

MB DECISION

Decision n°: 2024/11

Subject: Adoption of the Draft estimate of revenue and expenditure
2026

THE MANAGEMENT BOARD OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

HAVING REGARD to the Council Regulation (EC) No 168/2007 of 15 February 2007 establishing a European Union Agency for Fundamental Rights, as amended by Council Regulation (EU) No 2022/555 of 5 April 2022, and in particular Article 12 paragraph 6(f) and Article 20 paragraph 5;

HAVING REGARD to Management Board decision of 17 May 2019 on the Financial Rules applicable to the budget of the European Union Agency for Fundamental Rights, and in particular articles 32 and 33.

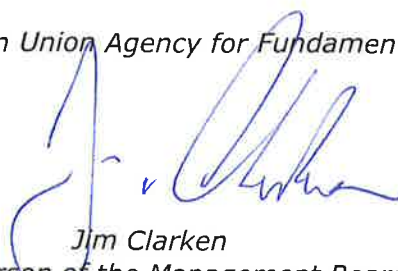
HAS DECIDED AS FOLLOWS:

Article 1

To adopt the Draft estimate of revenue and expenditure of the European Union Agency for Fundamental Rights for the financial year 2026 amounting to € 26,763,808, as provided in Annex III of the Draft Single Programming Document 2026-2028.

Done at Vienna, on 12 December 2024.

For the European Union Agency for Fundamental Rights



Jim Clarken
Chairperson of the Management Board

Annex: Draft Single Programming Document 2026-2028 (specifically Annex III)

SINGLE PROGRAMMING DOCUMENT

—
2026-2028

1st DRAFT – November 2024

CONTENTS

INTRODUCTION	3
SECTION I: GENERAL CONTEXT	4
SECTION II: MULTI-ANNUAL PROGRAMMING 2026-2028	6
2.1 Long-term strategy 2023-2028	7
2.2 Key activities	13
2.3 Human and financial resource - outlook for years 2026 - 2028	17
SECTION III: ANNUAL WORK PROGRAMME 2026	22
3.1 Work Areas	23
A. EU Charter of Fundamental Rights and International Human Rights Treaties	24
B. Rule of Law, Democracy and National Fundamental Rights Oversight	28
C. Equality and Non-Discrimination	31
D. Justice, Victim's Rights and Security	35
E. Migration, Asylum and Borders	39
F. Data, Artificial Intelligence and Digitalisation	43
G. Environmental and Social Sustainability	47
H. Institutional Cooperation, Dialogue with Civil Society and Youth Engagement	51
I. International Cooperation and Enlargement	56
J. Communication and Awareness Raising	59
K. Governance, Strategy and Impact	62
L. Integrated Administrative Services Anti-racism and non-discrimination	64
ANNEXES	67

INTRODUCTION

The Single Programming Document (SPD) provides a comprehensive framework for planning and programming, connecting FRA's long-term strategic priorities and objectives with its annual operational work. It ensures coherence between strategic objectives, work areas, the key activities and outputs necessary to achieve them, offering a structured approach for both internal and external stakeholders.

The main sections of the SPD are structured as follows:

Section I: Policy Context

This section describes the wider policy landscape that FRA functions within, encompassing essential EU policy frameworks, legal responsibilities, and challenges related to fundamental rights. It provides a foundation for comprehending how FRA's efforts correspond with the overarching EU agenda, highlighting its role in tackling both existing and forthcoming fundamental rights concerns.

Section II: Multiannual Programming

This section presents the agency's multiannual strategic framework, including the **Strategic priorities and objectives**. These define the agency's long-term focus areas, ensuring consistency with its mandate and broader policy context. This includes a high-level overview of the results FRA aims to deliver over the multiannual period. A set of standardised **key activities** is introduced to explain a structured approach to achieving the strategic priorities and objectives.

The multiannual programming serves as the foundation for FRA's annual work, ensuring that long-term priorities are consistently addressed.

Section III: Annual Programming

This section highlights the agency's thematic focus and objectives for the upcoming year, organized by **Work Areas** that reflect FRA's priorities in tackling particular fundamental rights issues and challenges. Each work area includes key activities aimed at directing the agency's initiatives and presents a comprehensive list of anticipated **outputs** for the year, ensuring transparency and accountability for FRA's planned activities.

The annual programming ensures that FRA's operations remain agile and responsive, allowing the agency to adapt to new challenges while maintaining alignment with its strategic framework

The diagram in the next page provides a visual summary of the FRA's multi-annual and annual programming.

MULTIANNUAL PROGRAMMING

STRATEGIC PRIORITY

1. Support the upholding of fundamental rights standards in the development of new EU laws and policies

Strategic Objectives

- 1.1 Analyse reliable data on fundamental rights trends in the Union.
- 1.2 Advise decision-makers to advance policies that protect fundamental rights.
- 1.3 Research fundamental rights and challenges to help EU institutions anticipate threats and enhance resilience.

STRATEGIC PRIORITY

2. Contribute to ensuring respect, protection and fulfilment of fundamental rights in the fields covered by existing EU laws and policies

Strategic Objectives

- 2.1 Advice to support the implementation of EU laws and policies for EU institutions and Member States.
- 2.2 Promote integration of fundamental rights in EU and national laws and policies.
- 2.3 Assist EU institutions in addressing fundamental rights risks in laws and policies.

STRATEGIC PRIORITY

3. Cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision

Strategic Objectives

- 3.1 Raising awareness on fundamental rights among rights holders and duty bearers.
- 3.2 Develop tools and methods for assessing fundamental rights, including benchmarking and indicators.
- 3.3 Collaborate with partners to strengthen fundamental rights protection systems
- 3.4 Foster dialogue among key actors to address fundamental rights challenges.

ANNUAL PROGRAMMING



KEY ACTIVITIES



GENERAL CONTEXT

(this section will be available in the final version of the document)



1st DRAFT
SINGLE PROGRAMMING
DOCUMENT 2026-2028

SECTION 2: MULTI-ANNUAL PROGRAMMING

2026-2028

This section includes:

1. Overview of the strategic direction for 2026-2028, based on the FRA's 2023-2028 Strategic Plan.
2. Identification of three multiannual strategic priorities and ten supporting objectives.
3. Outline of the FRA's activities for achieving the objectives.
4. Projection of required human and financial resources for the 2026-2028 period.

2.1 Long-term strategy 2023-2028

The new vision, strategic priorities and objectives build on the approach adopted by FRA for the previous programming period and past achievements, ensuring continuity. Their design takes into account future fundamental rights challenges facing Europe the agency's mandate, the broader operational context and the resources available. They will ensure that FRA's strategic and operational response to future challenges maximizes coherence, synergies, efficiency and effectiveness of the Agency's delivery mechanisms. In preparing the strategy, extensive consultations were undertaken to obtain views on FRA's priorities for 2023–2028. The consultations included online surveys, focus groups and interviews. In total, around 350 people provided input to the research from many different bodies: the European institutions, other EU agencies, international organisations, national authorities, fundamental rights bodies and civil society organisations, FRA staff and others.

VISION

FRA envisions a future in which everyone in the EU is treated with dignity and is able to fully enjoy their fundamental rights and freedoms.

FRA will continue to fulfil its role as the EU's independent centre of excellence for fundamental rights, providing support to the EU institutions and Member States in developing and implementing legislation and policies in accordance with the Charter of Fundamental Rights of the European Union

FRA's strategy for 2023–2028 consists of **three** strategic priorities supported by **ten** strategic objectives.



STRATEGIC PRIORITIES

- 1. Support the upholding of fundamental rights standards in the development of new EU laws and policies.**
- 2. Contribute to ensuring respect, protection, and fulfilment of fundamental rights in the fields covered by existing EU laws and policies**
- 3. Cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision.**

STRATEGIC PRIORITY

1. Support upholding fundamental rights standards in the development of new EU laws and policies

At the core of FRA's mandate is the function of providing information, data, and analyses to assist policymakers and inform EU laws and policies. This will remain a cornerstone of its work for 2023-2028.

STRATEGIC OBJECTIVE

1.1 Produce information on fundamental rights issues and trends by collecting and analysing robust, reliable, and comparable data and evidence on the state of the respect, protection, and fulfilment of fundamental rights across the Union.

In 2023–2028, among other core functions, FRA will continue to research fundamental rights in the EU. More precisely, it will continue to collect and analyse objective, reliable and comparable information and data on the situation with regard to respect, protection and fulfilment of fundamental rights across the Union and emerging trends. Among other things, this will involve populating fundamental rights indicators with relevant data. Particular emphasis will be put on fieldwork research through large-scale quantitative surveys and qualitative research, especially in areas where there is limited comparable research. The research will be mainly sociolegal, encompassing legal analysis, use of secondary source material and empirical data collection. This makes it possible to analyse fundamental rights issues and trends over time and inform policymakers. FRA will adopt an intersectional approach to the research in priority thematic areas and improve the efficiency of the research processes. The agency could also seek to lower the minimum age for people to take part in its surveys (while respecting all principles of child protection), and to communicate these findings among young people.

FRA will explore – including in cooperation with other EU agencies and key partners – new areas where it is necessary to collect data about fundamental rights across EU Member States, to inform policymaking. A number of new developments and challenges were identified, including pressures on democratic principles, climate change, and challenges to fundamental rights in the economic and societal spheres, especially to the rights of people in vulnerable situations. Since emerging risks and issues are more complex, there is much to be done to develop the capacity internally and jointly with other EU agencies and partners to collect and analyse comparable data and evidence from across the EU Member States. Linked to this, there is a need for improved disaggregated data, for example by age groups and specific vulnerabilities. FRA will explore potential synergies with other EU agencies and partners to collect robust and reliable evidence. Work also needs to still be undertaken to explore the use of big data for the identification of trends. FRA has recently begun to address this.

STRATEGIC OBJECTIVE

1.2 Provide decision-makers with independent advice and opinions to support them to advance policies that fully respect fundamental rights and are effective in protecting and fulfilling human rights.

FRA's analysis of data and evidence will also continue to support the European Commission's regular reporting to the European Parliament and the Council of the European Union on the development of EU law and policy. The data and evidence that FRA gathers could be used to support ex post and ex ante (or 'upstream') assessments of how certain courses of action will potentially affect the upholding of fundamental rights standards. Likewise, there is a role for the agency to play in providing technical assistance and capacity building as well as in advising on the application of the fundamental rights conditionality when disbursing EU funds.

FRA will enhance its capacity to respond to requests from EU institutions for independent and evidence-based expertise and opinions on fundamental rights aspects of new EU legislative proposals. This would

support the upholding of high fundamental rights standards in EU policies and legal acts. The Agency has over time consolidated its role as independent actor in informing EU law, drawing on the evidence gathered through its research work and expertise. Looking ahead, FRA will issue opinions and conclusions in line with its competences as laid down in Article 3 of its founding regulation.

FRA must also be able to react to short-term developments and crises, and provide advice, information and opinions on a short-term ad hoc basis. FRA already has considerable experience conducting fieldwork research and providing evidence-based advice in crisis situations. Recent examples, as section 2 mentions, include FRA's work in highlighting the fundamental rights aspects of the COVID-19 pandemic and the consequences of the Russian war of aggression against Ukraine. This crisis response mode has become more and more important and is likely to remain so in the future.

STRATEGIC OBJECTIVE

1.3 Carry out research and foresight studies on fundamental rights issues and future challenges to help EU institutions and Member States anticipate threats to the enjoyment of fundamental rights and help them to promote fundamental rights resilience.

In 2023–2028, FRA will further develop its strategic foresight capacity in selected areas where it is undertaking research and data collection, to support policymakers' efforts to better anticipate future developments rather than simply reacting to them. By doing so, it will help EU institutions and Member States anticipate threats to (and identify opportunities for) the enjoyment of fundamental rights and help them to promote fundamental rights resilience.

In addition to large-scale surveys, FRA has an impressive track record of qualitative research on a wide range of topical fundamental rights issues, leading to over 30 publications in 2022 alone. The outputs range from a report on the fundamental rights implications of the Russian war of aggression against Ukraine to a guide to preventing unlawful profiling. This research output provides important information to EU and national policymakers, and others working in the fundamental rights field, and is a key function that will be continued in the future.

FRA is part of existing foresight structures within the EU and has contributed to the strategic foresight processes of the European Commission in 2023. However, there is a need to develop this capacity further in the coming years. If possible, that should involve other EU agencies and partners, particularly in relation to the new challenges that are apparent in the fundamental rights field. FRA can embed elements of foresight into selected areas of its work – encompassing the seven megatrends referred to in this document - where it has developed, and is developing, a body of knowledge and expertise through its research.

STRATEGIC PRIORITY

2. Contribute to ensuring respect, protection, and fulfilment of fundamental rights in the fields covered by existing EU laws and policies

In addition to supporting the upholding of high fundamental rights standards in EU policies and legal acts, FRA will continue to have an important role in supporting the implementation of measures. In this respect, FRA is tasked in its Founding Regulation to “formulate and publish conclusions and opinions on specific thematic topics, for the Union institutions and the Member States when implementing Union law, either on its own initiative or at the request of the European Parliament, the Council or the Commission”. These activities are not confined to “implementation” in the narrow sense of the word - the FRA can also address relevant issues that arise in fields covered by EU law and policies that extend beyond mere implementation.

STRATEGIC OBJECTIVE

2.1 Support the implementation of EU laws and policies with advice, opinions, research and real-time assistance to EU institutions, Member States, and other stakeholders.

FRA will continue to offer assistance and expertise on fundamental rights issues to EU institutions and Member States acting in fields covered by EU law. Providing independent, targeted options and assistance on fundamental rights – at the request of EU institutions or Member States – and analysing the practical implementation of laws in Member States are increasingly important tasks for FRA. By pursuing this action, it will help EU institutions and Member States ensure full compliance with fundamental rights, in line with Article 2 TEU. FRA already has considerable experience in conducting fieldwork research and providing legal analyses of fundamental rights. It will also continue to map comprehensively the practical implementation of EU law and provide legal analyses of key fundamental rights areas of competence, and on other issues at the request of EU institutions. The agency's sociolegal approach, assessing the implementation of law from the perspective of the experiences of rights holders and duty bearers, has proved instrumental in identifying key fundamental rights concerns. In 2023–2028, FRA will continue to systematically promote this approach in its work for EU institutions.

Providing targeted fundamental rights expertise to EU Member States is likely to become a more regular feature of FRA's work. This could range from direct assistance to Member States through to advisory support on fundamental rights issues in the context of sharing experience across the EU, alongside targeted support related to capacity building on monitoring and evaluation practices, and the development of practical tools. Given the agency's financial and human resources, this engagement will need to be carefully targeted to those areas where FRA's input can have most impact.

STRATEGIC OBJECTIVE

2.2 Support the integration of the fundamental rights in the application of relevant laws and policies at the EU and national levels.

To respond to the identified challenges FRA will make renewed efforts to help Member States to integrate the fundamental rights perspective in national measures in the fields covered by EU laws and policies. The need to mainstream fundamental rights principles is nowhere more apparent than in relation to some of the new challenges, such as climate change, digital transformation, and the use of new technologies, as well as in socioeconomic affairs. In these areas, where deemed relevant, a priority for FRA will be to contribute to ensuring that measures taken to address new challenges include appropriate fundamental rights standards and considerations. It will also continue to support the implementation of fundamental rights requirements by providing timely and accurate information on the enjoyment of fundamental rights and the impacts of EU law and policies on fundamental rights.

In this connection it should be noted that FRA has been tasked in recent years with additional responsibilities under specific EU instruments, which sets out a duty for the Agency to provide input. FRA obviously welcomes this development, which enhances its potential to fulfil its mission. At the same time, it must be observed that the growing responsibilities have not been matched with an increase in the agency's resources. As long as this is the case, FRA faces an even greater need to set priorities. It must also ensure that it retains enough flexibility to prevent a situation in which it is unable to respond to any new task.

STRATEGIC OBJECTIVE

2.3 Assist the EU Institutions and Member States with the implementation of practical measures to address fundamental right risks and challenges that may arise in fields covered by EU laws and policies and to support rights-based approaches in EU Law and policy.

FRA's presence on the ground, including field missions to Member States, facilitates the provision of real-time advice to EU and national stakeholders concerning fundamental rights challenges. Providing regular and timely information that the agency collects can directly and immediately affect the promotion and

protection of fundamental rights on the ground. FRA will promote awareness of and access to available resources (such as studies, handbooks and training materials, several of which are available in a number of EU languages) and develop new tools and training material to assist EU institutions and Member States find practical solutions to challenges. The agency will also enhance its strategic work with civil society organisations, including through the Fundamental Rights Platform, to discuss and help address the civic space challenges on the ground.

STRATEGIC PRIORITY

→ 3. Cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision

Priority 3 is essentially cross-cutting insofar as it provides for the key elements of the delivery mechanisms that are required for the implementation of Priorities 1 and 2. Raising awareness of fundamental rights, enhancing and further developing robust research methods and methodology, effective communication by FRA with its key stakeholders and target groups, partnership working, and strengthening the shared vision for fundamental rights as a basis for collaboration with partners are all key Priority 3 actions for 2023-28.

STRATEGIC OBJECTIVE

3.1 Promote fundamental rights at the EU and Member State levels of fundamental rights by raising awareness amongst rights holders and duty bearers.

Fundamental rights are basic rights and freedoms that belong to everyone in the EU. FRA will work alongside EU institutions and Member States in promoting this message. A key focus in the next programming period will be on young people, in addition to people in vulnerable situations, Roma, minorities and other target groups of right holders already mentioned. FRA's communication strategy will be key to this action. It will further tailor its communication strategy to target audiences and raise awareness of fundamental rights issues among its stakeholders. These include policymakers, those responsible for implementing fundamental rights (national and local authorities, agencies, law enforcement organisations, etc.), multipliers (such as journalists, educators, businesspeople, and figures in sports and entertainment) and civil society. The agency will continue to plan awareness-raising and communication activities and initiatives, in close cooperation with other fundamental rights players where applicable, to improve support and understanding of fundamental rights among its stakeholders, especially young people.

STRATEGIC OBJECTIVE

3.2 Develop research methods and tools on fundamental rights, including benchmarking, assessment, due diligence tools and human rights indicators.

FRA will utilise state-of-the-art robust research methods and tools to advance research on fundamental rights issues. FRA has done much pioneering work in research methodologies and the analysis of fundamental rights data. FRA's founding regulation tasks it to 'develop methods and standards to improve the comparability, objectivity and reliability of data at European level' (Article 4 (1) (b)). 2023–2028, the agency will also further develop its work on developing and applying fundamental rights and indicators, which are useful tools for identifying operational priorities and assessing performance. Furthermore, a key consideration during 2023–2028 will be to link FRA's work on indicators to those used in the context of EU processes – such as the Europe 2020 strategy – and the Sustainable Development Goals.

STRATEGIC OBJECTIVE

3.3 Collaborate with partners, fundamental rights actors, and multipliers in strengthening regional, national, and local fundamental rights protection systems.

In 2023–2028, FRA will step up collaboration and joint working with its EU and other partners, as this is the key to efficient and effective implementation of its strategy. It will continue to enhance its agility, flexibility and creativity in its communications and partnership working.

FRA will intensify its programmes of cooperation with other actors that play a critical role in promoting and protecting human and fundamental rights. The cooperation will leverage different actors' comparative advantages and reflect their distinct and complementary roles. At the international level this includes partnerships with various offices, funds and programmes of the United Nations system. At the regional level, cooperation with the CoE remains imperative, as is reflected in the founding regulation and shaped in the agreement between the European Community and the CoE on cooperation between FRA and the CoE (15.7.2008/L186/7). FRA will also continue to work closely with the Organization for Security and Co-operation in Europe (OSCE). The relatively recent and very productive cooperation between FRA and the EEA and Norway Grants is greatly valued and will be further developed. FRA cooperates closely with the EEA and Norway Grants, which under their current financial mechanism have financed cooperation activities in a number of EU Member States that are grants' beneficiaries. Together with the CoE and the Organisation for Economic Co-operation and Development, FRA acts as an international partner of the grants, having supported the work of EU Member States' administrations and institutions, human rights institutions, equality bodies, etc. No less important are the agency's relationships with national human rights institutions, equality bodies, ombudsperson and other human rights actors. Civil society, especially as represented by organisations participating in the Fundamental Rights Platform, is an essential partner of FRA. Furthermore, FRA will continue to extend its cooperation with other bodies that play important roles in society, including faith communities, cultural practitioners, sports bodies and business organisations. The consultations for this strategy underlined the growing importance of also supporting the efforts of Member States to promote fundamental rights. FRA works closely with national liaison officers appointed by each Member State as FRA's contact points. The agency will strengthen the collaboration with national liaison officers and encourage them to actively communicate relevant fundamental rights evidence to the relevant national ministries, departments and government bodies. In addition, it could explore further cooperation with national parliaments. Another of FRA's priorities in 2023–2028 will be to identify and make better use of multipliers to disseminate the results of its projects and research on fundamental rights, developments and risks. Through this priority, the agency will strive to make the evidence it produces available and accessible to all interested parties and the public.

STRATEGIC OBJECTIVE

3.4 Promote dialogue with and among key actors to respond to fundamental rights challenges and to shape agendas with a view to enhancing collaboration and building a common vision for the future.

It is clearly important that FRA's work and that of its partners be underpinned by a shared vision of fundamental rights, the priorities in this regard and the actions required to achieve key objectives. In 2023–2028, and linked to Objective 3.2, FRA will continue to convene partners and other actors working on fundamental rights to discuss pressing fundamental rights issues, and actions to address common challenges. The agency has demonstrated its strong convening power in recent years, especially through the Fundamental Rights Forum, conferences of senior experts and other activities. The 2021 edition of the forum attracted more than 2 000 participants from all over the world. FRA will also maintain and further develop its dialogues with young people. Meanwhile, it will help national actors convene regular dialogues on the topic of the rule of law. That will follow up the pilot dialogues it is currently undertaking at the request of the European Commission.

2.2 Key Activities

In the context of its multi-annual programming, FRA carries out a range of key activities to achieve its strategic priorities and objectives. These activities form the backbone of the Agency’s efforts to promote and protect fundamental rights across the EU. By leveraging its unique mandate and expertise, FRA’s key activities are designed to uphold fundamental rights standards, ensure compliance with existing laws, and support cross-cutting actions.

Through large-scale survey research and socio-legal data analysis, the Agency gathers critical insights that inform the development of new EU laws and policies. These evidence-based contributions help ensure that fundamental rights are effectively upheld in both legislative and policy-making processes.

Additionally, FRA’s legal analysis and expert opinions provide essential guidance on the implementation of fundamental rights under existing legislation. This ensures that fundamental rights are considered at all stages of policy and legislative processes. The Agency also offers evidence-based and expert advice to a range of stakeholders, helping them to better understand and meet their fundamental rights obligations. Capacity-building initiatives, tools, and targeted training further enhance stakeholder capabilities, fostering a culture of compliance and respect for fundamental rights.

To amplify its impact, FRA engages in media dissemination, outreach activities, and stakeholder events. These efforts aim to raise awareness, encourage dialogue, and strengthen collaboration with various actors across the EU.

On an annual basis, these activities translate into a series of concrete outputs delivered under each relevant ‘Work area’. These outputs, detailed in the section III of the SPD ‘Annual Programming’, ensure that FRA remains responsive to current needs while maintaining a clear focus on its strategic objectives.

- Large-Scale Survey Research
- Socio-legal Research and Data Analysis
- Legal Analysis and Standalone Legal Opinions
- Evidence-Based and Expert Advice
- Capacity Building and Tools
- Media and Dissemination
- Stakeholder Engagement and Outreach
- Meetings and Events
- Management and Support

Large-Scale Survey Research

FRA’s large-scale survey research activities focus on gathering empirical quantitative data on individuals’ experiences and perceptions of fundamental rights across the EU. FRA’s surveys typically gather data from thousands of respondents across the EU, with the largest surveys encompassing 100,000+ respondents. Findings require in-depth analysis using statistical tools – such as SPSS or R. Surveys are a cornerstone of the Agency’s work, providing essential insights into realities on the ground. By addressing data gaps – typically on themes or population groups that the EU and Member States do not collect comparable data on – FRA ensures that EU institutions and Member States are equipped with the evidence needed to develop policies and practices that effectively promote and protect fundamental rights, with data also highlighting where law and policy is not resulting in expected changes.

Designed to support evidence-based decision-making, FRA surveys offer a comparative perspective across Member States, identifying trends, disparities, and emerging challenges – covering, for example, subjects ranging from equality through to experiences of violence. Data collected serves as a vital resource to shape policies aligned with the lived experiences of individuals. FRA is committed to maintaining the relevance and impact of its survey research in an ever-evolving political and societal landscape.

This involves refining survey content and methodologies to capture new and emerging fundamental rights concerns, while – at the same time – endeavouring to monitor trends. While endeavouring to uphold the highest standards of data quality and reliability, FRA explores innovative approaches to survey implementation with respect to new data collection methods and leveraging technological advancements to enhance efficiency without compromising methodological rigour. By adapting to shifts in societal dynamics, the Agency ensures that its surveys remain a valuable tool to provide a robust evidence-base that informs EU and national policies, fostering a more inclusive and rights-respecting society across the Union.

Technical activities for large-scale survey research include, among others: *research methodology and guidelines development; questionnaire development; survey pre-testing and piloting; data collection – including extensive fieldwork; data verification and cleaning; statistical analysis; development of indicators; archiving and presentation of data in accessible formats, etc.*

This activity is critical for achieving the objectives under Strategic priorities 1 and 2.

As part of this key activity, FRA variously works with other EU Agencies (e.g. Eurofound, EIGE, EEA) and Eurostat in the development of indicators and in the collection of survey data.

Socio-legal Research and Data Analysis

Socio-legal research enables the Agency to understand and address issues related to fundamental rights within the EU. The approach combines social science methods and legal analysis to examine law in practice and its impact on individuals and different groups. Findings enable FRA to provide evidence-based advice and recommendations to EU institutions and member states.

Data collection in this area draws from both primary and secondary sources. Primary data encompasses data collected directly by FRA - such as qualitative research interviews, focus groups, or other targeted data collection - while secondary data leverages existing research, reports and other publications, alongside statistics produced by others.

The integration of diverse data sources offers a comprehensive evidence base, enabling FRA to understand the lived experiences of different groups – including both duty bearers and rights holders – and how they intersect with legal and institutional frameworks.

Socio-legal research also delves into broader social and economic conditions that influence the application of laws. Through this lens, FRA examines how factors such as socio-economic disparities, cultural contexts, or institutional practices shape individuals' access to and protection under the law. This social dimension is critical in understanding the barriers to achieving fundamental rights and in identifying systemic challenges that need to be addressed.

Activities for socio-legal research and data analysis include, among others: *socio-legal desk research; combination of legal analysis and qualitative fieldwork (interviews, focus groups, participant observation, in-depth 'use cases' of real-life applications etc.) and/or small-scale quantitative data collection (including small surveys); socio-legal analysis and reporting.*

This activity is critical for achieving the objectives under Strategic priorities 1 and 2.

Legal Analysis and Standalone Legal Opinions

FRA plays a pivotal role in providing legal expertise and analysis on fundamental rights in the EU to stakeholders. It provides objective assessments of EU legislation and practices from a fundamental rights perspective. Based on legal assessments and analysis, FRA also provides guidance and recommendations to EU institutions and Member States.

Through expert legal opinions on proposed or existing EU legislation, FRA evaluates compliance with the EU Charter of Fundamental Rights. In a dynamic and evolving context, FRA's independent legal opinions are vital to address emerging challenges that may impact fundamental rights. The Agency is attentive to shifts in policy priorities, technological advancements, and societal changes that could pose risks to fundamental rights.

The Agency's independence allows it to provide unbiased and impartial assessments. This enhances the reliability of its legal opinions, which are highly valued by EU institutions and Member States. Through legal analysis, FRA contributes to informed decision-making processes, ensuring fundamental rights remain at the heart of the EU's legislative and policy initiatives.

Activities for legal analysis and standalone legal opinions include among others: *legal opinions, opinions and conclusions, reviewing legal structures and documents, advising Member States on legal compliance, presenting legal findings, free standing opinions on draft EU law and case law research*

This activity is critical for achieving the objectives under Strategic priorities 1 and 2.

Evidence-based and Expert Advice

FRA provides independent, evidence-based advice on fundamental rights issues to EU institutions, Member States, and other stakeholders. This activity plays a critical role in supporting decision-makers by delivering timely and tailored information that addresses fundamental rights challenges. By responding to ad-hoc requests and offering expert advice, FRA ensures that its expertise is directly accessible to those shaping policies, laws and actions across the EU.

Ad-hoc information requests which can come from EU institutions, national authorities or other stakeholders involve providing data, analysis, or context on short notice to inform decision-making processes. FRA's ability to deliver timely and relevant responses ensures that decision-makers have the evidence they need to address pressing issues, whether related to new legislation, policy developments, or emerging societal concerns.

In addition to responding to specific requests, FRA pro-actively offers expert advice on fundamental rights issues. This activity underscores the Agency's role as a trusted partner to law- and policy makers, offering expert insights that are evidence-based and contextually relevant. By providing timely, targeted advice

Activities for evidence-based and expert advice include among others: *responses to inquiries from stakeholders, oral and written submissions to expert consultations and calls for input, and providing written and/or oral advice on request or own-initiative.*

This activity is critical for achieving the objectives under Strategic priorities 2 and 3.

and information, FRA helps ensure that fundamental rights are effectively integrated into decision-making processes, contributing to the development of rights-compliant policies and practices across the EU

Capacity-building and Tools

FRA's capacity-building activities and tools aim to enhance the ability of institutions, organisations, and individuals to effectively promote and protect fundamental rights across the EU. By providing practical resources, knowledge, and skills, FRA empowers stakeholders to address fundamental rights challenges in their daily work, fostering a culture of rights and values throughout the EU. A crucial aspect of capacity-building involves organising training programs and workshops on fundamental rights topic tailored to various stakeholders, including government officials, legal practitioners, and civil society actors, to provide them with practical skills and a deeper understanding of rights principles.

FRA develops guidelines, handbooks (including legal handbooks on case law together with the Council of Europe), and manuals that serve as essential reference materials for practitioners. These resources offer clear and actionable guidance on applying fundamental rights in diverse contexts, actively supporting rights-compliant policies and practices across the EU. Additionally, the Agency facilitates networking through collaboration platforms to foster exchange of best practices and promote dialogue among stakeholders. It also provides online tools and resources, ensuring easy access to information and digital support for promoting and protecting fundamental rights.

Activities for capacity building and tools include among others: *capacity building training and peer-to-peer learning, data visualisation and exploration, online databases, modules, tools and/or trainings, training manuals and resources, workshops and/or training sessions, digital applications and resources.*

This activity is critical for achieving the objectives under Strategic priorities 1 and 2.

