureau in July 2025. SPaCES aims to strengthen teamwork, knowledge sharing and collaboration while adapting workspaces to evolving working methods and organisational needs. In 2025, key steps included a presentation to staff by the two Secretaries-General, several information sessions, and two rounds of 31 co-creation workshops involving around 500 staff members from both Committees. These participatory activities provided a robust evidence base on work patterns, staff needs and space requirements. The ongoing pilot-project in one of the EESC building to test the new Activity Based Working. The pilot will be monitored and evaluated before any decisions are taken on possible future phases, allowing the Committees to assess the impact on collaboration, space utilisation, staff experience and organisational efficiency.

➤ Outreach

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Promoting outreach on social media			
The engagement rate on the EESC's central social media accounts	Increase compared to 2024 baseline (0.28%)	0.36% (+30%)	Achieved

QUALITATIVE ASSESSMENT

The EESC corporate accounts' engagement rate increased from 0.28% in 2024 to 0.36% in 2025 across the main EESC profiles (Facebook, Instagram, X, and LinkedIn). This represents an increase of 30% in one year. The EESC engagement rate is higher than the engagement rate of other EU institutions and bodies of comparable size (such as the Committee of the Regions, Eurostat and the EU agency for Fundamental Rights), whose engagement rate is on average 0.21%. Another relevant indicator is the impression engagement rate across platforms (Facebook, Instagram, LinkedIn and X). This represents the percentage of users who engaged with a content piece that was published by selected profiles during

the selected date range, divided by the number of content impressions. The impression engagement rate for the EESC corporate accounts in 2025 was 4.73%.

➤ Opening the House of Civil Society to all

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Visitor Service			
Number of visitors	Increase compared with 2024 (9067 visitors)	9456	Achieved
Rate of engagement level	Over 90%	93% would recommend a visit to the EESC to others	Achieved
Satisfaction of visitors	100%	95%	Almost fully achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC significantly strengthened its outreach and engagement capacity, exceeding its target for the number of visitors (9 456 compared to 9 067) while achieving a high level of satisfaction (95%). Visitor feedback confirms the strong positive impact of visits, an effective channel for engaging with citizens and stakeholders, with 93% of participants indicating that they would recommend a visit to the EESC. Building on the strategic reflections carried out in 2024, the EESC implemented a series of targeted improvements in this field aimed at enhancing efficiency, quality and visibility. These included the automation of administrative processes through a new online request system, the update and upgrading of presentation content. Moreover, the inauguration of a new communication space used as host/welcome facility, the organisation of interinstitutional exchanges, and the launch of training sessions on public speaking and engagement tools for volunteer speakers further enhanced the quality of offering to visitors. Together, these actions contributed to a more professional, accessible and impactful visitor experience, reinforcing the EESC’s capacity to connect with the public and promote its role in the EU institutional framework.

➤ M365 programme

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
M365 programme			
M365 adoption rate <i>(Percentage of employees migrated to the full stack of M365 applications)</i>	100% by end of October 2025 (Baseline: 11%)	85%	Substantially achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC successfully delivered as an integral part of its digital transformation the core components of its M365 Digital Workplace Programme, completing major migrations to SharePoint Online, OneDrive and Teams, advancing the Teams Phone roll-out to more than 1 300 users, and organising most of the Windows 11 and M365 Apps upgrades, while also launching and concluding the Copilot pilot ahead of a full organisational roll-out starting in October. In parallel, the programme

deployed updated training offers and Digital Ambassadors, established Centres of Excellence and a Community of Practice, and initiated key information governance measures including sensitivity labels, retention policies and data-protection rules, together representing a substantial and cohesive delivery of the core digital organisational building blocks planned for the year. The current level of adoption (85%) reflects the phased deployment of certain components which, due to their technical and organisational complexity, require progressive implementation across all services to ensure a smooth transition, maximise user adoption and maintain operational continuity.

➤ Finance, Budgeting and Accountancy Roadmap

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Finance, budgeting and accountancy Roadmap			
Overall budget execution performance	> 98%	99,21%	Achieved
Difference between cost estimates and real costs of expenses on item 1004	<2 %	0.93 %	Achieved

QUALITATIVE ASSESSMENT

In 2025, the roadmap fostered a clear culture shift towards more responsible, impact-oriented budgetary and financial management, with an increasing focus on managing resources more effectively. Transparency and accountability improved through wider use of reports, largely driven by shortage of appropriations on item 1004, which supported services to plan their activities more rigorously and redefine priorities to operate within the 2% cap on non-salary expenditure imposed by the budgetary authority. The gradual roll-out from the end of 2025 onwards of a strategic financial package of nine different key measures (i.e. introduction of a compulsory financial impact assessment document to accompany any proposed decision to the EESC Bureau, revised budget allocation principles, continuation of strategic prioritisation of activities, etc.) constituted a key milestone to support the above cultural shift towards a more efficient and impactful use of the EESC budget.

Overall, **the initiatives implemented under Category 1 demonstrate a clear and tangible cultural shift towards a more modern, efficient and impact-oriented organisation.** The results achieved in 2025 provide concrete evidence of the Committee’s commitment to continuous improvement and lay a solid foundation for further progress in 2026.

Category 2: Members’ empowerment

In 2025, the EESC further strengthened members’ empowerment by advancing a more impact-oriented approach to policy work, enhancing the tools and methodologies supporting Members’ activities, and reinforcing engagement with key stakeholders. Through a combination of methodological developments, flagship initiatives and improved interinstitutional cooperation, the Committee continued to support Members in maximising the relevance, visibility and impact of their contributions.

➤ Policy works

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Policy works			
Deployment of the Impact Action Plan <i>(Measures the implementation level of the new impact-based methodology, including evaluation of all bodies, activities, and innovative initiatives using the impact template)</i>	70%	<ul style="list-style-type: none"> Continued implementation of the action plan. New format of opinions was reviewed and extended to category B and B+ opinions based on a legislative act Evaluation of all bodies and innovative initiatives was carried out. Implementation of the pilot project on legislative footprint to selected opinions. 	Substantially achieved and ongoing

QUALITATIVE ASSESSMENT

In 2025, significant progress was made in implementing the Impact Action Plan and strengthening an impact-oriented approach to policy work, with implementation progressing in a phased manner and some elements still under consolidation. The new format of opinions, ECMs and the EESC Youth Test projects impact were evaluated. They used similar processes but have not yet used a single common impact-based template. The new format of opinions was also reviewed and extended to category B and B+ opinions based on legislative acts. Data assessment on the new format of opinions was concluded and lessons learned, and next steps were shared and adopted by section/CCMI presidents and the Bureau. In parallel, the continued implementation of the action plan was ensured, and the evaluation of all bodies and innovative initiatives was carried out.

➤ Development of impact indicators

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Developing impact indicators			
Development of impact evaluation criteria for in-house projects	Directorate A: develop a set of evaluation criteria to assess the impact of in-house project proposals.	A full set of evaluation criteria was developed and incorporated into the model for all EESC project initiation requests.	Achieved
Development of impact indicators through Theory of Change approach	Directorates B&C: identify impact indicators.	Training delivered and applied to initiate the development of the methodology to identify the first impact indicators, in line with the Impact Action Plan.	Partially Achieved Ongoing
Development of communication impact indicators	Directorate D: Develop a communication	Communication measurement roadmap presented to COCOM and data-driven	Achieved

	measurement framework to support data-driven planning.	planning priorities embedded in the 2026 administrative work programme	
Development of impact indicators in the field of HR and Finance supporting all EESC services	Directorate E: Develop three key indicators measuring the ability of human and financial resources to act as drivers to maximize overall impact	Indicators developed through the Theory of Change and rolled out: <ul style="list-style-type: none"> • Staff engagement score • Attractiveness measurement (staff transfers in vs. staff transfers out) • Level of budget consumption and budget planning accuracy 	Achieved
Strengthening clarity and quality of multilingual outputs	Directorate T (Joint service; EESC-CoR indicator): <ul style="list-style-type: none"> • Deliver six clear writing training sessions • Ensure high-quality editing of documents (9 000 pages) 	<ul style="list-style-type: none"> • 13 clear writing sessions delivered (+50% above the target) • 10 359 pages edited (+15% above target) 	Achieved

QUALITATIVE ASSESSMENT

In 2025, all directorates were invited to develop and validate impact indicators, representing an essential step towards a more qualitative and results-oriented approach. This process was developed in the framework of the application of the Theory of Change. This enables the Committee to better demonstrate not only the effectiveness of its activities, but also the contribution of individual services to its external impact and relevance.

Directorate A: A set of robust evaluation criteria was developed within the EESC Business Value Hub to assess the expected impact of in-house project proposals. These criteria support more effective project prioritisation and resource allocation and were fully integrated into project initiation processes by the end of 2025.

Directorates B&C: Work was focused on defining draft impact indicators for legislative activities. Initial indicators were developed, marking an important step towards better capturing the Committee’s influence on EU legislation. Given the need to closely involve the political bodies in the scope and modelling of impact indicators related to legislative works, this work will continue in 2026.

Directorate D: Significant progress was made in developing a structured communication measurement framework. The framework, first endorsed by Communication Commission (COCOM) in 2024 and further finetuned in December 2025, introduced indicators covering outreach, recognition and overall perception of the EESC. Further refinement and the screening of communication activities will continue in 2026 to strengthen impact measurement and support data-driven planning.

Directorate E: Three impact indicators have been developed and implemented to assess the actions in the field of human and budgetary resources, as key drivers and enablers of maximising impact at the level of the EESC through the support to all other directorates: the staff engagement score, which on the basis of general surveys provides the overall health status of the organisation, the measurement of attractiveness of the EESC and the overall budget execution rate. Very positive results have been

achieved in 2025 with a staff engagement score of 75% (vs. 70.5% in the previous survey), the EESC being a net importer of talent for the third year in a row and a level of budget execution over 99%.

Directorate T: Impact was strengthened through actions aimed at improving the clarity, consistency, and quality of multilingual outputs. Clear language training and editing activities helped create more accessible and coherent texts, thereby supporting the overall impact of the Committee’s opinions. Additional interinstitutional activities further promoted the use of clear language as a key element of effective communication.

- Strengthening interinstitutional relations and relations with stakeholders

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Strengthening Interinstitutional Relations			
Timeliness of opinions	100% legislative opinions delivered before institutional deadline	In 2025 the EESC adopted 174 opinions. 47 of them with legally mandatory basis and therefore subject to deadlines. 43 out of 47 opinions were adopted before the institutional deadline	91,50% Almost fully achieved
	100% legislative opinions delivered before political deadline (ahead of the vote in the EP Committee)	Out of 47 opinions on a legally mandatory consultation basis, 5 were excluded as the corresponding legislative procedures in the European Parliament have not yet been completed. Of the 42 opinions considered, 38 were adopted before the relevant political deadline.	90,5% Almost fully achieved
Centralisation of Dispatching of Opinions	Completed at all levels	The single dispatch was deployed ensuring that all EESC opinions are delivered to the Commission, European Parliament and the Council once adopted.	Achieved
Development of Interaction Quality Indicators (IQI) (with EP committees, Council debates, and other institutional exchanges).	Indicators developed by Q4 2025	Defined 6 IQI. IQI EESC performance in 2025: <ul style="list-style-type: none"> • 55 unique meetings with MEPs • 75 unique participations in EP events • 45 unique MEP participations in EESC events • 25 unique meetings with high-level Commission representatives • 42 participations of EC high-level representatives in EESC events • 105 unique participations in Commission events 	Achieved
Implementation of Cooperation Agreements with the European	All relevant elements implemented and reported by Q4 2025	Protocol of cooperation with Commission: Large majority of points were implemented.	Substantially achieved

Commission and the European Parliament		Cooperation agreement with the EP: Large majority of points were implemented.	
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QUALITATIVE ASSESSMENT

In 2025, the Committee achieved the effective implementation of the large majority of its cooperation frameworks with both the European Commission and the European Parliament.

The **consistent timeliness of EESC opinions** ensured that legislative activities across the EU institutions can effectively integrate the perspectives of organised civil society. The EESC performance on timeliness has improved as a result of stronger anticipation, with earlier planning and proactive identification of upcoming initiatives allowing work to start in advance. By consistently delivering opinions within agreed deadlines, the Committee has strengthened its role as a reliable partner and reinforced the practical value of its contributions. This supports smoother cooperation with the European Parliament, Commission and Council, while enhancing the EESC's visibility and influence within the legislative process.

Cooperation with the Commission remained consistently strong, characterised by continuous participation of Commission officials in EESC meetings, high-quality exchanges at all levels, and regular coordination with DGs I units, supporting both the timely delivery and the improved quality of EESC opinions. Further efforts for improvement will focus on increasing section contacts at political level and strengthening visibility of EESC impact assessments.

As far as the **Parliament** is concerned, 2025 was the first year entirely covered by the new cooperation agreement, resulting in a more comprehensive analysis and more structured cooperation across the legislative cycle, from exploratory opinions to administrative collaboration. The agreement helped develop regular high-level exchanges, facilitating bilateral coordination between EP committees and EESC sections, and supporting the smooth processing and timely adoption of opinions requested by the EP. Aspects such as improving coordination and legislative cooperation with parliamentary committees and promoting the use of exploratory opinions and ex-post evaluations by the Parliament will receive increased attention in 2026.

- The EESC renewal: the start of the new mandate for the EESC members

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
The EESC renewal			
Conclusion of the outgoing mandate	Bring the current term of office to a successful conclusion	Outgoing mandate successfully concluded, including final plenary session and completion of all related administrative and procedural activities	Achieved
Installation of the new Committee	Installation of the new Committee and follow-up completed.	New Committee fully installed, including appointment and processing of members, alternates, CCMI delegates and advisers, and establishment of all bodies and sections	Achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC ensured a smooth and effective transition between the outgoing and incoming mandates, successfully managing all administrative, procedural and protocol aspects related to the renewal of the Committee. The conclusion of the outgoing mandate was organised efficiently, including the final plenary session, which was attended by several high-level representatives, demonstrating the continued institutional relevance of the Committee.

The installation of the new Committee was completed in a timely and structured manner. All 329 Members' files were processed and encoded, alongside the subsequent nomination and processing of 143 alternates, 51 CCMI delegates and 203 advisers. In parallel, all bodies and sections were formally constituted, ensuring the full operational readiness of the new mandate.

To support the renewal process, the administration established dedicated coordination mechanisms, including the Renewal Task Force, which facilitated the planning, monitoring and implementation of the numerous activities required throughout the transition period. From a governance perspective, the transition also enabled the establishment of effective working relationships and a climate of trust with the new office holders.

Particular attention was devoted to the onboarding of newly appointed Members. Dedicated support measures, information sessions and tailored services facilitated their rapid integration into the Committee's work. In this context, the Welcome Days and Welcome Village organised ahead of the inaugural plenary session brought together approximately 119 newly appointed Members and a delegation of returning Members. The initiative combined practical onboarding support, multilingual information sessions, direct interaction with services and institutional leadership, and dedicated actions promoting awareness of the EESC's values and ethical framework.

The renewal process was further strengthened through dedicated mapping and lessons-learned exercises aimed at documenting key workflows, identifying areas for improvement and preserving organisational knowledge for future renewal cycles. These activities contributed to greater transparency, institutional continuity and organisational resilience, while laying the foundations for an increasingly structured and efficient approach to future Committee renewals.

From a protocol and interinstitutional perspective, the Committee also ensured the high-quality organisation of both the closing and inaugural plenary sessions, welcoming high-level guests and representatives, including video messages from senior EU figures. This helped reinforce the visibility and institutional positioning of the Committee at the start of the new mandate.

- Alignment with the European Council’s decision on members’ reimbursement

QUANTITATIVE ASSESSMENT

Key Performance Indicator		Target for 2025	Results 2025	% of achievement
Alignment with the European Council’s decision on members’ reimbursement				
Alignment of the EESC legal framework on members’ reimbursement	Implementation of the Council decision of 21 June 2024 on the granting of daily allowances and the reimbursement of travelling expenses of EESC members, their alternates, CCMI delegates and advisers		Adoption of the EESC Bureau decision on 15 July 2025	Achieved

QUALITATIVE ASSESSMENT

In 2025, the Committee ensured the effective alignment of the legal framework governing members’ reimbursement with the new Council decision. Following extensive preparatory works, the new Bureau decision, ensured greater legal clarity, consistency and full alignment with the new Council decision.

This was followed by the full implementation of the new decision, which included the preparation of the maximum reference price list, the necessary parametrisation and the full revision of the FAQ brochure to reflect the updated provisions and to provide clear guidance to members. Particular attention was given to communication and dissemination. The implementation of the new decision strengthened legal certainty, improved consistency in the application of reimbursement rules and enhanced transparency for members and administration alike.

- Enhance user awareness of Directorate Translation (DT) language services

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Enhance user awareness of DT language services			
Number of DT clear writing training sessions	Conduct more than 6 sessions (2024: 4)	13	Achieved
Number of edited pages	Edit more than 9 000 pages (2024: 8 000)	10 359	Achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC, through the Joint Service for Translation, continued promoting clear writing by organising 13 training sessions and maintaining active cooperation in the interinstitutional Working Group on Clear Language. The number of edited pages was significantly above the target, showing that more users are actively seeking support to improve the quality of their texts.

Overall, the actions implemented under Category 2 helped strengthen **members’ capacity to shape, support and promote the Committee’s work in a more strategic, visible and impact-oriented manner.** Through improved methodologies, stronger interinstitutional cooperation and enhanced stakeholder engagement the EESC further reinforced its role as a key institutional platform for organised civil society within the European decision-making process.

Category 3: Evolution of Internal Processes

In 2025, the EESC continued to modernise and strengthen its internal processes, with a focus on efficiency, transparency, risk management, digital transformation and operational resilience. Through targeted initiatives across business process management, document management, workforce planning, HR reporting, cybersecurity, translation, buildings, procurement and support services, the Committee further consolidated a more structured, data-driven and future-oriented administrative framework.

➤ End-to-end renewal process mapping

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
End-to-end renewal process mapping			
End-to-end renewal processes mapped, validated and published	Complete the mapping, validation and publication of the main renewal processes and related sub-processes by the end of 2025	14 processes mapped, validated and published, including 6 main processes and related sub-processes	Achieved

QUALITATIVE ASSESSMENT

The initiative successfully delivered a comprehensive end-to-end mapping of the EESC renewal process, providing a structured overview of the main processes, related sub-processes and respective process owners involved throughout the renewal cycle. The mapping exercise improved the transparency, consistency and accessibility of organisational knowledge by validating and documenting key workflows and related operational practices, including processes linked to the Welcome Days and members' welcome kits. The publication of Business Process Model and Notation (BPMN) contributes to stronger knowledge sharing, institutional continuity and organisational resilience, while supporting more efficient and predictable future renewal cycles.

➤ Scaling up the EESC's business process management approach

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Scaling up the EESC's business process management approach			
Deployment and use of business process management tools (SAP Signavio)	All licenses (22 process modeler and 80 collaboration licenses) are assigned and used (= at least one process published per modeler) by year end	All licenses were assigned as follows: <ul style="list-style-type: none"> • 72/80 SAP Signavio collaboration hub licenses in use * • 22/22 SAP Signavio process modeler licenses in use • 127 Processes published per modeler: (6 processes per license) <i>*The number of hub licenses used throughout the year fluctuates, as they are assigned and reassigned flexibly based on project needs</i>	Almost fully Achieved

QUALITATIVE ASSESSMENT

The objective to scale up the business process modelling capability across the EESC was successfully achieved: licenses were assigned, training delivered and the governance structure was established and operational. Usage varied across directorates and it was noted that modelling activity tended to be directly linked to specific needs within the services, often resulting from ongoing IT projects. This results in a significant variation in the number of processes published by certain units/directorates

compared to others. In addition, a high number of processes were mapped at the central level, including those deriving from the Rules of Procedure, and linked to the EESC renewal.

➤ Brand book

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Brand book			
Development and endorsement of the EESC brand book	Delivery of a completed brand book by the end of 2025	Brand book adopted by COCOM on 9 December 2025 and by the Bureau on 17 February 2026	Achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC successfully finalised its first brand book, following a multi-stage process combining external consultation, internal reflection on the Committee’s identity, and extensive feedback from communication experts, operational teams and governance bodies. The final project – endorsed by the Communication Commission on 9 December 2025 and adopted by the EESC Bureau on 17 February 2026 – provides an operational framework translating the ‘connected advisor’ brand archetype into concrete communication standards. It brings together all essential guidelines – on tone of voice, responsible communication, visual identity, logo usage, colour palettes and sub brand architecture – into a single, user-friendly source of reference. The brand book marks an important step in strengthening the Committee’s brand identity by ensuring clear and professional coherence in its external communication and overall positioning, while serving as a catalyst for change in its internal communication. As a practical tool, it lays the foundations for the implementation phase – planned for 2026 – including the development of a complete graphic charter and updated templates.

➤ ARES

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Ares			
Training and readiness of staff for ARES deployment staff trained and operational on ARES	Target set for the launch ARES: 2/3 of staff trained or enrolled in training.	Trained EESC Staff 512 (71.9%) Out of which: CDMOs: 110 (100%)	Achieved

QUALITATIVE ASSESSMENT

The training for CDMOs was organised internally in the framework of the ARES project. Three different types of training were offered to staff to fit the needs of specific users: essential, intensive and for managers. By the time ARES went live in February 2026, all CDMOs and over 70% of other EESC staff had been trained or were enrolled in training, including 80% for essential users, 64% for intensive users and 61% for managers. These results, above the set target, demonstrate the Committee’s capacity to effectively prepare for the transition to a new document management system, ensuring operational continuity and supporting the modernisation of its administrative processes.

➤ Develop and implement New Strategic Workforce Planning (SWP)

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Develop and implement New Strategic Workforce Planning (SWP)			
Development of the SWP framework	SWP in place by the end of Q4 of 2025	Concept note submitted to the Management Board and approved; follow-up measures defined	Partially achieved Due to the start of a new term of office in Q4 2025, the strategic objective-setting process is ongoing

QUALITATIVE ASSESSMENT

In 2025, preparatory work for the development of an SWP framework was initiated, including the preparation and approval of a concept note and the definition of follow-up measures.

The full implementation of the SWP framework was, however, postponed due to the transition to a new term of office and the ongoing political process for defining the Committee’s strategic objectives and priorities, which is a key precondition for the deployment of SWP. As a result, the objective was carried forward to 2026. The next phase will focus on launching SWP as a pilot project in selected directorates, with the aim of identifying and developing the strategic capabilities required to better align staff allocation with the Committee’s priorities.

The main upcoming actions are: 1) identify, acquire and onboard an AI-enabled IT tool/platform; 2) carry out a skills mapping and skills gap analysis in line with the EESC skills strategy; 3) carry out a pilot in a limited number of directorates.

The expected outcomes are the following: 1) a more agile and reactive organisation, capable of adapting to changing requirements, in line with strategic priorities; 2) better use of staff's full potential and matching of skills; 3) initiating actions to close skills gap where needed; 4) improved workforce allocation, 5) enhanced attractiveness of the EESC as an employer, increased staff engagement and retention.

➤ Adoption of a revised framework for risk management for the EESC

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Risk management			
Revised risk management methodology	Revised risk management methodology covering risk identification, assessment, treatment and reporting processes, to be drafted and adopted by the end of 2025	<ul style="list-style-type: none"> In 2025, the Committee introduced a strengthened bottom-up approach to improve impact and ownership of the risk management exercise. Input from all directorates was reviewed and classified by objectives and by risk areas (operational vs. strategic). Directorate-level operational risk workshops were organised, followed by a strategic risk workshop with the Management Board for a comprehensive, integrated review. 	Partially achieved (methodology developed; adoption postponed to 2026)

		<ul style="list-style-type: none"> The new risk guidelines, reflecting this reinforced approach, have been substantially developed and are now under review by key stakeholders. The finalisation and adoption of the revised guidelines is planned for the second half of 2026. 	
Presentation to the Management Board and staff	Revised risk management methodology to be presented to the Management Board and at a dedicated staff training event by the end of 2025.	<ul style="list-style-type: none"> In 2025, the Committee introduced a strengthened bottom-up approach designed to increase the impact and ownership of the risk management exercise. Directorate-level workshops were followed by a strategic risk workshop with the Management Board, ensuring a coherent and comprehensive review and securing strong senior management engagement. This new process secured active engagement and strong commitment from senior management. The new risk guidelines, reflecting this reinforced approach, are now in an advanced stage of development and undergoing stakeholder review. The finalisation and adoption of the revised guidelines is planned for the second half of 2026. 	Partially achieved (engagement ensured; formal presentation pending adoption)

QUALITATIVE ASSESSMENT

The 2025 risk management exercise was completed on time with active stakeholder participation, and none of the risks assessed by EESC management were deemed to present a critical residual level once existing and planned mitigation measures were taken into account. The methodology continued to evolve in line with international standards and peer practices, with a revised approach under development for implementation in 2026. While the existing EESC risk management guidelines remain applicable, a strengthened bottom-up approach was introduced in 2025 to enhance impact, complemented by a strategic risk workshop with the Management Board to ensure a comprehensive review and secure senior management engagement. The revised risk guidelines, reflecting this reinforced approach, are now at an advanced stage of development and under stakeholder review, with adoption foreseen for the second half of 2026. Looking ahead, the Secretary-General and management will be informed at least twice per year of findings related to risk management, including action-plan monitoring and any emerging critical risks.

- Strengthening compliance with internal legal consultation procedures

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Improve compliance with the procedure for consulting the Legal Service			
Awareness-raising activities on Legal	Organise at least four targeted information sessions	Informal bilateral mini-information sessions organised with requesting services	Substantially achieved

Service consultation procedures	with requesting services in Q2-Q3 2025	throughout 2025, replacing general sessions due to workload and understaffing constraints	
Timeliness of requests for legal advice:	≥ 70% of requests arrive on time (Baseline: <40%)	≥ 50% of requests arrive on time.	Partially achieved
Completeness and quality of requests:	≥70% of requests arrive with a complete and well-structured file (Baseline: <40%)	≥ 50% arrived with a complete and well-structured file.	Partially achieved

QUALITATIVE ASSESSMENT

In 2025, efforts continued to strengthen compliance with the internal procedure for consulting the Legal Service, with particular attention to the timeliness, completeness and quality of requests submitted by services. Awareness-raising activities and targeted bilateral exchanges contributed to a gradual improvement compared to the baseline situation. Approximately 50% of requests were submitted within the recommended timeframe and with sufficiently complete supporting documentation. While this remains below the 2025 target, it confirms the positive impact of the actions undertaken. Progress was nevertheless affected by workload and capacity constraints within the Legal Service and across services. Further improvements are expected through the continued implementation of the action plan in 2026.

- Implementing the current building strategy

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Building strategy			
Technical audits and preparatory studies for building renovation	Finalise the energy audits of buildings BVS, REM, JDE and VMA and begin dynamic thermal simulations to determine renovation needs	<ul style="list-style-type: none"> • Technical audits, also assessing remaining lifespan, were carried out for the BVS and VMA buildings. • This type of audit will be carried out later for the JDE, in accordance to the renovation schedule proposed in the new building strategy. • Fire risk analyses were also carried out in accordance with the legislation in force in the Brussels-Capital Region. • The energy audits of the BVS and REM buildings have been completed, in accordance with the renovation schedule proposed in the new building strategy. • Dynamic thermal simulations of the BVS and REM buildings began at the end of 2025 and will be completed by the first quarter of 2026. 	Achieved

		<ul style="list-style-type: none"> • The dynamic thermal simulation of the VMA building will be completed by the first half of 2026. • The dynamic thermal simulation of the JDE building will be carried out later in accordance with the renovation schedule proposed in the new building strategy. 	
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➤ Streamlining of print and related services – Horizon 2025 project

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Streamlining of print and related services – Horizon 2025 project			
Adaptation of staffing levels within the Horizon 2025 project	Reduce the number of staff linked to the project to around 18 through voluntary retirements	Number of staff reduced from 21 to 19, as one retirement was delayed;	Almost fully achieved
Improvement of working conditions within print services	Implement an action plan to adapt the workspace and reduce noise levels by 10% by mid-2025	Action plan established based on an external study, including workspace reorganisation and additional noise-reduction measures	Achieved

QUALITATIVE ASSESSMENT

The reduction in staff numbers, excluding floor ushers, from 21 at the beginning of 2025 to 19 at the end of 2025, was achieved through increased polyvalence, greater synergies within the teams, and strengthened interinstitutional collaboration.

The action plan to further reduce workspace noise levels by 10% was developed on the basis of an external study and includes the reduction and reorganisation of space, notably by merging the digital and offset printing areas into a single workspace, as well as the identification of additional noise-reduction measures.

➤ Enhancing security at the EESC

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Enhance security at the EESC			
Implementation of security modules.	All planned modules should be implemented by 31 December 2025.	All modules implemented	Achieved
Number of non-identified vehicles in the garage.	Number of non-identified vehicles should be reduced to none by 31 December 2025	0 non-identified vehicles recorded	Achieved

Number of reported incidents.	Number of reported incidents in the last quarter of 2025 should show a decrease compared to previous quarters	0 incidents reported in Q4 2025	Achieved
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QUALITATIVE ASSESSMENT

All objectives for 2025 were fully achieved. The timely implementation of all planned modules strengthened the overall security framework and ensured full compliance with internal rules. The elimination of non-identified vehicles improved access control and operational reliability, while the absence of reported incidents in the last quarter of 2025 confirms the effectiveness of the measures implemented. Overall, these results demonstrate a robust, efficient, and sustainable security approach.

- Service desk, user support for digital workplace and innovation

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Service desk, user support for digital workplace and innovation			
Percentage of incidents resolved within SLA: Incident priority resolution time <i>1 – Critical 2 to 4 hours</i> <i>2 – High 1 to 2 days</i> <i>3 – Moderate 2 to 3 days</i> <i>4 – Low 3 to 5 days</i>	Target $\geq 95\%$ of incidents resolved respecting the <i>Incident priority resolution time</i> (2024: 83%)	95 %	Achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC Service Desk significantly enhanced its support capabilities by introducing AI-powered assistance, including the first deployment of a chatbot for 24/7 automated support. It also broadened its remit through the launch of a newly rebranded IT Service Desk, improved user self-service portal, booking processes and an integrated hardware asset-management system, all contributing to faster and more consistent user support.