Media and Dissemination

FRA's media and dissemination activities focus on disseminating information and raising awareness about fundamental rights issues among EU institutions, Member States, NGOs, civil society, and the public. Through communication of evidence-based insights FRA promotes a deeper understanding of fundamental rights and fosters a culture of rights and values across the EU. A crucial aspect is the publication of comprehensive reports and studies on a wide range of fundamental rights topics that provide in-depth analysis, policy recommendations, and practical guidance for stakeholders.

Complementing these reports are concise policy briefs, summaries, and infographics, which present key findings in an accessible format to reach a broader audience. FRA aims to ensure that its findings resonate widely, supporting public engagement on fundamental rights matters.

Activities for media and dissemination include among others: *communication/outreach material, dissemination of material, news, press releases, podcasts, publication of reports and studies, policy papers on briefs, summaries, infographics and fact sheets, guides and handbooks, social media campaigns, workshops, newsletters.*

This activity is critical for achieving the objectives under Strategic priority 3

FRA's public awareness campaigns about fundamental rights challenges use varied media forms and channels to reach diverse audiences. Regular communication outputs such as press releases, newsletters, and social media updated ensure that FRA's work is visible and relevant to ongoing public and policy debates. Workshops and targeted events further enhance dissemination efforts, providing opportunities to engage directly with stakeholders and promote dialogue on fundamental rights issues

Stakeholder Engagement and Outreach

Stakeholder engagement and outreach are essential components of FRA's work as it enables the Agency to build strong relationships, foster collaboration, and facilitate dialogue with a wide range of stakeholders, increasing capacity to promote, monitor, and protect fundamental rights across the EU. A key aspect of this activity is building partnerships with EU institutions, Member States, national human rights institutions and other independent bodies, civil society organisations, and international organisations. These partnerships are vital for pooling resources, sharing expertise, and creating synergies that strengthen collective efforts to uphold fundamental rights. This collaborative approach reinforces the shared commitment to safeguarding fundamental rights and contributes to building a more inclusive and equitable society across the EU.

FRA also serves as a platform for dialogue, providing opportunities for stakeholders to engage in discussions on fundamental rights issues. This includes organising consultations, roundtables, and workshops that bring together diverse perspectives, fostering mutual understanding and encouraging the exchange of ideas and best practices. These dialogues are instrumental in addressing emerging challenges and identifying practical

Activities for stakeholder engagement and outreach include among others: *stakeholder and expert roundtables, field visits and missions, stakeholder engagement forums, thematic consultations, national dialogues.*

This activity is critical for achieving the objectives under Strategic priorities 2 and 3

solutions to fundamental rights concerns. By engaging proactively with the full range of its stakeholders, FRA amplifies its impact and ensures that its work remains relevant and responsive to the needs of those it serves.

Meetings and Events

Meetings and events are a key area of activity for FRA as they facilitate dialogue, knowledge exchange, and awareness raising amongst stakeholders, law- and policy makers and the public about fundamental rights issues. Meetings and events enable the Agency to disseminate research findings, gather insights and foster collaboration.

Meetings and events encompass:

- **Fundamental Rights Forum:** the event provides a platform to discuss current fundamental rights challenges and sharing of best practices.
- **Meetings:** Conferences, seminars and workshops that can be held for various reasons with a wide range of stakeholders
- **Publication launches:** launch of FRA outputs that are accompanied with a meeting or event that include a panel discussion and presentations. They serve to communicate research findings and encourage dialogue.

Activities for stakeholder engagement and outreach include among others: *conferences, workshops, seminars, expert stakeholders meetings, roundtables, etc.*

This activity is critical for achieving the objectives under Strategic priorities 1, 2 and 3

Management and Support

Management and support encompasses a range of horizontal and crosscutting activities that ensure effective governance and alignment with strategic directives and initiatives. These activities facilitate the agency's programming and operational support by creating frameworks for decision-making, efficient management and performance monitoring and reporting. They promote collaboration ensuring that all units are working towards common objectives while addressing challenges and opportunities efficiently.

2.3 Human and financial resource - outlook for years 2026 - 2028

Overview of the past and current situation

A) Financial Resources

In December 2020, the European Council adopted the multiannual financial framework (MFF) for the period 2021–2027 which is still the main basis for the development of FRA's subsidy during the upcoming years. In principle, the MFF foresees a steady annual increase of the subsidy of 2%.

However, due to the high inflation between 2021 and 2023 which directly impacted salary increases, title 1 (Staff expenditure) had to be increased by 16.4% in 2023 compared to 2021. To partly compensate for this extraordinary increase, an additional one-off increase of the EU subsidy amounting to €300,000 was requested in 2023, representing 1.9% of staff expenditure, which fell short of mitigating the negative effect of this increase on the operational budget in the respective year. Additionally, another one-off contribution of €1.4 million was received in 2024, which was specifically designated for the operational budget allocated to the costly Roma Survey in this year and therefore did not offset the significant increases resulting from inflation.

Since the subsidy increase did not fully cover rising costs sparked by higher inflation expectations, particularly noticeable in massive increases of rental and energy costs, FRA needed to implement substantial reductions across all areas of its operations.

Evolution of budget from 2021-2024

Year	2021	2022	2023	2024
Title I	€14,670,000	€14,735,000	€15,604,000	€17,321,000
Title II	€2,292,553	€2,451,000	€3,220,000	€3,828,000
Title III	€7,331,145	€7,109,170	€6,694,395	€6,020,000
Total	€24,293,698	€24,295,170	€25,518,395	€27,169,000

B) Human Resources

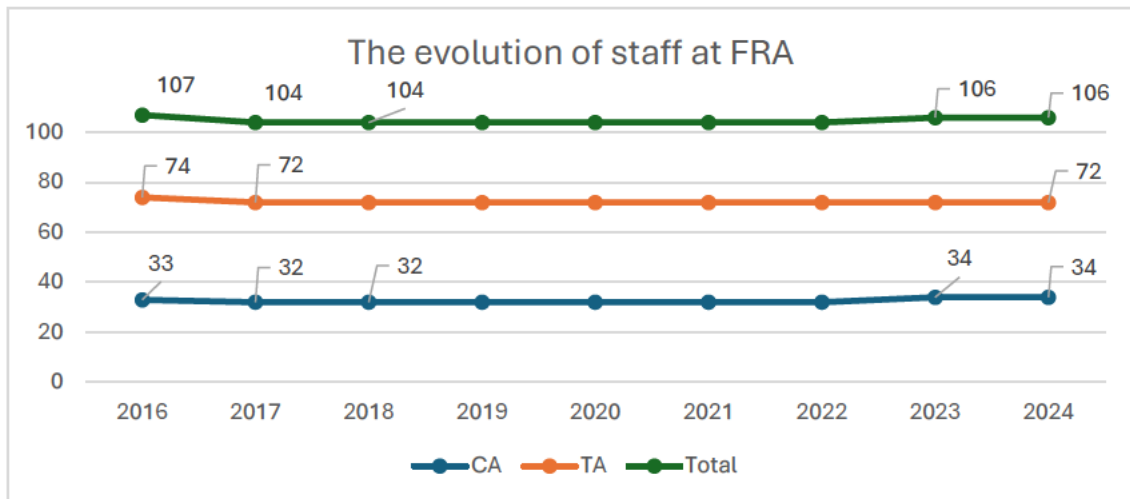
In terms of human resources, the Agency's establishment plan has remained frozen since 2017 at the level of 72 posts, despite the Agency being consistently assigned new responsibilities and unlike the situation for other EU Agencies that have been granted additional posts to match the additional tasks expected of them. The number of authorised contract agents remained stable to 32 until 2023 when an additional 2 positions were granted, one CA FGIII for quantitative research data analysis and one FGIV in the area of rule of law. The two positions were allocated to supplement the lack of resources under the existing tasks; however, they did not compensate the Agency's need to respond to the extra tasks received.

In the last years, the Agency has seen a significant growth in its tasks due to social and geopolitical developments, characterised by the big crises at the beginning of the 2020s, and the adoption of new EU law instruments, which assign new tasks to the Agency.

The expansion of the Agency's mandate through the amendment of the Founding Regulation has brought a substantial increase in workload across several key areas, like the demand for regular surveys and analysis of data, ever-increasing roles in respect of migration, borders and asylum, continued support to EU candidate countries in fulfilling the EU acquis, and further exploration of the civic space and the rule of law. In addition, the revised and new EU laws have led to increased requests from European Institutions, bodies, and agencies for the Agency's evidence-based advice in the areas of digitalisation and artificial intelligence, EU's Green Deal and police and judicial cooperation.

Neither the amendment of the Founding Regulation nor the various new legislative acts that assigned additional or new responsibilities to FRA were supported by a legislative financial statement indicating the anticipated resource impact of the proposals. The Agency is therefore unable to effectively fulfil its new tasks with the same level of human resources as in 2017. Maintaining the establishment plan at a level set in the middle of the previous Multiannual Financial Framework (i.e. 2014-2020) has created a circumstance unparalleled among JHA Agencies which in majority of cases benefitted from additional staffing to fulfil additional requests. The EU has focussed on strengthening the law enforcement response and operational agencies, which have seen substantial growth in recent years. However, comparable investment has not been made as regards fundamental rights and equality (i.e. FRA and EIGE) despite the importance of these values to the Union.

FRA has evaluated its resource allocation and introduced economies in several areas. However, the Agency has reached the limits of what can be managed internally with current staffing, and as result FRA will be unable to fully execute its mandate and fulfil EU legislative tasks.



Outlook for the years 2025-2027

A) New tasks

New or revised EU laws have imposed **additional tasks** on the Agency, leading to increased requests from European institutions, bodies, and agencies for the Agency's evidence-based advice in the areas of digitalisation, artificial intelligence, EU Green Deal and in police and judicial cooperation. There are 33 regulations, directives, decisions or recommendations recently adopted, that require a contribution by the Agency or assign tasks to it. The Agency supports the implementation of 12 sectorial EU Strategies or action plans with its expertise, like for example EU Roma Strategic Framework or the Action Plan on Integration and Inclusion.

Tasks under digitalisation, artificial intelligence and fundamental rights

New legislation, such as the [Digital Services Act \(DSA\)](#) and the [Artificial Intelligence \(AI\) Act](#), has been adopted in this area. The Agency is involved in various research projects and high-level policy processes related to AI. Under the AI Act, the Agency became one of five permanent members of the Advisory Forum. The Agency is running several projects on AI and fundamental rights, contributing to the implementation of the AI Act, like for example the first edition of the Cybercrime and Fundamental Rights Handbook. Due to limited resources, the Agency is not able to contribute to all areas where input is needed.

Tasks following the adoption of legislative initiatives under the EU's Green Deal

The Agency is a member of two advisory bodies to the European Commission. One is the Platform on Sustainable Finance (PSF) under Art. 20 of [Regulation \(EU\) 2020/852](#), and the other is the [Directive \(EU\) 2022/2464](#) on corporate sustainability reporting. The Agency is also referred to in the [Directive on Corporate Sustainability Due Diligence \(CSDDD\)](#), which introduces mandatory human rights and environmental impacts due diligence across companies' chain of activities for certain large companies operating in the EU. Due to limited resources, the Agency currently lacks the capacity to fully deliver on these expectations.

Tasks following the adoption of the amending Founding Regulation.

The Agency's participation in the Fundamental Rights Guidance Boards for [ETIAS](#) and [VIS](#), which will review screening rules to identify irregular migration and internal security risks, with implications for law enforcement, has resulted in a significant workload. The Commission is seeking ad-hoc input from the Agency in police and judicial cooperation, but the Agency's limited budget and human resources constrain its ability to provide adequate input. The appointment of a Fundamental Rights Officer at Europol has led to increased engagement with Europol, and there are also increased requests from CEPOL for specific training for police across Member States. Due to limited resources, the Agency had to turn down requests for fundamental rights checks.

B) Growth of existing tasks

The Agency has seen a significant **growth in its tasks** due to social and geopolitical developments and new EU law instruments. The expansion of the Agency's mandate has brought a substantial increase in workload across several key areas:

Demand for regular surveys and analysis on non-discrimination and Roma inclusion

The European Commission regularly commissions large-scale quantitative surveys to collect data not captured at the national or EU level. The surveys, which include over 100,000 respondents for online surveys, require significant financial and human resources. The surveys focus on Roma, immigrants and their descendants, Jewish communities, LGBTIQ people, and women's experiences of violence. The data collected is used to support Member States' efforts, report on progress, and develop Country Specific Recommendations. Additionally, the surveys fill gaps in Eurostat's data collection and address specific issues, such as violence against women who have fled the Russian aggression in Ukraine.

Migration, borders and asylum

The Pact on Migration and Asylum assigns new **tasks** to the Agency. FRA is tasked to provide general guidance to Member States on fundamental rights monitoring in the context of **screening** and **asylum border procedures**. The [Asylum and Migration Management Regulation](#) refers to the Agency multiple times, requiring the agency to provide information for various processes.

The Agency is also involved in the EU mechanism for preparedness and crisis management and has seen a growth in tasks due to the Russian war of aggression in Ukraine. Pursuant to Article 3 (1) and Recital (27) of the [Crisis and Force Majeure Regulation](#) the Agency will be required to provide relevant information to assess if a Member State is facing a crisis. [Regulations \(EU\) 2021/1147](#) and [\(EU\) 2021/1148](#) require the European Commission to consult the Agency on national programmes under the Asylum, Migration and Integration Fund and under the Integrated Border Management Fund, which has led to increased workload.

Supporting EU candidate countries in fulfilling the EU acquis related to the fundamental rights. The Russian aggression against Ukraine has prompted heightened political support for the expansion of the EU. As a result, accession negotiations have been initiated with Bosnia & Herzegovina, Moldova, and Ukraine. Concurrent negotiations persist with Albania, Montenegro, North Macedonia, and Serbia¹¹. It is anticipated that from 2026 to 2028, additional candidate countries will transition into observer status within the agency's operations, as per the provisions of Article 28 of the Agency's Founding Regulation. Thoughtful consideration will be required to determine how these countries can be seamlessly integrated into the Agency's activities.

Civic space and the rule of law

The Agency is committed to engaging with civil society and reporting on the civic space, as outlined in its founding Regulation. The Rule of Law Report 2022 states the Commission's intent to work with civil society at the national level, in cooperation with Commission Representations and the Fundamental Rights Agency. This collaboration involves the development of national rule of law dialogues with a multi-stakeholder composition. Upholding the rule of law across all Member States is a key priority for the Commission in its 2024 work programme.

C) Negative priorities/decrease of existing tasks

A persistent lack of resources will have detrimental effects putting the quality and extent of the Agency's work at risk and jeopardising the protection of fundamental rights across the EU. The Agency finds itself in a situation that due to the lack of resources, it will not be able to respond to the growing demand, with the following consequences:

- Survey disruptions - starting with 2025, the Agency will reduce the number of surveys it undertakes due to budget constraints, high increase of survey costs, and insufficient qualified human resources for data analysis. As a result, surveys such as those on Roma, immigrants, the LGBTIQ community, and Jewish people in the EU, will no longer be feasible with respect to their periodicity (how often they are carried out) and coverage (Member States and groups covered in different surveys), with some surveys needing to be discontinued. The lack of consistent funding for surveys also inhibits long-term strategic planning and threatens sustained comparable EU-wide data collection on marginalised populations, particularly where data is not being collected at EU and Member State level on these groups.
- De-prioritisation of projects - due to resource constraints, critical projects have been deprioritised and not implemented over the past few years, and this trend is expected to increase for projects focused on digital data access in criminal investigations, rule of law case law, and law enforcement compliance with fundamental rights.
- Limiting the Agency's national impact – the lack of resources will also hinder the Agency's capacity to provide its expertise and assistance to Member States and relevant authorities, thereby limiting Member States' ability to effectively tackle human rights issues at national level. Furthermore, a lack of resources will also restrict the Agency's ability to strengthen its engagement and bolster effective partnerships with the national human rights structures, notably National Human Rights Institutions, Equality Bodies and civil society.
- Implications on EU enlargement and fundamental rights support - without increased resources, the Agency will not be able to fulfil its expanded responsibilities, particularly in assisting EU candidate and observer countries with fundamental rights-related EU acquis. This will hinder capacity building in these countries, impacting the reinforcement of human rights infrastructures across the expanding EU.

Resource programming for the years 2026- 2028

A) Financial Resources

The planned title 3 (operational expenditure) level for 2025 is about €5.2 million, which represents 20% of budget allocation . This is a considerable decrease compared to 2021, where the operational budget allocation amounted to €7.3 million or 30% of the total budget. This negative development is caused by recurring high increases in expenditures under titles 1 and 2, which are not compensated by an increase of the subsidy and, therefore, must be balanced by reductions in title 3.

As a result, the Agency faces substantial challenges in fulfilling its mandate and responsibilities. The operational budget is estimated to further decrease for the years beyond 2025 in terms of percentage of the total budget.

To be able to sustainably implement new requirements from the amended founding regulation as well as from new EU legislative acts, the operational funds of the Agency must not fall below 30% of its total budget. To achieve this, FRA would need an increase of the Agency's total budget of approximately 15% to 20%.

CURRENT BUDGET OUTLOOK 2025-2027

Year	2025	2026	2027
Title I	€17,323,675	€17,950,000	€19,060,000
Title II	€4,100,000	€3,470,000	€3,000,000
Title III	€5,216,080	€5,343,808	€5,239,605
Total	€26,639,755	€26,763,808	€27,299,205

REQUESTED BUDGET 2026-2028

B) Human Resources

As highlighted above, the requests addressed to the Agency for evidence-based advice will continue to increase following the adoption of new and revised EU laws and the amendment of the Founding Regulation. With the current human resources, the Agency cannot meet these needs. It is therefore vital to ensure that the Agency is equipped with the necessary human resources to fulfil its mandate.

For the period 2026-2028, the following profiles would be required:

- 2026
 - o AD – to meet the requirements in cybersecurity and to cover existing gaps in resources and skills to carry out activities in the field of police cooperation and judicial cooperation in criminal matters - in line with the Agency's new expanded mandate, and on fundamental rights compliant uses of Artificial Intelligence - reflecting the Agency's new tasks under the AI Act, alongside increased work relating to digitalisation and business and human rights.
 - o SNE – to support the integration and capacity-building efforts for observer countries. The Agency is expected to play a crucial role in supporting the EU candidate countries as they align their policies and practices with the EU's fundamental rights standards.
- 2027
 - o AD – to reinforce surveys and analysis of data, but also with respect to the areas of sustainable finance and migration and asylum.
 - o CA – to extend the Agency's expertise in the areas of police cooperation and judicial cooperation in criminal matters, especially with respect to uses of Artificial Intelligence.
- 2028
 - o AD – to cover the Agency's needs in collecting and analysing comparable data and evidence in emerging areas, including environmental change and the impact of digitalisation on society and the respect of fundamental rights.

HUMAN RESOURCES OUTLOOK 2026*

Year	2026
TA	72
CA	34
SNEs	9
Total	115

*Based on the current draft establishment plan

HUMAN RESOURCES NEEDS 2026-2028

Year	2026	2027	2028
TA	76	79	80
CA	34	37	37
SNEs	12	12	12
Total	122	128	129

Strategy for achieving efficiency gains

FRA's efficiency gains strategy is based on the following (non-exhaustive list of) initiatives:

- map and re-engineer current business processes and make changes where needed;
- automate repetitive tasks to reduce inefficiency in systems;
- review the organisational structure in order to make better use of existing resources;
- establish cooperation platforms more systematically and continuously, as well as shared services with other agencies;
- simplify the rules and procedures applicable to the management of financial and human resources, thus increasing efficiency;
- conduct a qualitative evaluation of the efforts to increase efficiency;

To achieve increased efficiencies, the agency has undertaken initiatives in various areas, like IT, human resources, finance and accountancy.

In the area of *Human Resources* FRA makes use of the possibility to share reserve lists with other agencies, to save time and costs involved in selection procedures.

The Agency has continued to automate and streamline HR processes to achieve further efficiencies. The implementation of SYSPER has brought efficiencies in several HR processes, recruitment and training has been further automated and HR closely follows the developments of the Commission HR Transformation programme, anticipating the future trends in the area.

FRA shares its *Accounting Officer* with the European Labour Authority and the European Institute of Innovation & Technology on a regular basis, and with the European Border and Coast Guard Agency on a temporary basis. Through this, considerable knowledge has been shared and economies of scale achieved.

The implementation of ARES-HERMES-NOMCOM tool for administrative workflows and filing had a big impact for all internal signatory workflows including the *financial transactions*, making possible to link the financial tool (ABAC) with ARES and the application used for electronic signatures, namely EUSign. Moreover, FRA suppliers/contractors are offered to submit and send electronic invoices and other supporting documents through the EU's application (ePRIOR) and to obtain the access to the Supplier Portal e-Invoicing module.

The Agency also started using the PPMT module within the EU e-tendering application for the launch of open procurement procedures.

In addition, the use of Power BI for consolidating data from different sources has automated several reports and allowed to create new ones, providing a higher reliability and saving considerable amount of time.

In parallel, the Agency has continued to join several Interinstitutional Framework Contracts, benefiting from synergies and economies of scale and saving time invested in procurement procedures.

In the area of *IT* and with the introduction of cloud services, the Agency was able to introduce technologies which provided added value with the same budget that before would require more financial resources i.e. contributing in "doing more with less" approach followed by the Agency. Finally, cloud technologies allowed the Agency to internalise the development of IT applications and hence eliminating the need of external contractors, contributing to saving of between 100,000 -150,000 EUR annually in the area of software development and maintenance.

The adoption of cloud services also contributes to the reduction of the costs of replacing costly on-premises IT hardware in the coming two years, when certain data centre devices reach their end of life and will not need to be replaced. It is expected to save some € 200,000 in the coming two to three years. In terms of IT applications, the agency's approach is also to adopt the Commission applications when possible.

The introduction of the *Project Management Plan* in 2023 has been critical in ensuring a more timely and efficient planning of all projects, the agency will be able to streamline its processes, optimize its resources, and maximize its impact towards achieving its strategic goals leading to better outcomes and benefits for the target audience and stakeholders.



Section 3: **ANNUAL WORK PROGRAMME**

2026

This section includes:

1. Overview of the FRA's Work Areas for 2026
2. Outline of the FRA's activities and outputs planned for 2026 within each work area
3. Projection of financial resources for the 2026

3.1 Work Areas

In 2026 the work of the Agency will continue under the following areas:

- A.** EU Charter of Fundamental Rights and International Human Rights Treaties
- B.** Rule of Law, Democracy and National Fundamental Rights Oversight
- C.** Equality and Non-Discrimination
- D.** Justice, Victim's Rights and Security
- E.** Migration, Asylum and Borders
- F.** Data, Artificial Intelligence and Digitalisation
- G.** Environmental and Social Sustainability
- H.** Institutional Cooperation, Dialogue with Civil Society and Youth Engagement
- I.** International Cooperation and Enlargement
- J.** Communication and Awareness Raising
- K.** Governance, Strategy and Impact
- L.** Integrated Administrative Services

To ensure a flexible implementation of the Annual Work Programme, activities are prioritised according to the following model:

- **First priority** - Activities that follow-up on past work, correspond to key EU priorities and are considered essential to complete work in a specific area;
- **Second priority** - Activities which, although essential, could be postponed owing to, for example, unforeseen requests by stakeholders;
- **Third priority** - Activities that, if prioritised, can be implemented only if funds become available in the course of the financial year .

A. EU Charter of Fundamental Rights and International Human Rights Treaties

Policy Relevance

The EU Charter and international human rights treaties constitute binding law and thus have inherent policy relevance to the EU. Article 6 of the EU Treaty recognises the rights, freedoms and principles set out in the EU Charter of Fundamental Rights (CFR): these must be complied with in all EU law and policy making. The Council Conclusions on the Charter of Fundamental Rights adopted in March 2021 and the European Commission's Charter Strategy (2020) encourage national actors, including at local and regional levels to make more and better use of the Charter. The Agency's activities in 2026 will be informed by the implementation report regarding the 2020-2030 Charter Strategy, and a particular focus will be on disseminating the findings from the agency's research on the use of the Charter in national impact assessments related to legislation.

Article 6 also recognises fundamental rights as guaranteed by the ECHR and "constitutional traditions common to the Member States" as general principles of the Union's law. The EU has, since the Lisbon Treaty, been obligated to accede to the ECHR. Based on 2024 developments (including the CJEU Grand Chamber judgment in the Joined Cases C-29/22 and C-44/22), the EU's accession to the ECHR is back on the EU's political agenda which is why the Agency continues its work to prepare for the implications of the EU's accession for its own work and working methods. Given the established normative importance of the ECHR within the EU legal order, as reflected under Article 52(3) of the EU Charter and the need for consistency between the EU and the Council of Europe systems, the agency will sustain its cooperation with the European Court of Human Rights (ECtHR), including co-publishing factsheets on CJEU and ECtHR case law on issues where EU and CoE law intersect.

Other international human rights treaties are relevant because the EU is itself a party: the Convention of the rights of persons with disabilities (CRPD), the Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) and the Aarhus Convention on access to information, public participation in decision-making and access to justice in environmental matters. The agency's work on violence against women continues to take account of the Istanbul Convention: in November 2024, and the Aarhus Convention which is of direct relevance to the Agency's work on the EU Green Deal and just transition. The agency has a formal role as member of the EU monitoring framework established under Article 33 of the CRPD to monitor the EU's own performance. The EU was scrutinised in 2025 (32nd session of the CRPD Committee) and in 2026 the Union must implement the Concluding Observations of the CRPD Committee. Moreover, all Member States have obligations under international human treaties, including ILO Conventions enshrining the core labour standards, and those adopted under the aegis of the UN such as the CRC, the ICCPR, ICESCR. The Agency will continue to take into account relevant and applicable international human rights obligations of Member States: e.g. FRA's work on child protection and participation is anchored in provisions of the CRC.

The foregoing results in a complex landscape of international human rights obligations across the EU. The Agency's EU Fundamental Rights Information System (EFRIS) brings together data and information from existing human rights, databases operated by the United Nations, the Council of Europe and the EU: the Agency will continue to maintain and further develop the tool to provide easy access to the commitments and the evaluation of EU Member States (and candidate states that participate as observers in FRA's work) under international human rights treaties. Without prejudice to its primary focus on EU law and the Charter, the Agency's work will continue to take account of international human rights law obligations, and mainstream these where they are relevant to its work pursuant to advancing legal and policy coherence and human rights legal accountability. This policy goal is consistent with the undertaking in Article 3(5) TFEU that the EU shall contribute to the "strict observance and development of international law".

Objectives

- Promoting the respect, protection and fulfilment of fundamental rights enshrined in the Charter by increasing awareness about the rights it enshrines and its applicability in various contexts, via the agency's tools like Charterpedia.
- Providing assistance and expertise on the application of the Charter, including in the context of EU funds conditionalities, law making (impact assessments) and judicial practice.
- Building capacity and knowledge of international human rights law and treaties and the implications of the obligations they impose on Member States and the EU; increase awareness of the interplay between EU fundamental rights law and international human rights law and its policy relevance; explore international legal and policy coherence across different instruments and sources of law.
- Inform, in cooperation with the ECtHR, legal practitioners about the European case law on the Charter and ECtHR in selected thematic fields and prepare the agency for the implications of the EU's accession to the ECHR.
- Ensure that the agency's work takes appropriate account of the obligations under the Charter and international human rights treaties and, externally, contributes to an increased awareness on the obligations under international human rights law.
- Sustain the Agency's role and specialised expertise on disabilities including in relation to the CRPD.
- Deepen the Agency's expertise on ILO Core Labour Standards as enshrined in ILO Conventions which are relevant to the Agency's work such as on the CSDDD or the Forced Labour Regulation (e.g. Forced Labour Convention, (No. 29).
- Support EU efforts to implement the COM Recommendation of Integrated Child Protection Systems, EU Rights of the Child Strategy, the EU Youth Strategy 2019-27, the new European Care Strategy, and the Child Guarantee initiative consistent with the CRC.

Expected results

- Provision of unique, just in time, FR and HR legal expertise to legal practitioners across the EU and opportunities for mutual learning and sharing of promising practices, through the Agency's capacity building activities, tools, and data collection on the use of the Charter in various contexts, including in EU funds conditionalities, law making (impact assessments), and judicial practice.
- Preparedness for TA and expertise on the interaction between the EU and the CoE human rights system and ensuring that the Agency is itself prepared for operational implications of the EU's accession to ECHR.
- The EU fully implements the second set of Concluding Observations under the CRPD including by building on the assistance and expertise as requested and provided for by the FRA.
- Member States, national, regional and local authorities as well as professionals' groups have requisite guidance and tools to work towards the implementation of more integrated child protection systems in line with the CRC.

Beneficiaries

- **EU institutions:** EU institutions (assistance and expertise provided in formal and informal venues, including Charter trainings to EU Presidency and EP Intergroups).
- **Member States and professionals:** Member State authorities and legal practitioners (CharterXchange, FRA Charter tools, FRA trainings for the European Judicial training networks and others), including in the context of impact assessments or the use of EU funds and towards more integrated child protection systems in the EU.
- **Children as rights holders:** Children to ensure their rights of protection and participation with specific consideration of particular vulnerabilities, such as Roma, LGBTIQ+ persons and immigrants and their descendants.
- **Persons with disabilities:** Persons with disabilities and their rights to dignity and privacy.

Partners

- European Commission (joint events, training initiatives, feeding into COM's annual report on the Charter).
- Council and countries holding the rotating Presidency.
- European Parliament (training initiatives, feeding into relevant Parliamentary resolutions).
- CJEU.
- Council of Europe and European Court of Human Rights (joint case law factsheets, handbooks, EFRIS).
- United Nations (UN CRPD Committee, UN CRC Committee, UNICEF).
- Civil society organisations and European networks, such as Eurochild and the European Disability Forum.
- National judiciary and their networks including for judicial training (CCBE, EJTN, etc.).
- Public bodies competent for fundamental rights at national level (NHRIs, Ombudspersons, equality bodies, etc.) and their networks (ENNHRI, Equinet, ENOC, IOI, Public bodies competent for fundamental rights at national level (NHRIs, Ombudspersons, equality bodies, etc.) and their networks (ENNHRI, Equinet, ENOC, IOI).