Throughout major institutional transitions, the Service Desk ensured operational stability by supporting the rollout of Windows 11 and M365, the Teams Phone migration, and both personal and shared drive migrations, while continuing to deliver comprehensive incident, problem, change and request management services. It also played a key role in onboarding new members for the new EESC mandate.

In parallel, the 2025 performance framework was strengthened through formal KAPIs focused on incident-resolution times and user-satisfaction improvements, reinforcing a more data-driven and feedback-oriented support model.

- Reinforced cybersecurity

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Reinforced cybersecurity			
Participation in training courses <i>Percentage of staff that completed cybersecurity awareness training courses</i>	Target: $\geq 30\%$ (2024: 29%)	29%	96%

QUALITATIVE ASSESSMENT

The cybersecurity-awareness efforts in 2025 reflect a deliberate cultural shift towards embedding secure behaviour across the EESC, supported by a structured blend of training, campaigns, governance work and real-incident learning. Building on the Digital Strategy 2024-2026, cybersecurity was reframed as a shared organisational responsibility, emphasising continuous learning, clear guidance and a ‘cybersecurity-first’ mindset for all staff and Members. This translated into a rich and diversified awareness programme: targeted in-person sessions for senior management and directorates, practical micro-briefings, dedicated onboarding and induction training, role-specific modules on EU Learn, and engaging formats such as RE(HACK)T game sessions and on-site awareness stands during European Cybersecurity Month. These were complemented by structured phishing simulations, timely debriefs when real attacks occurred, and campaigns reinforcing secure communication, password hygiene, device security and detection of social-engineering attempts. At the governance level, the Cybersecurity Sector’s reinforced mandate, the maturity and risk assessments due in 2025 - 2026, and the integration of awareness into regulatory compliance (Regulation 2023/2841) ensured that awareness activities were institutionally anchored and strategically aligned. Collectively, these initiatives demonstrate how the move from one-off information events to a cohesive, multi-channel, behaviour-oriented awareness system, strengthening resilience, reducing human-factor risks and laying the foundation for a workforce that is more informed, vigilant and engaged in safeguarding the institution’s digital environment.

- Upholding timely translation delivery

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Joint service (EESC-CoR)			
Upholding timely translation delivery			
Timely delivery of translation requests	Target: ≥ 95% (2024: 95%)	95%	Achieved
Capability to deliver timely on late arrival requests	Target: 100% (2024: New indicator)	93%	Substantially achieved

QUALITATIVE ASSESSMENT

Operational performance remained strong. DT absorbed the majority of late requests while still maintaining a deadline compliance rate of 95%.

- Public procurement and financial management

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Public procurement and financial management			
Number of procurement procedures questioned by the Courts	0	0	Achieved
Percentage of procurement procedures for which a sustainability assessment is made	100%	100%	Achieved
Revise/streamline procurement procedure and deliver training to JS	Procedure revised and at least one training delivered	Procedure revised	Achieved

operational agents dealing with procurement		Training delivered	
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QUALITATIVE ASSESSMENT

Full compliance in high-value procurement procedures continued in 2025. A sustainability assessment was carried out for all procurement procedures, strengthening institutional coherence between EESC values and public procurement, by increasing the attention to environmental and social sustainability aspects of procurement and ensuring that procurement procedures allow as much effective participation as possible from SMEs and from the largest geographical spectrum. The procedure to manage procurement procedures for Joint Services was revised and streamlined in line with past experience and feedback from auditors and operational services, stepping up provisions on efficiency, sustainability, clear definition of roles and responsibilities and alignment with budget evolution. Tailor-made training was delivered to operational agents to support implementation.

Overall, the initiatives implemented in 2025 under Category 3 **helped strengthen the EESC’s operational resilience, governance capacity and administrative modernisation**. Through the reinforcement of risk management, digital transformation, process optimisation, cybersecurity, workforce planning and support services, the **Committee further consolidated a more agile, efficient and future-oriented organisational framework** that is capable of supporting its institutional priorities in an increasingly complex environment.

Category 4: Flagship Initiatives for 2025

In 2025, the EESC delivered a series of flagship initiatives aimed at strengthening institutional visibility, supporting the renewal of the Committee, enhancing Members’ and staff engagement, and reinforcing the EESC’s role in key policy debates. These initiatives combined political relevance, organisational innovation and operational delivery, contributing to greater outreach, improved internal preparedness and stronger institutional impact.

➤ Civil Society Week 2025

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Civil Society Week			
Number of participants	≥750 participants (2024: 800 - representing an increase, as YEYS was organised as a stand-alone event)	800	Achieved (106%)
Reach (press, social media, web)	Target: ≥1 million (2024: 1.04 million)	1.82 million reached	Achieved (182%)
Satisfaction rate / usefulness	Target: ≥75% (2024: 84%)	84% (Rating: 4.2/5)	Achieved (112%)
Number of social media engagements	Target: ≥8 000 (2024: 8158)	12.375	Achieved (154%)

QUALITATIVE ASSESSMENT

Civil Society Week 2025 confirmed its role as a key annual platform for engagement with organised civil society. By bringing together the Liaison Group panels, European Citizens’ Initiative Day and the Civil Society Prize, the four-day event increased the visibility of the EESC and reinforced its dual role

as both the institutional voice of and partner for civil society at European level, both within and beyond EU borders, including through the participation of civil society representatives from candidate countries.

The event combined high-level policy discussions with interactive formats, including 16 workshops and panel sessions, bringing together over 60 speakers and attracting 800 participants. These exchanges fostered dialogue on key challenges for European democracy and supported the identification of follow-up actions. Networking activities, including 20 partner stands, helped further strengthen partnerships and outreach.

The event also benefited from a renewed approach to journalist participation, enabling media representatives from across the EU to follow and contribute directly to discussions aligned with their professional interests and with the Committee’s communication priorities for 2025. This contributed to broader European visibility of the event, supported over 55 interviews with EESC members and stakeholders, and reinforced outreach towards diverse national media audiences.

The strong performance across key indicators — notably a reach of 1.82 million, more than 12,000 social media engagements and 132 media articles and press items — reflects the effectiveness of the revised format and communication approach, as well as the increased capacity of the event to attract, connect and engage diverse stakeholders across Europe.

- Transversal opinions on the cost-of-living crisis

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Transversal opinions on the cost-of-living crisis			
Delivery and promotion of the transversal package of opinions on the cost-of-living crisis	Adopt and promote a coordinated package of seven sectoral opinions and one umbrella opinion on the cost-of-living crisis, supported by communication and outreach activities.	All eight opinions adopted according to planned timeline. Communication and outreach activities implemented. The high-level plenary debate was postponed.	Almost fully achieved

QUALITATIVE ASSESSMENT

The EESC adopted seven sectoral opinions dedicated to examining the different facets of this policy challenge and an umbrella opinion building on the conclusions of these to present a comprehensive and wide-ranging list of EESC recommendations to European and national policymakers, civil society organisations and other stakeholders. On the level of the members, regular meetings were organised for all involved rapporteurs, promoting ongoing communication and alignment of the policy recommendations across different opinions. Frequent progress reports to section/CCMI presidents enabled the EESC’s political leadership to maintain oversight and take ownership of the initiative.

All eight opinions were adopted within the scheduled timelines, providing substantive recommendations to address the cost-of-living crisis. Multiple public hearings related to the work on these opinions were successfully organised, including a highly regarded and well-attended partnership event held in collaboration with the Foundation for European Progressive Studies (associated with the opinion on [“Measures for a resilient, cohesive and inclusive European economy”](#)). A plenary debate with high-

level speakers – initially scheduled at the end of 2025 – was planned in in 2026 to mark the first anniversary of the adoption of the package to further reinforce the visibility of the initiative.

The work on the package generated considerable activity on the EESC's social media platforms. A common hashtag was used in all cases to ensure that the posts linked to the transversal package are connected. A dedicated EESC webpage was created to collect all opinions and web stories in a centralised platform. Social media posts linked to the cost-of-living package performed exceptionally well.

➤ Enlargement Candidate Members (ECM)

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
ECM initiative implementation and continuation			
Completion of the pilot project and continuation of the project	<ul style="list-style-type: none"> Completion of the pilot project with overall satisfaction of civil society from the candidate countries participating in the project ($\geq 70\%$) Secure funding for the continuation of the project 	<ul style="list-style-type: none"> Participants' satisfaction rate: 72,73% The financing of the project for the period 2025-2028 was secured through a MoU with the European Commission. 	Achieved
Number of EESC opinions developed with the participation of ECMs	10 opinions to be adopted with participation of ECMs in 2025	9 opinions adopted with the participation of ECMs	Almost fully achieved
Participation ECMs in the EESC enlargement plenary	Participation of at least 50 ECMs in the EESC's enlargement plenary.	70 ECMs participated actively in the EESC plenary and 45 ECMs also participated in the closing plenary of the 2025 EESC's mandate.	Achieved

QUALITATIVE ASSESSMENT

In 2025, the ECM initiative demonstrated notable progress in both the engagement of civil society from the candidate countries and development of specific proposals to be integrated in the EESC's opinions. Enhanced collaboration between ECMs and EESC staff has fostered a more inclusive atmosphere and ensured better preparation of the civil society organisations from the candidate countries in the process of drafting of the EESC's opinions. The comprehensive impact assessment carried out at the end of the pilot project confirmed the need for targeted improvements. These improvements were gradually deployed in 2025, and their impact will be assessed in a dedicated survey in the last trimester of 2026. There will be a specific focus on further improving interaction between the EESC members and civil society organisations from candidate countries participating in the project. Creating a vibrant community of EU and candidate countries, focusing on promoting civil and social dialogue is also one of the ultimate goals of the project. The added value of this project – the concrete involvement of ECMs in the EU's

legislative process – is now fully acknowledged within and outside the EESC as an important aspect of gradual integration of candidate countries before their accession to the EU.

➤ EESC Youth Test

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
EESC Youth Test			
Review and update of the Youth Test framework	Completion of a major review and update of the Youth Test	Comprehensive review carried out based on input from EESC members, staff and 74 participating youth organisations; Youth Test updated accordingly and transition from pilot phase confirmed	Achieved

QUALITATIVE ASSESSMENT

The review found that the EESC Youth Test has rapidly become an influential and highly visible mechanism for embedding young people’s perspectives into EU policy-shaping, generating positive cultural and procedural change both within the Committee and across EU institutions. Its implementation has strengthened interinstitutional relations, expanded the EESC’s presence in major youth policy fora, and fostered constructive collaboration between members, staff and the 74 participating youth organisations.

Feedback indicated that youth representatives’ contributions have enriched opinions with future-oriented insights. The assessment concluded that the Youth Test is meaningful, impactful, and fully recognised externally as a pioneering model. To ensure its long-term success, the EESC will further invest in clearer procedures, broader eligibility criteria, and greater budgetary and human resources which will also sustain and enhance the effectiveness of the Youth Test. The procedures were already updated and new ones developed, and criteria were broadened as a result of the findings of the review.

➤ Building Design and Technology (DT) knowledge and skills in the field of AI

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Building Design and Technology (DT) knowledge and skills in the field of AI			
Creation of Language Technology Network (LTN)	LTN created by the end of 2025	LTN created	Achieved

QUALITATIVE ASSESSMENT

In 2025, the EESC further strengthened its internal capacities in the field of AI and language technologies through enhanced cross-service cooperation, knowledge-sharing structures and specialised support networks.

In this context, the LTN was established, bringing together translators and assistants with advanced expertise in language technologies. Acting as local focal points across language units, LTN members supported the dissemination of good practices, assisted colleagues in the use of digital tools and contributed to the testing and deployment of new technological solutions.

The network contributed to a more coordinated and structured approach to the implementation of language technologies across the organisation. In parallel, joint AI workshops and architectural reviews helped clarify organisational needs, future competencies and technological priorities.

Overall, these initiatives helped strengthen institutional preparedness, internal expertise and collaborative governance in the field of AI and language technologies.

➤ Internal competition for EESC staff

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Internal competition			
Publication of reserve lists for the internal competition	Reserve lists for all strands published by the end of 2025	Reserve lists published in time. AST/SC + AST: 10/11/2025 AD: 4/12/2025	Achieved
Filling of reserve lists (AST/SC and AST strands)	Number of successful candidates sought for AST/SC and AST: 46	AST/SC + AST: 40	Substantially achieved
Filling of reserve lists (AD strands)	Number of successful candidates sought for AD: 36	AD: 35	Almost fully achieved

QUALITATIVE ASSESSMENT

The EESC successfully launched its internal competition at the beginning of 2025- the first in decades- with the aim to retain talent and expertise, as well as to stabilise human resources in different services and reduce the high proportion of temporary staff (over 13%).

The Notice of Competition was published on 4 February 2025 in six competition strands: AST/SC1, AST/SC2, AST1, AST3, AD5 and AD7. The process was managed in close cooperation with the European Personnel Selection Office (EPSO) on basis of a Service Level Agreement and the competition model and testing aligned to the main principles of the open competitions organised by EPSO.

All different competition stages were rolled out according to the announced schedule, and the reserve lists were published even slightly ahead of the deadline and will be valid for five years. After the conclusion of the competition, two information sessions were held for laureates and for recruiting services to provide practical information about further career prospects and administrative steps. The final results are set out above and are very positive with 97% of target number reached in AD strands and 87% in AST/SC and AST strands.

➤ Skills pilot project

QUANTITATIVE ASSESSMENT

Key Performance Indicator	Target for 2025	Results 2025	% of achievement
Skills pilot			
Delivery of skills pilot project	Pilot project delivered by the end of 2025	Pilot project delivered on time <i>(20 projects submitted; 11 projects matched with volunteers)</i>	Achieved

QUALITATIVE ASSESSMENT

In 2025 the skills pilot project was launched to assess the value of a skills-based approach, its feasibility, technical possibilities and impact. This pilot was aligned with other existing strategic and innovative initiatives across the Committee. It empowered staff to showcase and apply their skills in an innovative way by volunteering to support projects identified across the organisation and where a potential skills gap was present. It also fostered cross-service collaboration, serving as a valuable learning experience, breaking down silos and allowing for cross-fertilisation. The skills project was an important test case for the skills strategy, aiming to gradually shift from jobs to skills to enable increased agility in the allocation and use of the workforce.

The skills pilot saw an encouraging level of engagement, with over half of the projects successfully pairing required expertise with volunteers who have the skills needed. This match rate brought to light a lack of skills in specific areas, and these skills in higher demand show the potential in addressing skill gaps within the EESC's talent pool.

The skills mapping and skills gap analysis envisaged within the introduction of strategic workforce planning in the Committee will build on the pilot project's findings.

It is complementary to the work undertaken at the interinstitutional level in the context of replacing Sysper2 with the new HR Transformation tool.

Overall, the flagship initiatives implemented in 2025 under – Category 4 – helped to strengthen the EESC's institutional visibility, organisational preparedness and capacity for innovation. By combining political relevance, transversal cooperation, innovative participatory initiatives, stakeholder engagement and operational delivery, **these actions supported the Committee's broader transition towards a more agile, participatory and impact-oriented institution.**

ANNEX

KEY DISCUSSIONS AND EVENTS FROM 2025 PLENARY SESSIONS

Key Discussions and Events from 2025 Plenary Sessions		
593 rd Plenary session 22-23 January 2025	594 th Plenary session 26-27 February 2025	595 th Plenary session 26-27 March 2025
<ul style="list-style-type: none"> • Debate on the “EU’s Southern Neighbourhood” (Ref. REX/583 – Youth involvement in social and civil dialogue in the Mediterranean region). • Discussion on “artificial intelligence in the workplace” (Ref. SOC/803 – Pro-worker AI). • Panel on a sustainable and just transition (Ref: NAT/933 – Towards a just transition legislative proposal and EU policy tools that enable a more social European Green Deal). 	<ul style="list-style-type: none"> • Presentation of the priorities of the Polish Presidency of the Council of the EU. • High-level forum on women’s rights (Ref: SOC/798 – Violence against women as a human rights issue). • SOC/821 – EESC contribution to the EU’s priorities at the UNCSW69, ahead of the Committee’s participation in the 69th UN Commission on the Status of Women. • Debate on EU competitiveness, the single market and regulatory simplification, (Ref: INT/1070 – Assessment of the Letta and Draghi reports and INT/1075 – The competitiveness of the EU’s SMEs in light of new administrative burdens/obligations). 	<ul style="list-style-type: none"> • Debate on de-polarising societies – Key take-aways of Civil Society Week 2025. • Debate on the 'New Vision on Agriculture and Food'. • Presentation of the European Commission's Work Programme.
596 th Plenary session 29-30 April 2025	597 th Plenary session 18-19 June 2025	598 th Plenary session 16-17 July 2025
<ul style="list-style-type: none"> • Debate on 'Mid-term review of cohesion policy' (Ref: ECO/676 – Cohesion policy mid-term review (2025)). • Debate on 'EU foreign policy in a new geopolitical reality'. • Debate on 'Democracy and digitalisation'. • Debate on 'The road to the next MFF', (Ref: ECO/662 – The road to the next MFF). 	<ul style="list-style-type: none"> • Debate on the 'New Action Plan for the European Pillar of Social Rights', (Ref: SOC/822 – New action plan on the implementation of the European Pillar of Social Rights). • Debate on the 'Democratic Future of Belarus and signing of the MoU between the EESC and the Belarusian democratic forces'. • Debate on the 'Resolution on the EESC’s contribution to the 2026 European Commission Work Programme'. • Debate on the 'EESC resolution ' <i>A Roadmap to Women’s Rights</i>'. 	<ul style="list-style-type: none"> • Presentation of the priorities of the Danish Presidency of the Council of the European Union. • Debate on 'Youth'. Enlargement Forum. • Debate on 'Climate and Peace', (Ref: REX/599 Addressing the interdependence between peace and climate change).
599 th Plenary session 17-18 September 2025	600 th Plenary session Renewal 21-22-23 October 2025	601 st Plenary session 3-4 December 2025
<ul style="list-style-type: none"> • End-of-mandate ceremony • Debate on 'Affordable Housing' (Ref: TEN/848 – For a European Affordable Housing Plan: the contribution of civil society). • Debate on 'The state of play of the new Pact for the Mediterranean', (Ref: REX/606 – New pact for the Mediterranean). • Debate on 'Water Resilience Strategy' linked to: CCMI/223 – Initiative for water resilience; CCMI/247 – Water resilience and the twin transition • Debate on 'European Preparedness Union Strategy, (Ref: SC/54 – European Preparedness Union Strategy). 	<ul style="list-style-type: none"> • EESC renewal with the election of the new President; • Votes on opinions on key topics such as European values, diplomacy and disability 	<ul style="list-style-type: none"> • Cooperatives building a better world: the contribution of the EESC to the International Year of Cooperatives (Ref: CCMI/242 – Industrial Cooperatives: a tool for the challenge of inclusive and sustainable competitiveness. • Debate on 'The next MFF'. • Debate on 'Thirty COPs later and a decade after the Paris Agreement'

2. Resource Management

2.1 Human Resource Management

2.1.1 Integrated HR Strategy

In 2025 the EESC successfully progressed with its integrated HR strategy, focusing on inclusion, retention, competencies, and performance. As part of this strategy, the EESC successfully organized an internal competition with laureates being recruited as of the end of 2025. The institution remains very attractive and is a net importer of talent for the fourth year in a row, making the EESC an employer of choice and clearly validating the talent retention and employment attractiveness policies.

During 2025, the EESC successfully published 81 vacancies and recruited 43 officials, 53 contract agents and 3 seconded national experts, which shows the continued attractiveness of the EESC as employer.

Active listening and diversity & inclusion (D&I) strategies were implemented to foster a more inclusive and collaborative environment. Activity Based Working will further foster a collaborative working environment with preparative works carried out throughout 2025, involving all staff. It will be introduced as of 2026 for the Directorate of Translation (DT), a Joint Service with the Committee of the Regions.

2.1.2 Modernisation and Digital Transformation

Through the modernization of working methods and the introduction of new processes and digital tools, the EESC's Human Resources also worked on digital transformation and modernization. A new interactive HR dashboard with real-time data is accessible for senior management since 2025 empowering senior managers to access HR data for their directorate.

2.1.3 Staff Engagement and Wellbeing

The staff engagement survey launched at the beginning of 2025 achieved a response rate of 70% and showed an increased Staff Engagement Index of 75% (compared with 70.5% in 2023). Mental health support was expanded, increasing the number of psychological support sessions available for staff.

2.1.4 Ethical Framework

The EESC continued to strengthen its ethical framework with mandatory training for managers and active participation in internal networks. The EESC also adopted an anti-fraud strategy in December 2025.

The HR community was also actively involved in change of the political mandate in the autumn of 2025, ensuring the onboarding and offboarding of members of the President's cabinet and the training of members.

2.2 Budget

Given the budgetary restrictions imposed by the budgetary authorities as a consequence of the pressure on the current Multi-annual Financial Framework 2019-2027 (MFF), the EESC has worked on measures to improve financial governance and align budgetary decisions with strategic objectives, shifting from a spending-oriented approach towards resource management and prioritization.

A Strategic Financial Package comprising nine pillars, aims at aligning the budget to strategic priorities, improved forecasting and monitoring systems and enhanced training for all staff and members. It

encompasses, amongst others, a *financial statement* was presented in December 2025 and is now accompanying all documents presented to the Bureau for decision.

The Budget, Finance and Accounting Roadmap 2025-2027 was presented in February 2025 and aims at implementing impact-oriented budget management, promoting transparency and trust and striving for purpose-driven initiatives, which particularly underlines the importance of reporting. Improvements in the budgetary reporting systems are introduced over the period covered by the roadmap, to achieve a more user-friendly presentation of the reports and improve accuracy even further, in particular on item 1004 -Travel costs, travel allowances and subsistence allowances, attendance at meetings and associated expenditure, for which the difference between estimated and real costs is below 1%.

2.2.1 Allocated budget

The voted budget for 2025 followed once again the restrictions of stable staffing and a 2% growth on non-salary lines. Given the small size of the institution and despite the economies of scale achieved through the Joint Services with the Committee of the Regions, sharing Logistics, IT and Translation Services, the margin for achieving further economies of scale is very limited.

2.2.2 Budget execution

2.2.2.1 Budget discharge 2024

The budget discharge 2024 was granted to the Secretary General of the EESC. The Budgetary control authority commends the EESC on its budget management in general but calls on the Committee to further consolidate its resource management based on prioritisation approach by integrating performance indicators and foresight planning into its annual financial cycle.

2.2.2.2 Budget implementation 2025

To make the best possible use of the limited budgetary resources the EESC aligns its budget management with its strategic priorities through budget transfers. An implementation rate of 99.21% is the result of close budget monitoring, but also indication of tightness of budget and the limited room for further efficiency gains. A total of 27 transfers for a sum of 4 476 676 EUR were implemented.

2.2.2.3 Finance

2.2.2.3.1 Payment appropriations execution rate

Financial year	Appropriations paid in million EUR	Appropriations paid in % of total budget	Carried forward appropriations paid in million	Carried forward appropriations paid in %
2025	162.8	93.7	10.4	86.4%
2024	153.2	92.8	11.7	84.7%
2023	144.0	90.6	13.4	86.8%
2022	134.3	88.1	15,5	76.9%
2021	113.1	77.9	10,5	79.6%

2.2.2.3.1.1 **Average payment time (Art. 116 FR)**

Article 116 – Time limits for payments

1. Payments shall be made within:

- (a) 90 calendar days for contribution agreements, contracts and grant agreements involving technical services or actions which are particularly complex to evaluate and for which payment depends on the approval of a report or a certificate;
- (b) 60 calendar days for all other contribution agreements, contracts and grant agreements for which payment depends on the approval of a report or a certificate;
- (c) 30 calendar days for all other contribution agreements, contracts and grant agreements.

2. The time allowed for making payments shall be understood to include validation, authorisation and the payment of expenditure.

Article 116(6) – Reporting on compliance and suspension of payment time limits

6. Each Union institution shall submit to the European Parliament and Council a report on the compliance with and the suspension of the time limits laid down in paragraphs 1 to 4 of this Article. The report of the Commission shall be annexed to the summary of the annual activity reports referred to in Article 74(9).

In 2025, the average gross time to pay was 17.60 days.

In 2025, the number of time suspensions was 252.

2.2.2.3.2 **Procurement and contracting including SLAs (Art. 59(3) FR)**

The EP discharge report 2024 notes that the Committee's own services carried out 10 negotiated procedures with value between EUR 15 000 and EUR 60 000 and one procedure with a single tender for a value in that same bracket, mostly for studies; the Parliament further notes that the Committee also launched six procurement procedures (for framework contracts) with the joint services shared with the European Committee of the Regions (the 'CoR') covering catering, logistics and maintenance, among other.

2.2.3 **Accounts**

The accounting officer of the EESC has transmitted the annual report on the Annual General Accounts, the Annual Budgetary Accounts and the Report on Budgetary and Financial Management in accordance with Article 252 of the Financial Regulation (FR) to the European Commission and has certified the application of the Commission Accounting Rules.

Final annual accounts 2025

BALANCE SHEET		
		EUR
	31.12.2025	31.12.2024
NON-CURRENT ASSETS		
Intangible fixed assets	6,138	12,270
Tangible fixed assets	65,057,275	70,085,682
Long-term receivables	8,626	24,760
	65,072,039	70,122,712
CURRENT ASSETS		
Short-term receivables	14,068,201	13,494,271
Cash and cash equivalents	3,021,730	8,347,942
	17,089,931	21,842,213
TOTAL ASSETS	82,161,970	91,964,925

NON-CURRENT LIABILITIES		
Other long-term liabilities	25,124,771	33,425,945
	25,124,771	33,425,945
CURRENT LIABILITIES		
Long-term liabilities falling due within the year	8,301,174	7,834,525
Payable	2,640,962	2,960,689
Accrued charges and deferred income	8,160,228	14,956,388
Provisions for risk and charges	308,850	266,950
	19,411,214	26,018,552
TOTAL LIABILITIES	44,535,985	59,444,497
NET ASSETS	37,625,985	32,520,428
Accumulated surplus	32,520,428	28,274,845
Economic result of the year	5,105,557	4,245,583
NET ASSETS	37,625,985	32,520,428

STATEMENT OF FINANCIAL PERFORMANCE		
		EUR
	2025	2024
REVENUE		
Funds transferred from the Commission	155,200,000	145,300,000
Revenue from staff	18,462,497	17,036,059
Other administrative revenue	6,104,845	6,962,763
Other operating revenue	646	309
Total revenue	179,767,988	169,299,131
EXPENSES		
Staff expenses and members' expenses	-121,573,195	-115,266,877
Financial operations expenses	-8,349,103	-8,177,177
Other expenses	-44,740,133	-41,609,495
Total expenses	-174,662,431	-165,053,549
ECONOMIC RESULT OF THE YEAR	5,105,557	4,245,583

CASHFLOW STATEMENT		
		EUR
	2025	2024
Economic result of the year	5,105,557	4,245,583
Operating Activities		
Amortization and impairments - intangible fixed assets	6,132	14,039
Depreciation and impairments - tangible fixed assets	5,426,833	5,521,373
(Increase)/decrease in provision for risks and liabilities	41,900	228,450
Increase/(decrease) in long-term receivables	16,133	-1,874
(Increase)/decrease in short-term receivables	-573,930	-129,565
(Increase)/decrease in other long-term liabilities	-8,301,173	-7,834,525
(Increase)/decrease in accounts payable	-6,649,239	4,036,262
Investing activities		
Increase in intangible and tangible fixed assets (-)	-398,425	-1,362,640
NET CASHFLOW	-5,326,212	4,717,103
Net (increase)/decrease in cash and cash equivalents	-5,326,212	4,717,103
Cash & cash equivalents at the beginning of the year	8,347,942	3,630,840
Cash & cash equivalents at the end of the year	3,021,730	8,347,943

STATEMENT OF IN NET ASSETS			
			EUR
	Accumulated Surplus/(Deficit)	Economic result of the year	Net Assets
BALANCE AS AT 31.12.2023	20,943,760	7,331,085	28,274,845
Allocation 2023 economic result	7,331,085	-7,331,085	
Economic result of the year		4,245,583	4,245,583
BALANCE AS AT 31.12.2024	28,274,845	4,245,583	32,520,428
Allocation 2024 economic result	4,245,583	-4,245,583	
Economic result of the year		5,105,557	5,105,557
BALANCE AS AT 31.12.2025	32,520,428	5,105,557	37,625,985

2.2.4 IT infrastructure and information security

2.2.4.1 IT infrastructure and tools

The EESC's Information Technology infrastructure in 2025 was sustained through close interinstitutional partnerships, notably with the European Commission. Service-level agreements enabled the Committee to tap into corporate IT services and hosting provided by larger EU institutions (e.g. Commission-managed services or Parliament-led framework contracts) while focusing internal resources on EESC-specific needs. Through these arrangements, the EESC maximised synergies by using established EU-wide tools such as:

- **ARES** – the Commission's electronic records management system, for which the onboarding was prepared in 2025 and that was fully adopted in February 2026, for the Committee's administrative document workflows;
- **EU Login** – the common user authentication service, federated in 2025 to streamline EESC staff access to some 60 interinstitutional applications (including Commission HR and finance systems like **Sysper II**, **ABAC** and others) under a single sign-on;
- **EU Sign** – the qualified electronic signature service utilised to facilitate secure digital signing of official documents;

- **PPMT** - (Public Procurement Management Tool) a corporate application to plan, organise, track and manage public procurement procedures, from early planning up to contract signature.

In addition, the EESC continued **migrating its digital workplace to the Microsoft 365 (M365) cloud environment**, modernising collaboration and productivity tools. By mid-2025, the Committee's intranet and team sites were largely moved to SharePoint Online. The M365 programme's progress also included a controlled pilot of **Microsoft 365 Copilot**, introducing generative AI assistance into office workflows for all users. In parallel, the EESC secured **early access to the Commission's GPT@EC** platform (a generative AI service) to explore its potential benefits within a secure test environment. The Commission's **EdiT** legislative drafting system was piloted for **opinion-drafting workflows**; however, after assessment, it was decided not to pursue further implementation, as the level of adaptation required to align the tool with the Committee's specific processes would have entailed significant costs.