A. EU Charter of Fundamental Rights and International Human Rights Treaties

Work plan 2026

Promoting and tracking the implementation of the EU Charter

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Tracking the application of the Charter and the implementation of the Charter Strategy	Charter Chapter in the annual Fundamental Rights Report	1st Priority	100,000
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	[NEW] Examining legal questions arising in the implementation of EU law (or, if requested, in the context of the legislative process at EU level) that deal with the compatibility with the Charter and relevant or applicable international standards or human rights law obligations	Formal opinions and informal input	1st Priority	-
<i>Evidence-based and Expert Advice</i>	Provide advice on the respect for the Charter in the use of EU funds, impact assessments and other contexts	Written and oral input	1st Priority	-
<i>Capacity-Building and Tools</i>	Updating of Charterpedia with new European and national case law related to the Charter	Updated Charterpedia tool	1st Priority	-
<i>Stakeholder Engagement and Outreach</i>	Annual CharterXchange, an online event consisting of three half-days of thematic sessions for legal practitioners to discuss new developments regarding the Charter and to exchange experiences	4 th edition of the CharterXchange	1st Priority	-
	[NEW] Contribute to meetings and workshops organised by national human actors, such as NHRIs and Ombudspersons, to exchange expertise and experience in the application and the added value of the EU Charter in connection with international human rights instruments	Seminars and workshops	1st Priority	-
	Organisation of meetings with national Charter experts (academia, judges) and Charter focal points (governments) to promote the use of the Charter and transnational exchanges	Meeting with the national Charter experts.	1st Priority	-

Convention on the Rights of Persons with Disabilities

Activity	Description	Output	Priority	Budget
<i>Capacity-Building and Tools</i>	Building on findings published in 2025 on violence in institutions against persons with disabilities, if resources are allocated, and upon demand by MSs, provide TACB on national level to actors tasked with safeguarding fundamental rights in institutions.	TACB to national regulatory and independent bodies on monitoring and accessible complaint for persons with disabilities within institutions	1st Priority	-
<i>Stakeholder Engagement and Outreach</i>	In the context of its participation in the EU monitoring framework established under Article 33 CRPD, the agency will continue work with the other partners on the framework and reach out to national monitoring frameworks.	Evidence and analysis gathered on the implementation of the CRPD; coordination with relevant actors at EU and national levels.	1st Priority	-
	Building on findings published in 2025 on violence in institutions against persons with disabilities, engage v relevant EU and international actors	Oral and written input.	1st Priority	-

European Convention on Human Rights

Activity	Description	Output	Priority	Budget
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	Continue ongoing desk research on the relationship and interaction between the case law of the Strasbourg Court and the Luxembourg Court	Internal mapping of the case law of CJEU and ECHR and national case law related to the meaning and scope of fundamental rights	1st Priority	-
<i>Capacity-Building and Tools</i>	[NEW] Training for legal practitioners and EU institutions on the application and the added value of the Charter as well as on relevant or applicable international human rights instruments, on demand	Seminars and workshops, including institutionalised Charter training with EJTJN (judiciary) and Council Presidencies (for JHA counsellors).	3rd Priority	20,000

	Bringing together case law of the CJEU and ECtHR in areas in which the ECtHR caselaw interplays with EU law, in cooperation with the ECtHR.	Series of factsheets on the case law of the CJEU and ECtHR in specific fields FRA/ECtHR-Handbooks on the case law of both European Courts in specific thematic fields.	1st Priority	-
	Maintaining and regularly updating the EU Fundamental Rights Information System (EFRIS).	EU Fundamental Rights Information System (EFRIS).	1st Priority	20,000
<i>Media and Dissemination</i>	Continue ongoing desk research on the relationship and interaction between the case law of the Strasbourg Court and the Luxembourg Court.	Joint fact sheets.	1st Priority	-
<i>Stakeholder Engagement and Outreach</i>	[NEW] Exchange expectations and strategies with regard to the interaction between the EU and CoE legal system and the upcoming EU accession to the ECHR.	Stakeholder meetings dedicated to the topic (e.g. an Inter-agency roundtable discussion exploring implications of accession).	3rd Priority	-

Istanbul Convention

Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Building on findings from the survey published in 2024 and 2025 on violence against women II, engage with EU institutions and Member States to inform the EU's implementation of the Istanbul Convention.	Targeted expert input to EU (and Member States).	1st Priority	-
	Building on findings from the survey published in 2024 and 2025 on violence against women, engage with relevant EU and international actors	Oral and written input.	1st Priority	-

Instruments Dedicated to the Rights of the Child

Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Promote the development towards integrated child protection systems in the EU by supporting the Commission in the implementation of its recommendation on the topic through evidence-based advice.	Targeted inputs based on FRA's updated mapping of child protection systems in the EU and the related comparative report.	1st Priority	10,000
<i>Capacity-building and Tools</i>	Guidance and training for authorities, legal and social practitioners on multi-disciplinary training on integrate child protection systems.	Tools to provide to all actors involved in child protection systems via interactive workshops, online and in-person.	3rd Priority	10,000
<i>Media and Dissemination</i>	Checklist for professionals and authorities on key requirements for integrated child protection systems.	Checklist to be disseminated to relevant actors in child protection systems.	3rd Priority	10,000
<i>Stakeholder Engagement and Outreach</i>	Guidance for co-ordination and co-operation for an interagency approach across different levels towards integrated child protection systems.	Co-development of coordination protocols and cooperation agreements on local, regional and national level.	3rd Priority	-

A. EU Charter of Fundamental Rights and International Human Rights Treaties Resources Forecast 2026

FINANCIAL RESOURCES		1 st Priority	2 nd priority	3 rd priority
		€130,000	-	-
Breakdown by activity				
Socio-legal Research and Data Analysis		€100,000	-	-
Evidence-based and Expert Advice		€10,000	-	-
Capacity-building and Tools		€20,000	-	€30,000
Media and Dissemination		-	-	€10,000

B. Rule of Law, Democracy and National Fundamental Rights Oversight

Policy Relevance

Rule of law, democracy and human rights form the three main pillars of the values listed in Article 2 TEU. The values in this provision are shared between the EU and its Member States and have to be respected by them (Article 7 TEU) as well as by third countries wishing to become a candidate state (Article 49 TEU). The Court of Justice of the EU (CJEU) stressed that “Article 2 TEU is not merely a statement of policy guidelines or intentions but contains values which (...) are an integral part of the very identity of the European Union as a common legal order, values which are given concrete expression in principles containing legally binding obligations for the Member States” (CJEU, case C-156/21). The policy relevance of tracking the respect of rule of law, democracy and fundamental rights has been recognised in the [2020 Charter Strategy](#), the [Communication on strengthening the rule of law within the Union](#) (2019), as well as in the [European Democracy Action plan](#) (2020) and [Defence of Democracy Package](#) (2023).

Respect for EU values has been under stress in a number of Member States in the recent decade. At the same time the engagement with the implications of the values is increasing (in the Case C-769/22 16 Member States intervened). The agency’s work in this area has shown how fundamental rights are instrumental in maintaining and protecting the rule of law and democracy. Much of the institutional landscape established to protect fundamental rights such as National Human Rights Institutions, Ombudspersons or Equality Bodies are also key for the protection and promotion of the rule of law and democracy. Civil society organisations specialised in the field of fundamental rights make an important contribution to the protection and promotion of democracy and the rule of law. The Commission’s annual report on the rule of law in the Member States therefore dedicates special attention to civil society and the civic space. In 2022 the Commission’s report on the application of the Charter was dedicated to “[A thriving civic space for upholding fundamental rights in the EU](#)” and underscored the role of civil society organisations and human rights defenders in protecting and promoting the EU values of fundamental rights, rule of law and democracy.

Since 2018, the agency is tracking the situation of the civic space within the EU with annual updates and will also in 2026 examine the situation of these actors who are so central for the EU’s values. Moreover, the agency will, based on research conducted in 2024/2025, publish findings on how fundamental rights are used in national judiciaries and by non-judicial bodies (e.g. NHRIs) to protect and promote the rule of law.

Building on its chapter on elections in the Fundamental Rights Report 2025 and work on the participation of civil society organisations, the agency will continue to support the implementation of the 2023 Commission recommendation on the “[engagement and effective participation of citizens and civil society organisations in public policy-making processes](#)”. The agency will co-organise with the European Commission [national multi-stakeholder dialogues](#) with civil society, NHRIs and others on specific issues highlighted in the annual reports on the rule of law.

Finally, the agency will support and strengthen fundamental rights oversight structures at national level. This importantly includes NHRIs, Ombudsmen, Equality Bodies and other specialised bodies engaged in protecting and promoting (aspects of) fundamental rights. The agency will update information on national human rights structures relevant for various EU law and policy areas, which was collected by FRANET in 2023, and will make such information available on a European level through an online tool. This will provide an overview of developments in mandates and powers of relevant oversight bodies existing in Member States.

Objectives

- Generate comparative information and track developments in the civic space across the EU and in the institutional landscape of fundamental rights oversight at national level
- Provide expert advice to EU institutions and Member States on the protection of civic space and the promotion civil society participation in democratic processes, based on comparative information on existing challenges and the identification of promising practices
- Highlight promising practices and promote transnational exchanges between Member State authorities regarding national fundamental rights oversight structures
- Provide peer learning opportunities to national oversight bodies in select areas of EU law in which they have been given new/additional tasks, drawing on the agency’s areas of thematic expertise
- Develop a repository of promising practices on how fundamental rights cases can help protect and promote the rule of law and democracy
- Facilitate and support national dialogues with civil society on rule of law, civic space and related issues.

Expected results

- EU institutions and Member States have an overview of the situation of the civic space across the EU, as well as of developments in mandates and powers of fundamental rights oversight structures relevant to EU law and policy areas

- Member State authorities and national fundamental rights structures are provided with access to transnational learning opportunities and exchanges of practices and experiences with regard to fundamental rights oversight, civic space issues and participatory processes
- Judicial authorities, other legal professionals and civil society specialised in fundamental rights litigation have access to promising practices on how fundamental rights cases can help protect and promote the rule of law and democracy

Beneficiaries

- EU Institutions, bodies and agencies
- Member State authorities, including at local and regional level
- NHRIs, Ombudspersons, Equality Bodies, Data Protection Authorities, other human rights bodies
- Civil society organisations
- Other national structures tasked with coordinating and/or implementing (aspects of) fundamental rights in specific policy areas (e.g. Charter focal points, oversight bodies under various EU acts)

Partners

- European Commission (cooperation at activity level, e.g. rule of law dialogues)
- Other EU institutions, in particular Council and European Parliament (assistance and expertise)
- Member States (assistance and expertise)
- Council of Europe (coordination with regard to rule of law and democracy related activities)
- National structures protecting and promoting fundamental rights (cooperation at activity level)
- Civil society organisations (cooperation at activity level, e.g. rule of law dialogues)

B. Rule of Law, Democracy and National Fundamental Rights Oversight

Work plan 2026

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Publication of 2024 research findings on experiences and practices of how fundamental rights cases have served to protect and promote the rule of law.	Report on fundamental rights and the rule of law.	1st Priority	10,000
	Research (FRANET) and consultation (participants in the Fundamental Rights Platform) with regard to the civic space. The agency will prepare an annual monitoring report on the experiences of NGOs specialised in fundamental rights as well as on the status of the civic space.	Report on the civic space within the EU.	1st Priority	100,000
	Updating of online information on fundamental rights structures within Member States, with a focus on bodies, contact points and institutions mandated with fundamental rights related tasks under EU legislation (e.g. AI Act, DSA, Victims' Rights Directive, Directive on combating corruption, Directive on combating violence against women, Screening Regulation).	Updated online tool.	3rd Priority	15,000
	[NEW] Map available methods and tools to support and foster effective and inclusive engagement in local policy-making processes. Moreover, the mapping will help identifying where and how EU funds could be used to foster public participation and social inclusion at local level. Importantly, the mapping will help identify thematic and geographical areas where the engagement with civil society at local level is especially strong or lacking.	Mapping that provides the basis for the exchange of promising practices and lessons learned within and across Member States (publication in 2027).	3rd Priority	300,000
<i>Evidence-based and Expert Advice</i>	Responses to requests from EU institutions and Member States for advice on civic space, participatory process and fundamental rights oversight structures.	Written and oral inputs.	1st Priority	-
<i>Capacity-Building and Tools</i>	[NEW] Peer learning amongst statutory bodies in dynamic policy areas, where EU legislation provides these bodies with new oversight and other functions.	Capacity building and peer-to-peer learning within the fundamental rights landscape at national level as requested.	3rd Priority	-
<i>Stakeholder Engagement and Outreach</i>	Stakeholder meeting with legal practitioners and policy makers on results of FRA research on rule of law.	Dissemination of research results amongst key stakeholders.	1st Priority	30,000
	Organisation of national rule of law dialogues in cooperation with the European Commission, based on demand.	National rule of law dialogues.	1st Priority	15,000

B. Rule of Law, Democracy and National Fundamental Rights Oversight

Resources Forecast 2026

FINANCIAL RESOURCES	1 st Priority	2 nd priority	3 rd priority
	€155,000	-	-
Breakdown by activity			
Socio-legal Research and Data Analysis	€110,000	-	€315,000
Evidence-based and Expert Advice	-	-	-
Capacity-building and Tools	-	-	-
Stakeholder Engagement and Outreach	€45,000	-	-

C. Equality and non-discrimination

Policy Relevance

Equality, non-discrimination and respect for human rights are values on which the EU is founded and are enshrined in the Charter of Fundamental Rights of the European Union. Article 19(1) of the TFEU confers competence on the EU to take action to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Article 21 of the Charter of Fundamental Rights of the European Union prohibits discrimination on any ground, such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation. Important FRA's work is grounded in the foregoing and in EU secondary law related to anti-discrimination, specifically the Racial Equality Directive 2000/43/EC and the Employment Equality Directive 2000/78/EC. In May 2024, the Council of the European Union adopted two new directives aimed at strengthening the role of equality bodies across the EU: Directive (EU) 2024/1500 and Directive (EU) 2024/1499: FRA will continue to support the transposition and implementation of these instruments, including the development of indicators. Hate crime and hate speech constitute severe forms of discrimination and are illegal under EU law: the key legislative measures are the 2008 [Framework Decision on combating racism and xenophobia](#) and the 2012 [Victims' Rights Directive](#) (with the Agency's parallel work areas on 'Justice, Victims' Rights and Security' and 'Data, AI and Digitalisation' focusing on key aspects of these files, particularly with regard to criminal law responses to hate crime and manifestations of (online) hate speech).

FRA's work is an integral and fundamental for the development, implementation and evaluation of EU's 'Union of Equality'. FRA's EU-wide comparable surveys on groups at risk of discrimination and bias-motivated victimisation and hard-to-reach populations, as well as findings from its extensive socio-legal research form the backbone of the array of EU Equality Strategies – the EU Roma strategic framework for equality, inclusion and participation, the renewed EU Anti-Racism Strategy, the Action Plan on Integration and Inclusion 2021-2027, the renewed LGBTIQ+ Equality Strategy, the renewed Gender Equality Strategy and the EU Disability Strategy 2021-2030.

In addition to supporting building a Union of Equality, the Agency will continue its work on inequality in outcomes and addressing poverty and social inequalities, through a fundamental rights lens, in line with European Pillar of Social Rights, and the 2021–2027 action plan on integration and inclusion (E.g. tackling discrimination in accessing housing and ensuring adequate housing and housing assistance).

The FRA's work, including its large-scale surveys, addresses critical data gaps concerning the fundamental rights experiences of groups at risk of unequal treatment and discrimination, including Roma and Travellers, immigrants and descendants of immigrants, ethnic minorities, people of African descent or black people, Jews, Muslims, LGBTIQ+ people, as well as persons with disabilities and older people. The FRA's work on Roma inclusion gained momentum in 2010, when, following the expulsion of Bulgarian and Romanian Roma from France, Roma exclusion and vulnerability were defined in terms of fundamental rights violations. The adoption of the European Commission's Communication on the "[EU Framework for National Roma Integration Strategies up to 2020](#)" (5 April 2011) and the [Council Recommendation of 9 December 2013 on effective Roma integration measures in the Member States](#) (9 December 2013) stipulated a role for FRA in the area of Roma inclusion indicators and collecting the data necessary for populating them as well as supporting broad range of stakeholders (National Roma Contact Points, Roma and pro-Roma civil society and international organisations working on Roma inclusion). The Council Recommendation on EU Roma Equality, Inclusion and Participation from 12 March 2021 expanded the role for FRA tasking the Agency to carry out regular Roma surveys as the necessary data for baseline, mid-term and end-term assessment of the results in Roma inclusion and support Member States in their efforts to that end. As a result of FRA's work, Roma inclusion was among the first policy areas to have quantitative outcome indicators, quantitative targets and a system of monitoring the process. By integrating fundamental rights indicators in key EU Equality Strategies and in relation to UN SDGs – the FRA ensures that its work is evidence-based and aligned with international human rights standards. In 2026, the Agency will focus on strengthening the capacity of EU institutions and Member States to combat racism, discrimination, and specific manifestations of hate crime in relation to equality and non-discrimination. By providing comprehensive data, technical assistance, and targeted policy guidance, the Agency will continue to support the implementation of EU strategies and directives, contributing to a more inclusive and equitable EU

Objectives

- Support the implementation and monitoring of law and policy under the 'Union of Equality'.
- Support data and evidence-based EU policies: Support the development and implementation of EU anti-racism and non-discrimination policies. Assist in the implementation of the Directives on Standards for Equality Bodies.
- Conduct additional data collection and analysis, as required by developments in 2026
- Monitor trends in survey data: Assess progress and identify trends related to discrimination, bias-motivated harassment and violence (working closely with other FRA work areas on victims' rights), and rights awareness among immigrants and LGBTIQ+ individuals in the EU.
- Monitor progress (or lack of) in Roma inclusion against the targets: support the European Commission and the Member States in these efforts, collecting data (and supporting national-level efforts for collecting data), improving stakeholders' capacity to understand and apply data in the Roma inclusion policy process.
- Identify and address multiple and intersectional forms of discrimination based on racial or ethnic origin, religion or belief, sexual orientation, gender identity, sex characteristics, sex/gender, age and disability.
- Provide evidence-based advice and technical assistance to EU institutions and Member States to support equality and anti-discrimination measures, including in the area of Roma inclusion
- Contribute to monitoring of law and policy implementation using fundamental rights-based indicators: and contributing to relevant indicator sets: e-g- Sustainable Development Goals (SDGs); Social Scoreboard and other indicators related to equality and non-discrimination.
- Awareness-raising and promoting cooperation: Raise awareness and promote dialogue on anti-racism, non-discrimination, and fundamental rights. Strengthen cooperation with stakeholders to combat racism and promote equality.

Expected results

- The Agency's fundamental rights expertise and extensive experience in this area will support the EU and its Member States in applying existing fundamental rights law in the area of racism and non-discrimination and respond to emerging challenges in a fundamental rights-compliant manner. FRA will continue to apply an intersectional approach to analysing discrimination, by disaggregating key indicators by age, sex/gender, disability, racial or ethnic origin, religion or belief, sexual orientation and gender identity.
- The Agency will continue to deepen and consolidate its expertise in the area of equality and social justice to support the EU and its Member States in applying existing fundamental rights law across civil and political rights, as well as economic and social rights. This includes work on (energy) poverty, social exclusion, social protection and climate justice, as well as responding to emerging challenges in a fundamental rights-compliant manner.
- The Agency's fundamental rights expertise will support the EU and its Member States in applying existing fundamental rights law and policy in the area of Roma inclusion and respond to newly emerging challenges in this area in a fundamental rights compliant manner. To that end, the Agency will continue to collect data on the situation of Roma and Travellers (or support other stakeholders' efforts in this regard) and support the implementation of novel practical approaches that yield tangible results on the ground.

Beneficiaries

- EU institutions: European Commission (in particular DG JUST, DG EMPL, DG HOME, EEAS, DG CONNECT), European Parliament (relevant Committees and Intergroups, EPRS), EU Council working parties, EUROSTAT, Eurofound, EIGE, CEPOL, and other relevant Agencies, EQUINET, ENHRI etc.
- Groups at risk of discrimination and bias motivated victimisation: such as immigrants and their descendants, LGBTIQ+ people, ethnic or religious minorities, Roma and Travellers, persons with disabilities, and their representative organisations on the EU and national level
- EU Member States and policymakers on national and regional and local level, national statistical institutes, national Equality Bodies, Ombudspersons, NHRIs, National Roma Contact Points etc.
- European and international organisations: Council of Europe (ECRI, CDADI), OSCE/ODIHR, OECD, UN bodies (OHCHR, UN treaty and expert bodies and special rapporteurs, UNDOC, UNDP/Praia Group, UNESCO), World Bank etc.; Partners
- European Commission (cooperation at activity level, e.g. rule of law dialogues)

Partners

- Other European Commission, in particular DG JUST, DG EMPL, DG HOME
- European Parliament: EPRS
- EU Agencies: Eurofound, EIGE, CEPOL, EUROSTAT
- Member States: national bodies tasked to monitor and safeguard equality and non-discrimination i.e. Equality Bodies, NHRI, National Statistical Institutes, CSOs
- Networks of public and independent bodies: Equinet, ENNHR
- European and international organisations: Council of Europe (ECRI), OSCE/ODIHR, OECD, UN bodies (OHCHR, UN treaty and expert bodies and special rapporteurs, UNDOC, UNDP/Praia group, UNESCO), World Bank etc.

C. Equality and Non-Discrimination

Work plan 2026

Improving survey methodology on hard-to-reach populations: FRA surveys				
Activity	Description	Output	Priority	Budget
<i>Large-Scale Survey Research</i>	Assessing & further developing FRA surveys	EU-wide research	1st Priority	15,000
	Preparatory work for revised immigrants survey	EU-wide research	1st Priority	100,000
	Dissemination of FRA survey findings in different fora	EU-wide research	1st Priority	15,000
	Cooperate with other Agencies (Eurofound, EIGE) and experts from academia and other research networks to improve survey methodology and research designs	EU-wide research	1st Priority	10,000
	[NEW] Contributing to Eurofound EQLS survey 2026	EU-wide research	3rd Priority	300,000
Delivering on the 'Union of Equality'				
Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	FRA will analyse results of its LGBTIQ Survey III and produce a thematic study: Being Trans, non-binary and gender diverse in the EU.	Research	1st Priority	15,000
	Socio-legal Research and Data Analysis FRA will analyse results of its LGBTIQ Survey III and produce a thematic study: LGBTIQ Youth and the Road to Equality.	Research	1st Priority	15,000
	Building on the 2025 data collection on the implementation of the EU Equality directives, draft a report, focusing in particular on the application of effective, proportionate, and dissuasive sanctions	Comparative socio-legal report	1st Priority	15,000
<i>Evidence-based and Expert Advice</i>	Provide input on request to EU institutions and agencies related to equality and non-discrimination.	Input to meetings, reports, projects and other activities upon request or by own initiative	1st Priority	10,000
<i>Media and Dissemination</i>	Publish report on the implementation of the equality directives	Comparative socio-legal report	1st Priority	15,000
	Publish main results report from the 2022 EU immigrant and descendants of immigrant survey	Comparative socio-legal report	1st Priority	15,000
	Publish main results report from the 2022 EU immigrant and descendants of immigrant survey	Comparative socio-legal report	1st Priority	15,000
	FRA will publish a thematic study: Being Trans, non-binary and gender diverse in the EU.	Research report	1st Priority	15,000
<i>Stakeholder Engagement and Outreach</i>	Upon demand, contribute to work done on the EU and MS level for the implementation of the EU equality directives (on developing indicators, collecting data etc)	Technical Assistance and capacity building	1st Priority	10,000
	Engage with stakeholders in the area of age discrimination, equality and data collection, with particular focus on older persons and young age groups	Presentation of FRA data and results, engage in activities that will bring forward age equality in all areas of life and ensure inclusive data collection	1st Priority	5,000
Supporting Roma inclusion				
Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Drafting inputs to the periodic Commission's communications	Analytical inputs upon request or by own initiative	1st Priority	-
	Developing process indicators that are currently still missing in the "Portfolio of indicators"	Indicators with methodology for collection of data necessary for populating them	1st Priority	15,000
<i>Evidence-based and Expert Advice</i>	Supporting the analysis of the information reported by the Member States on their measures implemented towards Roma inclusion	Analytical inputs upon request or by own initiative	1st Priority	-

<i>Capacity-Building and Tools</i>	Methodological support to Statistical Institutes or other entities embarking on their own data collection	Analytical inputs upon request or by own initiative	1st Priority	-
Combating hate crime				
Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Collect data via the HLG members and update FRA's 2018 report on hate crime recording and data collection practices	EU wide research	3rd Priority	10,000
<i>Capacity-building and Tools</i>	Upon request by MS authorities, organise and conduct, in cooperation with OSCE/ODIHR, national workshops on improving national hate crime recording and data collection – max two a year.	National workshop	1st Priority	6,000
	[NEW] Produce guidance on the use of hate crime data from different sources to inform law enforcement agencies work	Guidance for national law enforcement agencies	3rd Priority	-
	[NEW] Develop a holistic online database / data hub on various manifestations of intolerance and hatred – bringing together data on incidents (discrimination, hate crime, hate speech etc), relevant case law, relevant CSOs and VSO on antisemitism and anti-Muslim hatred (with view of updating it every 5 years).	Online data hub on hatred and intolerance	3rd Priority	200,000
<i>Stakeholder Engagement and Outreach</i>	Pending the prolongation of the High-Level Group and its working groups: contribute to the work of the EU High Level group on combating hate speech and hate crime, with expert input, data and information deriving from various strands of FRA work (survey data, victim support, legal advice, implementation of principles developed and endorsed by the HLG).	Engagement with EU institutions, MS representatives and IGOs	1st Priority	20,000
	Ad hoc contributions to Agencies (e.g. CEPOL) and international organisations (OSCE/ODIHR, CoE, UNDOC)	Oral and written contributions to Agencies and international organisations, including missions	1st Priority	15,000
Cooperation and support in improving the collection and use of equality data				
Activity	Description	Output	Priority	Budget
<i>Capacity-Building and Tools</i>	Cooperate with Eurostat and Member States around improving equality statistics in the EU in the framework of the Eurostat task force on equality statistics and the EU Subgroup on equality data	Expert advice	1st Priority	10,000
	Upon request provide support and expert advice to national and international partners on developing and implementing state of the art sampling and research methodologies.	Expert advice	1st Priority	5,000

C. Equality and Non-Discrimination		Resources Forecast 2026		
FINANCIAL RESOURCES	1st Priority	2nd priority	3rd priority	
	€341,000	-	€210,000	
Breakdown by activity				
Large-Scale Survey Research	€140,000	-	€300,000	
Socio-legal Research and Data Analysis	€60,000	-	€10,000	
Evidence-based and Expert Advice	€10,000	-	-	
Capacity-building and Tools	€21,000	-	€200,000	
Media and Dissemination	€60,000	-	-	
Stakeholder Engagement and Outreach	€50,000	-	-	

D. Justice, Victims' Rights and Security

Policy relevance

Leveraging its expertise from its legal and empirical data collection to critically assess rights in practice, the Agency will assist the EU and its Member States in applying existing standards in the area of justice, including victims' rights, and security. In 2026 and referring to the actions set out in the Commission's new Counter-terrorism agenda, the European Internal Security Strategy, as well as the Strategy on the use of digital technologies to make EU civil and criminal justice systems more efficient, FRA will continue responding to newly emerging policy priorities and supporting relevant stakeholders in the area of justice, victims' rights, and security with respect to fundamental rights compliance.

In 2026, the Agency plans to further deliver its fundamental rights advice to support the EU's digital transformation of justice and security. In this context, FRA will develop fundamental rights guidance for law enforcement and justice actors on how to access and use digital data in criminal proceedings. This work draws on FRA's research – with law enforcement and technology providers – on law enforcement access to data for criminal investigations, with respect to fundamental rights compliance. In addition, the Agency will disseminate its findings on the fundamental rights implications of the take down of terrorist content online with respect to its impact on different rights.

In 2026, FRA will also continue to support EU institutions and Member States in ensuring that digitalised justice processes and systems facilitate and protect fundamental rights – such as access to justice – in practice. In this way, FRA will support the implementation of the Council's e-Justice Strategy 2024 to 2028 which supports Member States in implementing a broad range of legislative and non-legislative initiatives that, together, aim at speeding up the digitalisation process and the use of digital services in the justice area.

In the area of victims of crime, the new findings from FRA's research on access to justice for victims of online crime (in particular online fraud) will enable FRA to provide advice to EU institutions and Member States about how to effectively deliver on the rights of victims of online crime and in this context present promising practices. FRA will also continue to disseminate other existing findings in this area to guide the Commission, Member States and other actors in addressing the specific needs and rights of crime victims, including victims of hate crime/speech, antisemitism, and gender-based violence (drawing also on input from other FRA work areas). In particular, FRA will continue providing its advice on how to effectively tackle violence against women, based on its large-scale survey data collection on crime victimisation - following publication and further release of data from the Eurostat-FRA-EIGE EU Gender-Based Violence Survey, alongside publication of results from FRA's survey on Ukrainian women's experiences of violence and related fundamental rights abuses who are currently residing in the EU.

FRA will focus its research activities and guidance to support the Commission with the actions set out in the new (second) EU Victims' Rights Strategy, in alignment with the revised Victims' Rights Directive. To further guide relevant key actors when it comes to emerging standards in the area of access to justice, including as they relate to the rule of law, as stemming from the case law of the Court of Justice of the European Union and European Court of Human Rights, FRA will also disseminate its updated FRA-ECtHR Handbook on European law relating to access to justice in 2026.

Finally, building on its previous work in the area of police and judicial cooperation in relation to criminal law – including the Agency's extensive research on the European Arrest Warrant (EAW), which continues to be a policy priority area, FRA will continue supporting relevant legislative and policy developments in 2026; in particular relating to the implementation and, as applicable, revision of the existing EU instruments on criminal procedural rights.

Objectives

- Providing advice on the application of fundamental rights standards in justice and security in practice and on how to respond to ongoing and newly emerging challenges in this area in a fundamental rights-compliant manner
- Providing fundamental rights expertise to the EU legislator and Member States, when designing new legislation and policies in the area of justice, victims' rights and security
- Supporting EU, Member States and other actors by collecting and analysing data on the challenges and promising practices on the enjoyment of rights in practice by those seeking justice, victims of rights and defendants

Expected results

- Through its action, in 2026 FRA expects that EU institutions, EU agencies (primarily JHA agencies) as well as Member States will be better informed on how to deal with fundamental rights challenges, particularly when implementing EU law but also when designing new policies in the area of justice, victims' rights and security.
- FRA's evidence-based advice and targeted guidance in the form of opinions, papers, handbooks or online tools will ensure that rights of individuals such as individuals seeking justice, victims or defendants, are effectively upheld in practice.

Beneficiaries

- EU institutions, EU agencies and Member States will primarily benefit from FRA's fundamental rights expertise, guidance and tools for a rights-compliant implementation of EU law.
- Individuals seeking justice, victims of crime or defendants.

Partners

- EU institutions, EU agencies (in particular Europol, Eurojust and EIGE) and Member States.
- The Council of Europe and the European Court of Human Rights and other relevant international organisations.
- Legal practitioners, national human rights bodies, civil society and academia.
- Specific stakeholders in the Commission, including the Victims' Rights Coordinator and the office of the Counter-Terrorism Coordinator.

Justice

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Updating FRA's database on criminal detention conditions.	FRA database on criminal detention conditions (draft).	1st Priority	90,000
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	Focus paper on challenges and promising practices related to conditions of criminal detention and/or effective delivery on procedural rights through EU criminal procedural law (feeding into discussions at EU level on possible harmonisation/further revision in this area).	Focus paper.	1st Priority	8,000
<i>Evidence-based and Expert Advice</i>	Follow-up on published guidance on fundamental rights-compliant 'digital justice'.	Expert advice: working with EU institutions as well as Member States on how to implement FRA's guidance on fundamental rights-compliant 'digital justice' in practice.	1st Priority	50,000
	Providing evidence-based advice to the EU as well as Member States concerning EU law – specifically in relation to justice.	Targeted advice, dissemination and presentations of FRA's key findings in the area of justice to relevant stakeholders to inform the EU and the Member States, including as requested by the Commission, other EU Institutions and bodies/Agencies, and other relevant actors.	1st Priority	15,000
<i>Capacity-Building and Tools</i>	Updated FRA-CoE legal handbook on Access to Justice: Contributing to raising awareness, knowledge and understanding of the legal frameworks relating to access to justice, including as they relate to the rule of law, amongst lawyers, judges, prosecutors, and other legal practitioners, as well as other 'intermediaries' such as civil society organisations involved in litigation or victims' organisations at the national and European levels.	Updated FRA-CoE legal handbook on Access to Justice available in different language versions; contributing to the training of legal professionals.	1st Priority	100,000
<i>Meetings and Events</i>	Dissemination of published guidance on fundamental rights-compliant 'digital justice'.	Dissemination of FRA's final guidance: presentation at events, hearings or workshops. Contributing to relevant training initiatives in this area.	1st Priority	-

Victims' rights

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Finalisation of the research on access to justice for victims of online crime (in particular online fraud), including promising practices.	Final Report.	1st Priority	10,000
	Providing input as per revised Victims' Rights Directive (Article 28 calling for FRA to provide qualitative data collection).	Up to two papers – based on FRA's research.	1st Priority	200,000
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	Follow up on the findings from VaW II survey.	Targeted expert advice to EU and Member States to inform the Member States' implementation of the Istanbul Convention and their obligation to implement the EU Directive on combating violence against women and domestic violence: a position paper.	1st Priority	8,000
<i>Evidence-based and Expert</i>	Follow up on the research on access to justice for victims of online crime (in particular online fraud), including presenting promising practices.	Follow-up on published research findings through targeted expert advice to key stakeholders at EU and national level.	1st Priority	-

Advice	Follow-up on published guidance on fundamental rights-compliant 'digital justice'.	Expert advice: working with EU institutions as well as Member States on how to implement FRA's guidance on fundamental rights-compliant 'digital justice' with a focus on the use of digital tools and victims' rights in practice.	1st Priority	-
	Providing input into the work of the Commission on the new Victims' Rights Strategy.	Targeted expert advice (written or oral).	1st Priority	-
	Providing input into the work of the EU Victims' Rights Coordinator and the Victims' Rights Platform.	Targeted expert advice (written or oral).		-
	Providing evidence-based advice to the EU as well as Member States.	Targeted advice, dissemination and presentations of FRA's key findings in the area of victims' rights to relevant stakeholders to inform the EU and the Member States, including as requested by the Commission, other EU Institutions and bodies/Agencies, and other relevant actors.	1st Priority	15,000
Media and Dissemination	Follow-up on published report on access to justice for victims of online crime (in particular fraud), including promising practices.	Dissemination of the final findings to key stakeholders.	1st Priority	-
	Follow up on the findings from VaW II survey.	Dissemination of the findings to relevant stakeholders, particularly focusing on the Member States covered by the FRA-EIGE survey – in coordination with EIGE re MS engagement.	1st Priority	-
	Dissemination of published guidance on fundamental rights-compliant 'digital justice'.	Dissemination of FRA's final guidance with a focus on the use of digital tools and victims' rights: presentation at events, hearings or workshops. Contributing to relevant training of legal professionals in this area.	1st Priority	-
Security				
Activity	Description	Output	Priority	Budget
Socio-Legal Research and Data Analysis	Finalisation of the research on fundamental rights implications of accessing digital data for criminal investigations.	Final Report.	1st Priority	10,000
	[NEW] Provide the EU and its Member States with evidence-based advice and assistance to support them in implementing their strategies as well as relevant EU law to combat antisemitism.	Anti-semitism position paper.	1st Priority	10,000
Legal Analysis and Stand-Alone Legal Opinions	[NEW] On the basis of findings from FRA's research in the area of security, advising relevant actors at EU (such as Commission and Europol) and national level (e.g. national law enforcement) on the fundamental rights impact and necessary safeguards relating to access to and use of digital data for law enforcement.	Position paper: to inform legislative and policy developments in the EU in the area of access to and use of digital data for law enforcement.	1st Priority	-
	Provision of expertise to European Commission, EP, Council on policy and/or legislative files (in person, online or through written input) – specifically in relation to security	Legal analysis and/or opinions on legislative or other files in the area of security – on FRA's own initiative or as requested by the Commission, other EU Institutions and bodies/Agencies, and other relevant actors	1st Priority	20,000
Evidence-based and Expert	Follow up on the research on fundamental rights implications of accessing digital data for criminal investigations.	Follow-up on published research findings through targeted expert advice to key stakeholders at EU and national level.	1st Priority	-

<i>Advice</i>	Providing input into the work of relevant JHA agencies, such as Europol and Eurojust, as well as the work of other actors, as part of our engagement in the work of EU Innovation Hub.	Targeted advice, presentations.	1st Priority	-
	Providing evidence-based advice to the EU as well as Member States – specifically in relation to security.	Targeted advice, dissemination and presentations of FRA’s key findings in the area of security to relevant stakeholders to inform the EU and the Member States, including as requested by the Commission, other EU Institutions and bodies/Agencies, and other relevant actors.	1st Priority	15,000
<i>Media and Dissemination</i>	Follow-up on published report on fundamental rights implications of accessing digital data for criminal investigations.	Dissemination of the final findings to key stakeholders.	1st Priority	-
<i>Meetings and Events</i>	Highlighting the fundamental rights impact and necessary safeguards relating to access to and use of digital data for law enforcement on the basis of findings from FRA’s research in the area of security, FRA will feed into the discussions and work at EU level on legislative and policy solutions in the area of access and use of digital data for law enforcement.	Expert workshop on law enforcement access to data: security and fundamental rights.	1st Priority	10,000

D. Justice, Victims’ Rights and Security

Resources Forecast 2026

FINANCIAL RESOURCES	1 st Priority	2 nd priority	3 rd priority
		€561,000	-
Breakdown by activity			
Socio-legal Research and Data Analysis	€320,000	-	-
Legal Analysis and Standalone Legal Opinions	€36,000	-	-
Evidence-based and Expert Advice	€95,000	-	-
Capacity-building and Tools	€100,000	-	-
Media and Dissemination	-	-	-
Meetings and Events	€10,000	-	-

E. Migration, Asylum and Borders

Policy Relevance

Detailed EU law provisions and extensive case law by the Court of Justice of the EU regulate this thematic area. The need to address emerging challenges will likely entail further EU law developments in 2026.

The implementation of existing EU law in this policy field raises significant fundamental rights challenges. Border management, asylum and return policies may affect core fundamental rights, such as the right to life and the prohibition of torture, inhuman or degrading treatment or punishment. To mitigate fundamental rights risks, EU law instruments contain several safeguards. In some cases, EU law tasks FRA to support EU institutions and relevant Justice and Home Affairs agencies with its expertise.

In 2024, the EU has agreed on a pact on migration and asylum which Member States must implement by mid-2026. Asylum and return procedures should become faster and take place near the border. This raises fundamental rights risks, that FRA must be vigilant on. National fundamental rights monitoring mechanisms under the Pact will become operational and require FRA's attention.

The situation at the EU external border will remain challenging and require FRA to report on fundamental rights risks and gaps. FRA will also need to continue its efforts to promote effective investigations of alleged rights violations.

Another important dimension relates to information technology (IT) systems. Large-scale European systems will, taken together, process personal data of hundreds of millions of people. In 2026, at least two new systems - the Entry-Exit System (EES) and the European Travel Information and Authorisation System (ETIAS) will be operational - and existing systems, such as Eurodac, upgraded to the requirements of the Pact on Migration and Asylum. IT-systems will become interoperable, raising new fundamental rights risks but also offering new opportunities for rights protection.

The need for longer-term solutions for refugees from Ukraine who for different reasons will stay in the EU will become more prominent and require a specific focus of FRA's work. Similarly, FRA expertise will continue to be requested for EU efforts to mitigate the risk of exploitation of migrant workers.

Objectives

- Provide fundamental rights expertise to the EU legislator, when designing new legislation and policies.
- FRA's expertise informs the European Commission, Justice and Home Affairs agencies and Member States to implement EU law in line with the requirements of the EU Charter of Fundamental Rights.
- Use the material developed and published by FRA in the past decade highlighting fundamental rights abuses as well as ways forward as a basis for FRA's advice in 2026.
- Develop new research activities focused on developments in particular Member states and on new fundamental rights issues which may emerge.

Expected results

- EU institutions, EU agencies (primarily JHA agencies but also the European Labour Authority), as well as Member States, will be better informed on how to deal with fundamental rights challenges, particularly when implementing EU law.
- Identify fundamental rights issues in IT systems at an early stage enabling immigration and border management actors to take corrective actions.
- Disseminate findings related to legal migration as the EU is increasingly focusing on the topic.

Beneficiaries

- EU institutions and EU agencies will primarily benefit from FRA's fundamental rights expertise. FRA's guidance and tools for a rights-compliant implementation of EU law will also address Member State authorities.
- Individuals crossing borders, migrating or seeking asylum in the EU.

Partners

- EU institutions, agencies and Member States and cooperate with the Council of Europe and relevant international organisations.
- FRA will continue to engage with civil society and, for issues of labour exploitation, with trade unions.

Providing fundamental rights expertise to EU institutions on legislative / policy files

Activity	Description	Output	Priority	Budget
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	Analysis of new policy and/or legislative files.	Up to three FRA opinions/papers (depending on requests).	1st Priority	-
<i>Evidence-based and Expert Advice</i>	Provision of expertise to European Commission, EP, Council on policy and/or legislative files (in person, online or through written input) – specifically in relation to migration, asylum and borders.	Written or oral input, as requested (up to 20 legislative or other files, including evaluations of existing instruments).	1st Priority	20,000

Fundamental rights expertise to asylum and migration planning

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Compiling an overview and analysis of national monitoring activities under the Pact.	Comparative overview table published.	1st Priority	-
	Updating and analysing measures taken at national level to investigate serious rights abuses at borders.	Update to FRA's 2024 investigation paper issued.	1st Priority	20,000
<i>Evidence-based and Expert Advice</i>	Other expertise on monitoring provided to Member States.	Tailor-made advice to up to six requests by EU Member States.	3rd Priority	12,000
<i>Capacity-Building and Tools</i>	Practitioners provided with an up-to-date handbook on European law relating to asylum, borders and immigration.	FRA-ECTHR handbook updated and issued in five language versions.	1st Priority	40,000
	Practitioners provided with guidance on guardianship for unaccompanied children.	FRA 2014 handbook on guardianship updated.	1st Priority	40,000
	Guidance on monitoring methodologies under the Pact tested and published in pilot format.	Methodological guidance for monitoring under the Pact.	1st Priority	50,000
	Training materials for monitoring under the Pact developed and training delivered.	Training materials finalised and up to four training sessions for monitors organised.	1st Priority	60,000
<i>Stakeholder Engagement and Outreach</i>	Actively contributing with FRA's expertise to the European Guardianship Network (EGN).	FRA provides substantial input to EGN's meetings.	1st Priority	2,000

Fundamental rights expertise to asylum and migration planning

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	[NEW] Collecting regular information on the migration and asylum situation in EU Member States.	Publication and dissemination of quarterly migration bulletins as per Article 10 (2) a of Regulation 1351/2024 - on selected Member States.	3rd Priority	800,000
	[NEW] Short research activities on two fundamental rights issues relating to the Pact on which FRA's opinion is required but where FRA does not have corresponding evidence (for example on the protection of people with vulnerabilities; child protection; prevention and response to gender-based violence in initial reception facilities). The thematic focus will depend on the areas where FRA's input will be most needed.	Two thematic papers with fundamental rights considerations on how to implement the Pact in a rights-compliant manner.	3rd Priority	100,000
<i>Evidence-based and</i>	Responding to requests for information and input to the Migration Preparedness and Crisis Blueprint Network.	FRA attends and provides input to blueprint network meetings.	1st Priority	5,000

<i>Expert Advice</i>	Providing input into the work of relevant JHA agencies, such as Europol and Eurojust, as well as the work of other actors, as part of our engagement in the work of EU Innovation Hub.	Targeted advice, presentations.	1st Priority	-
	Responding to requests for information under the Regulation on Asylum and Migration Management.	FRA input to annual migration and asylum report and other related processes.	1st Priority	100,000
Expertise for Schengen evaluations				
Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Drafting annual risk analysis for Schengen evaluation.	Risk analysis for European Commission.	1st Priority	30,000
	Accompanying on-sight Schengen evaluation missions on return and border management, as observer.	Up to five on-sight mission (upon request).	1st Priority	15,000
<i>Capacity-Building and Tools</i>	Training on fundamental rights for Schengen evaluators.	Teaching fundamental rights aspects in Frontex training.	1st Priority	5,000
EU Funds				
Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Comments to national programmes under the Asylum, Migration and Integration Fund (AMIF) and under the BMVI.	FRA comments to national programmes (if requested).	1st Priority	-
<i>Capacity-Building and Tools</i>	Guidance on mainstreaming fundamental rights in AMIF and BMVI.	Guidance developed.	1st Priority	15,000
Fundamental rights expertise to JHA agencies and ELA				
Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Fundamental rights expertise shared at Frontex Management Board meetings.	Participation to four MB meetings.	1st Priority	4,000
	Active participation in Frontex and EUAA Consultative Forum.	Input to five Consultative Forum meetings.	1st Priority	5,000
	FRA expertise shared with JHA agencies and/or ELA – specifically in relation to migration, asylum and borders.	Oral or written input (up to 20 requests).	1st Priority	15,000
	Regular meetings of EUAA, Europol and Frontex Fundamental Rights Officers	Four meetings organised and input provided to consolidate their internal fundamental rights mechanisms.	1st Priority	-
<i>Capacity-Building and Tools</i>	Provision of selected fundamental rights training in events by JHA agencies and/or ELA in areas where FRA has expertise and added value.	Teaching fundamental rights aspects in up to five training events.	1st Priority	5,000
Border management and return				
Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	Compiling and analysing measures taken against civil society deployed search and rescue vessels to illustrate challenges to upholding the right to life at sea.	Comparative overview published.	1st Priority	-
	Analysing the functioning of the internal Frontex fundamental rights protection mechanisms, including the Frontex fundamental monitors.	Thematic report.	1st Priority	10,000
	Compiling an overview and analysis of forced return monitoring.	Comparative overview table published.	1st Priority	-
<i>Evidence-based and Expert Advice</i>	Contributions to the Commission Task Force and Steering Committee in Bulgaria and Greece and to similar support mechanisms with selected other EUMS.	Regular meetings attended and fundamental rights input provided to up to three Member States.	1st Priority	20,000
Large-scale EU IT systems				
Activity	Description	Output	Priority	Budget

<i>Socio-Legal Research and Data Analysis</i>	[NEW] Research on selected fundamental rights aspects of interoperability of IT systems – including links to Agency Work Area covering ‘Security’.	Report and FRA suggestions for rights-compliant implementation (in 2027).	3rd Priority	150,000
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	ETIAS and VIS Fundamental Rights Guidance Boards - formulate positions and recommendations with active FRA participation.	FRA attends all guidance board meetings and actively contributes to develop their documents.	1st Priority	10,000
<i>Capacity-Building and Tools</i>	FRA maintains an up-to-date awareness raising tool on fundamental rights risks and opportunities flowing from the operation of EU large-scale IT systems.	FRA awareness raising tool is updated quarterly.	1st Priority	-
	Training on fundamental rights for EU Member States operating large-scale IT systems and on their interoperability.	Teaching fundamental rights aspects in training events organised by JHA agencies or others (up to four trainings).	1st Priority	2,000
<i>Media and Dissemination</i>	FRA disseminates the findings from its research on ETIAS and the dos and don'ts developed during the research on EES.	FRA publishes at least ten media items on IT-systems and fundamental rights.	1st Priority	-
Updating, translating and printing FRA materials				
Activity	Description	Output	Priority	Budget
<i>Media and Dissemination</i>	FRA translates selected tools and guidance, as required for effective dissemination.	Up to five FRA tools translated.	1st Priority	30,000
	FRA publications are language edited, lay-outed and printed.	FRA publications undergo production process.	1st Priority	50,000
	Selected FRA publications are updated as needed.	Up to two FRA publications updated (if necessary).	1st Priority	10,000

E. Migration, Asylum and Borders		Resources Forecast 2026		
FINANCIAL RESOURCES	1st Priority	2nd priority	3rd priority	
	€575,000	-	€662,000	
Breakdown by activity				
Socio-legal Research and Data Analysis	€30,000	-	€1,050,000	
Legal Analysis and Standalone Legal Opinions	€10,000	-	-	
Evidence-based and Expert Advice	€226,000	-	€12,000	
Capacity-building and Tools	€217,000	-	-	
Media and Dissemination	€90,000	-	-	
Stakeholder Engagement and Outreach	€2,000	-	-	

F. Data, Artificial Intelligence and Digitalisation

Policy Relevance

The EU has adopted several laws that aim to safeguard fundamental rights in the area of data, artificial intelligence (AI) and digitalisation. These include but are not limited to the EU data protection package (consisting of the General Data Protection Regulation (GDPR) and the Law Enforcement Directive (LED)), the Digital Services Act (DSA) and Digital Markets Act (DMA), and the AI Act.

The EU data protection package has been the cornerstone of the protection of fundamental rights when it comes to data processing. Responding to the first evaluations of the GDPR and the LED, the Commission proposed new enforcement rules in 2023. In the same year, the EU adopted the e-Evidence package to allow for effective and fundamental rights compliant access to data by competent authorities involved in cybercrime investigations. At the same time, law enforcement stakeholders continue calling for increased access to digital data for criminal investigations (see, for example, the Recommendations of the High-Level Group on Access to Data for Effective Law Enforcement), prompting the European Data Protection Board (EDPB) to recall existing data protection and fundamental rights limitations. In this context, FRA will continue providing stakeholders and practitioners with timely and necessary data and expertise in these areas, including through the publication of two legal handbooks (the third edition of the Data Protection Handbook, and the first edition of the Cybercrime and Fundamental Rights Handbook).

More specifically, the results of FRA's socio-legal research on law enforcement access to digital data with respect to fundamental rights implications (under the work area encompassing 'Security'), will serve to address developments in this area as they relate to key practical challenges around encryption and data retention – from the perspective of both law enforcement and technology developers. The work will be closely aligned with new legislative developments and case law in these fields. In parallel, FRA's research on the challenges faced by law enforcement authorities when implementing the Law Enforcement Directive will directly involve law enforcement in empirical research, which serves to understand the application of the law in practice.

Rapid technological developments in AI and machine learning led to further EU policies and legislative developments across various domains in the past years. Most notably, the EU adopted the Artificial Intelligence Act (AI Act) in 2024. The AI Act aims to protect fundamental rights in the area and has several relevant provisions that need implementation and guidance. Implementation of this key EU legislation and its fundamental rights guarantees will be at the core of the EU's activities in 2026, which the Agency will contribute to, with its expertise and body of evidence. The Agency's role as a permanent member of the AI Act's Advisory Forum, with the various strands of input this entails for the Agency, will ensure that fundamental rights are acknowledged in this field.

The increased use of online platforms and social media has led the EU to update its laws in this area, most notably adopting the Digital Services Act (DSA) and the Digital Markets Act (DMA). FRA's work and expertise on online content moderation will directly feed into the implementation of the DSA, which includes several important provisions to safeguard fundamental rights.

New EU policy initiatives will most likely emerge to address specific challenges, for example in the area of cyberbullying, misogyny online, online hatred affecting different groups, deep fakes and mis/disinformation. Misinformation and disinformation online pose a threat to the EU values of fundamental rights, rule of law and democracy, which, depending on availability of resources, can be explored through the Agency's work on data, AI and digitalisation.

There are several more important policy developments in the area at the international level. The Council of Europe is very active in the area and adopted the [Framework Convention on Artificial Intelligence](#) and human rights, democracy and the rule of law, also signed by the EU, which provides a far-reaching framework for fundamental rights compliant technologies. Other relevant policy frameworks include the OECD principles for trustworthy AI, the UNESCO recommendation on the ethics of AI and the United Nations Global Digital Compact.

Objectives

- **Providing advice, data and resources to support the protection of personal data in the EU:** Disseminate and raise awareness on the data protection and cybercrime handbooks, undertake research on the experiences of authorities regarding the implementation of the Data Protection Law Enforcement Directive (LED).
- **Fundamental rights compliant use of AI, and the implementation of the AI Act:** Drawing on the Agency's research on high-risk AI and remote biometric identification by law enforcement, the Agency will support the AI standardisation process, the development and implementation of fundamental rights impact assessments for AI, as well as other implementing guidance and support in the area. As a permanent member of the Advisory Forum, set up under Article 67 of the AI Act – and as the only member with a fundamental rights mandate – the Agency is expected to provide in-depth guidance to the AI Office with respect to fundamental rights. Provided additional human and financial resources becomes available, the Agency will undertake additional activities, such as regular assessments of high-risk AI – which follows its research in this area.
- **Fundamental rights compliant online content moderation and communication, and the implementation of the DSA:** Undertake research on illegal and other harmful content online and advise on fundamental rights compliant conduct of online platforms, including online content moderation. This area of work addresses misogyny against women online, alongside hate and related harmful content addressed to (for example) LGBTI persons and ethnic, immigrant and religious groups. The Agency will also – in the context of the DSA and other relevant legislation – look at the particular needs of children online, where feasible. A core focus of the Agency's work will be to examine freedom of expression alongside the protection of other fundamental rights in the online sphere, focusing also on how disinformation and misinformation online pose a threat to the EU's values of fundamental rights, rule of law and democracy.

Expected results

- **Provision of personal data protection in the EU is upheld:** Increased level of awareness on legal standards on European data protection law, focusing on legal and procedural legislation relating to cybercrime as well as the implementation of the Data Protection Law Enforcement Directive (LED)

- **AI implemented in compliance with fundamental rights:** Fundamental rights are effectively considered in the AI standardisation process and practical guidance on fundamental rights impact assessments for high-risk AI are developed. As a permanent member of the Advisory Forum under the AI Act, ensure key input on fundamental right compliant AI is reflected in the Forum's work.
- **DSA implemented in compliance with fundamental rights:** Guidance provided on appropriate safeguards to avoid potential fundamental rights violations when detecting and taking action on illegal content online in selected areas. Advice provided on the proper assessment and mitigation of systemic fundamental rights risks at very large online platforms and search engines, in the framework of the Digital Services Act

Beneficiaries

- **People in the EU using digital services, including marginalised and vulnerable groups, victims of cybercrime:** Benefit from improved data collection and analysis on hate crimes/speech and online harassment, leading to better protection for victims; enhanced protection and support for victims of fundamental rights breaches through the cybercrime and data protection handbooks, including as a result of findings of the project on online content.
- **EU institutions and member states working on the implementation of relevant law and policies** - such as the GDPR, AI Act and DSA, as well as other international organisations (such as the Council of Europe) and CSOs working on digital rights.
- **Legal practitioners (variously lawyers, judges, police), NHRIs and CSOs:** gain knowledge based on the two handbooks on cybercrime and EU data protection law, as well as the report on the Data Protection Law Enforcement Directive (LED).

Partners

- **EU institutions and Member States:** Collaboration with the European Commission, including DG CNECT and the AI Office to contribute to a fundamental rights' compliant implementation of the AI Act and use of AI.
- **EU Agencies:** Collaborate other EU Agencies on AI topics, including working groups and networks of EU Agencies, such as the EU Innovation Hub for Internal Security (organised by Europol) and other Agencies' networks and working groups on AI. Work with Europol on fundamental rights compliant use of RBI by law enforcement.
- **CSOs, including academia:** To promote fundamental rights compliant use of AI, focusing on non-human rights-focused disciplines such as computer science.
- **Human rights bodies:** ENNHRI, NHRIs and Equality Bodies and other bodies listed under Art. 77 of the AI Act
- **Council of Europe:** Co-author of the cybercrime handbook and FRA's participation in several CoE committees linked to AI.
- **International organisations, such as UN, OECD, OSCE:** Benefit from FRA expertise and advice on how to ensure a fundamental rights compliant use of AI and on how to assess and mitigate systemic risks at very large online platforms
- **DPA, EDPS:** Collaborate on specific outputs to promote fundamental rights compliance; in particular the revised data protection handbook.

Upholding the protection of personal data in the EU

Activity	Description	Output	Priority	Budget
<i>Capacity-Building and Tools</i>	Providing expertise and advice on material and procedural legislation relating to cybercrime.	Translation, dissemination, presentation of the Cybercrime handbook.	1st Priority	70,000
<i>Media and Dissemination</i>	Providing expertise and advice in the area of European data protection law.	Publication of the second update of the Handbook on European Data Protection Law.	1st Priority	15,000
	Providing expertise and advice on the implementation of the Data Protection Law Enforcement Directive (LED).	Publication on the findings of the project on the Data Protection Law Enforcement Directive (LED) – experiences of the competent authorities.	1st Priority	15,000

Fundamental rights compliant implementation of the AI Act

Activity	Description	Output	Priority	Budget	
<i>Socio-Legal Research and Data Analysis</i>	<p>[NEW] Assessing high-risk AI – regular data collection (to support updating the list of high-risk AI according to Art. 112 AI Act and Annex III).</p> <p>[NEW] Assessment of prohibited AI systems (to support updating the list of prohibited AI according to Art. 112(1) and 5 AI Act).</p> <p>[NEW] Collecting data to support the evaluation of the AI Act due in August 2028 (according to Art. 112(2)).</p> <p>[NEW] Provide guidance on fundamental rights in relation to deep fake technologies.</p>	Short opinion/position papers; background reports and data.	3rd Priority	400,000	
<i>Evidence-based and Expert Advice</i>	According to Article 67 of the AI Act, FRA is a permanent member of the Advisory Forum, providing advice and expertise to the European AI Board and the European Commission in relation to the implementation of the AI Act. FRA will contribute to the Forum and cooperate with the other members from standardisation organisations, business, academia and civil society. FRA may commission expert input to support its work in the area.	Expertise and advice provided to the Advisory Forum.	1st Priority	10,000	
	FRA will support the implementation of the AI Act building on its findings from previous and ongoing research projects, notably on high-risk AI and Remote Biometric Identification (RBI). FRA will cooperate with DG CNECT and the AI Office, as well as other stakeholders, to support fundamental rights compliant implementing guidance under the AI Act.	Expertise and advice on a fundamental rights compliant implementation of AI provided, including on fundamental rights impact assessments on AI. Law enforcement bodies supported concerning their fundamental rights compliant use of RBI.		1st Priority	50,000
		Expertise and advice to support the work of the human rights bodies listed under Article 77 of the AI Act provided, as well as the work of the Advisory Forum, including on standardisation.	Guidance documents and short opinions/papers produced on fundamental rights compliant implementation of AI, notably high-risk AI - such as RBI.	1st Priority	200,000

Fundamental right compliant implementation of the DSA

Activity	Description	Output	Priority	Budget
----------	-------------	--------	----------	--------

<i>Socio-Legal Research and Data Analysis</i>	Research on illegal and harmful content online, including expressions of hate, on-line content moderation; women, LGBTI; threats to democracy.	Publication based on the findings of the project on illegal and other harmful content online – safeguarding fundamental rights and freedoms with respect to the DSA	1st Priority	15,000
	Collecting online data on selected fundamental rights issues to complement results from its EU large-scale surveys, building on the piloting of the on-line data collection in 2025	Input on expressions of hate online to various FRA publications	1st Priority	50,000
	[NEW] FRA provides expertise and advice on systemic risks on very large online platforms and search engines, based on its previous projects, notably the project on ‘Online platforms and fundamental rights risks – legal standards and empirical evidence’ and potential further data collection.	Guidance document and short opinions/papers on ensuring fundamental rights on online platforms.	3rd Priority	150,000
	[NEW] FRA undertakes research to support a fundamental rights compliant use of the DSA and the Digital Markets Act (DMA), on topics such as disinformation and misinformation, protection of children online while ensuring the freedom of expression, cyber-bullying	Guidance document and short opinions/papers on ensuring fundamental rights on on-line platforms	3rd Priority	250,000

F. Data, Artificial Intelligence and Digitalisation		Resources Forecast 2026		
FINANCIAL RESOURCES	1st Priority	2nd priority	3rd priority	
	€425,000	-	€800,000	
Breakdown by activity				
	Socio-legal Research and Data Analysis	€65,000	-	€800,000
	Evidence-based and Expert Advice	€260,000	-	-
	Capacity-building and Tools	€70,000	-	-
	Media and Dissemination	€30,000	-	-

G. Environmental and Social Sustainability

Policy Relevance

The EU strives to ensure a high level of protection and improvement of the quality of the environment while promoting European core values, as reflected in Article 191 of the Treaty on the Functioning of the European Union (TFEU) and in the European Green Deal. The EU treaties and the Charter of Fundamental Rights of the European Union enshrine the principle of sustainable development which should be integrated across EU policies and activities including these of the European Green Deal. This reflects the EU's commitment to balancing economic, social, and environmental priorities for the benefit of current and future generations. The European Green Deal is the EU's growth strategy which sets the EU on the path to a green transition, with the ultimate goal of reaching climate neutrality by 2050.

Fostering a prosperous and competitive Europe, including through the pursuit of a just and fair climate transition, is reflected also in the EU Strategic Agenda 2024 - 2029. The EU has committed itself to upholding social considerations and core labour standards so that everyone can seize the opportunities offered by the green and digital transitions. This objective, in line with the UN 2030 Agenda and its Sustainable Development Goals, reflects the principle to 'leave no one behind'. The impact of events caused by climate change, such as extreme heat, floods, droughts, water scarcity, sea level rise, etc. may be disproportional to those most vulnerable in our societies. In line with the EU adaptation strategy the EU strives to strengthen resilience and reduce vulnerability to climate change in a just and fair way.

Regulation (EU) 2023/955 establishes the Social Climate Fund, which will be launched in 2026 to support the just transition with a focus on "vulnerable households, micro-businesses and transport users" who are negatively impacted by the costs of the green energy and requires Member States to set up their national social climate plans in a manner consistent with the European Pillar of Social Rights Action Plan.

To make the EU's economy climate-neutral by 2050, the EU Green Deal recognises the important role the private sector plays in adopting and fostering innovative and sustainable practices and introducing necessary climate change adaptation and mitigation measures with due regard to social, environmental and human rights impacts. In pursuit of just transition, the EU has introduced a number of legislative acts that directly address businesses, their conduct, activities and services. These legal and policy initiatives require that companies adjust their business practices towards sustainable economy, and introduce greater accountability, stakeholder engagement, transparency and human rights compliance in their operations. Three of these acts assign tasks to FRA: the Corporate Sustainability Reporting Directive (2022/2464), the EU-Taxonomy Regulation (2020/853/EU) and the Corporate Sustainability Due Diligence Directive (2024/1760).