Whenever interinstitutional solutions did not fully meet business needs, the Directorate for Innovation and Information Technology (DIIT) developed or tailored **custom applications** to support the EESC's core activities. For example, the Committee further developed its dedicated **Members' Portal** to support collaboration among members, including the introduction of a new wizard to streamline the onboarding process at the start of the new mandate.

All such systems were integrated with robust security and data protection safeguards.

The EESC also took part in joint procurement initiatives with the European Commission and the European Parliament to benefit from economies of scale on new technologies and services.

Overall, 2025 saw significant progress in digital transformation projects – from cloud readiness and workflow automation pilots to improved user-facing solutions – ensuring that technology at the EESC remained reliable, up to date and aligned with its evolving operational requirements, while also demonstrating a sound use of resources through interinstitutional collaboration, shared solutions and reduced duplication of effort.

2.2.4.2 Asset Security & Business Continuity

As an EU institution required to comply with the new Cybersecurity Regulation (EU) 2023/2841, the EESC undertook a comprehensive **cybersecurity compliance programme** in 2025. In accordance with the regulatory deadlines, the Committee completed an **initial cybersecurity review** and delivered an **initial cybersecurity plan** in early 2025. By mid-year, this work had been complemented by a **cybersecurity maturity assessment** conducted with CERT-EU methodology, support, and institutional oversight as well as by a comprehensive **cybersecurity risk assessment**. These deliverables provided the foundation for the EESC's institutional cybersecurity plan, which was subsequently submitted to the Interinstitutional Cybersecurity Board, in line with the Regulation.

In parallel, the EESC implemented targeted **security enhancements** to strengthen its protection of assets and continuity of operations. Key measures in 2025 included establishing a formal **cybersecurity governance framework** (with updated policies and procedures approved by the Secretary-General) and reinforcing clear roles and responsibilities. The Committee also **expanded security training and awareness**, providing tailored briefings to management and frequent awareness activities for all staff and members. Technical safeguards were upgraded – for instance, **multi-factor authentication** was enforced on critical systems (like the Members' Portal) and **secure email encryption (SECABC)** was rolled out across the organisation to protect sensitive communications. The EESC's network defences and device management were likewise improved, with stronger controls on endpoints and cloud-based filtering of internet traffic.

The management of information security, business continuity and sensitive information remained a top priority to safeguard the EESC's mission and reputation. To ensure high standards and independent oversight, the Local Cybersecurity Officer (LCO) manages, implements, and monitors the cybersecurity programme for the EESC. Throughout 2025, the Committee maintained and **strengthened key safeguards** for protecting Sensitive Non-Classified (SNC) information, as well as for ensuring business continuity and staff safety, including:

- Revision of the **Acceptable Use of IT Policy** to reflect new technologies and evolving cybersecurity requirements;
- **Regular risk assessments and updates** of security plans and asset inventories, with adjustments based on emerging threats;
- **Crisis simulation exercises** (table-top scenarios) to test the EESC's emergency response and business continuity plans in the face of a cyber-incident;
- **Enhanced incident response procedures** and improvements to internal safety mechanisms, applying lessons learned from minor security incidents during the year;
- **Continuous awareness-raising and training** for staff and members on cybersecurity, information security, and business continuity principles, fostering a culture of shared responsibility for security.

These efforts in 2025 have collectively reinforced the EESC's cybersecurity posture and resilience, ensuring better protection of its digital infrastructure and continuity of its operations in an increasingly challenging threat landscape.

3. Internal Control and Financial Management

This section presents the relevant information and control results that supports management's assurance on the achievement of internal control and financial management objectives¹. It reports on the performance of internal control and management systems covering all activities and management modes relevant to the Committee.

3.1 Internal Control environment

3.1.1 EESC's internal control framework

The framework is designed to provide reasonable assurance regarding the achievement of the following five objectives:

- effectiveness, efficiency and economy of operations;
- reliability of reporting;
- safeguarding of assets and information;
- prevention, detection, correction and follow-up of fraud and irregularities;
- adequate management of the risks relating to the legality and regularity of the underlying transactions.

The framework adopted in 2018², is based on 16 control standards³ which are inspired by the European Commission's control framework. It is aligned with the COSO 2013 Internal Control–Integrated Framework and tailored to the EESC's structure, size, mandate, and the financial and operational risks inherent to its activities.

All the principles of the control model are embedded across the EESC's organisational structure and rely on a combination of ex ante and ex post controls, segregation of duties, documented processes and procedures, control of deviations, control of data quality, promotion of ethical behaviour and zero tolerance to fraud, prevention of conflict of interest and integrated risk management.

3.1.2 Assessment of the effectiveness of the internal control system

3.1.2.1 Continuous monitoring

The Secretary-General and other members of the EESC's management, together with the Internal Control Coordinator and staff members at all levels ensure the implementation of the internal control framework.

The self-assessment of the effectiveness of the internal control framework is based on the criteria set out in the internal guidance, namely:

¹ [Art 36.2 FR](#): 'a) effectiveness, efficiency and economy of operations; b) reliability of reporting; c) safeguarding of assets and information; d) prevention, detection, correction and follow-up of irregularities including fraud, corruption, conflicts of interest and double funding, also through the voluntary use of a single integrated and interoperable information and monitoring system, including a single data-mining and risk-scoring tool, provided by the Commission, and allowing for the access to and the electronic automatic retrieval, recording, storage and analysis of data on the recipients of Union funds including their beneficial owners, as defined in Article 3, point (6), of Directive (EU) 2015/849, in accordance with sector-specific rules; and e) adequate management of risks relating to the legality and regularity of underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned'.

² The EESC internal control framework was adopted by the decision 190/18A on 26 July 2018.

³ Ibid.

- a set of indicators with targets and baselines;
- staff and management surveys and analysis of the results on the functioning of internal control;
- state of implementation of recommendations and observations by internal (Internal Audit Service) and external auditors (the European Court of Auditors).

To ensure that the self-assessment provided a comprehensive view of the internal control system and business operations, each of the 16 control standards was examined both individually and within its respective control component.

3.1.2.2 2025 annual compliance assessment

At the end of 2025, the EESC conducted its annual compliance assessment, examining the organisation’s adherence to the 16 internal control standards. The assessment was based on a comprehensive survey completed by all directorates and the Secretary-General’s team, drawing on both quantitative and qualitative inputs to evaluate not only the degree of compliance but also the practical effectiveness of each standard.

<i>Average score</i>	2025	2024	2023
Compliance	91%	85%	87%
Effectiveness	74%	66%	78%

This year’s results confirm that the EESC has sustained a high level of compliance, achieving an average rate of 91%, an increase from the 85% recorded in 2024. The effectiveness rate has likewise improved, reaching 74% compared to 66% in 2024.

The improved results in both compliance and effectiveness reflect the sustained emphasis the EESC has placed on internal control standards, their implementation, and, more broadly, on risk management. The reinforcement of the internal control team, combined with clear guidance and strong support from management, has increased visibility and contributed to the overall improvement in scores.

The assessment identified areas of strength, particularly in the Committee's mission, ethical standards, staff evaluation and performance, accounting and financial reporting, internal control capabilities, internal audit and overall supervision mechanisms. These domains demonstrate mature processes and strong adherence to internal controls.

At the same time, challenges persist in aligning staff responsibilities with organisational goals, improving internal communication and modernising document and information management systems. It should be noted however that efforts are already underway in many of these areas, with initiatives such as the implementation of ARES (document management system), SUMMA (ERP), upgraded training and workforce planning tools and digital upgrades making good progress.

This gap between formal compliance and practical effectiveness indicates that, although the required structures and procedures exist, their day-to-day implementation still requires sustained effort and targeted reinforcement in certain areas.

3.2 Risk assessment

Risk management involves proactively identifying and evaluating potential events that could hinder the EESC from achieving its objectives and determining appropriate strategies to address these risks. As such, it forms a fundamental part of the strategic planning and monitoring process.

The 2025 risk management exercise was conducted in due time with the active involvement of key stakeholders. Following the risk assessment exercise carried out by the Committee, none of the risks

assessed by the EESC management were considered to present a critical residual risk level, taking into account the mitigating actions implemented and/or planned.

The risk management methodology was continuously improved in line with international standards and peer practices. A revised approach is currently under development and will be implemented from the 2026 exercise to further enhance risk management effectiveness.

To manage identified risks effectively, the EESC continuously monitors and reviews them, taking into account the relevant mitigation measures and implementing additional actions as needed to maintain the effectiveness of controls.

Staff are regularly updated on objectives, ongoing activities, and upcoming plans.

3.3 Results of financial control activities

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
- Efficiency
- Economy

Verification provides independent assurance on legality, regularity and sound financial management of the financial transactions through two complementary control types: ex-ante verification (before authorisation) and ex-post controls (after authorisation/payment).

Ex-ante verification is a preventive control, and the verifier issues an opinion on each file submitted for verification. Ex-post controls are a detective/assurance control, performed on a risk basis and performed by staff other than those responsible for any ex-ante verification of the file.

3.3.1 Ex-ante verification

In 2025, the verification sector carried out ex-ante checks covering 51 041 transactions across mainly salary and other payments, commitments, procurement procedures, HR files, as well as various other operations.

Where the verification sector identifies a perceived significant deviation, the verifying agent may issue a negative opinion to the Authorising Officer.

In 2025, the verification sector issued 13 negative opinions related to a total value of EUR 60 716.77. Two of these negative opinions were agreed / approved by the Authorising Officer whereas 11 were overruled by the competent Authorising Officers.

3.3.2 Ex-post controls

In 2025, the verification sector carried out ex-post controls in two ways: (1) targeted controls requested by Authorising Officers, and (2) sampling controls required by Decision 307-24A setting the rules for 'light verification' for low-risk transactions.

- (1) - Targeted controls requested by Authorising Officers and related to salary allowances (2025 budget; targeted ex-post): these ex-post checks covered travel allowances, parental leave allowances and expatriation/foreign residence allowances.
- (2) - Sampling controls related to light workflows (transactions from 2024; sample-based ex-post): low-risk transaction types are verified ex-ante by the competent Authorising Officer,

and the verification sector provides assurance through ex-post sampling based on the risk assessment and checklist set by each authorising officer, in line with the arrangements set out in the decision on 'light verification'.

3.3.3 Overall assessment of the costs and benefits of controls

In 2025, approximately 12 FTE (Full Time Equivalent)⁴ people worked in the area of preventative and corrective controls.

This includes people that are were assigned to preventative controls in the area of financial management, proactively reducing the likelihood of errors in public procurement, contract management and use of IT financial tools (ABAC, Qualified Electronic Signature, financial dashboards, reporting).

This also includes people who carried out ex-ante and ex-post controls on transactions having a direct financial impact on the institution, encompassing recruitment files, salaries and allowances.

For efficiency reasons, some low-value transactions were subject to ex-ante verification by Authorising Officers ('light verification'), and ex-post controls were then carried out on a subset of operations chosen through random sampling.

The Administrative Cooperation Agreement between the EESC and the CoR states that for a given budget heading, all the files will be verified by the verification sector of the 'lead' Committee, alternating with the 'non-lead' Committee on a biannual basis. In 2025 the EESC's verification sector was tasked with verifying the files of the Directorate for Logistics.

The internal control and risk management capabilities were strengthened in 2025 through the recruitment of an Internal Control Coordinator, responsible for monitoring both internal control and risk management.

The costs associated with implementing these controls were justified by the benefits provided to the EESC.

3.4 Audit observations and recommendations

3.4.1 Overview

The purpose of the Internal Audit Service (IAS) is to strengthen the EESC's ability to create, protect and sustain value by providing the Bureau and management with independent, risk-based and objective assurance, advice, insight and foresight. In doing so, the IAS contributes to the achievement of the Committee's objectives and to the improvement of governance, risk management and internal control systems.

The IAS's mandate covers all EESC activities and appropriations, including those relating to the Joint Services. For audits of the Joint Services, the IAS cooperates with the Internal Audit Unit of the European Committee of the Regions (CoR) in accordance with the EESC-CoR Administrative Cooperation Agreement.

The IAS reports on its activities to the Audit Committee, composed of three EESC members assisted by an external expert. The Audit Committee ensures the independence of the internal auditor, monitors the

⁴ Including procurement and financial helpdesk sector.

quality of internal audit work and ensures that audit recommendations are appropriately taken into account and followed up.

The IAS performs its work in accordance with the EU Financial Regulation, which requires compliance with relevant international standards, notably the International Professional Practices Framework of the Institute of Internal Auditors (IIA).

3.4.2 Independence

In line with IIA standards, internal auditing is most effective when the function is directly accountable to the board (in the case of the EESC the Bureau). While the IAS reports operationally to the Audit Committee, appropriate communication channels exist with the Bureau, including the possibility for the internal auditor to approach the EESC President directly in his capacity as Chair of the Bureau.

The Financial Regulation provides additional safeguards for independence. Article 120(2) stipulates that the internal auditor shall not be given instructions or restricted in any way in the performance of audit duties. This is reflected, *inter alia*, in the fact that the annual audit plan is adopted by the internal auditor.

3.4.3 Human resources

Since 2023, the IAS has consisted of three AD posts, including the internal auditor. This has led to a noticeable increase in output and coverage. However, the function remains vulnerable to long-term staff absences. Both the IAS and the Audit Committee continued to advocate that the IAS be accorded unit status, in line with practice in other EU institutions and bodies.

3.4.4 Activities in 2025

3.4.4.1 Audit engagements

In accordance with the Financial Regulation, the Internal Audit Charter and IIA standards, the internal auditor adopts an annual audit plan based on an assessment of risks and the IAS's capacity. The risk analysis draws on internal and external sources, including reports of the European Court of Auditors, discharge resolutions of the European Parliament and exchanges with senior management.

The internal auditor adopted the 2025 audit plan on 15 December 2024.

In 2025, the IAS issued five audit reports, all resulting from compliance audits:

- *Documentation of processes* (30 January): This audit assessed whether administrative processes were fully documented and whether ownership and responsibilities were clearly defined. The IAS recommended the introduction of implementation guidance for the relevant internal control standard, including clearer definitions, use of standard templates and a degree of central coordination. Improved monitoring and the establishment of a centralised exception register were also recommended.
- *Annual Activity Report* (21 May): This audit assessed compliance of the AAR with Financial Regulation requirements, with particular attention to reporting on internal controls, and benchmarked practices against those of other EU institutions, bodies and agencies. The IAS concluded that reporting on internal controls needed to be more complete, coherent and clearly structured. By the end of 2025, no action plan had yet been agreed.
- *The EESC's readiness to implement SUMMA* (4 June): This audit examined organisational readiness for the implementation of SUMMA, the new accounting and budgeting system to replace ABAC at the EESC from January 2027. While recognising that the EESC has the technical

capacity and human resources required, the IAS identified a number of risks and recommended mitigating measures to be reflected in the project management framework.

- *Delivering adopted opinions to the EU institutions* (31 July): This audit assessed controls over the timely and correct delivery of adopted opinions. Several critical issues were identified. The IAS recommended developing a method for immediate and standardised delivery, particularly for time critical opinions, and clarifying the role of the single dispatch procedure introduced in 2024. No action plan had been proposed by the end of the year.
- *Management of joint appropriations in the Directorate for Logistics* (18 December): This audit assessed compliance with the Administrative Cooperation Agreement and the Financial Regulation. It found that certain working practices deviated from formal requirements for pragmatic reasons, partly because some provisions were not fit for purpose. The IAS recommended improved monitoring and reporting, clearer documentation of processes and proactive involvement of all relevant actors in the forthcoming revision of the cooperation agreement, which expires at the end of 2026. No action plan had yet been requested due to the timing of the report.