FRA's work in this policy area elucidates the relevance of fundamental rights to the European Green Deal and underscores the potential impacts of Green Deal law and policy on particular rights and vulnerable groups. It recalls the need to assess the degree to which fundamental rights are taken into account in the adoption of new legislation as well as the implementation of existing law and policy. The thematic focus of FRA's work encompasses three closely interlinked EU policy areas: European Green Deal, Just Transition and Business and Human Rights. It highlights the interconnected nature of environmental sustainability, social justice, and human rights in the context of climate change. In 2026, FRA will sustain its work on corporate social responsibility and due diligence, examining legal implications through a fundamental rights lens and advising on practical solutions. Furthermore, FRA will continue, based on its research in 2024 and 2025 on the just transition and the European Green Deal, to support EU institutions and Member States in implementing relevant directives and regulations to ensure that the green transition is also a just transition and is fundamental rights-compliant.

Objectives

FRA will continue to provide fundamental rights expertise and advice on:

- **Green transition and fundamental rights risks:** FRA aims to identify data and groups with respect to the fundamental rights risks and impacts of the green transitions and identify good practices in addressing related challenges. FRA will raise awareness and communicate results on fundamental rights compliance of policies and legal provisions regarding green transition and the impact of climate change and the energy crisis on vulnerable or discriminated groups. Finally, FRA will provide guidance on data collection and monitoring of a just green transition in compliance with fundamental rights.
- **Corporate sustainability and due diligence:** FRA will provide legal and policy advice, data and guidance on human rights aspects of policies and legal provisions relating to the green transition and the impact of climate change adaptation and mitigation measures, including in the context of business activities. It will provide expertise on corporate human rights due diligence to help address the actual and potential adverse impacts of companies' activities on human rights and the environment. It will support the European Commission (DG FISMA and DG GROW) and the European Securities and Markets Authority in the area of European corporate sustainability reporting standards to help ensuring their alignment with human rights obligations. It will provide advice on corporate sustainability due diligence and legal concepts and definitions underpinning it (including human rights impact assessment) methodologies and best practices to inform the forthcoming guidelines of the European Commission (DG JUST) and support its stakeholders in the implementation of the CSDDD.

Expected results

- **Expertise and support:** continue to deepen and consolidate expertise in the socio-economic and environmental sustainability areas to support the EU and its Member States in applying existing fundamental rights law across social, economic and environmental policies, and in the context of poverty and social protection, as well as to respond to emerging challenges, in a fundamental rights compliant manner.
- **Legal and policy advice on fundamental rights in the EU environmental and social sustainability framework:** FRA provides tailored support and advice, including legal opinions, to the EU institutions, the European Supervisory Authorities, the Member States and other stakeholders on a fundamental rights-compliant business conduct including practical implementation of a human rights due diligence process and development and validity of sustainability reporting standards.

- **Methodologies and technical assistance:** FRA will disseminate findings from its fieldwork research and an in-depth legal analysis including definitions of key legal terms and concepts, mapping of databases and resources for conducting human rights due diligence, identifying and assessing risk factors, meaningfully engaging with stakeholders, etc. It will share practical knowledge and methodologies to assess, address and remediate actual and potential adverse impacts of companies' activities on human rights and the environment.
- **Policy initiatives and legal instruments:** the FRA's research findings will contribute to the development and implementation of policy initiatives and legal instruments aimed at addressing adverse effects of companies' activities on the fundamental rights. The Agency's work and stakeholder engagements will inform development of practical guidelines and other tools in this area. FRA will also contribute into designing and applying instruments and indicators aimed at monitoring the green transition in close cooperation with its partners.

Beneficiaries

- **EU institutions and Member States including supervisory authorities:** gain expert support and guidance based on research to pursue a fundamental rights-based approach to policies and legal frameworks implementing the European Green Deal. The FRA will provide inter alia expert inputs to the EC when developing practical guidelines pursuant to the CSDDD. FRA will issue legal opinions on the ESRS pursuant to the CSRD and will provide advice on interpretation and implementation of the social safeguards pursuant to the EU Taxonomy. The Supervisory Authorities and justice sector benefit from FRA's evidence-based advice on human rights impact assessments, access to justice and effective oversight mechanisms.
- **Private sector and companies:** corporate entities are provided with interpretative direction on substantive definitions of the rights and concepts enshrined in the EU sustainability framework. They learn from FRA's findings on practical application of the corporate human rights due diligence processes.
- **Rights-holders including persons in vulnerable situations:** including older people, single-parent families, children and youth, peoples with immigrant or ethnic minority backgrounds, LBTIQ+ persons, and persons with disabilities, and intersecting situations.
- **Legal practitioners and national human rights bodies:** benefit from FRA's legal expertise on human rights standards and their interpretation and application in the context of just transition and business social responsibility.

Partners

- **European Commission** (DG JUST, DG FISMA, DG ENER, DG ENV, DG CLIMA, DG GROW): collaboration with the FRA to develop practical guidelines, implement and monitor legal acts and policies related to fundamental rights in the context of environmental and social sustainability, in particular the European Green Deal and EU corporate sustainability framework.
- **EU Agencies** (European Environmental Agency, Eurofound, EIGE, ELA, ESMA, EIOPA, EBA):
- **Member States** (national human rights institutions and equality bodies, national authorities implementing, monitoring and / or enforcing the EU funds and the Green Deal directives and regulations): work alongside FRA to ensure compliance with fundamental rights standards and implementation of EU directives and recommendations.
- **International Organisations** (UN-OHCHR, UNDP, ILO, CoE, OECD): work with FRA for alignment of efforts on human rights standards, sustainable development and corporate social responsibility. This will include sharing of best practices and ensuring complementarity of actions and activities.
- **Stakeholders in the private/corporate sector:** the FRA is to engage with stakeholders in the private/corporate sector to promote corporate social responsibility and due diligence practices that are practical and compliant with their human rights obligations as established in the EU sustainability framework.
- **Civil society organisations, professional organisations:** FRA to consult and support to ensure that the fundamental rights are integrated into policymaking and advocacy efforts, that the meaningful engagement of all relevant stakeholders is warranted, and the needs of rights holders are at the heart of the EU policy.

Fundamental Rights in the Just and Green Transition

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	FRA will analyse results of its 2025 and 2026 research on the just transition of the European Green Deal and provide evidence of fundamental rights in related legal and policy files; it will also develop guidance on a fundamental right- compliant green transition, including climate change adaptation, energy poverty and the principle to leave no one behind.	Research results. Country reports. Promising practices fact sheet.	1st Priority	5,000
	[NEW] FRA will conduct comprehensive examination of climate litigation, particularly cases initiated by or for vulnerable populations. It will include an analysis of outcomes and impacts across jurisdictions, of how effective climate litigation is in improving climate policies, and how courts integrate human rights and climate justice principles. The research will include interviews with legal experts, policymakers, CSOs and members of vulnerable communities. By focusing on intersections of human rights-approach, climate justice and policymaking, the research will inform more effective and equitable approaches to global climate crisis.	Report.	3rd Priority	200,000
<i>Stakeholder Engagement and Outreach</i>	FRA will continue to cooperate closely with its stakeholders on pertinent fundamental rights aspects related to the European Green Deal, including exchanging insights on best practices, potential protection gaps and emerging challenges.	Consultations.	1st Priority	15,000
<i>Media and Dissemination</i>	[NEW] FRA will publish a factsheet on a nexus between the corporate sustainability due diligence and the environmental protection enshrined in the international human rights standards and the EU sustainability framework.	Factsheet.	3rd Priority	18,000
	FRA will publish a report on the European Green Deal and the just transition based on the research conducted in 2025 and 2026.	Report.	1st Priority	15,000
<i>Capacity-Building and Tools</i>	FRA will provide input to trainings, workshops and webinars upon request and in partnership with other stakeholders.	Training/webinar.	1st Priority	-
<i>Evidence-based and Expert Advice</i>	FRA will provide input upon request to indicator development to monitor and just and fundamental rights compliant implementation of the European Green Deal.	Written input/analysis	1st Priority	-
EU corporate sustainability framework				
Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	FRA will provide fundamental rights expert inputs to the EC when developing practical guidelines pursuant to the CSDDD.	Written expert inputs and targeted research relevant for the CSDDD guidelines.	1st Priority	60,000
<i>Legal Analysis and Stand-Alone Legal Opinions</i>	FRA will issue legal opinions pursuant to the CSRD upon request from the EC or ESMA.	Legal opinions.	1st Priority	30,000
<i>Capacity-Building and Tools</i>	FRA will design training modules and tools for the Supervisory Authorities and other stakeholders on corporate human rights due diligence, including defining and assessing risks factors, understanding human rights concepts and substantive obligations for the companies and enforcers stemming from the CSDDD. This will	Training materials.	1st Priority	60,000

	include methodologies for a practical implementation of FRIA/HRIA and HRDD.			
<i>Media and Dissemination</i>	FRA will publish a report on corporate human rights due diligence based on findings from its fieldwork research and an in-depth legal study conducted in 2025.	Report.	1st Priority	12,000
	FRA will disseminate findings from its fieldwork research into the corporate human rights due diligence.	Webinars, social media campaigns, expert events.	1st Priority	50,000
	FRA will publish targeted factsheets / info notes on substantive legal questions related to human rights and the CSDDD.	Factsheets / info notes.	1st Priority	30,000
	FRA will publish a factsheet on a nexus between the corporate sustainability due diligence and the environmental protection enshrined in the international human rights standards and the EU sustainability framework.	Factsheet.	1st Priority	18,000
Overarching activities				
Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	FRA will provide targeted advice to EU institutions and agencies, Member States, and others based on findings from its research into a just and green transition and the corporate human rights due diligence. This advice will cover a range of topics including impact of a climate change on persons in vulnerable situations or corporate social responsibility. FRA will exchange with key stakeholders on promising practices, gaps in law and policy and existing or emerging challenges.	Written inputs and participation in consultations, events or expert meetings.	1st Priority	5,000
<i>Stakeholder Engagement and Outreach</i>	FRA will engage in a targeted communication on fundamental rights aspects relevant for the European Green Deal and the impact of climate change, including organisation of webinars or expert meetings, developing awareness rising campaigns built on findings from its past research and speaking at flagship international / EU / national forums.	Webinars, expert meetings, awareness rising campaigns.	1st Priority	50,000

G. Environmental and Social Sustainability		Resource Forecast 2026		
FINANCIAL RESOURCES	1st Priority	2nd priority	3rd priority	
	€350,000	-	€218,000	
Breakdown by activity				
Socio-legal Research and Data Analysis	€65,000	-	€200,000	
Legal Analysis and Standalone Legal Opinions	€30,000	-	-	
Evidence-based and Expert Advice	€5,000	-	-	
Capacity-building and Tools	€60,000	-	-	
Media and Dissemination	€125,000	-	€18,000	
Stakeholder Engagement and Outreach	€65,000	-	-	

H. Institutional Cooperation, Dialogue with Civil Society and Youth Engagement

Policy Relevance

FRA was established with a legal mandate to provide independent, evidence-based assistance and expertise relating to fundamental rights in the domain of Union law, as defined in the Agency's founding regulation. To achieve this, the Agency is tasked to work closely with a wide range of key stakeholder groups, setting up and coordinating information networks, making use of existing networks, organising expert meetings, and convening ad hoc working parties when needed (FRA regulation, Chapter 2 – Working Methods and Cooperation). The Agency maintains close cooperation and communication with stakeholders and partners at the EU, national and local levels to inform the work of law- and policy makers within the EU institutions and at national level. In doing so, the Agency maintains a continued dialogue with civil society organisations and works closely with public bodies competent in the field of fundamental rights to support national human rights structures and mechanisms. It also creates synergies with the work of international organisations, as covered in section J. International Relations and Enlargement of this programming document. The Agency's Strategic Plan 2023-2028 underlines the importance of "cooperation with FRA's partners to address strategic priorities" (pp. 27-30).

The Agency's institutional cooperation helps it to identify, assess and meet the needs of its stakeholders in a timely manner, as well as to ensure the continued relevance of its work. This approach is founded on systematic and regular consultations with the Agency's key stakeholders. These consultations are informed by continuous monitoring of developments in law- and policy making and their implementation.

Examples of networks that the Agency has set up include that of the National Liaison Officers or the Fundamental Rights Platform. Article 10 of FRA's founding Regulation establishes the Fundamental Rights Platform as the Agency's main cooperation channel with civil society. The Platform brings together more than 1,000 organisations from across the EU, Albania, North Macedonia and Serbia.

The Agency is regularly invited to contribute to the work of the European Parliament, the Council and other EU bodies and agencies, in the form of contributions to meetings and hearings, parliamentary resolutions, Council Conclusions, reports of the EU's advisory bodies (EESC and CoR), etc. The Agency also seeks to inform work in Member States in its areas of expertise, by working closely with national partners, in particular statutory bodies competent for fundamental rights, as well as with and through its National Liaison Officers.

Next to these needs-based engagements on request, the Agency is also regularly asked to join as permanent member or observer in a range of high level and other expert groups hosted by the European Commission and may (co-)facilitate the activities of subgroups under these high-level groups in specific areas of its expertise. With FRA contributing with evidence and methodological support (e.g. on data collection), such expert groups bring together Member States' experts in various areas of EU law and policy under the guidance of the European Commission. Importantly, the Agency is a statutory member of fundamental rights advisory or monitoring bodies set up under EU law, such as the Advisory Forum under the AI Act, the Fundamental Rights Guidance Boards for ETIAS and VIS, the Consultation Forum of Frontex and of the EUAA, the Victims' Rights Platform or the Sustainable Finance Stakeholder Platform.

The Agency also participates in networks of EU agencies (e.g. EUAN, JHAAN) and cooperates with networks of practitioners (e.g., European Judicial Training Network).

Objectives

- Root the Agency's work in the EU policy cycle to contribute to integrating fundamental rights by design in law- and policy making.
- Enable the Agency to provide the EU and its Member States with timely evidence and expertise on fundamental rights in support of legislative and non-legislative initiatives.
- Ensure efficient coordination of activities and cooperation between the Agency and EU institutions, bodies, offices and agencies, international organisations and national authorities across the full range of the Agency's areas of activity.
- Provide targeted and timely advice to the Agency's stakeholders at the international, EU, national levels across the full range of the Agency's areas of activity.
- Maximise complementarity and foster synergies between the activities of the Agency and those of its key stakeholder groups.
- Enhance national outreach on the Agency's work by making full and effective use of the Agency's networks, including the National Liaison Officers and the Fundamental Rights Platform, and by cooperating with existing networks, such as those bringing together national public bodies competent for fundamental rights (ENNHRI, Equinet, IOI, ENOC, etc.), legal practitioners (CCBE, EJTN, etc.) or local authorities (Eurocities, ECCAR, etc.).
- Enhance dialogue with civil society organisations across the full range of the Agency's areas of activity.
- Facilitate the cooperation between the Agency and civil society through the Fundamental Rights Platform and provide civil society organisations active in the area of fundamental rights with a forum to learn from FRA and each other through thematic exchanges in the Platform.
- Cooperate with civil society in raising awareness of fundamental rights.
- Provide a structure for meaningful, safe, inclusive and participatory engagement of youth on fundamental rights in the EU.
- Support EU efforts to increase intergenerational fairness and solidarity

Expected results

- European Parliament, Council and European Commission supported with timely evidence and expertise on fundamental rights.
- FRA data collection and analyses meet the policy needs of the European Parliament, Council and European Commission and feed directly into their work.
- Enhanced partnerships between FRA and national and local authorities (incl. their networks).
- Enhanced, structured dialogue with civil society organisations that participate in the Fundamental Rights Platform.
- Young persons' perspectives are considered in planning and implementation the Agency's work.
- FRA contributes to fostering intergenerational fairness and solidarity

Beneficiaries

- EU institutions and relevant EU bodies, offices and agencies.
- EU Member State governmental organisations and national parliaments.
- EU candidate countries that participate in the work of the Agency as observers.
- Civil society organisations that participate in the Fundamental Rights Platform, including those with a focus on youth or intergenerational fairness and solidarity.

Partners

- EU institutions and relevant EU bodies, offices and agencies.
- EU Justice and Home Affairs Agencies.
- Governmental organisations and national parliaments.
- International organisations.
- European networks of legal practitioners.
- Local authorities (incl. their networks) and human rights cities.
- Public bodies competent in the field of fundamental rights.
- Civil society organisations that participate in the Fundamental Rights Platform, including those with a focus on youth or intergenerational fairness and solidarity.

H. Institutional Cooperation, Dialogue with Civil Society and Youth Engagement Work plan 2026

EU institutions, agencies and bodies

Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Provide timely evidence, advice and expertise to the Agency's EU institutional stakeholders to feed fundamental rights considerations into EU law and policy making.	Oral and written contributions to EU institutions, agencies, bodies, offices and agencies, including contributions to parliamentary resolutions and Council conclusions, as well as participation in parliamentary hearings, meetings of the Council and its preparatory bodies, participation in European and international conferences and events	1st Priority	100,000
<i>Stakeholder Engagement and Outreach</i>	Cooperation and coordination with the European Parliament.	Regular exchanges with the Secretariat of the European Parliament, MEPs and staff	1st Priority	-
	Cooperation and coordination with the Council, including its Presidencies.	Regular exchanges with the General Secretariat of the Council and countries holding the Presidency	1st Priority	-
	Cooperation and coordination with EU agencies, in particular the ones working in the JHA area.	Participation in meetings and activities of the EU Agencies Network and of the Justice and Home Affairs Agencies Network	1st Priority	-

National and sub-national authorities

Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Provide timely evidence, advice and expertise to the Agency's national institutional stakeholders to feed fundamental rights considerations into national law and policy making.	Oral and written contributions to national authorities, including participation in parliamentary hearings.	1st Priority	25,000
	Provision of expert advice to Member States.	Information sessions with NLOs and representatives of national authorities on FRA activities.	1st Priority	-
<i>Stakeholder Engagement and Outreach</i>	Cooperation and coordination with Member States and observer countries.	Regular exchanges with national authorities, participation in national conferences and events, country visits of the Director.	1st Priority	50,000
	Consultations with the NLOs.	Reports on consultations with NLOs.	1st Priority	-
	Promotion of FRA's work amongst local and regional authorities, incl. the FRA framework on human rights cities	FRA presentations in networks of cities and local authorities (e.g., CIVEX annual dialogue; CoE Congress of Local and Regional Authorities, human rights cities, Eurocities, etc.).	1st Priority	-
<i>Media and Dissemination</i>	Disseminating FRA's evidence, including through regular online communication with NLOs and representatives of national authorities.	Quarterly newsletter on FRA's activities for NLOs and representatives of national authorities.	1st Priority	-
<i>Meetings and Events</i>	Cooperation and coordination with the NLOs	34 th FRA NLO meeting (online).	1st Priority	-
		35 th FRA NLO meeting, with a working party meeting (in-person).	1st Priority	67,000

Civil society (Fundamental Rights Platform)

Activity	Description	Output	Priority	Budget
----------	-------------	--------	----------	--------

<i>Stakeholder Engagement and Outreach</i>	Consultations with the Fundamental Rights Platform.	Reports on consultations with organisations that participate in the Fundamental Rights Platform on FRA's activities.	1st Priority	-
	Roundtable meetings with civil society organisations.	EU-level and national roundtable meetings with organisations that participate in the Fundamental Rights Platform.	1st Priority	10,000
	Information sessions and thematic exchanges with civil society organisations.	Thematic meetings and webinars on FRA's activities for organisations that participate in the Fundamental Rights Platform.	1st Priority	-
<i>Media and Dissemination</i>	Disseminating FRA's evidence, including through regular online communication with organisations that participate in the Fundamental Rights Platform.	Quarterly newsletter on FRA's activities for the organisations that participate in the Fundamental Rights Platform.	1st Priority	
<i>Meetings and Events</i>	Dialogue with civil society organisations.	Annual General Meeting of the Fundamental Rights Platform (online)	1st Priority	
Youth and Intergenerational Fairness and Solidarity				
Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	[NEW] Systematic analysis and communication of FRA survey data on young and old age groups, including social exclusion, violence and harassment.	Providing age-group specific findings via various channels to relevant actors.	3rd Priority	5,000
	[NEW] Monitor the impact of current crises, such as energy poverty and war in Ukraine, lack of trust in democracy on the fundamental rights from an age group and disability perspective.	Desk and fieldwork research on the age-specific fundamental rights impact of current crises, including the situations of persons with disabilities.	3rd Priority	5,000
	[NEW] Develop work on horizontal issues involving age groups such as intergenerational fairness and solidarity or climate justice.	Desk and fieldwork research on mapping the understanding, approaches and reporting on questions of intergenerational fairness and solidarity.	3rd Priority	90,000
	The concepts of intergenerational solidarity, fairness, and justice are utilised at both the EU and national levels, but they often lack a clear definition. The FRA aims to clarify and promote these concepts by examining intergenerational fairness, solidarity, and justice from a fundamental rights perspective, as well as considering their implications for legislation and policies.	Report based on FRANET research on the legal status of intergenerational fairness and solidarity and the application on the policy level.	1st Priority	90,000
<i>Stakeholder Engagement and Outreach</i>	Provide a structure for a meaningful, safe, inclusive, and participatory engagement of young persons on the fundamental rights in the EU.	In-person meetings of the Panel at FRA (2) on substantive policy priorities and FRA work program consultation notes and written recommendations.	1st Priority	50,000
	Provide a structure for meaningful, safe, inclusive, and participatory engagement of young and older persons on the fundamental rights in the EU.	In-person intergenerational dialogue at FRA (1) among young and older persons on moving towards more intergenerational fairness and solidarity.	1st Priority	20,000

H. Institutional Cooperation, Dialogue with Civil Society and Youth Engagement Resources Forecast
2026

FINANCIAL RESOURCES	1 st Priority	2 nd priority	3 rd priority
		€412,000	-
Breakdown by activity			
Socio-legal Research and Data Analysis	€90,000	-	€100,000
Evidence-based and Expert Advice	€125,000	-	-
Stakeholder Engagement and Outreach	€130,000	-	-
Meetings and Events	€67,000	-	-

I. International Cooperation and Enlargement

Policy Relevance

FRA's cooperation with international organisations is based on provisions of [Council Regulation \(EC\) no 168/2007](#) (Founding Regulation) and of [Council Regulation \(EU\) 2022/555](#) (Amending Regulation). This cooperation is consistent with the list of actions established by the Common Roadmap on EU Agencies. The Agency's international activities are coordinated with the European Commission and the European External Action Service (EEAS), which may request the Agency to share its findings, expertise and methodologies with third countries or outside of the EU. Any such activities are conducted in line with an existing working arrangement to ensure coordination and coherence with the EU's overall external policy priorities.

FRA cooperates systematically with all relevant bodies of the Council of Europe (CoE), the United Nations and the Organization for Security and Co-operation in Europe (OSCE). The Agency engages on an ad-hoc basis with other international or regional organisations and entities active in the promotion of human rights, such as the Organisation for Economic Co-operation and Development (OECD). The Agency is an International Partner Organisation with the EEA & Norway Grants.

The cooperation between the Agency and the CoE is founded on an agreement on cooperation between the two entities. This agreement helps avoid duplication and ensures the complementarity and added value between the activities of the Agency and those of the CoE and its entities, in particular: the Secretariat, the Parliamentary Assembly, the European Court of Human Rights, the Commissioner for Human Rights, the European Committee of Social Rights, the European Commission against Racism and Intolerance, Special Representatives, inter-governmental committees and groups of experts, as well as human rights monitoring committees.

The Agency maintains a structured working relationship with the UN Human Rights Office (OHCHR). This cooperation serves to strengthen coherence and synergy between the Agency and the UN, with a view to improving the protection and promotion of human rights and fundamental rights in the EU in the context of their mandates and activities. It also works with many other parts of the UN system in its thematic work areas, including the UNHCR, UNDP, UNICEF, UN Women, IOM and the World Bank.

The Agency cooperates with the OSCE in its human dimension. It works with the Office for Democratic Institutions and Human Rights (ODIHR), the High Commissioner on National Minorities, the Representative on Freedom of the Media and with the OSCE Secretariat, including the Senior Adviser on Gender Issues, as well as the Special Representative and Coordinator for Combating Trafficking in Human Beings.

The Agency regularly responds to calls for input by human rights treaty bodies, with its evidence, to contribute to internal/external policy coherence and to facilitate that international human rights bodies draw on objective EU-level human rights data.

With respect to enlargement, the Agency's geographical coverage is the EU, as well as candidate countries that have observer status in the Agency's work. Albania, North Macedonia and Serbia hold that status as of November 2024, with Ukraine potentially becoming an observer in 2025. In the period 2026–2028, further countries could join FRA as observers, if agreed by the relevant Association Council.

The Agency's activities on enlargement serve to assist candidate countries with their gradual alignment with the EU's acquis on fundamental rights, which includes providing relevant partners and stakeholders with the evidence, expertise and assistance they need in this respect, in line with the EU's enlargement policy. Once candidate countries join FRA, they nominate an observer to the Agency's Management Board, join all of its networks (NLOs, FRP) and may be included in any of its activities (as specified in this programming document).

Objectives

- Ensure coordination, complementarity and synergies with international organisations active in the field of human rights.
- Share expertise and knowledge within the international human rights system.
- Contribute to the overall effort of the EU to achieve coherence between external policies pertaining to human rights and internal policies pertaining to fundamental rights.
- Provide EU institutions and countries that participate in the work of the Agency as observers with targeted evidence, expertise and assistance, in line with the EU's enlargement policy.

Expected results

- Enhanced cooperation and coordination between FRA and the European Commission Directorate-General for Justice and Consumers (DG JUST).
- Enhanced cooperation and coordination between FRA and the European Commission Directorate-General for European Neighbourhood Policy and Enlargement Negotiations (DG NEAR).
- Enhanced cooperation and coordination between FRA and the European External Action Service (EEAS).
- Support to candidate countries that participate in the work of the Agency as observers in their pathway to EU accession, with relevant fundamental rights evidence and expertise.
- Enhanced stakeholder collaboration with governmental organisations and public bodies competent in the field of fundamental rights as well as civil society organisations in EU candidate countries.
- Enhanced cooperation and synergies between FRA and international organisations. The Agency's work.
- FRA contributes to fostering intergenerational fairness and solidarity

Beneficiaries

- DG JUST.
- DG NEAR.
- EEAS.
- EU candidate countries, in particular those that participate in the work of the Agency as observers.
- International organisations.

Partners

- DG JUST.
- DG NEAR.
- EEAS.
- Governmental organisations and public bodies competent in the field of fundamental rights in EU candidate countries that participate in the work of the Agency as observers.
- Civil society organisations active in the field of fundamental rights in EU candidate countries that participate in the work of the Agency as observers.
- International organisations.

I. International Cooperation and Enlargement

Work plan 2026

International Cooperation

Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Ad hoc contributions to international organisations	Oral and written contributions to international organisations, including submissions in response to calls for input by treaty bodies and participation in their events	1st Priority	20,000
	EU human rights dialogues with partner/third countries	Participation in EU human rights dialogues	1st Priority	10,000
<i>Stakeholder Engagement and Outreach</i>	Coordination of activities and cooperation between the Agency and international organisations	Systematic and structured consultations with international organisations, including missions for coordination meetings	1st Priority	10,000
<i>Media and Dissemination</i>	Annual report on the cooperation between FRA and the Council of Europe	Annual report on FRA-CoE cooperation	1st Priority	5,000

Enlargement

Activity	Description	Output	Priority	Budget
<i>Evidence-based and Expert Advice</i>	Needs based expert assistance to EU candidate countries that participate in the work of the Agency as observers. Besides FRA staff, these activities might include experts from different Member States to facilitate dialogue on gradual alignment with EU law.	Targeted needs based fundamental rights advice, including mission costs for FRA staff and experts from EU Member States	1st Priority	40,000
	Annual contribution to DG NEAR's Enlargement Package	Annual submission to the Enlargement Package.	1st Priority	20,000
<i>Stakeholder Engagement and Outreach</i>	Engagement with governmental organisations and public bodies competent in the field of fundamental rights as well as civil society organisations in EU candidate countries	Annual regional roundtables (NM, AL, SER, UA) in EU candidate countries.	1st Priority	40,000

I. International Cooperation and Enlargement

Resources Forecast 2026

FINANCIAL RESOURCES	1 st Priority	2 nd priority	3 rd priority
		€145,000	-
Breakdown by activity			
Evidence-based and Expert Advice	€90,000	-	-
Media and Dissemination	€5,000	-	-
Stakeholder Engagement and Outreach	€50,000	-	-

J. Communication and Awareness Raising

Policy Relevance

The European Parliament, Council of the European Union and European Commission share a common vision for a stronger and more resilient Union. This is firmly rooted in promoting its core values and freedoms. Central to this vision is the commitment to uphold and protect fundamental rights across all EU Member States. Communication and awareness-raising activities are essential tools in supporting these broader EU efforts. By effectively disseminating information and fostering understanding, these activities help embed the EU's principles within societies and ensure they resonate with citizens at every level.

As part of its [Communication Strategy 2023-2028](#), FRA develops its annual communication priorities and activities based on the policy landscape relevant to the Agency's remit. This strategic approach recognises the importance of cultivating narratives that emphasise the significance of fundamental rights. Such efforts equally engage FRA's stakeholders and inform the public.

By promoting FRA's work in key policy areas, its communication initiatives ensure stakeholders at EU and national levels, and to a more limited extent at the local level, are aware of and aligned with ongoing and emerging fundamental rights issues. FRA's communication and awareness raising activities also enhance advocacy efforts by equipping stakeholders with the information and tools needed to champion fundamental rights more effectively.

To achieve these objectives, the Agency implements a multi-faceted strategy involving media relations, social media outreach and targeted awareness raising campaigns. Additionally, FRA leverages its convening power to foster inclusive spaces where meaningful dialogue on fundamental rights challenges and achievements can thrive. It will also explore opportunities for presenting the Agency's work in global thought leadership fora. This approach supports transparency and accountability by ensuring that information on fundamental rights and Agency actions is accessible and clear. Such measures not only broaden the reach of key messages but also encourage collaborative solutions, ensuring that fundamental rights remain a shared priority throughout the EU.

Furthermore, the Agency's publications and particularly the annual Fundamental Rights Report provide evidence-based information, opinions and promising practices, which serve to support the EU institutions and Member State authorities in their decision-making processes.

Objectives

- **Communicate timely and effectively FRA's findings and analysis** to law- and policymakers, human rights and equality bodies, and civil society to ensure a tangible impact on policy development and implementation at the EU and national levels.
- **Continuously communicate the enduring importance of human rights**, emphasising their relevance in contemporary EU and global contexts.
- **Use FRA's convening power** to create an inclusive space for inspiring dialogue on the pressing human rights challenges in the EU.
- **Promote FRA** as the EU's independent centre of excellence for fundamental rights knowledge, reinforcing the Agency's credibility and trust among its stakeholders.

Expected results

- **Strategic communications:** Effectively communicate FRA's work and findings to specific target audiences, including policymakers, experts and practitioners at EU and national level, in support of the Agency's long-term strategic goals.
- **Awareness raising:** Raise awareness of fundamental rights issues across the EU, improving people's understanding of the key fundamental rights challenges.
- **Brand awareness:** Promote FRA's work and increase the visibility and key offerings of the Agency on topics of relevance to its key stakeholders.
- **Media impact:** Increase the news media reach and impact of FRA.
- **Social media reach:** Increase the social media reach of the Agency, including among younger audiences.
- **Communications tools and methods:** Further developing and modernising the Agency's web presence, its state-of-the-art online tools and its audio-visual products to promote fundamental rights issues.

Beneficiaries

- Law-and policymakers at the EU level, including the European Parliament, the Council and the EC
- EU Member States, including governmental organisations, National Parliaments, National Human Rights Institutions and Equality Bodies
- Civil society, including human rights defenders and organisations representing young people
- Media

Partners

- EU Institutions, Bodies and Agencies
- EU Member State governments and national human rights institutions
- Council of Europe
- UN Bodies
- EQUINET
- ENNHRI

International Cooperation

Activity	Description	Output	Priority	Budget
<i>Socio-Legal Research and Data Analysis</i>	The Fundamental Rights Report is the Agency's annual report about the protection and fulfilment of fundamental rights in the EU and its Member States. The report reviews major developments in the field, identifying both achievements and remaining areas of concern. It is accompanied by FRA's opinions on these developments, including a synopsis of the evidence supporting these opinions.	Fundamental Rights Report FRA opinions Consolidated Annual Activity Report 30 FRANET country research reports	1st Priority	320,000
<i>Management and Support</i>	The Consolidated Annual Activity report (CAAR) provides an overview of the Agency's activities and achievements. It provides a comprehensive and thorough account of the Agency's activities in implementing its work programme within its mandate. It follows the European Commission guidelines.	Web-PDF of the CAAR	1st Priority	10,000
<i>Media and Dissemination</i>	The production and dissemination of FRA output entails developing, producing, and disseminating FRA's multilingual print and online outputs. It includes planning, coordination, implementation and quality control of FRA research outputs, e-learning courses and information material.	Print publications HTML publications Data explorer (visualisation) for selected surveys Translated products Corporate visual identity and branding Dissemination and stock management	1st Priority	250,000
	The production and dissemination of FRA output comprises the hosting and maintenance of FRA's corporate website and online tools, such as databases containing research findings and the e-learning platform, as well as the CRM e-mail tool for mailings to stakeholders.	FRA website Online tools E-learning platform Moodle CRM e-mail tool for stakeholder mailings	1st Priority	200,000
	FRA will carry out media relations and media monitoring activities to promote the work of the Agency.	Media report launches Monthly media monitoring reports Media interviews	1st Priority	40,000
	FRA will develop a variety of communication products for its online channels, including social media campaigns, to raise awareness of fundamental rights and promote the work of the Agency.	Communication material 2 social media campaigns Audio-visual products	1st Priority	40,000
<i>Meetings and Events</i>	FRA will support relevant events organised by the Presidencies of the Council of the EU. The Agency will contribute to convening diverse stakeholders, including policymakers, and representatives from national human rights and civil society organisations. The events will focus on issues related to fundamental rights, which are of particular importance for the EU policy agenda	2 FRA-led Presidency Conferences (Cyprus and Ireland)	1st Priority	80,000
	FRA will hold consultation meetings with stakeholders, including a Fundamental Rights Dialogue with young participants, to gather input for developing the next Fundamental Rights Forum.	Fundamental Rights Dialogue Expert meeting	1st Priority	40,000

J. Communication and Awareness Raising

Resources Forecast 2026

FINANCIAL RESOURCES	1 st Priority	2 nd priority	3 rd priority
		€980,000	-
Breakdown by activity			
Socio-legal Research and Data Analysis	€320,000	-	-
Media and Dissemination	€530,000	-	-
Meetings and Events	€120,000	-	-
Management and Support	€10,000		

K. Governance, Strategy and Impact

Policy Relevance

The Governance, Strategy, and Impact work area is central to ensuring the Agency's strategic direction, operational efficiency, and accountability. It provides essential support for the Agency's leadership, enabling the Director to effectively guide the organization and foster strong relationships with stakeholders. This area translates the Agency's long-term vision into actionable plans and impactful outcomes, while fostering a forward-looking approach through strategic foresight.

A key function of this work area is the definition and regular review of the Agency's strategic priorities and objectives. Through stakeholder engagement, the Agency ensures its work remains demand-driven and aligned with the evolving needs of EU institutions, Member States, and civil society. This process consists in the preparation of the Single Programming Document, which outlines the Agency's multi-annual strategy, and the Annual Activity Report, which details progress and achievements. Together, these documents provide a clear roadmap for the Agency's work and ensure accountability to its stakeholders.

Strategic foresight complements these efforts by equipping the Agency and its stakeholders with tools to anticipate future fundamental rights challenges. Foresight studies, scenarios, and practical guidance help ensure that long-term planning integrates fundamental rights considerations, preparing stakeholders to respond proactively to emerging issues.

Operational planning is another critical focus, encompassing the coordination of project management and performance monitoring. This work area ensures efficient implementation of projects, timely delivery of outputs, and continuous performance evaluation. Regular performance monitoring reports provide insight into the Agency's progress and facilitate adjustments to improve effectiveness.

This work area also underpins the Agency's governance framework, supporting the Management Board and Scientific Committee in their oversight roles. These bodies provide expert guidance, ensuring the Agency operates within a robust and transparent governance structure.

Objectives

- **Strategic Coordination and Leadership Support:** Facilitate effective leadership by aligning corporate tasks and stakeholder engagement with the Agency's strategic objectives.
- **Definition and Review of Strategic Priorities:** Regularly define and assess the Agency's strategic objectives to ensure alignment with stakeholder needs.
- **Comprehensive Programming and Reporting:** Coordinate the development of the Single Programming Document and Annual Activity Report to provide a clear framework for planning and accountability.
- **Project Management and Monitoring:** Ensure efficient implementation of the Agency's activities through robust project management and performance monitoring systems.
- **Strategic Foresight:** Increase FRA's capacity to anticipate and respond to developments that impact the EU policy cycle; Advise EU and national law-and policy makers on future fundamental rights challenges and opportunities and assist them to build in fundamental rights considerations in their strategic reflections; Pool knowledge on foresight and fundamental rights to foster a human-rights based approach to foresight.
- **Governance Support:** Strengthen decision-making and oversight by supporting the Management Board and Scientific Committee.

Expected results

- **Aligned Strategic Framework:** The Agency's strategic priorities are clearly defined, regularly reviewed, and aligned with stakeholder needs.
- **Integrated Operational Planning:** Projects are efficiently managed, and their implementation is closely monitored to ensure timely and effective delivery.
- **Foresight-Informed Planning:** EU institutions, agencies and bodies embed fundamental rights in foresight exercises that they conduct. Stakeholders are equipped with strategic foresight tools to proactively address future fundamental rights challenges.
- **Transparent and Accountable Reporting:** Comprehensive programming and reporting documents provide clear insights into the Agency's activities and achievements.
- **Strengthened Governance:** Bodies and Units operate effectively, ensuring sound decision-making and oversight.

Beneficiaries

- **Stakeholders:** EU institutions, Member States, civil society, and other partners benefit from a demand-driven, well-coordinated, and forward-looking approach.
- **Governance Bodies:** The Management Board and Scientific Committee are empowered to provide effective oversight and expert guidance.
- **Policy Makers and Practitioners:** Leverage FRA's strategic insights, foresight studies, and operational frameworks to embed fundamental rights into their policies and strategies

Strategic planning and programming				
Activity	Description	Output	Priority	Budget
<i>Management and Support</i>	Following the Interim Assessment of the FRA Strategic plan 2023-2028 a revised strategic plan is finalised.	Revised Strategic Plan 2026-2028.	1st Priority	-
		Paper follow-up JHAN Workshop on Outcome Strategic Planning.	1st Priority	-
	Single Programming Documents and other related Work Plan to be implemented through external findings are coordinated and implemented.	Final Single Programming Document 2027-2029 and Draft Single Programming Document 2028-2030.	1st Priority	-
		Stakeholder consultations.	1st Priority	-
		Annual Work Plan 2027 – Cooperation with EEA and Norway Grants 2021-2028.	1st Priority	-
Corporate reporting	Consolidated Annual Activity Report 2025.	1st Priority	-	
Strategic foresight				
Activity	Description	Output	Priority	Budget
<i>Media and Dissemination</i>	Production and dissemination of FRA's practical guidance on embedding fundamental rights in foresight.	FRA practical guidance on embedding fundamental rights in foresight.	1st Priority	€5,000
	Production and dissemination of FRA's reference scenarios on fundamental rights.	FRA reference scenarios on fundamental rights.	1st Priority	€5,000
	Production and dissemination of FRA policy briefs on foresight and fundamental rights	Policy briefs on foresight and fundamental rights.	1st Priority	€5,000
<i>Meetings and Events</i>	Network of experts pooling knowledge on foresight and fundamental rights	Meeting of the network of experts pooling knowledge on foresight and fundamental rights.	1st Priority	€15,000
Project management and monitoring				
Activity	Description	Output	Priority	Budget
<i>Management and Support</i>	For each Work Area project management plans for 2026 are defined including financial and human resources, performance, stakeholder and procurement information.	Project management Plans 2026.	1st Priority	-
	Monitoring Reports are produced to constantly inform the Director and the Management about progress made and issues encountered.	Quarterly Performance monitoring reports.	1st Priority	-
Impact management				
Activity	Description	Output	Priority	Budget
<i>Management and Support</i>	A revised comprehensive Impact Framework of the FRA is put in place including streamlined Key Performance Indicators.	Revised Results framework and KPIs.	1st Priority	-
	Evaluations are implemented by an external contractor in accordance with the Evaluation policy and plan.	Ex-ante, interim and ex-post evaluation reports.	1st Priority	-
	Follow-up actions from previous evaluations are implemented.	Follow-up to Interim Assessment and Evaluations recommendations.	1st Priority	-
Governance				
Activity	Description	Output	Priority	Budget
<i>Management and Support</i>	Organisation and implementation of Management Board, Executive Board and Budget Committee Meetings.	2 Management Board meetings. 4 Executive Board Meetings. 4 Scientific Committee Meetings.	1st Priority	150,000

L. Integrated Administrative Services

Description

The administrative services at FRA include human resources, finance and contracting, building facilities, digital services, quality management, legal services, monitoring and evaluation services. These are grouped under the Administration Unit, providing the framework for developing synergies necessary for delivering a complete package of services that enhances efficiency, economy and effectiveness of the Agency's operational work, improving its ability to function as a best practice, knowledge based, lean and service-oriented public body.

The three sectors forming the unit (i.e. Human Resources, Legal and Planning sector, Finance and Contracting sector and Digital Services and Facilities sector) are key for creating a pleasant and appreciative work environment, ensuring a sound management of the Agency's resources, both financial and human, competitive procurement and compliance with the applicable legal framework, all enabled by a performant and reliable infrastructure (IT and building) and a robust quality management system.

Objectives

- Effective and efficient resources management in compliance with FRA's mission and objectives, staff regulation and financial regulation.
- Provide competitive and transparent procurement services
- Provide high-quality HR services for staff and the organisation through continuous improvement and optimisation
- Ensure a suitably equipped workplace, a healthy organisational culture and appropriate work-life balance
- Ensure that staff feel happy and are able to fulfil their potential at FRA by developing their skills and competences
- Provide sound legal advice and support to ensure compliance with the legal regulatory framework
- Ensure sound implementation of operational projects through delivery of monitoring and evaluation services
- Effective corporate risk management and mitigation of emerging risks
- Maintenance and development of the quality management system and efficient design of internal processes
- Prompt implementation of corrective actions deriving from internal audits and controls
- Liaison with auditing bodies and the implementation of ex ante and ex post controls in a perspective of continuous improvement

Expected results

- Provide uninterrupted IT services
- Design, develop and maintain best of breed IT services utilising modern cloud-based solutions
- Ensures the required cybersecurity and physical security measures and controls are in place, and they are well monitored.
- Incorporate the use of Artificial Intelligence (AI) within the agency to optimise the use of available resource
- Maintain premises to meet the appropriate work environment requirements in compliance with the health and safety regulations and an environmentally friendly way.

Beneficiaries

The beneficiaries of the Administration Unit sector include all Agency staff as well as external stakeholders that utilise its services, as for example: external candidates applying for recruitment procedures, economical operators applying for procurement services, etc.

Quality Management

Activity	Description	Output
<i>Management and Support</i>	Provide support to the management and staff in setting the FRA Quality Management System and ensuring its continual improvement with a view to deliver to internal and external stakeholders the highest-level information and services. Ensure compliance with the internal control framework.	Ensure regular update and maintenance of existing QMS documentation.
		Perform an annual risk management exercise identifying the relevant preventive actions.
		Ensure compliance with the internal control framework via specific assessments, ex post controls and compliance checks.
		Ensure liaison with the auditing bodies and prompt reaction to the relevant recommendations.

Finance and Contracting

Activity	Description	Output
<i>Management and Support</i>	Strengthened internal financial processes and procurement procedures, including enhanced reporting and analytical capacity to support strategic decision-making and ensure transparent and cost-effective resource management.	Budget, and financial management.
		Procurement and contract management.
		Ensure liaison with the European Court of auditors and prompt reaction to the relevant recommendations.
		Missions' management

Digital Services and Facilities - IT

Activity	Description	Output
<i>Management and Support</i>	Design, implement and operate state of the art information systems and software applications required to enable and support the operational and administrative activities of the Agency. Draft and implement the Cybersecurity framework in accordance with the new Cybersecurity regulation. Manage the Document Management, eWorklow and archiving digital systems and policies. Provide facilities and building services in an environmentally friendly manner Maintain high-quality security standards for FRA buildings, staff and visitors.	Maintain and optimise the IT network and offered cloud based digital services.
		Maintain and improve the IT policies and process to meet the changing regulatory requirements.
		Perform the cybersecurity maturity assessment. -Adapt the existing IT processes to address the Cybersecurity regulation requirements.
		Revise and implement the document management policy. Provide support and training to staff. Undertake the annual archiving and destruction exercises.
		Perform required maintenance and compliance checks in accordance with the national regulations. Manage the premises and ensure proper operation of HVAC systems. Contribute to the negotiations for the identification of new premises.
	Undertake the annual emergency drill exercise. Undertake the required control checks of the security equipment.	

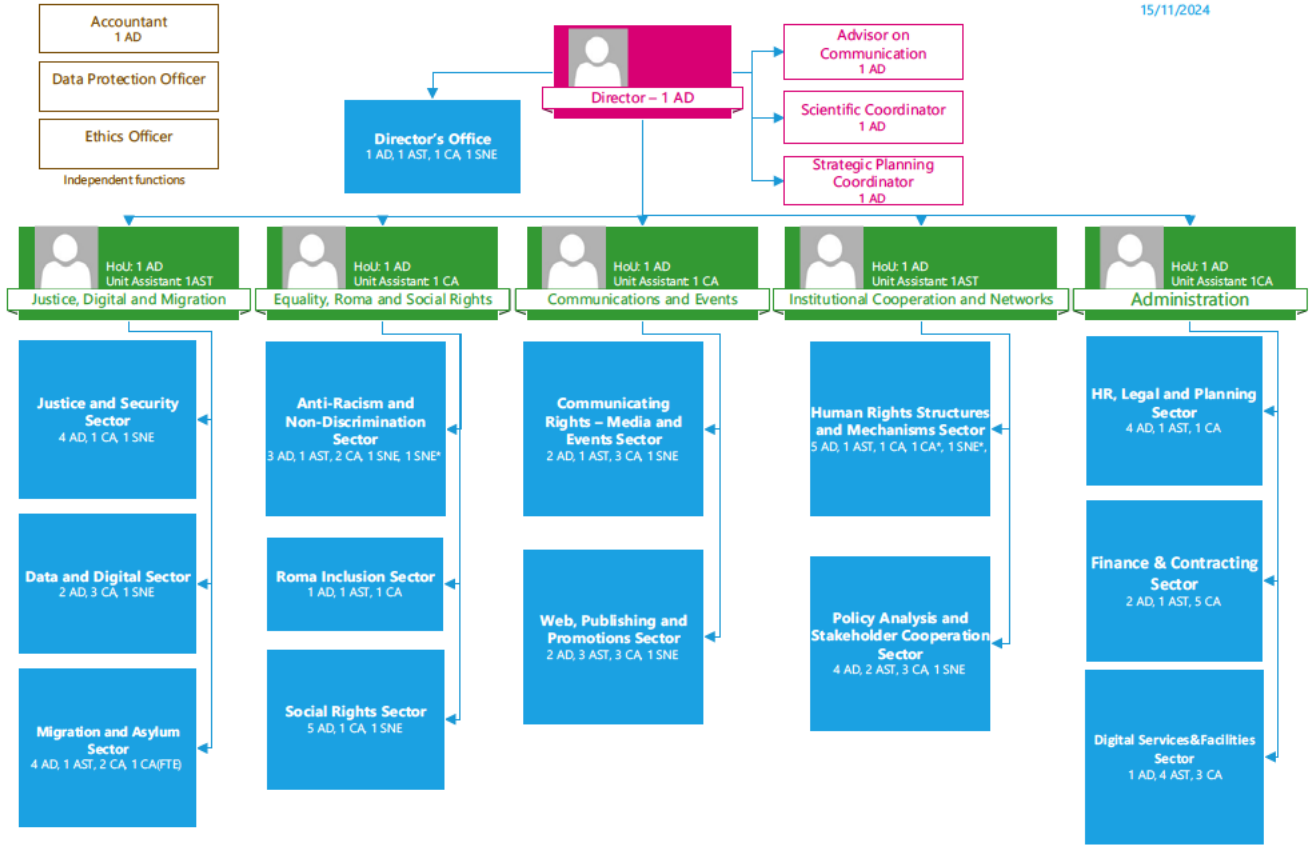
Human Resources, Legal and Planning

Activity	Description	Output	Priority	Budget
<i>Management and Support</i>	To support the Agency's strategic priorities, implement a strategic staff planning, talent development and performance management approach to ensure the organisation attracts and retains high performing staff and acquires the skills needed to meet its objectives. Support the physical, psychological and emotional health of staff.	Development of an HR strategy that includes strategic staff planning, to ensure resources are allocated appropriately.		
		Analyse skill needs and gaps and take appropriate actions to address any shortfalls		
		Ensure optimal use of staff talents through a learning and development programme, including competency and career development.		
		Put in place performance monitoring and management mechanisms and advise managers on the development of staff.		
		Organise wellbeing actions and related training activities		

	Use SYSPER reporting to analyse absence trends, identify possible issue and ensure staff are able to take leave, reducing the end of the year carry over.
	Support the preparations for the new FRA premises from the perspective of staff wellbeing and creating an optimal work environment.
	Launch a staff engagement survey, the outcome of which will be used to develop further action plans.
Provide high-quality HR services through continuous improvement and optimisation.	Digitalise and automate processes where possible
	Streamline the HR processes, increasing their performance and ensuring the compliance with the applicable Staff Regulations.
	Enable data-driven decision-making through HR statistics.
Provide sound legal advice and support to ensure compliance with the legal regulatory framework.	Report on regulatory aspects, handle complaints, inquiries, disciplinary procedures.
Ensure sound implementation of operational projects through delivery of monitoring and evaluation services.	Carry out planned monitoring and evaluation activities.
	Follow-up on the various observations issued as result of the evaluations.

ANNEX I: Organisational Chart

15/11/2024



■ Units
■ Sectors

* recruited under the Financial Mechanism Office (FMO).

ANNEX II: Resource Allocation per Activity 2026¹

A. EU CHARTER OF FUNDAMENTAL RIGHTS AND INTERNATIONAL HUMAN RIGHTS TREATIES							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€130,000	-

B. RULE OF LAW, DEMOCRACY AND FUNDAMENTAL RIGHTS OVERSIGHT							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€155,000	-

C. EQUALITY AND NON-DISCRIMINATION							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€341,000	-

D. JUSTICE, VICTIMS' RIGHTS AND SECURITY							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€561,000	-

E. MIGRATION, ASYLUM AND BORDERS							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€575,000	-

F. DATA, ARTIFICIAL INTELLIGENCE AND DIGITALISATION							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€425,000	-

G. ENVIRONMENTAL AND SOCIAL SUSTAINABILITY							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€350,000	-

H. INSTITUTIONAL COOPERATION, DIALOGUE WITH CIVIL SOCIETY AND YOUTH ENGAGEMENT							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€412,000	-

I. COMMUNICATION AND AWARENESS RAISING							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€980,000	-

¹ Human resources will be allocated following the finalization of the activities and priorities that will be outlined in the conclusive version of the document. The figures in the final table are based on the current availability of human resources.

J. INTERNATIONAL COOPERATION AND ENLARGEMENT							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€165,000	-

K. GOVERNANCE, STRATEGY AND IMPACT							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	€180,000	-

L. INTEGRATED ADMINISTRATIVE SERVICES							
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	-	-	-	-	-	-	-

	HUMAN RESOURCES				FINANCIAL RESOURCES		
	TA	CA	SNE	Total	1 st Priority	Overheads	Total cost
Operational activities	52	22	8	82	€4,254,000	€15,276,012	€19,530,012
Operational reserves	-	-	-	-	€1,089,808	-	€1,089,808
TOTAL OPERATION	52	22	8	82	€5,343,808	€15,276,012	€20,619,820
Support activities	20	12	1	33	-	€6,147,663	€6,147,663
GRAND TOTAL	72	34	11	115	€5,343,808	€21,423,675	€26,767,483

ANNEX III: Financial resources outlook 2026-2028

TABLE 1 – REVENUE

Revenues	2025	2026
	Revenues estimated by the Agency	Budget Forecast
EU contribution	26,056,755	26,169,808
Other revenue	583,000	594,000
Total revenues	26,639,755	26,763,808

REVENUES	2024	2025	2026		VAR 2026 / 2025	Envisaged in 2027	Envisaged in 2028
	Executed Budget	Estimated by the Agency	Requested by the Agency	Budget Forecast			
1. REVENUE FROM FEES AND CHARGES	0	0	0		0%	0	0
2. EU CONTRIBUTION	26,566,000	26,056,755	26,169,808		100%	26,693,084	27,845,066
of which Administrative (Title 1 and Title 2)	19,457,380	21,423,675	21,420,000		100%	21,848,400	22,285,368
of which Operational (Title 3)	7,108,620	4,633,080	4,749,808		103%	4,844,684	5,559,698
of which assigned revenues deriving from previous years' surpluses	102,682	190,792	5,387,197		3048%	0	0
3. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	938,437	583,000	594,000		102%	606,000	0
of which EFTA	335,437	0	0		0%	0	0
of which Candidate Countries	603,000	583,000	594,000		102%	606,000	-
4. OTHER CONTRIBUTIONS	260,162	0	0		0%		
of which delegation agreement, ad hoc grants	0	0	0		0%	0	0
5. ADMINISTRATIVE OPERATIONS	0	0	0		0%	0	0
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	0	0	0		0%	0	0
7. CORRECTION OF BUDGETARY IMBALANCES	0	0	0		0%	0	0
TOTAL REVENUES	27,764,599	26,639,755	26,763,808		100%	27,299,084	27,845,066

Additional EU funding: grant, contribution, and service-level agreements

REVENUES	2025	2026
	Revenues estimated by the Agency	Budget forecast
TOTAL REVENUES		

REVENUES	2024	2025	2026		VAR 2026 / 2025	Envisaged in 2027	Envisaged in 2028
	Executed	Estimated by the Agency	Agency Request	Budget forecast			
Additional EU funding stemming from grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Additional EU funding stemming from contribution agreements (FFR art.7)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Additional EU funding stemming from service level agreements (FFR art.43)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL							

TABLE 2 – EXPENDITURE

Expenditure	2025		2026	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	17,323,675	17,323,675	17,950,000	17,950,000
Title 2	4,100,000	4,100,000	3,470,000	3,470,000
Title 3	5,216,080	5,216,080	5,343,808	5,343,808
Title 4	-	-	-	-
Total expenditure	26,639,755	26,639,755	26,763,808	26,763,808

EXPENDITURE	Commitment appropriations						
	Executed budget 2024	Budget 2025	Draft Budget 2026		VAR 2026 / 2025	Envisaged in 2027	Envisaged in 2028
			Agency request	Budget forecast			
Title 1	16,726,821	17,323,675	17,950,000		104%	102%	102%
Staff Expenditure						18,309,000	18,675,180
11 Salaries & allowances	15,263,345	15,715,675	16,341,000		104%	16,667,820	17,001,176

- of which establishment plan posts	11,403,345	11,807,675	12,287,000		104%	12,532,740	12,783,395
- of which external personnel	3,860,000	3,908,000	4,054,000		104%	4,135,080	4,217,782
12 Expenditure relating to Staff recruitment	135,000	145,000	73,000		50%	74,460	75,949
13 Mission expenses	60,000	53,000	60,000		113%	61,200	62,424
14 Socio-medical infrastructure	71,940	75,000	80,000		107%	81,600	83,232
15 Training	187,607	175,000	185,000		106%	188,700	192,474
16 External Services	134,177	135,000	150,000		111%	153,000	156,060
17 Receptions and events	3,000	5,000	5,000		100%	5,100	5,202
18 Social welfare	870,872	1,020,000	1,016,000		100%	1,036,320	1,057,046
19 Other Staff related expenditure	880	0	40,000		0%	40,800	41,616
Title 2	2,730,559	4,100,000	3,470,000		85%	102%	102%
Infrastructure and operating expenditure						3,539,400	3,610,188
20 Rental of buildings and associated costs	1,879,435	2,458,000	2,145,000		87%	2,187,900	2,231,658

21 Information and communication technology	618,198	808,000	779,000		96%	794,580	810,472
22 Movable property and associated costs	2,000	253,000	203,000		80%	207,060	211,201
23 Current administrative expenditure	112,997	347,500	153,000		44%	156,060	159,181
24 Postage / Telecommunications	82,773	185,500	130,000		70%	132,600	135,252
25 Meeting expenses	9,000	10,000	10,000		100%	10,200	10,404
26 Running costs in connection with operational activities	0	0	0		0%	0	0
27 Information and publishing	1,921	2,000	2,000		100%	2,040	2,081
28 Studies	24,236	36,000	48,000		133%	48,960	49,939
Title 3			5,343,808			102%	102%
Operational expenditure	4,975,840	5,216,080			102%	5,450,684	5,559,698
30 Justice, Digital & Migration	1,100,721	1,571,000	1,561,000		99%	1,592,220	1,624,064
35 Communication & Events	661,032	1,000,000	980,000		98%	999,600	1,019,592
36 Equality, Roma & Social Rights	2,618,151	1,220,000	821,000		67%	837,420	854,168
37 Institutional Cooperation & Networks	543,686	885,000	712,000		80%	726,240	740,765
38 Horizontal Operational Activities	52,250	140,000	180,000		129%	183,600	187,272
39 Reserve for Title 3	0	400,080	1,089,808		272%	1,111,604	1,133,836
Title 4						102%	102%
Other operational expenditure	70,076	0	0		0%	0	0
40 Cooperation Agreements	70,076	0	0		0%	0	0
TOTAL EXPENDITURE	24,503,296	26,639,755	26,763,808		100%	27,299,084	27,845,066

EXPENDITURE	Payment appropriations						
	Executed budget 2024	Budget 2025	Draft Budget 2026		VAR 2026 / 2025	Envisaged in 2027	Envisaged in 2028
			Agency request	Budget forecast			
Title 1	13,754,758	17,323,675	17,950,000		104%	102%	102%
Staff Expenditure						18,309,000	18,675,180
11 Salaries & allowances	12,570,298	15,715,675	16,341,000		104%	16,667,820	17,001,176
- of which establishment plan posts	9,440,032	11,807,675	12,287,000		104%	12,532,740	12,783,395
- of which external personnel	3,130,265	3,908,000	4,054,000		104%	4,135,080	4,217,782
12 Expenditure relating to Staff recruitment	94,396	145,000	73,000		50%	74,460	75,949
13 Mission expenses	48,391	53,000	60,000		113%	61,200	62,424
14 Socio-medical infrastructure	15,280	75,000	80,000		107%	81,600	83,232
15 Training	62,674	175,000	185,000		106%	188,700	192,474
16 External Services	122,761	135,000	150,000		111%	153,000	156,060
17 Receptions and events	76	5,000	5,000		100%	5,100	5,202
18 Social welfare	840,003	1,020,000	1,016,000		100%	1,036,320	1,057,046
19 Other Staff related expenditure	880	0	40,000		0%	40,800	41,616
Title 2	2,317,202	4,100,000	3,470,000		85%	102%	102%
Infrastructure and operating expenditure						3,539,400	3,610,188
20 Rental of buildings and associated costs	1,773,123	2,458,000	2,145,000		87%	2,187,900	2,231,658
21 Information and communication technology	473,500	808,000	779,000		96%	794,580	810,472
22 Movable property and associated costs	36	253,000	203,000		80%	207,060	211,201
23 Current administrative expenditure	25,082	347,500	153,000		44%	156,060	159,181
24 Postage / Telecommunications	37,127	185,500	130,000		70%	132,600	135,252
25 Meeting expenses	6,414	10,000	10,000		100%	10,200	10,404
26 Running costs in connection with operational activities	0	0	0		0%	0	0
27 Information and publishing	1,921	2,000	2,000		100%	2,040	2,081
28 Studies	0	36,000	48,000		133%	48,960	49,939
Title 3	2,335,009	5,216,080	5,343,808		102%	102%	102%
Operational expenditure							5,450,684
30 Justice, Digital & Migration	302,092	1,571,000	1,561,000		99%	1,592,220	1,624,064

35 Communication & Events	237,117	1,000,000	980,000		98%	999,600	1,019,592	
36 Equality, Roma & Social Rights	1,621,779	1,220,000	821,000		67%	837,420	854,168	
37 Institutional Cooperation & Networks	174,021	885,000	712,000		80%	726,240	740,765	
38 Horizontal Operational Activities	0	140,000	180,000		129%	183,600	187,272	
39 Reserve for Title 3	0	400,080	1,089,808		272%	1,111,604	1,133,836	
Title 4			0		0%	102%	102%	
Other operational expenditure	325,029	0					0	0
40 Cooperation Agreements	325,029	0	0		0%	0	0	
TOTAL EXPENDITURE	18,731,998	26,639,755	26,763,808		100%	27,299,084	27,845,066	

TABLE 3 – BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS (2021 - 2023)