An additional audit on cybersecurity was launched in 2025; the report is expected to be issued in the first quarter of 2026.

3.4.4.2 Follow-up

At the beginning of 2025, twenty actions were open. During the year, seven were fully implemented and, for two audits, all remaining recommendations were closed. Twenty-two new actions were proposed in 2025, some of which were still to be agreed by year-end. None of these had been fully implemented by 31 December 2025.

Auditees need to improve their responsiveness in establishing action plans and implementing agreed actions. This has been acknowledged by both the Secretary-General and the Audit Committee, and a stricter follow-up approach will be applied in the future.

3.4.4.3 Other activities

In addition to audit engagements, activities in 2025 included:

- recurrent tasks, notably the submission of the annual internal audit report for 2024, adoption of the 2026 audit plan, and contributions to the management plan and the Committee's AAR;
- ad hoc advice, including an advisory engagement related to an audit on translation performed by the CoR Internal Audit Unit (not included in the audit plan);
- continued work to establish a coherent internal audit framework, including new Internal Audit and Audit Committee charters, an updated manual, process mapping and standardised templates;
- implementation of the Quality Assurance and Improvement Programme (QAIP), with all staff meeting continuing professional education requirements and particular attention paid to IT developments, cybersecurity and the implementation of the new IIA standards;
- cooperation with other institutions, including participation in the interinstitutional meeting of chief audit executives and ongoing contacts with the European Court of Auditors.

The IAS also acted as secretariat to the Audit Committee, which held five meetings in 2025.

3.4.5 Conclusion

All objectives set for 2025 were attained. Overall, the internal auditor is confident that the IAS complies with IIA standards to the extent permitted by its size, with the exception that the required external assessment needs to be carried out. This assessment is planned for 2026.

While a number of weaknesses in management and control systems were identified and follow-up needs to improve, there is a clear and increasing commitment within the EESC to address these issues and strengthen governance arrangements. Ongoing work to establish clear objectives, strategies and priorities in accordance with the Rules of Procedure and the Financial Regulation remains particularly important and is expected to continue in 2026.

3.4.6 Ethics and prevention of conflict of interest

The prevention of conflicts of interest is a core component of the ethical framework of the European Economic and Social Committee (EESC). It aims to ensure the independence, impartiality and integrity of staff in the performance of their duties, while safeguarding the credibility of the institution.

In accordance with **Articles 11 and 11a of the Staff Regulations**, staff members must carry out their duties solely in the interests of the Union and refrain from dealing with matters in which they have, directly or indirectly, a personal interest that could impair their independence.

Prevention is primarily based on the **early identification of risk situations** and on a high level of transparency. Conflicts of interest may arise, for example, in connection with financial, family or personal interests, or where there is a risk of bias in decision-making.

To prevent and manage such situations, staff members are encouraged to take a number of steps, including:

- declaring relevant interests (e.g. employment of a spouse or partner, financial interests);
- declaring gifts and offers of hospitality;
- requesting prior authorisation for external activities or publications;
- and informing the competent authority without delay in case of doubt or a potential conflict situation.

Beyond these individual obligations, the EESC promotes an approach based on **prevention, guidance and support**. A network of **ethics counsellors**, composed of trained staff from different directorates, is available to provide confidential advice and assist colleagues in analysing sensitive situations, including those that may involve a conflict of interest.

In addition, the **whistleblowing framework** enables staff members to report serious irregularities, including situations potentially linked to conflicts of interest, in a secure environment and with protection against retaliation.

Since 2024, the EESC has further strengthened its preventive approach by offering colleagues a **tailor-made training developed in cooperation with OLAF**, focusing on whistleblowing mechanisms and the identification of risk situations.

Furthermore, in 2026, a **spring awareness-raising campaign** covering several ethical topics, including the prevention of conflicts of interest, has been implemented. This campaign follows a pedagogical and multi-channel approach, combining:

- targeted communication;
- practical examples based on fictitious cases;

- visual materials (posters, screens);
- as well as interactive tools such as quizzes.

This overall approach reflects the EESC's commitment to fostering a **shared ethical culture**, based on prevention, individual responsibility and dialogue. It aims to provide staff with a clear understanding of the applicable rules while equipping them with practical tools to apply these principles in their daily professional activities.

3.4.7 **Fraud detection and prevention**

In December 2025, the EESC adopted a new Anti-Fraud Strategy, reinforcing its commitment to fraud prevention and detection. An effective anti-fraud strategy is not just essential but is fundamental to protect EU money and maintain public trust, as well as helping to ensure transparency and accountability in financial management.

The EESC Anti-Fraud Strategy 2025 – 2027 includes an analysis of anti-fraud measures that are already in place in the EESC as well as their effectiveness and contains an action plan setting out twelve concrete measures that the EESC intends to take starting in the fourth quarter of 2025 until the end of 2027 in order to further improve its anti-fraud capability

Throughout the year, the Committee implemented key measures to strengthen fraud risk management, including enhanced internal controls, staff training on fraud awareness, and improved procedures for detecting and reporting potential fraud. These efforts have bolstered the EESC's safeguards against fraud and reflect a continued zero-tolerance stance on fraudulent conduct.

Additionally, there were various training initiatives focused on compliance and fraud prevention, helping to foster a culture of trust and ensuring financial management practices align with the evolving needs of the organization.

3.4.8 **Assets and information, reliability of reporting**

In view of the internal control objective to safeguard assets, the EESC has established internal procedures and processes. The inventory check of fixed assets has been performed and documented, and relevant write-offs were done. The annual assessment (including reclassification decision, calculations of net book value for IT and furniture to be disposed of, and SAP bookings) was performed before the year-end operations as set out in the internal procedure.

In view of the objective of reliability of reporting, the EESC ensures data quality and accuracy via managerial supervision, segregation of duties, and external reviews and audits.

3.4.9 **Conclusion on internal control systems**

The EESC has maintained an internal control system designed to provide reasonable assurance on the achievement of its objectives in terms of effectiveness, efficiency, compliance with applicable rules, and safeguarding of assets.

The EESC has consistently reviewed the available control results and standards, as well as the observations and recommendations issued by its Internal Audit function and the European Court of Auditors where required.

Based on the evidence collected, management concludes that the internal control system operated effectively throughout the year. All key components and principles of the internal control framework were present and functioned as intended. No material weaknesses were identified that would affect the reliability of management's assurance.

Results and consequences of closed OLAF cases - 2025

There were two cases referred to OLAF in 2025. The first case was dismissed by OLAF, but had to be reported to EPPO. The second case is being evaluated with a view to establishing whether an investigation should be opened.

3.5 Conclusion of the assurance

Taking into account the conclusions of the review of the elements supporting assurance, it is possible to conclude that the internal controls systems implemented by the European Economic and Social Committee provide sufficient assurance to adequately manage the risks relating to the legality and regularity of the underlying transactions. Furthermore, it is also possible to conclude that the internal control systems provide sufficient assurance with regard to the achievement of the other internal control objectives.

4. **Declaration of assurance**

I, the undersigned, Isabelle Le Galo Flores, Secretary-General of the European Economic and Social Committee (EESC), in my capacity as Authorising Officer by delegation

Declare that the information contained in this report gives a true and fair view⁵.

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 function 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 European Economic and Social Committee.

Brussels, 30 June 2026



Isabelle Le Galo Flores

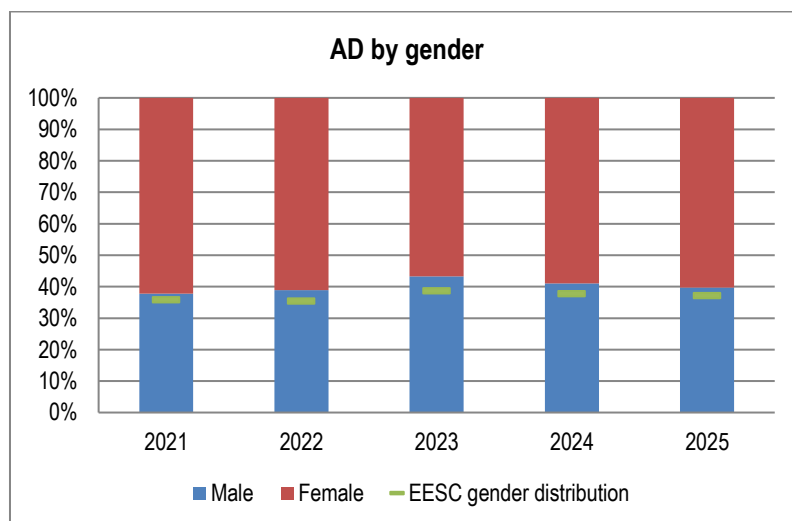
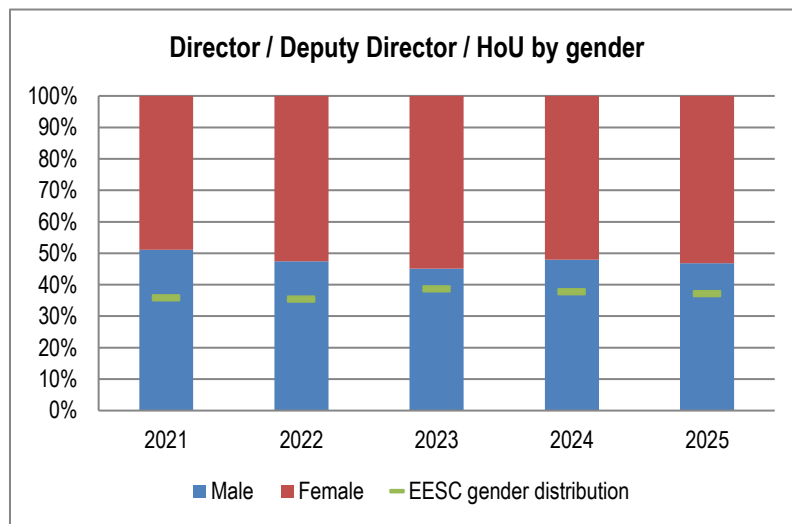
⁵ True and fair in this context means a reliable, complete and correct view on the state of affairs in the European Economic and Social Committee.

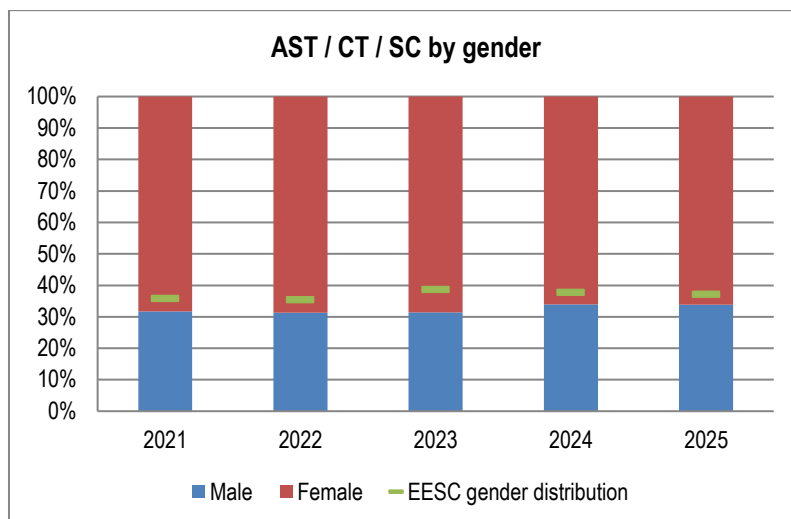
5. ANNEXES

- FR: Operations carried out by reference to the objectives
- FR: Use of resources; Contribution of expenses to strategic objectives of the EU and generates EU added value:

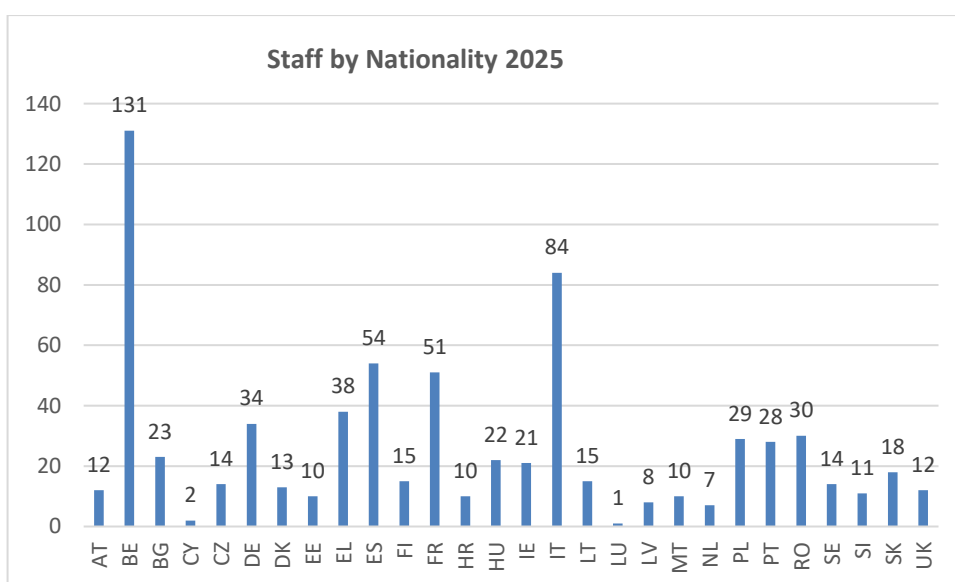
5.1 HR: active statutory staff by gender (situation on 31.12.2025) – Management – AD – AST

	Director/Deputy Director/Head of unit				AD/GFIV/END/CS excluding management				AST/SC/GFI-III			
	Number	% of total staff	% M	% F	Number	% of total staff	% M	% F	Number	% of total staff	% M	% F
2025	47	6,6%	46,8%	53,2%	312	43,6%	39,7%	60,3%	358	50,0%	33,8%	66,2%
2024	46	6,4%	48,0%	52,0%	301	42,0%	41,0%	59,0%	369	51,5%	33,9%	66,1%
2023	46	6,5%	43,5%	53,0%	304	42,9%	46,4%	60,8%	358	50,6%	31,6%	69,1%
2022	47	6,6%	47,0%	52,0%	296	41,9%	39,2%	61,5%	363	51,3%	30,9%	67,8%
2021	48	6,9%	48,0%	46,0%	286	40,9%	38,5%	63,3%	366	52,3%	32,2%	69,5%