Budget outturn	2021	2022	2023
Revenue actually received (+)	24,967,635	25,754,180	26,189,261
Payments made (-)	- 17,954,380	-18,606,404	-20,860,511
Carry-over of appropriations (-)	- 7,845,822	-7,871,293	-6,755,765
Cancellation of appropriations carried over (+)	85,913	104,244	190,791
Adjustment for carryover of assigned revenue appropriations from previous year (+)	832,567	723,516	1,427,016
Exchange rate differences (+/-)	- 643	-1,562	1
Adjustment for negative balance from previous year (-)	-	-	-
Total	85,270	102,682	190,792

ANNEX IV: Human resources – quantitative

TABLE 1 – STAFF POPULATION AND ITS EVOLUTION; OVERVIEW OF ALL CATEGORIES OF STAFF

A. Statutory staff and SNE

Staff	Year 2024			Year 2025	Year 2026	Year 2027	Year 2028
Establishment plan posts	Authorised Budget	Actually, filled as of 31/12/2024	Occupancy Rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	52	49	94.23%	52	56*	59*	60*
Assistants (AST)	20	20	100.00%	20	20	20	20
Assistants/Secretaries (AST/SC)	-	-	-	-	-	-	-
Total establishment plan posts	72	69	95.83%	72	76	79	80
External staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2024	Execution Rate %	Headcount as of 31/12/2024	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	34	33**	97.06%	34**	34	37*	37"
Seconded National Experts (SNE)	9	4.8***	53.33%	5***	9	9	9
Total external staff	43	37.8**	87.91%	39**	43	46	46
GRAND TOTAL	115	106.8**	92.87%	111**	119*	125*	126*

*Request for an increase of human resources as per section 2.3 Human and financial resources – outlook for years 2026-2028

**Including 1 additional CA FG III recruited under FTE – temporary replacement assignment.

***including 1 Cost-free SNE.

B. Additional external staff expected to be financed from grant, contribution, or service-level agreements

Human Resources	Year 2025	Year 2026	Year 2027	Year 2028
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	0	0	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	0	0	0	0

C. Other Human resources

Structural service providers

	Actually, in place as of 31/12/2024
Security	2
IT	0
Cleaners	3
Other (specify)	0

	Total FTEs in year 2024
Number	- 0

TABLE 2 – MULTI -ANNUAL STAFF POLICY PLAN YEAR 2026, 2027, 2028

Function group and grade	Year 2024				Year 2025			Year 2026			Year 2027		Year 2028	
	Authorised Budget		Actually filled as of 31/12/2024		Authorised budget		Modifications under flexibility rule	Authorised budget		Modifications under flexibility rule	Envisaged		Envisaged	
	Officials	TA	Officials	TA	Officials	TA	TA	Officials	TA	TA	Officials	TA	Officials	TA
AD 16	-	-	-	-	-	-		-	-		-	-	-	-
AD 15	-	-	-	-	-	-		-	-		-	1	-	1
AD 14	-	3	-	1	-	2		-	2		-	1	-	1
AD 13	-	2	-	1	-	3		-	3		-	3	-	4
AD 12	-	5	-	3	-	6		-	7		-	9	-	11
AD 11	-	7	-	4	-	8		-	9		-	10	-	9
AD 10	-	10	-	7	-	10		-	10		-	9	-	9
AD 9	-	10	-	15	-	9		-	9		-	8	-	7
AD 8	-	6	-	7	-	5		-	4		-	4	-	4
AD 7	-	2	-	4	-	2		-	3		-	3	-	3
AD 6	-	2	-	2	-	3		-	3		-	3	-	2
AD 5	-	5	-	6*	-	4		-	6*		-	8*	-	1*
Total AD	-	52	-	50	-	52*		-	56**		-	59*	-	60**
AST 11	-	-	-	-	-	1		-	1		-	1	-	1
AST 10	-	2	-	1	-	1		-	2		-	2	-	2
AST 9	-	3	-	4	-	4		-	5		-	6	-	7
AST 8	-	4	-	2	-	4		-	5		-	5	-	5
AST 7	-	4	-	6	-	4		-	4		-	4	-	3
AST 6	-	5	-	3	-	5		-	2		-	1	-	2
AST 5	-	2	-	3	-	1		-	1		-	1	-	-
AST 4	-	-	-	-	-	-		-	-		-	-	-	-
AST 3	-	-	-	-	-	-		-	-		-	-	-	-
AST 2	-	-	-	-	-	-		-	-		-	-	-	-
AST 1	-	-	-	-	-	-		-	-		-	-	-	-
Total AST	-	20	-	19	-	20		-	20		-	20	-	20
AST/SC6	-	-	-	-	-	-		-	-		-	-	-	-
AST/SC5	-	-	-	-	-	-		-	-		-	-	-	-

AST/SC4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST/SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	72	-	69	-	72	0	-	76	0	-	79	-	80
GRAND TOTAL		72		69		72			76			79		80

* At its meeting from December 2023, the MB decided to modify one AST7 post to AD5 on the basis of a confirmed early retirement in June 2024. The staff member subsequently requested to delay their retirement by a few months, therefore the post effectively becomes AD5 upon the staff member's departure at the end of December and will become vacant.

**The anticipated conversion of 2 AST posts to AD in the 2025 Establishment Plan, agreed by the FRA Management Board in its December 2023 meeting in accordance with the flexibility rule under Article 38(1) of the Agency's financial rules, shall not take place as result of the change of priorities regarding the two posts.

***Request for an increase of human resources as per section 2.3 Human and financial resources – outlook for years 2026-2028

External personnel

Contract Agents

Contract agents	FTE corresponding to the authorised budget 2024	Executed FTE as of 31/12/2024	Headcount as of 31/12/2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the foreseen budget 2026	FTE corresponding to the foreseen budget 2027	FTE corresponding to the foreseen budget 2028
Function Group IV	21	18.75	19	21	21	23**	23**
Function Group III	11	10.23*	11*	11	11	12**	12**
Function Group II	2	4	4	2	2	2	2
Function Group I	-	-	-	-	-	-	-
TOTAL	34	33*	34*	34	34	37**	37**

*Including 1 additional CA FG III recruited under FTE – temporary replacement assignment.

**Request for an increase of human resources as per section 2.3 Human and financial resources – outlook for years 2026-2028

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2024	Headcount as of 31/12/2024	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the foreseen budget 2026	FTE corresponding to the foreseen budget 2027
TOTAL	9	4.8*	5*	9	9	12**	12**

*Includes 1 Cost-free SNE

**Request for an increase of human resources as per section 2.3 Human and financial resources – outlook for years 2026-2028

TABLE 3 - RECRUITMENT FORECASTS FOR YEAR 2026 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS

Job title in the Agency	Type of contract	TA/Official	CA
	(Official, TA or CA)	Function group/grade of recruitment Internal (Brackets) and external (single grade) foreseen for publication	Recruitment Function Group (I, II, III or IV)

	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Head of Unit					
Adviser					
Administrator/Officer		4TA (AD5)	4 TA (AD5-AD12)	4 AD (AD5)	
Assistant					
Administrative Agent					

Number of inter-agency mobility Year 2024 from and to the Agency: 0

ANNEX V: Human resources – qualitative

A. RECRUITMENT POLICY

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model decision C (2019)3016	X		
Engagement of TA	Model decision C (2015)1509	X		
Middle management	Model decision C (2018)2542	X		
Type of posts and post titles	Model Decision C (2018)8800		X	FRA applies by analogy decision C (2013)8979

The Agency employs temporary agents 2(f) with the exception of the Director, who is temporary agent 2(a), contract agents 3(a), and seconded national experts who are seconded to the Agency and remain in the employment of their seconding organisation. Detailed rules on the employment of temporary agents 2(f) are set out in the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of employment of other servants of the European Union (EB decision 2015/01 of 23 September 2015). Employment of contract agents is governed by EB decision 2019/03 of 16 May 2019. Employment of seconded national experts is governed by the rules on seconded national experts (MB decision 2017/01 of 11 April 2017) which are based on the Commission's ones adapted to the Agency's requirements.

FRA has identified the following generic job profiles:

- Advisers: undertake duties such as coordination, representation, analysis, and advice, which represent a high added value for the Agency. They require special qualities of the person concerned and, in particular, special expert knowledge and special experience and the capacity to provide guidance of high added value. Typically, these posts would be filled by Temporary Agents in the bracket AD13-AD14.
- Middle Managers: provide strategic and financial management and supervise the operational management within their respective fields covering different areas of FRA activities in respect of sound financial management. Typically, these posts would be filled by Temporary Agents in the bracket AD9-AD12.
- Administrators/ Officers: play a key role in general processes, draft reports, implement policies, analyse, and advise the hierarchy in specific areas, coordinate specific areas of work, or represent FRA in external activities. Typically, these posts would be filled by Temporary Agents in the bracket AD5-AD8 and Contract Agents FGIV. Seconded National Experts also perform similar tasks.
- Assistants: provide support in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, procurement, finance, human resources, research, communication, under the supervision of a higher-level function. Typically, these posts would be filled by Temporary Agents in the bracket AST1-AST9 and by Contract Agents Function Group III.
- Administrative agents: provide secretarial and/or clerical support in operational and administrative areas. Typically, these posts would be filled by Contract Agents Function Group II.

In terms of type of contract and recruitment grade for the different type of functions presented above, FRA has identified all temporary agent posts, with the exception of the Director, as posts of long-term duration.

a) Temporary agents on long term employment

Temporary agents, 2(f), are used for most roles, both managerial and operational, in the Agency, except of the role of Director and those roles that are filled by contract agents. The criteria of the Agency in the identification of the posts as being of a long-term duration are the following:

- for posts covering tasks of a permanent nature as resulting from the mandate and Work Programme of the Agency; and
- to safeguard continuous expertise in the specific areas of human rights

Long-term temporary agents will be recruited at the levels indicated below in order to permit a long-term career development:

- AST/SC1 to AST/SC2 for the secretaries and clerks function group (AST/SC)2
- AST 1 to AST 4 for the assistant function group (AST)
- AD 5 to AD 8 for the administrator function group (AD).

The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role.

Long-term temporary agents will also be recruited at the level of AD 9 to AD11 and in exceptional cases at grade AD 12 for middle management, and grades AD 13 and AD 14 for adviser positions. Recruitment of middle managers at grades AD9-AD11, and in exceptional cases at grade AD12 shall remain within the limits of 20% of recruitments per year over a rolling period of five years for long-term employment within the Agency.

Temporary agent posts are filled through the following processes:

- internal selection
- inter-agency mobility
- open (external) selection

Temporary agents on short/medium term employment

The post of the Director is of a fixed period of five years and could be extended once for a period of three years (ref. Article 15 (3) of the Regulation establishing the Agency No 168/2007 of 15 February 2007) and hence is considered short term.

b) Contract agents

Contract agents are engaged by the Agency mainly to carry out support roles and for assistance with operational activities. In deciding on the posts to be filled by contract agents on long term employment the Agency takes into consideration if there are posts available in the authorised establishment plan and whether there are needs to be fulfilled based on the Agency's working priorities, as well as new tasks requested by key stakeholders.

The criteria used to identify contract agents for long-term employment are the following:

- Reinforcement of capacities in specific areas of expertise where there is a need of additional resources.
- Reinforcement of existing capacities in support functions as necessary.

Contract agents are offered a contract of limited duration. Renewals of contract will depend on the future business needs for the function occupied, performance and budgetary availability.

The selection procedures for the recruitment of Contract Agents follow the EB Decision 2019/03. In addition, the Agency signed in 2010 a Service Level Agreement with the European Personnel Selection Office by which it may use the database of successful candidates to fulfil vacant contract agent positions.

Contract agents on short/medium term employment

The criteria used to identify contract agents for short-term employment are the following:

- to work with specific, time limited projects, and
- to cover needs such as staff going on maternity and parental leave and staff on long sick leave.

In deciding on the posts to be filled by contract agents on short/medium term of employment, the following factors are considered:

- there is a short- or medium-term project where the appointment of a permanent resource is not justified
- there are staff members in long absence due to extended illness, maternity leave, unpaid leave, etc., and
- A post is being created on a pilot basis and a contract agent is employed until the success of the new post can be assessed.
- They are offered an initial fixed-term contract whose duration is based on the duration of the tasks to be performed. The contract may be renewed for a second fixed term should the duration of the specific project be extended. All renewals of contract will depend on the business needs for the function occupied and available budgetary provisions.

² The Agency will consider requesting such posts progressively in the future (i.e. with departures, retirements, new recruitments)

c) Seconded national experts

Seconded National Experts are staff employed by a national, regional, or local public administration or an IGO, who are seconded to FRA so that it can use their expertise in a particular field. They are selected according to an open procedure published on the FRA's website. Before their secondment the number of SNE is authorised by the Agency and they are included in the draft estimate of the financial year concerned.

The initial period of secondment, which is specified in the exchange of letters between the Agency and the seconding organisation, may not be less than six months and more than two years. It may be renewed; however, the total secondment will not exceed four years.

Exceptionally, the Director may authorise one or more extensions of the secondment for a maximum of two more years at the end of the four-year period.

An SNE may be seconded to FRA for another time provided that a period of at least six years elapsed between the end of the previous secondment and the start of the new. In cases where the initial period lasted for less than four years, the second secondment can take place before the six years elapse. However, in such cases, the total period of the two secondments cannot exceed the four-year period.

d) External service providers

External service providers are contracted via procurement procedures. Usually this is done through an open tendering procedure. The types of services typically include ICT helpdesk, other ICT assistance, security and cleaning services, and medical doctor services, some of which are on a part-time basis.

B. APPRAISAL OF PERFORMANCE AND RECLASSIFICATION

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C (2015) 9560	x		
Reclassification of CA	Model Decision C (2015)9561	X		

The Agency's policy on performance appraisal and promotion/reclassification – short description

The FRA implements a comprehensive annual career development programme. An individual career development plan is drawn up at the beginning of the year laying down clear, meaningful, and measurable objectives with robust performance indicators in relation to the work programme. A performance appraisal in terms of efficiency, abilities and conduct is done at the beginning of the next year based on the performance indicators in the annual development plan. The performance dialogue exercise supports the development of people and improves organisational performance.

FRA adopted by analogy in December 2013 the Commission Decision C (2013)8985 of 16 December 2013 on appraisal of the Temporary Agents, and in October 2016 the model decision of the Commission Decision C (2015)1456 of 4 March 2015 on the appraisal of Contractual Agents. These include also the changes introduced by the amended Staff Regulations that came into force on 1 January 2014 (e.g. the appraisal report should include an overall assessment on whether the jobholder's performance has been satisfactory).

FRA's policy with respect to reclassification is conveyed through the EB Decision 2016/01 of 26 February 2016 for temporary staff and in the EB Decision 2016/05 of 7 October 2016 for contract agents.

FRA continuously monitor the reclassification rates to respect as much as possible the rates indicated in Annex IB of the Staff Regulations

The outcome of the appraisal exercise also leads to the learning and development plan based on the identified needs in order to cater for career development. A learning and development plan is designed every year based on these specific needs and in line with FRA's strategic priorities and its learning and development policy. The latter integrates the policy on the financial support scheme of studies for its staff members. It is FRA's policy that all staff is given equal access to appropriate training according to the needs and budget availability. In-house, local, and external training courses take place as well as e-learning.

Table 1 - Reclassification of temporary staff/promotion of officials

At the time of writing, the 2025 reclassification exercise was planned. The actual average over 5 years takes into account the year 2020.

			reclassified in 2025 ³		
CA IV	17	2	-	-	Between 6 and 10 years
	16	9	-	-	Between 5 and 7 years
	15	4	-	-	Between 4 and 6 years
	14	4	-	-	Between 3 and 5 years
	13	-	-	-	Between 3 and 5 years
CA III	12	-	-	-	
	11	3	-	-	Between 6 and 10 years
	10	3	-	-	Between 5 and 7 years
	9	3	-	-	Between 4 and 6 years
	8	1	-	-	Between 3 and 5 years
	7	-	-	-	
CA II	6	3	-	-	Between 6 and 10 years
	5	1	-	-	Between 5 and 7 years
	4	-	-	-	Between 3 and 5 years
CA I	2	-	-	-	Between 6 and 10 years
	1	-	-	-	Between 3 and 5 years
Total		31	-	-	

HR implementing rules foreseen for adoption Year 2025

Commission Decision on prevention of and fight against sexual and psychological harassment – possibly a model decision to be drafted and adopted
Commission Decision on absences as a result of sickness or accident – adoption by analogy or opting out and adoption of a model decision in case of an ex-ante agreement
Note: the adoption of further Implementing rules depends on the decisions that may be taken by COM which are unknown by FRA when drafting the present document.

C. MOBILITY POLICY

Following the adoption in September 2015 of the new policy on the engagement and use of temporary agents 2(f), each time the Agency decides to fill in a vacant post TA 2f, the post may be filled by internal mobility, by mobility between Union Agencies or by external selection procedure. Internal mobility includes internal publication or transfer in the interest of the service.

Traineeship

FRA applies its own Traineeship Policy. The traineeship programme is addressed mainly to recent university graduates. It aims to provide trainees with an understanding of the objectives and activities of the Agency, a practical experience and knowledge of the day-to-day work of the FRA and the possibility to put their learning into practice and contribute to the Agency's mission. In October 2024 FRA offered traineeship to 18 trainees.

As part of the general Traineeship Programme particular provisions are foreseen for candidates with Roma background and for those with disabilities.

The selection procedure is open and transparent through the publication of a call for applications on the FRA's website. The detailed

³ Given the very low number of CA in each grade that can be reclassified in a given year (1 or 2), in view of the small staff population overall, the desired average duration cannot be effectively applied on an individual annual basis. FRA takes into consideration a rolling average, similar to for TA, to ensure the rate of reclassification of CA staff is appropriate.

rules governing the traineeship programmes at FRA may be consulted under the following links: [Rules governing the traineeship at FRA](#).

GENDER REPRESENTATION

Table 1 - Data on 31/12/2024 /statutory staff (only officials, AT, and AC)

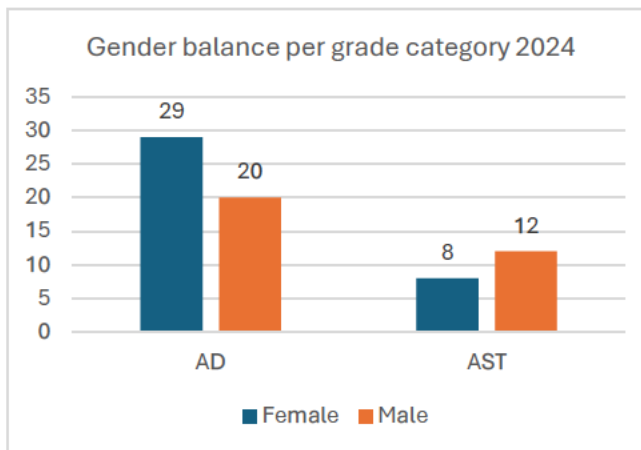
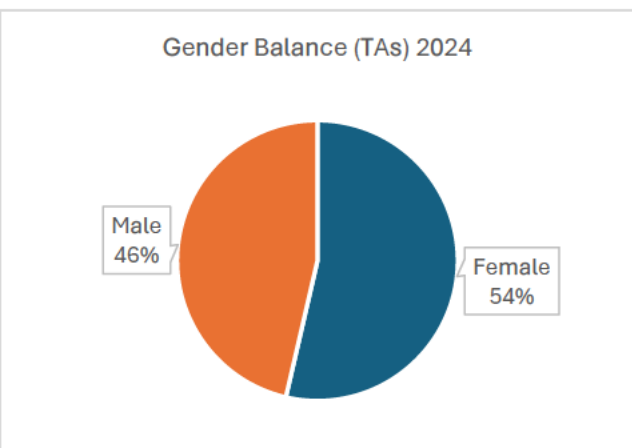
		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	0	0%	29	42%	13	39%	42	41%
	Assistant level (AST & AST/SC)	0	0%	8	12%	11	33%	19	19%
	Total	0	0%	37	54%	24	73%	61	60%
Male	Administrator level	0	0%	20	29%	6	18%	26	25%
	Assistant level (AST & AST/SC)	0	0%	12	17%	3	9%	15	15%
	Total	0	0%	32	46%	9	27%	41	40%
Grand Total		0	0%	69	100%	33	100%	102	100%

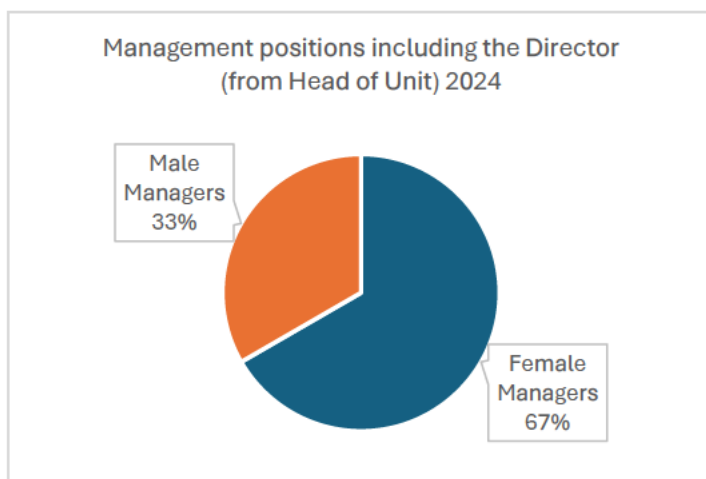
Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management

	2019		2024	
	Number	%	Number	%
Female Managers	3	50%	4	66.67%
Male Managers	3	50%	2	33.33%

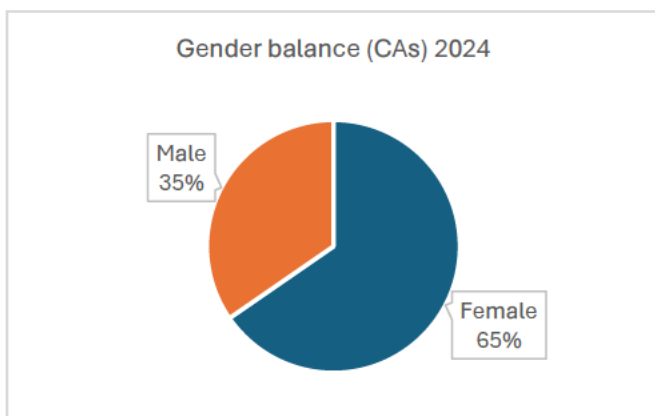
The charts below illustrate the staff breakdown by contract type and function group and the gender balance in 2019:

1. Temporary Agents

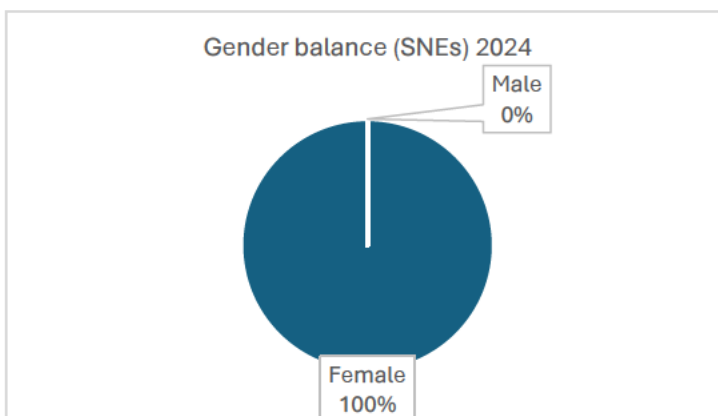




2. Contract Agents



3. Seconded National Experts (SNEs)



D. GEOGRAPHICAL BALANCE

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Table on 31/12/ 2024- statutory staff only (officials, AT, and AC)

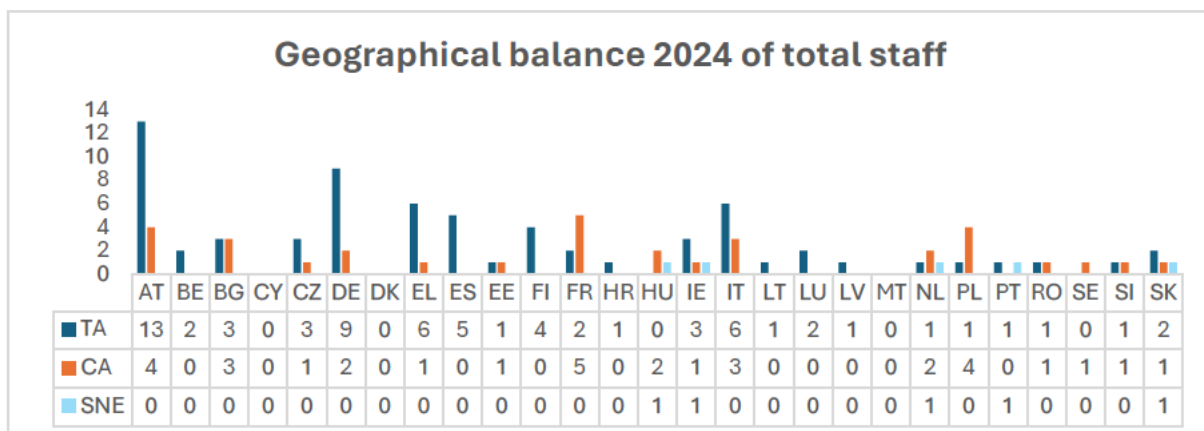
Nationality	AD + AC FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of Total Staff members in AD and FG IV categories	Number	% of Total Staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	9	13%	8	24%	17	16,7%
BE	0	0%	2	6%	2	2,0%
BG	4	6%	2	6%	6	5,9%
CY	0	0%	0	0%	0	0,0%
CZ	4	6%	0	0%	4	3,9%
DE	10	15%	1	3%	11	10,8%
DK	0	0%	0	0%	0	0,0%
EL	3	4%	4	12%	7	6,9%
ES	4	6%	1	3%	5	4,9%
EE	2	3%	0	0%	2	2,0%

FI	3	4%	1	3%	4	3,9%
FR	4	6%	3	9%	7	6,9%
HR	1	1%	0	0%	1	1,0%
HU	2	3%	0	0%	2	2,0%
IE	3	4%	1	3%	4	3,9%
IT	6	9%	3	9%	9	8,8%
LT	1	1%	0	0%	1	1,0%
LU	1	1%	1	3%	2	2,0%
LV	0	0%	1	3%	1	1,0%
MT	0	0%	0	0%	0	0,0%
NL	2	3%	1	3%	3	2,9%
PL	4	6%	1	3%	5	4,9%
PT	0	0%	1	3%	1	1,0%
RO	1	1%	1	3%	2	2,0%
SE	0	0%	1	3%	1	1,0%
SI	1	1%	1	3%	2	2,0%
SK	3	4%	0	0%	3	2,9%
TOTAL	68	100%	34	100%	102	100%

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

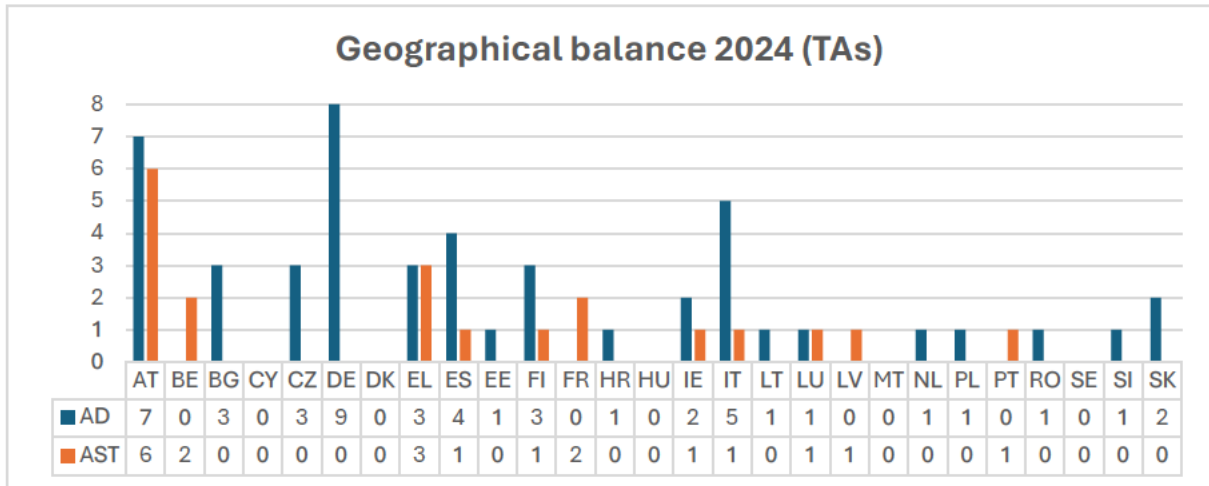
Most represented nationality	2019		2024	
	Number	%	Number	%
AT	19	19,0%	17	16,7%
Total	101	100%	102	100%

In 2024, the workforce of FRA covered 24 nationalities representing out of a total of 27 Member States. FRA will continue its effort to develop and to increase the number of nationalities.

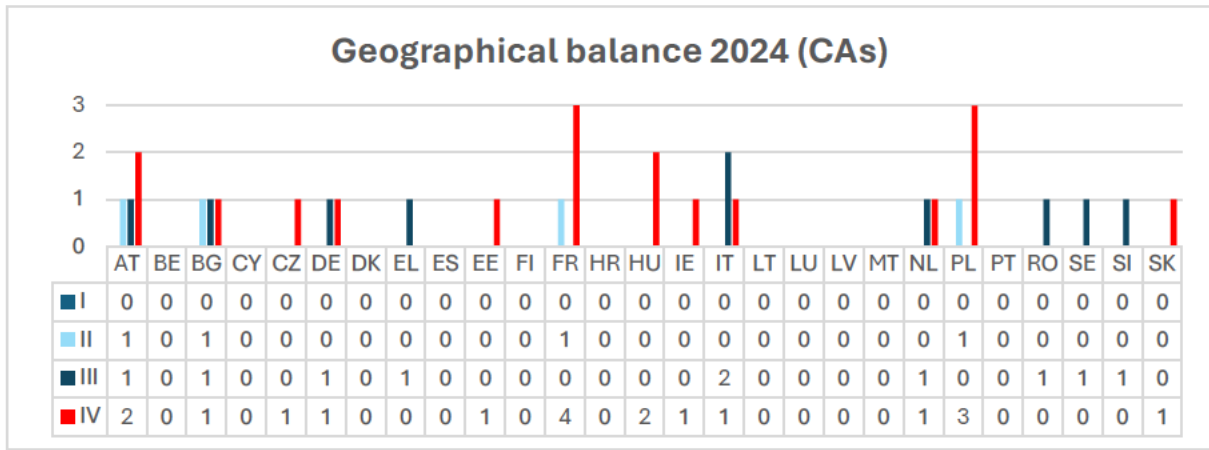


A detailed breakdown per contract type (i.e. temporary agents, contract agents and seconded national experts) and function group is presented below.