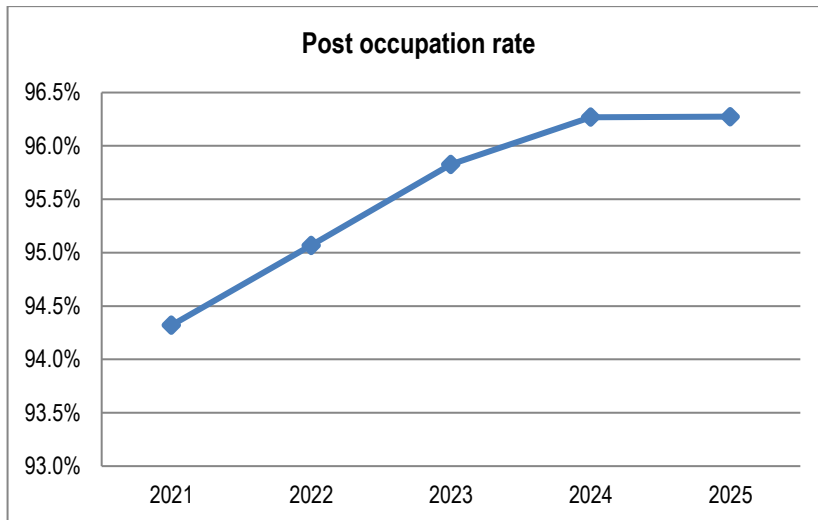


5.2 HR: active statutory staff by nationality (situation on 31.12.2025)

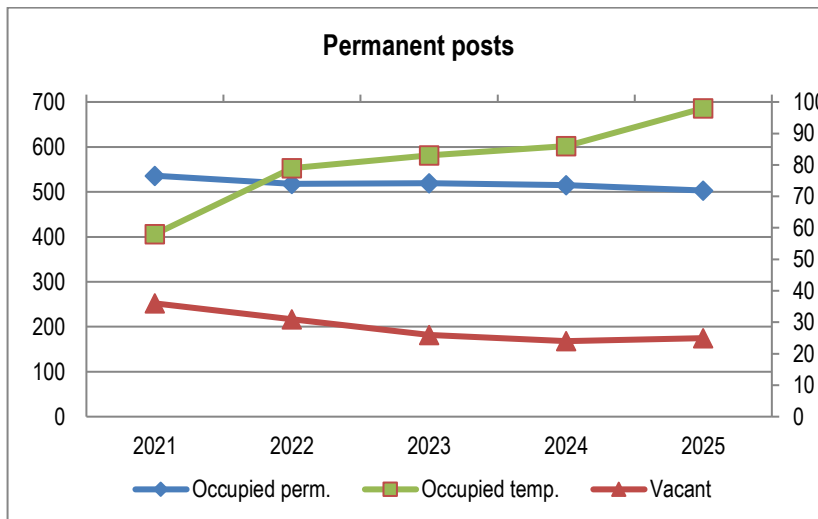


5.3 HR: EESC post occupation rate

	Total	Post occupation rate	Permanent posts							Temporary posts		
			All	AD	AST	SC	Occupied perm.	Occupied temp.	Vacant	All	Occupied	Vacant
2025	671	96,3%	626	318	269	39	503	98	25	45	45	0
2024	670	96,3%	625	317	269	39	515	86	24	45	44	1
2023	671	95,8%	628	317	272	39	519	83	26	43	41	2
2022	669	95,1%	628	314	275	39	518	79	31	41	39	2
2021	669	94,3%	630	314	277	39	536	58	36	39	37	2



This indicator measures, at the end of the year, the occupation rate of the Committee's posts. It distinguishes between an occupation of permanent and temporary posts (staff on parental or family leave are considered to permanently occupy the post).

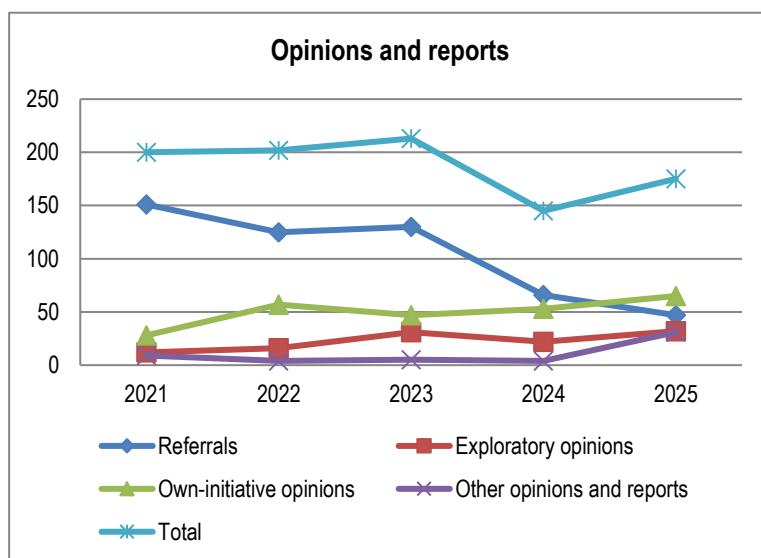


5.4 Average payment times Article 116 FR

Financial year	average gross time to pay in days
2025	17.60
2024	16.53
2023	20.50
2022	18.96
2021	21.60

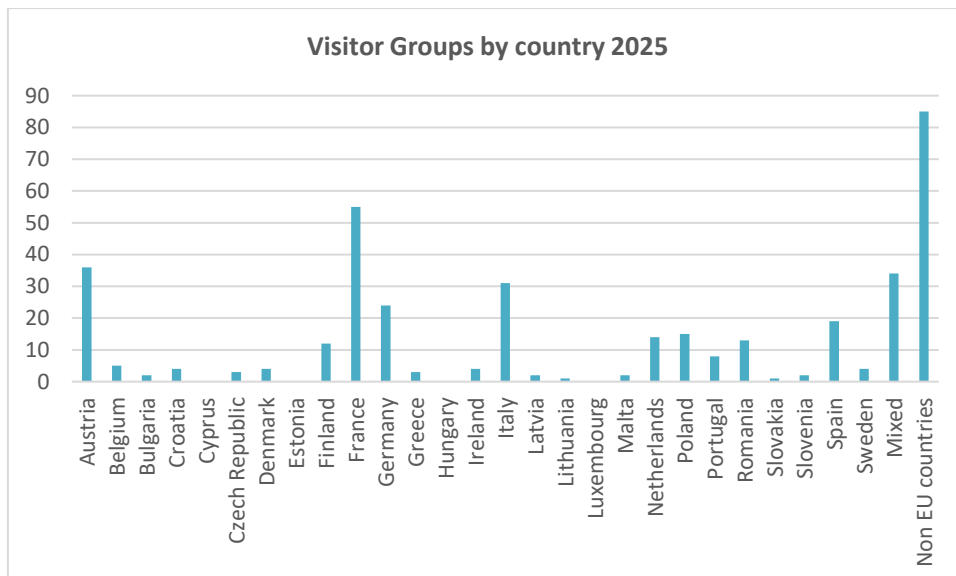
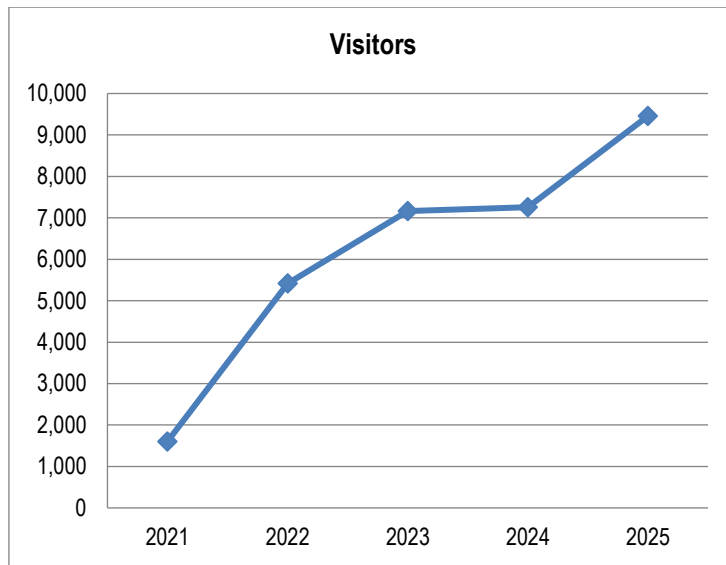
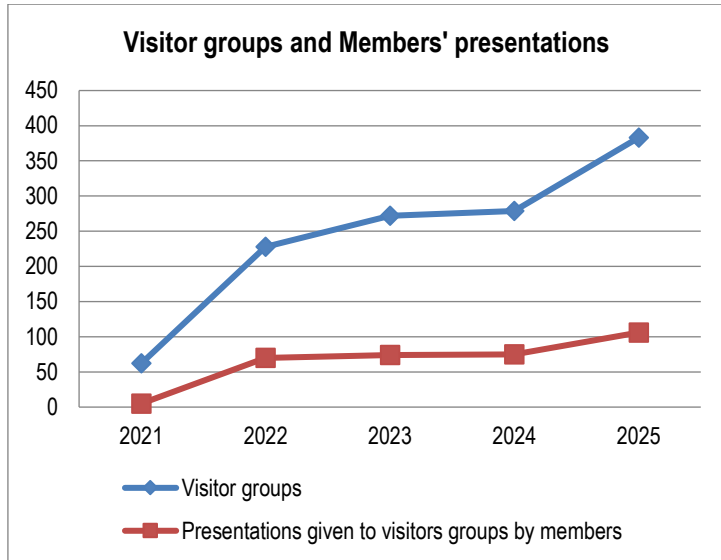
5.5 Number of adopted opinions and reports (situation on 31.12.2025)

	Opinions and reports				
	Referrals	Exploratory opinions	Own-initiative opinions	Other opinions and reports	Total
2025	70	32	65	7	174
2024	66	22	53	4	145
2023	130	31	47	5	213
2022	125	16	57	4	202
2021	151	12	28	9	200



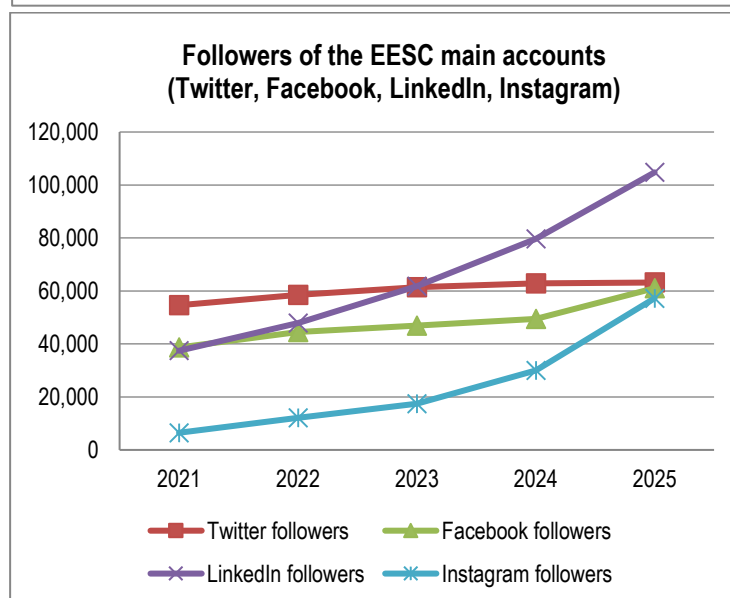
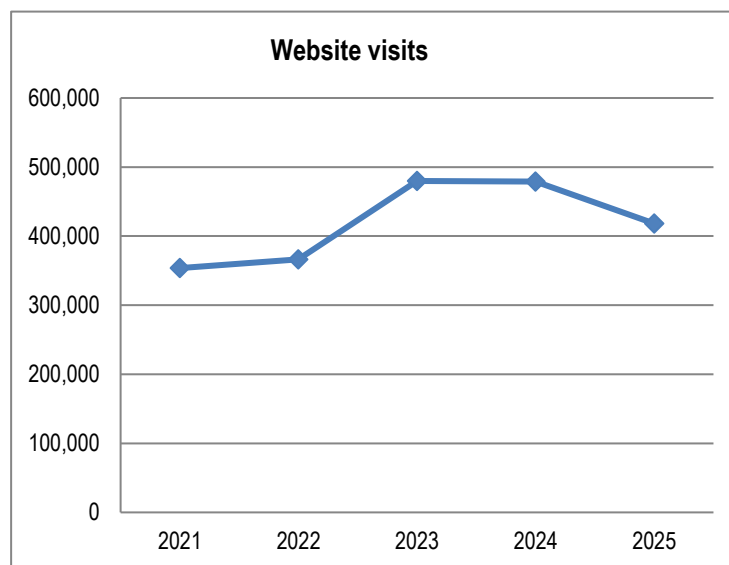
5.6 Number of visitors and per country of origin

	Visitor groups	Presentations given to visitors' groups by members	Visitors
2025	383	106	9.456
2024	279	75	7.254
2023	272	74	7.165
2022	228	70	5.416
2021	62	5	1.605



5.7 Followers of EESC main accounts

	Website visits	Twitter followers	Facebook followers	LinkedIn followers	Instagram followers
2025	418.211	63.189	61.054	104.773	57.253
2024	478.915	62.868	49.494	79.647	29.987
2023	479.820	61.416	46.868	61.761	17.428
2022	366.549	58.529	44.486	47.910	12.139
2021	353.704	54.618	38.669	37.442	6.483



5.8 Number of building maintenance interventions

The EESC buildings are managed jointly by the Committee of the Regions (CoR) and the EESC and the costs are shared according to the sharing key with 57.46% of the costs being borne by the EESC.

The number of building maintenance interventions for all buildings jointly managed by the two Committees decreased from 3 178 in 2024 to 2 589 in 2025, representing a reduction of 18.5% compared to the previous year.

5.9 Cost development rents and lease 2025

The following table shows the EESC share of expenditure and the surface area for each building jointly occupied by the two Committees.

BUDGET LINE		BUILDING	GROSS AREA ABOVE GROUND (m ²)	TYPE OF CONTRACT	ACTUAL COST in 2025 (€)
A02001	Annual lease payments				
	OFFICE SPACE	JDE	20,644	Emphyteusis with option to buy (exercised in 2018)	7.790.551
		BVS	18,281	Emphyteusis with option to buy (exercised in 2019)	6.967.082
		REM	2,324	Emphyteusis with option to buy (exercised in 2019)	375.492
		VMA	9,557	Emphyteusis with option to buy, not yet exercised	3.880.024
	<i>Subtotal office space</i>		<i>50,806</i>		<i>19.013.149</i>
	NON-OFFICE SPACE	JDE	15,735		5.938.012
		BVS	2,285		870.838
		REM	0		0
		VMA	6,752		2.741.228
	<i>Subtotal non-office space</i>		<i>24,772</i>		<i>9.550.078</i>
TOTAL LINE			75,578		28.563.227
A02000	Rent				
	OFFICE SPACE	B100	5,827	Rent	1.555.828
	<i>Subtotal office space</i>		<i>5,827</i>		<i>1.555.828</i>
	NON-OFFICE SPACE	B100	0		0
	<i>Subtotal non-office space</i>		<i>0</i>		<i>0</i>
TOTAL LINE			5,827		1.555.828
GRAND TOTALS			81,405		30.119.055
	Share of office space in total space (%)		69.6%		
	Share of non-office space in total space (%)		30.4%		
	Employees to be accommodated		1,485		
	Office space / employee (m ²) ^[6]		38,1		

⁶ This average is overrated by the fact that a part of the office space is used by the Members of the European Economic and Social Committee and the Committee of the Regions.

5.10 Optimization of building usage

The EP discharge report 2024 for the EESC notes, over the period 2021-2024, an estimated increase of +16,53 % in costs with Committee's rents and + 15 % in costs with maintenance and security service contracts; the report notes moreover from the Questionnaire that the Committee's lease payment has increased by 4,7 % in 2024, which is above the Commission's 2 % cap for non-salary-related expenses; Parliament notes further that the energy costs for the Committee decreased from EUR 1 923 391 in 2023 to EUR 711 608 in 2024.

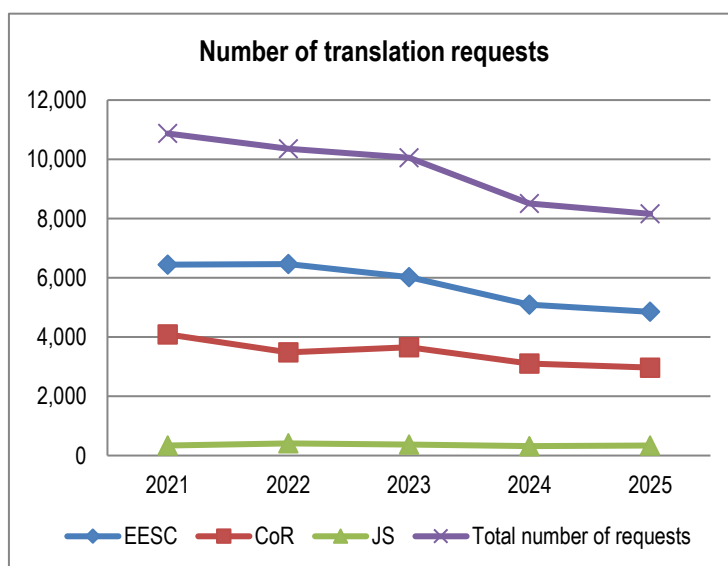
5.11 Disposing of fixed assets (Art. 87 FR)

On 31 August 2025, the EESC terminated the lease contract for the B-100 building with effect on 01 August 2026. This allows for savings of 1.2 million EUR plus indexation per year.

Furthermore, 5,484 goods were decommissioned in 2025.

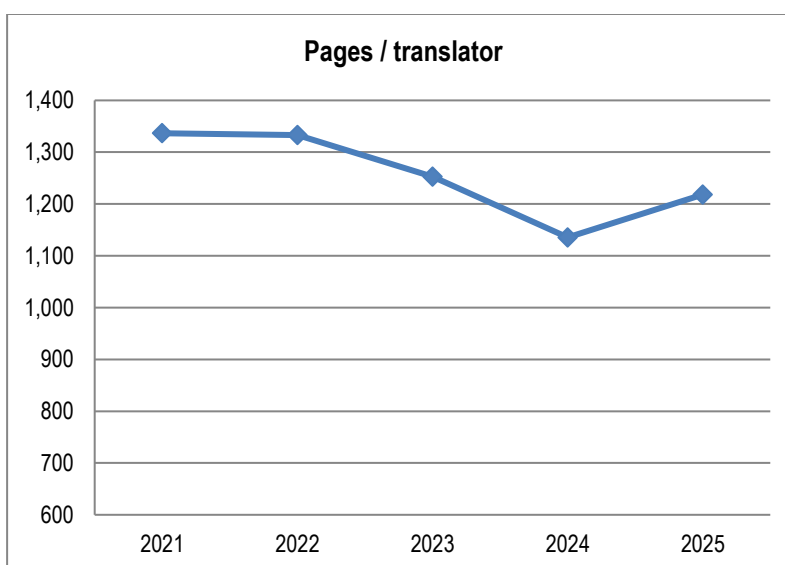
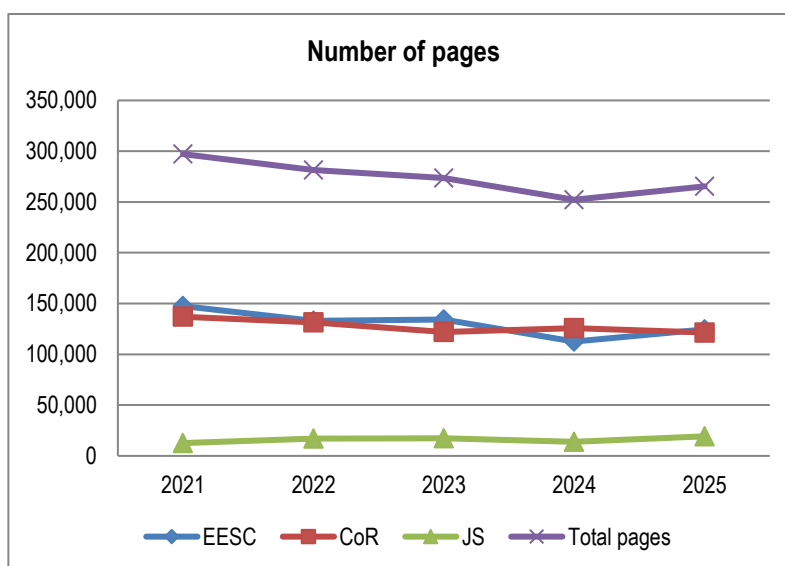
5.12 Number of translation requests

	EESC		CoR		JS		Total number of requests
	Requests	%	Requests	%	Requests	%	
2025	4.852	59,5%	2.970	36,4%	338	4,1%	8.160
2024	5.090	59,8%	3.105	36,5%	319	3,7%	8.514
2023	6.020	59,9%	3.659	36,4%	371	3,7%	10.050
2022	6.464	62,4%	3.484	33,6%	410	4,0%	10.358
2021	6.445	59,3%	4.091	37,6%	335	3,1%	10.871



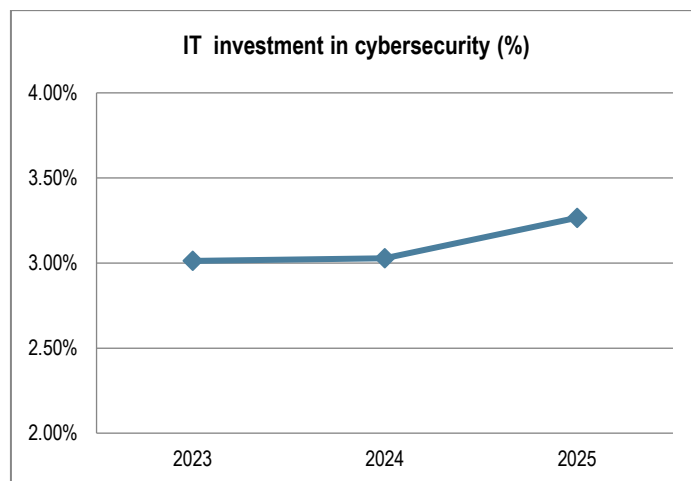
5.13 Total number of pages translated, and average number of pages translated per translator

	EESC		CoR		JS		Total pages	FTE	Pages / translator
	Pages	%	Pages	%	Pages	%			
2025	124.559	46,9%	121.502	45,8%	19.251	7,3%	265.312	217,8	1.218
2024	112.586	44,6%	125.752	49,9%	13.861	5,5%	252.199	222,1	1.136
2023	134.150	49,0%	122.029	44,6%	17.440	6,4%	273.619	218,4	1.253
2022	133.112	47,3%	131.538	46,7%	16.922	6,0%	281.572	211,2	1.333
2021	147.497	49,6%	136.992	46,1%	12.628	4,3%	297.117	222,3	1.337



5.14 Investment in cybersecurity

	IT investment in cybersecurity	
	EUR	%
2025	388.530	3,27%
2024	350.109	3,03%
2023	346.324	3,01%



5.15 Art. 101.5: waivers on recovery by authorising officer – report to be sent to budgetary authority

Each Union institution shall send to the European Parliament and to the Council each year a report on the waivers granted by it pursuant to paragraphs 2, 3 and 4 of Article 101.5. Information on waivers below EUR 60 000 shall be provided as a total amount.

Local Key	Central Key	Type	Amount in EUR	Current Year	Year of Origin	Cashing Date
CES.2804	4443210001	Renunciation	-7,763.99	I2025	I2021	28/08/2025
CES.2699	4443200001	Renunciation	-1,255.84	I2020	I2020	26/10/2020

5.16 Report on the compliance with and the suspension of the time limits according to Art. 116.6

Article 116 (6) of the Financial Regulation lays down the obligation for each European Union institution to submit to the European Parliament and Council a report on compliance with and the suspension of the time-limits for paying its creditors.

Financial year	Invoices paid n°	Invoices paid in EUR	Invoices paid in time %	Average gross time to pay in days	Suspension of time limits n°	Late interest paid in EUR
2025	17,275	64,318,654.00	93.09	17.60	252	0.00
2024	17,303	62,607,481.70	95.39	16.53	228	9,167.45
2023	16,681	61,885,398.13	93.85	20.50	211	523.46
2022	13,763	62,769,297.35	89.65	18.96	282	6,774.39
2021	5,737	41,737,464.96	82.88	21.60	149	271.65

5.17 Report on negotiated procedure according to Art. 74 FR

For 2025 the total number of published negotiated procurement procedures was 196:

- 5 of them were negotiated procedures without prior publication of contract notice;
- 191 of them were very low value procedures (below 15,000 EUR).
- No low value procedures (between 15,000 EUR – 60,000EUR) and middle value procedures (between 60,000 EUR to 143,000 EUR- EU Directive threshold in 2025) were published.

Apart of negotiated procedures, in 2025 the EESC launched 1 open procedure and 1 restricted procedure.

During 2025, the EESC organised the following negotiated procedure without prior publication of a contract notice (**Point 11.1 (a) to (f) of the Annex I of the Financial Regulation 2024/2509**).

EESC negotiated procedure launched by Public Procurement for the Joint Services:

Contractor	Subject	Amount in EUR	Type of Contract	Legal Basis FR 2024 Annex I
EUROPEAN SECURITY CONCEPT	The provision of services intended, on the one hand, for preventive, corrective and curative maintenance, as well as operational support, adaptation works and updating of security installations, and on the other hand for the delivery, installation and programming of new security equipment for the various administrative buildings of the European Economic and Social Committee and the European Committee of the Regions in Brussels.	3.509.739,99 (Framework contract - maximum amount during a 4-year period for EESC and CoR)	services and supplies	Article 167(5)(f) of the Financial Regulation and point 11.1 (a) of Annex I to the Financial Regulation: No tenders were submitted in response to the open procedure n° CESE/2025/OP/0024 related to the same object

Negotiated procedure launched by EESC Own Services:

Contractor	Subject	Amount in EUR	Type of Contract	Legal Basis FR 2024 Annex I
COMPASS GROUP BELGIUM	PLENARY SESSIONS HELD AT THE EUROPEAN PARLIAMENT – EESC SP ON 22 AND 23 JANUARY 2025 – COFFEE, WATER AND SMALL PASTRIES FOR PARTICIPANTS	5 618,50	Services	Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market
COMPASS GROUP BELGIUM	PLENARY SESSIONS HELD AT THE EUROPEAN PARLIAMENT – EESC SP ON 17 AND 18 SEPTEMBER 2025 – COFFEE, WATER AND SMALL PASTRIES FOR PARTICIPANTS	8 798,00	Services	Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market
COMPASS GROUP BELGIUM	PLENARY SESSIONS ORGANISED AT THE EUROPEAN PARLIAMENT – EESC SP 21–22–23 OCTOBER 2025 – COFFEE, WATER AND SMALL PASTRIES FOR PARTICIPANTS	6 855,75	Services	Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market
COMPASS GROUP BELGIUM	CATERING COSTS – BUFFET LUNCH – INAUGURAL PLENARY SESSION AT THE EUROPEAN PARLIAMENT – 23	14 993,00	Services	Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market

	OCTOBER 2025 – BRUSSELS			
COMPASS GROUP BELGIUM	BRUSSELS – 2025 – PLENARY SESSIONS HELD AT THE EUROPEAN PARLIAMENT – EESC SP ON 3–4 DECEMBER 2025 – COFFEE, WATER AND SMALL PASTRIES FOR PARTICIPANTS	5 492,00	Services	Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market

5.18 Ex-post publicity of signed contract according to point 3.3 of Annex I FR

Lists of contracts awarded/signed the previous financial year according to point 3.3 of Annex I of the Financial Regulation 2024/2509:

<https://www.eesc.europa.eu/en/work-with-us/public-procurement/awarded-contracts>

5.19 Service level agreements (SLAs) concluded with other Union institutions (Article 59(3) FR)

In 2025, the following service-level agreements were in place:

Signature and entry into force	Counterpart(s) / Legal Entity	Area / Subject
2024	European Commission	Laissez-passer (in accordance with Council Regulation (EU) No 1471/2013)
2013	European Commission (DG Interpretation)	Service Level Agreement on interpretation services
2019	European Parliament (DG LINC)	Administrative co-operation agreement on interpretation services (with EP interpreters)
2025	European Parliament (DG LINC)	Service level agreement on remote interpretation services (with external service providers)
2012	Translation Centre for the Bodies of the European Union	Provision of translation and other language services
2025	COR	Library Management System
2024	European Commission	Implementation of a Union Catalogue for seven EU institutions and bodies
2022	European Commission (OIB)	Printing services
2024	European Parliament	Green Public Procurement Helpdesk
2020	European Commission (DG BUDG)	Abac-DWH-financial dashboards
2024	European Commission (DG DIGIT)	IT hosting of the Abac System – NDP – Abac assets – E-procurement – EU-sign – SUMMA onboarding
2024	European Commission (DG HR)	HRT – Sysper & ID Management HR – NDP
2024	European Commission (DG DIGIT)	Training for staff on the use of ARES
2024	SG.DSG1	HAN - access and use of
2020	European Commission (DG DIGIT)	ICT procurement fees

Signature and entry into force	Counterpart(s) / Legal Entity	Area / Subject
2020	European Commission (DG DIGIT)	Cloud brokering services
2025	European Commission (DG DIGIT)	EU LOGIN
2025	European Commission (DG DIGIT)	GPT@EC
2025	European Commission (DG DIGIT)	CERT-EU Social Media Assurance Service
2025	European Commission (DG DIGIT)	Europa Web Platform
2025	European Commission (EPSO)	Organisation of internal competitions
2024	European Commission (PMO)	Transfer IN and OUT of pension rights, recalculation of pension rights, the Community unemployment allowance, payment of the severance grant
2018	European Commission (DG HR)	HR Services: welcome, information and assistance to the officials and servants of the Committees as well as to Members of their families under the Protocol on the Privileges and Immunities, IDOC investigations
2018	European Commission (DG HR)	HR Services: 1. Access to EU Learn 2. Access to General & Digital Training 3. Access to Language Training
2018	Publications Office of the European Union	Publication services (including procurement, award of contracts, printing services)

It should also be recalled that the administrative cooperation between the European Economic and Social Committee and the Committee of the Regions (CoR), currently in force, is one of the most advanced and long-standing partnerships among EU institutions. Dating back to 1999 and continuously reinforced through successive agreements, it is governed by an administrative cooperation agreement that sets out the rules and principles of collaboration, including the functioning of the Joint Services and the respective financial contributions. This framework goes well beyond a simple service level agreement, underpinning deep administrative integration through shared services, joint governance structures and pooled resources, complemented by operational arrangements that ensure efficient service delivery in key areas such as buildings, security, safety, printing, procurement, logistics, IT and translation.