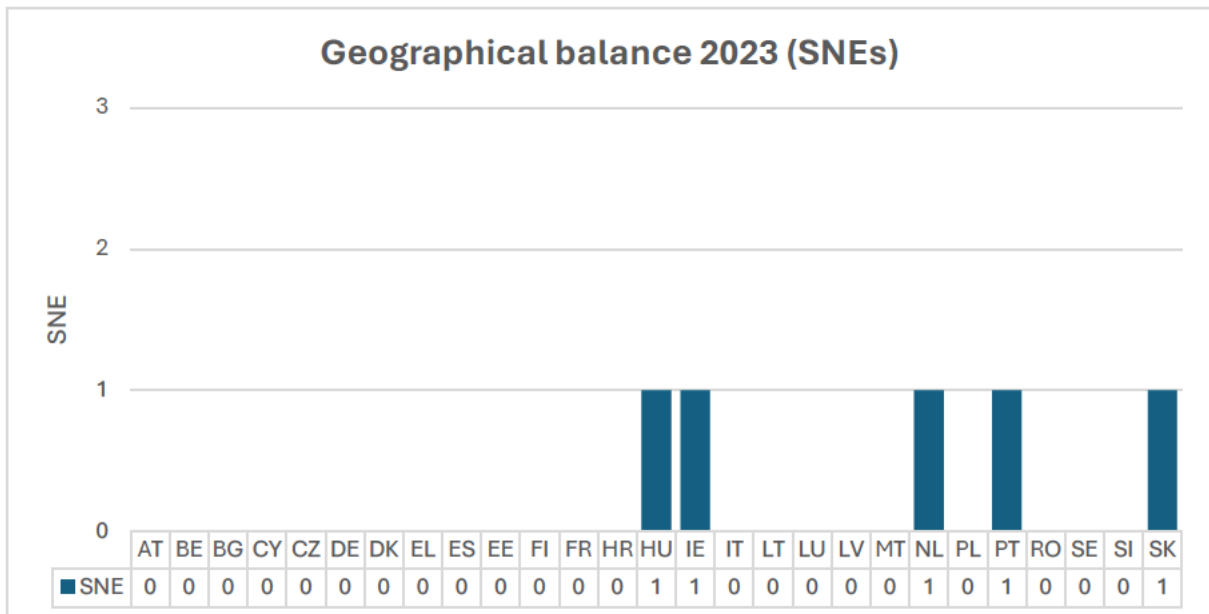
Temporary Agents: a total of 22 nationalities as shown below.



Contract Agents: a total of 16 nationalities as shown below



Seconded national experts: a total of 5 nationalities as shown below



E. SCHOOLING

Agreement in place with the European School(s) of: No European School(s) exists in AUSTRIA				
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X
Number of service contracts in place with international schools:	1			

Description of any other solutions or actions in place:

Having regard to the Guidelines on Staff Policy in the European Regulatory Agencies as adopted by the European Commission on 16 December 2005 (C(2005)5304) and in particular to point 2.3.3 thereto, the European Union Agency for Fundamental Rights is implementing the MB Decision 2023/17 on the education and childcare costs of children of FRA staff.

Schooling is a key factor in enabling FRA to attract and to retain qualified staff members. In the absence of a European School and a European Section in Austria, the Management Board of the FRA adopted a revised policy on the education and childcare costs of children of FRA staff through the decision 2023/17. This decision replaces the two previous decisions, one regarding childcare facilities costs for pre-school children of FRA staff (MB decision 2013/06) and another one on education costs for children of FRA staff in Vienna or at no greater distance (MB Decision 2013/07). The Management Board decision sets the framework for implementing the Social Measures at FRA, bringing the schooling policy closer to the Commission's approach and the needs of FRA. Staff members enjoying the benefits of these measures are not entitled to receive the education allowances provided for in Article 3 of Annex VII of the Staff Regulations since the schools are considered as a non-fee-paying ones.

F. LEARNING AND DEVELOPMENT

For FRA learning and development is an on-going process and an investment in people. In order to encourage growth and development FRA has devoted an average of 10 learning and development days to the staff and an annual budget allocated per staff member. Besides that, FRA annually organises wide range of Learning and Development activities including mandatory training (such as on the prevention of psychological and sexual harassment; unconscious bias as well as on ethics and integrity). These are complimented by various workshops and language training for integration of staff and staff partners/spouses into the host city and for the third language requirements. Additional profession training is made available in online language courses, as well as via the Commission EU Learn portal.

G. STAFF WELLBEING

FRA acknowledges that wellbeing at work contributes to a positive working environment, improved staff engagement, improved health, and productivity, increases job satisfaction, quality of life-work integration and improved overall organisational performance. Periodic, wellbeing surveys are conducted at the FRA and the annual HR action plan includes a chapter on initiatives designed to ensure wellbeing.

H. HYBRID WORKING

FRA acknowledges the need to provide a variety of working tools and solutions for its workforce and from this perspective has adopted by analogy via EB decision 2022/03 on 14 September 2022 the Commission Decision C (2022)1788 on working time and hybrid working. The new legal framework facilitates 'hybrid working', a combination of working at the office and teleworking, where both modalities are considered equivalent. The adoption of the decision is part of a modernising trend in organisations following the COVID 19 pandemic, focusing on result-based management and objective-driven performance to increase efficiency of operation.

ANNEX VI: Strategy for achieving efficiency gains

The elaboration of an efficiency gains strategy is based on the following (non-exhaustive list of) completed and ongoing initiatives:

- to further optimise current business processes through mapping and re-engineering of processes;
- to further optimise its current internal practices and further adopt cloud technologies allowing task automation – efficiencies through automation of repetitive tasks;
- introduce changes to the organisational set-up leading to a potentially better use of existing capacity;
- introduce a more systematic and continuous set-up of cooperation platforms as well as establishing shared services with other Agencies;
- to continue its participation to inter-institutional public procurement procedures of the Commission services as well of the Agencies network – efficiencies through shared procedures and resulting in increased buying power and hence resulting prices for services and goods;
- simplify the rules and procedures to be applied for financial and human resources management, this facilitating the achievement of efficiency gains – achieved also by adopting the Commission’s Hermes-Ares-Nomcom (HAN) platform which allows to perform electronic workflows, digital signatures and filing of documents more efficient
- carry out a qualitative assessment of the efforts to increase efficiency;

In relation to that, it appears that service transformation and re-design of processes are crucial to achieve both technical and allocative efficiency and to unlock transformational improvements in efficiency. To this end, the Agency has implemented a number of actions that resulted in an increase of productivity and achievement of efficiency gains. With a view of reaching further efficiencies, the Agency is currently undertaking the following initiatives in the four efficiency clusters:

Cluster I: Digital Services and Facilities

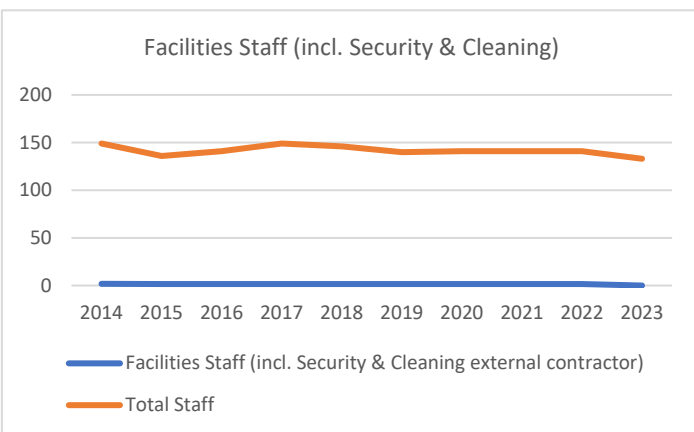
Over the past years, the Agency has rapidly modernised its Information and Communication Technologies by introducing state-of-the-art tools, common business architecture and latest IT solutions allowing for creation of full mobile workstations that enable a more collaborative digital workplace.

The Agency further optimised its resources through the adoption of cloud services in 2020 and hence it is possible to provide more services with the same resources. A hybrid cloud services was adopted and finalised in 2023 following the migration the remaining on premises applications to the cloud. The Agency already implemented cloud-based data analytics for administrative reporting needs. Furthermore, it adopted the Commission’s Hermes-Ares-Nomcom (HAN) platform replacing its on premises custom based solutions.

In Q2 2024, the Agency launched an internal Artificial Intelligence (AI) initiative with the objective to identify use cases where AI can be adopted to enhance productivity and efficiency. In line with this initiative the Agency started to use AI services offered by the Commission such as eSummary and eBriefing. An AI task force was set up to pilot specific use cases and the first results of the foreseen pilots are expected in Q1 2025. Overall, the adoption of such AI tools are expected to result in efficiency gains in the areas of administrative tasks, desk research and data analysis and visualisation.

Due to the synergies and efficiency gained, it remained possible for a small IT helpdesk to provide best service to ever-growing staff. Similarly, the Agency was able to retain a relatively low number of facilities staffs.

The staff evolution within the domain ICT helpdesk vis-à-vis an increase of the general staffing number.



Year	Facilities Staff (incl. Security & Cleaning external contractor)	Total Staff
2014	1.8	149.0
2015	1.7	136.0
2016	1.6	141.0
2017	1.6	149.0
2018	1.6	146.0
2019	1.6	140.0
2020	1.6	141.0
2021	1.6	141.0
2022	1.6	141
2023	1.6	133

The staff evolution within the domain facilities vis-à-vis an increase of the general staffing number.

The Agency continues to optimise its resources to achieve further efficiencies. The following list exemplifies the actions already taken or being in the process of implementation:

Year	Facilities Staff (incl. Security & Cleaning)	Total Staff
2014	8.3	149.0
2015	8.3	136.0
2016	7.8	141.0
2017	7.8	149.0
2018	7.8	146.0
2019	7.8	140.0
2020	7.8	141.0
2021	7.8	141.0
2022	7.8	141.0
2023	7.8	133

- The Agency redesigned its ICT systems to allow the IT to better utilise cloud services by setting up a hybrid infrastructure and hence reduce costs related to the management and maintenance of its on-premises datacentre infrastructure. Cloud services implementation is well advanced, and legacy applications were replaced by cloud-based solutions. While adopting the cloud services the Agency does so by respecting the related data protection regulation.
- Further utilisation of the Commission ICT systems related to Human Resources Management (Sysper) and asset management (ABAC Assets) as well as for Mission Management (MiPS). Moreover, the Agency adopted Hermes-Ares-Nomcom (HAN) Commission solution for document registration and electronic workflows offering integration with EUSign.
- Mission requests are reduced while use of video conference technologies increased. An indicator is the increased number of video and web conferencing requests over the last two years.
- Use of Interinstitutional framework contracts, e.g. ICT, Facilities, Audiovisual and other administrative services.
- Over the last years, the Agency took measures to reduce its facilities related costs by optimising internal facilities management, changed its electricity provider, and enhanced its data centre cooling system. These changes reduced facilities management costs by an overall 10% and maintained this reduced consumption throughout the last years.

More specifically in the area of environmental management, the Agency undertook the following actions to reduce its environmental impact:

- The Agency changed the electricity provider to one that produces electricity from renewable sources.
- Premises heating is provided by district heating system (Fernwärme) instead of electricity, gas or fossil fuelled heating.
- The datacentre cooling system is heat-exchange based system, which reduced electricity consumption to more than 60%.
- The Agency implements a recycling “waste material” programme and also ensures that any old equipment is properly donated or recycled.
- The Agency launched a procurement procedure for the identification of new premises following the approval by the European Parliament and Council budget committee. The main reason for this initiative is to move to a new building which will allow the Agency to meet the requirements of the European Green Deal by 2030 since the current premises do not meet such requirements. Given the opportunity, the Agency is looking to reduce the occupancy space by adopting a shared office environment approach similar to the one used by the Commission (8 office spaces for 10 employees). This foreseen reduction of office space is expected to reduce the related building costs such as rent, energy consumption, cleaning etc. The expected savings are foreseen to be approximately 15%. However, the overall cost reduction is subject of the local market and the outcome of the public procurement procedure which is expected to be finalised by mid-2025.

Cluster II: Finance & Contracting

- The Agency has introduced some enhancements in the reporting for financial execution, accounting, and project manager. A new version of MATRIX is in place and the use of Power BI has provided a more reliable, agile, and faster consultation system.
- With the reinforced use of online tools (namely ARES, as mentioned above), the financial circuits became better secured for validations and filing. There is also an increase of use of electronic invoices as well as accepting those in pdf sent to a specific functional email address, making the payment delays shorter.
- Treasury services are managed by DG BUDG facilitating its management.
- The use of inter-institutional framework contracts is very wide, representing important synergies and economies of scale.
- The use of e-tendering eases the planning, launch and follow-up of the procurement procedures.

Cluster III: Quality Management System

- The continuous development of the implemented Quality Management System, built on the principle of Plan Do Check Act, offers avenues for refining the effectiveness and efficiency of the Agency's internal processes. During 2024 a regular revision of procedures took place providing the opportunity for simplifying the workflows and optimising the tasks performance and the use of the internal resources. A specific re-design activity took place to frame the process of procurement, internal quality review of research projects.
- The financial circuits been simplified in payments and de-commitments with a reduction in the chain of control OVAs. This will increase the level of efficiency while maintaining the necessary level of compliance which will be periodically assessed.
- In the process for project implementation, the planning phase has been simplified with a new integrated approach. This will allow a standardised implementation of the projects and an increase of productivity via the reduction of coordination meetings replaced with the use of existing project management system.
- A process for ex post controls has been designed following a risk-based approach with the introduction of quality techniques using a robust analysis of statistical data retrieved during the budget execution. This will allow the execution of controls on a sample of selected transactions combining different dimensions of risk. A significant increase of productivity is expected by reduction of the working hours for controls otherwise performed on samples of all the budget lines.

Cluster IV: Planning, Monitoring, Evaluation and Reporting

Efficiency gains are crucial in the public sector and require a meticulous approach that involves specific tools, methodologies, and concrete steps to boost productivity. Planning, monitoring, evaluation, and reporting of activities are essential to achieving this goal. At FRA, we have established several mechanisms to ensure that these aspects are well integrated and streamlined:

- Efficiency Through Consolidation: The Integrated Planning Approach.

By bringing all planning, monitoring, reporting, and evaluation activities into one cyclical process, IPA eliminates redundancies and ensures that every stage of programming is interconnected. This holistic strategy reduces overlaps, streamlines workflows, and optimizes resource allocation. This approach fosters synergies and coherence, both internally and with external stakeholders. Recent enhancements to the IPA reflect our organizational restructuring, emphasizing cross-unit collaboration by creating an integrated planning team. We've also simplified the process, offering clearer decision-making pathways and well-defined roles. This approach not only optimizes resource utilization but also aims to reduce workload and boost productivity.

- Efficiency Through Precision: The Performance Measurement Framework.

The Performance Measurement Framework provides a comprehensive set of indicators that allow FRA to set precise targets and measure performance against them. By offering insights on crafting and leveraging KPIs, the framework ensures that resources are directed towards initiatives that yield the highest impact, thereby maximizing return on investment. The PMF is an instrumental tool that guides the planning, monitoring, and evaluation of FRA's performance to gauge the results and milestones of FRA's interventions. The framework offers insights on crafting KPIs to evaluate our activities annually and over multiple years. An impending review of the PMF will further amplify our capability to harness KPIs, particularly in upcoming programming documents and activity reports. This focus will underscore FRA's tangible outputs, audience engagement, and contributions to broader outcomes.

- Efficiency Through Transparency: The Consolidated Annual Activity Report.

The Consolidated Annual Activity Report (CAAR) serves as a transparent account of FRA's accomplishments concerning strategic priorities, multi-annual objectives, thematic areas, and operational activities. By providing a granular perspective on performance metrics in the 'Core Business Statistics' annex, stakeholders can easily assess the effectiveness of initiatives. This transparency fosters trust, encourages stakeholder engagement, and ensures that feedback loops are short and actionable, leading to rapid improvements.

- Efficiency Through Continuous Improvement: The evaluation mechanisms.

Regular evaluations ensure that FRA's projects are always aligned with best practices and evolving needs. By identifying challenges early and rectifying them, FRA ensures that projects remain on track, resources are utilized effectively, and desired outcomes are achieved with minimal wastage. We employ ex-ante, interim, and ex-post evaluations for our projects, ensuring timely identification and rectification of challenges. These evaluations serve as learning tools, fostering accountability, and enhancing our methodologies. The insights gleaned from these

evaluations are deliberated upon internally, engaging diverse stakeholders. Summaries of these evaluations are then incorporated into the Annual Activity Report, ensuring transparency and accountability.

Cluster V: Human Resources Management

A number of initiatives have been undertaken in recent years to improve overall organisational fitness, efficiency, and productivity. The HR capacity will soon be strengthened, and it has been more integrated in the overall planning and monitoring processes. An HR strategy will be developed to ensure optimal human resource management:

The Agency makes use of a number of contracts and SLAs to support key HR processes, in particular SLAs with DG HR and PMO. Deployment of further modules of SYSPER continues as they are made available by the Commission. The Agency started implementation of the HR Reporting and Analytics module, which will improve data analysis. The implementation of SYSPER has brought efficiencies in a number of HR processes linked to career and working conditions. Further benefits are expected when additional modules, such as the appraisal and promotion modules, will be rolled out in production (implementation depended on the availability of resources in DG HR). The Agency also makes use of IT tools and automation in various HR processes, including payroll, recruitment and learning and development.

Following the development of a Competency Framework in 2021, the Agency will carry out a skills mapping exercise to identify the existing in-house skills, with the aim to achieve an efficient use of its resources, plan for future or changing needs and increase motivation and engagement of staff.

The outcome of the skills mapping should feed into the further development of the competency framework. The two tools will provide a holistic approach to managing and developing talent at the Agency.

Importantly, it should be noted that, while the Agency worked towards the achievement of efficiency gains, it also managed to improve its overall performance in the implementation of its mandate. In particular, while boosting both productivity and efficiency, the Agency has prioritised its core activities and ensured the timely delivery of services and expected outputs.

However, while the Agency has obtained an extra capacity by improving several processes and generated via other efficiency initiatives, the demand for human resources has constantly increased. This is due to the need to address the ever-growing workload linked to FRA core activities, including new tasks that have been assigned to the Agency by the EU legislature.

Although FRA will continue its efforts towards further efficiency gains through the optimum use of its resources, we expect that in 2026-2028 the demands for human resources and the expected capacity increases will not be balanced with the existing resources and FRA will have to request additional workforce from the budgetary authorities or apply negative priorities as earlier presented in the document (see Section II Human and financial resource - outlook for years 2026-2028).

REDEPLOYMENT

Given the size of the Agency, there is a limited scope for further re-deployment. However, the Agency will continue to seek efficiency gains by inter alia conducting the skills mapping, revising its Competency Framework, and further simplifying procedures where possible.

ANNEX VII: Environmental management

1. Context of the Agency and its environmental management strategy

The Agency actively looks in its environmental management approach, which is part of its annual Facilities Management work plan. On an annual basis the Agency looks in optimising the use of existing environmental measures as well as at the possibilities to introduce new environmental management measures.

2. Overview of the agency's environmental management system

The Agency is currently in the process of prospecting the market for new premises following the approval of the budget committees of the European Parliament and the Council. In its proposal to the committees the Agency indicated that one of the main requirements is that the new premises should meet high environmental standards such as BREEAM and LEED which will allow it to meet the requirements of the EU Green Deal.

In its current premises, the Agency implemented a number of actions to reduce its environmental footprint the last years even if it is not EMAS registered. This is due to the limited resources available to it, human and financial, as well as to the condition of the building that it rents. Finally, acquiring an environmental management system certification was not considered to be a priority. Having said that the Agency took a pragmatic approach in considerably improving its environmental footprint by introducing measures at indicated under section 3. In this regard it participates in an inter-institutional framework contract which will enable the Agency to undertake an assessment and plan its future actions.

3. Environmental aspects, indicators, and targets

The list of practical measures and indicators employed in the current premises, where possible, are described below:

1. **Energy and water consumption:** The Agency changed its electricity provider to a provider that produces energy from renewable sources. Furthermore, it changed its datacentre cooling system from a purely electricity one to an environmentally friendly one, which operates based on the "heat exchange" principle. Meaning that if the outside temperature is below 25 degrees the datacentre is not cooled using electricity. This means that for about 7-8 months per year, the Agency makes use of renewable sources to operate the data center cooling system. Moreover, the Agency is in the process of replacing its light bulbs to LED technology bulbs. The Agency monitors the implementation of these measures by keeping stable or reducing the annual water and energy consumption.
2. **Waste management:** The Agency takes measures to reduce internally generated waste and to recycle the generated waste. Different recycle bins are installed allowing staff to also contribute by sorting out daily waste. Furthermore, the Agency ensures when the contractor is asked to dispose waste, it also provides certificates that it was done in an environmentally friendly manner and in accordance with the national regulations.
3. **Paper use:** The Agency is promoting the use of recycled paper for internal use. Also, all its paper publications are using recycled and environmentally friendly material. Finally, the Agency is working in digitising its internal processes to reduce use of printing paper.
4. **Building emissions to air:** Measures to reduce building emissions are linked to the heating system. It is provided by the district heating system (Fernwärme) instead of electricity, gas or fossil fuelled heating, hence reducing emissions.
5. **Professional mobility:** The Agency promotes the use of bicycle amongst its employees by offering a secure parking space inside its building. Also, it supports and promotes the use of videoconference technologies, hence eliminating the need of mission travelling. Over the last years the use of videoconference is considerably increased. This results in CO₂ emissions reductions due to the reduced number of missions.
6. **Green Public Procurement (GPP):** The Agency follows the practices of the Commission Services when publishing tenders, which include provisions linked to GPP. For example, in tenders related to Facilities the use of environmentally friendly products is requested.

In the ongoing procedure for the new premises the environment requirements are present and of high standards.

4. Actions to improve and communicate environmental performance

To further improve the environmental management approach of the Agency, the Agency is planning to undertake the following actions:

1. **Donations:** For 2023 the Agency is donating electric and office equipment to charity organisations who in return are reusing equipment in their community projects. Hence, contributing to the reduction of waste disposal. The same is foreseen for 2024.
2. **Printing use:** Eliminated the use of personal printers currently assigned to a large number of its staff and prompt them to make use of the general printing facilities, if printing is required. The reduction of printing services is also evident from the reduction of related costs by more than 50% in comparison to the pre pandemic period.

In terms of communicating the environmental objectives amongst its staff, the Agency will continue to raise awareness to its staff through information sessions linked to Facilities management, which also includes environmental aspects.

Staff are encouraged to follow certain practices like switching off lights, monitors before leaving the office and posters are placed through the building to encourage staff to actively contribute to reducing the environmental footprint of the Agency by taking the stairs instead of the elevators, using bicycles by offering adequate parking space or avoid unnecessary printing.

In accordance with the Commission's guidance on energy consumption, the Agency took measures to reduce the electricity and heating consumption in its premises by changing its practices. In this line of development, information sessions were also organised to inform staff on the changes and to explain how they can contribute to reducing energy consumption.

ANNEX VIII: Building policy

	Name, location and type of building	Other Comment
Information to be provided per building:	Schwarzenbergplatz11, Vienna, AT-1040, Austria	Following the approval received by the EP and Council budget committees the Agency launched a procedure for the identification of new premises. This currently ongoing.
Total Surface area (in square metres)	5,546	It should be noted that the offices are accommodated in an old building which is renovated keeping its original layout and does not provide any luxurious modern amenities. In addition, the price per m2 for the net office space (i.e. 3704 m2) is on the lower end of the average prices in central Vienna areas.
Of which office space	3,704	
Of which non-office space	1,842	
Annual rent (in EUR)	1,036,670 EUR	None
Type and duration of rental contract	Lease agreement for an initial period of 10 years with the provision for an indefinite period.	
Host country grant or support	In the past based on a letter of intent the Agency received from the Austrian authorities, the host country a subsidy for the rent. Currently, there is no such commitment from the Austrian Authorities.	None
Present value of the building	N/A	None

	Building Name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT				Host country grant or support	
			Office space	Non-office	Total	Rent (€/Year)	Duration of the contract	Type	Break out clause Y/N		Conditions attached to the breakout clause (if applicable)
1	Schwarzenbergplatz 11, standalone building	Vienna, AT-1040	3704	1842	5546	1003962,4	Indefinite	Lease agreement	Y	Following the expiration of the 10 years lease agreement, the Agency the breakout clause (6 months' notice period) applies. Also, the Agency is in the process of finding new premises.	0

Building projects in planning phase:

The Agency is currently looking for new premises. The Agency submitted its request for new premises to the European Parliament and Council budget authorities and received their agreement in March 2023. The procedure for the identification of new premises is currently in progress and it is expected to be finalised within 2025.

ANNEX IX: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
The Agency is recognised as an international organisation.	The Director, the Heads of Units, the Heads of Sector and two designated senior staff members with grades AD9 or above, have been granted diplomatic status. They can claim VAT reimbursement and register tax free vehicles every two years.	In the absence of a European School in Vienna, the Agency has adopted a schooling policy to grant financial support to international schooling.
The Agency enjoys VAT exemption.	The Agency's staff members (the remaining Temporary Agents and all Contract Agents) which are non-Austrians can register a tax-free vehicle every two years.	-
No other privileges are offered to the Agency.	The Agency has been granted access to the UN Commissary, where staff members can purchase certain tax-free items up to a limit based on their annual salary in accordance with the UN conditions. Non-Austrian staff members which are holders of diplomatic (Red) cards are also exempt from the broadcasting levy (GIS).	-

ANNEX X: Evaluation of the FRA⁴

Consistent with past practices, FRA is committed to evaluating its work under the Single Programming Document 2025 - 2027 with the dual objective of demonstrating accountability for resource utilization and to ensure continuous organizational improvement and learning.

In line with the Better Regulation Guidelines, evaluation activities at FRA are evidence-based assessments of the extent to which an intervention:

- is *effective* in fulfilling expectations and meeting its objectives;
- is *efficient* in terms of cost-effectiveness and proportionality of actual costs to benefits;
- is *relevant* to current and emerging needs;
- is *coherent* (internally and externally with other EU interventions or international

agreements); and

- has *EU added value* — i.e. produces results beyond what would have been achieved by Member States acting alone.

Evaluations provide an independent and objective judgment, supporting decision-making and contributing to strategic planning and the design of future interventions.⁵ Depending on the stage of the project's life cycle during which the evaluation activities are conducted, there are different types of evaluation at FRA such as:

- Ex-ante, interim and;
- Interim/Ex-post evaluations;

According to the Financial Rules of the European Union Agency for Fundamental Rights ex-ante evaluations support the preparation of interventions and shall identify and analyse the issues to be addressed, the added value of Union involvement, objectives, expected effects of different options and monitoring and evaluation arrangements. Interim or ex-post evaluations shall assess the performance of the programme or activity, including aspects such as effectiveness, efficiency, coherence, relevance, and EU added value. They shall be undertaken periodically and in sufficient time for the findings to feed back into the planning cycle for the preparation of related programmes and activities.

In line with its Founding Regulation, FRA has an obligation to regularly evaluate its activities, prepare an action plan to follow up on the conclusions of evaluations, and report annually to the Management Board on the results of its evaluations.

The selection process for evaluations to be conducted in 2026 will be defined in 2025.

⁴ This annex will be completed and finalised in 2025, when a consolidated SPD 2026 will be available

⁵ European Commission. 2021. Better Regulation Guidelines.

ANNEX XI: Strategy for the organisational management and internal control systems including their anti-fraud strategy as last updated⁶

Internal Control systems

In 2018 the Agency revised and adopted a new Internal Control Framework (ICF) moving away from a purely compliance-based to a principle-based system, whereby the services are offered the necessary flexibility to adapt to their specific characteristics and circumstances while ensuring a robust internal control with a consistent assessment. This approach aims at helping the organisation to achieve its objectives and sustain operational and financial performance.

The Agency considers Internal control a process applicable at all levels of management and designed to provide EUAA able assurance of achieving five objectives: (1) effectiveness, efficiency, and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities (5) adequate management of the risks relating to the legality and regularity of the underlying transactions.

The previous framework was based on standards and mandatory requirements, while the revised version relies on principles and characteristics.

The characteristics outlined for each principle are intended to assist management in designing, implementing, and assessing internal control. They are non-mandatory and flexible, as they may be adapted to specific characteristics and circumstances. Accordingly, specific baselines are established for each principle.

Moving to a principles-based system requires increased reliance on management's assessment in each Department.

Taking into account the Agency governance structure, the roles, and responsibilities of the actors in the context of the implementation of the ICF are as follows:

Management Board

The Management Board provides continuous oversight for the internal control systems through the Consolidated Annual Activity Report and ongoing specific assessments.

Director

The Director is responsible for the functioning of the internal control system in the Agency. He must ensure that the internal control systems are in line with the Communication on the revision of the ICF and conduct an overall assessment of the presence and functioning of all internal control principles and components.

He signs a declaration of assurance annexed to the Annual Activity Report.

The Director must ensure the awareness and understanding of the ICF by all staff, in particular through training, information, and support activities. In comparison to the previous ICF, the Director has more flexibility and autonomy in establishing the indicators and corresponding baselines and in performing the assessments. This allows him to take due account of the specific environment and needs.

Units

All managers are accountable for the achievement of objectives, both operational and internal control, and report in accordance with the applicable reporting arrangements within the Agency.

Units are primarily responsible for managing risk and controls on a day-to-day basis. This means that they execute the primary controls and take overall responsibility for the achievement of operational objectives and for the sound implementation of internal control. With the support of the corporate services department, they implement and supervise the efficiency and effectiveness of the controls and are responsible for reporting to the Director. They are responsible for the design adequacy, efficiency, and effectiveness of the control system in their environment and are the main source of assurance for the Director that the internal controls function effectively.

Head of Administration Unit in charge of Risk Management and Internal Control (RMIC)

The Head of Unit in charge of RMIC supports the Director in overseeing and monitoring the implementation of internal control within the Agency. He signs a statement annexed to the Annual Activity Report taking responsibility for the completeness and reliability of management reporting.

⁶ This annex will be completed and finalised in 2025, when a consolidated SPD 2026 will be available.

General Principles for the assessment of the Internal Control

The Financial Regulation requires that the budget shall be implemented in compliance with effective and efficient internal control.

The Agency must be able to demonstrate not only that the controls are place but also that these controls take account of the risks involved and that they work as intended.

Internal control principle 16 states that the Agency carries out continuous and specific assessments to ascertain whether the internal control systems and their components are present and functioning.

Therefore, before assessing the internal control system, the Agency sets its own baseline for each principle, as best adapted to its specificities and risks. These baselines are a starting point of known effective internal control from which regular monitoring and specific assessments can be implemented.

The baselines are dependent on the design of the internal control system implemented and how controls put into effect the principles. They should be expressed in terms of relevant and pertinent indicators. Where possible, these indicators should be quantitative.

Antifraud strategy

Taking into account the priorities set by the European Commission within the framework of the Common Approach on EU decentralised agencies, the need to pursue the European Commission's main objectives for its implementation and the guidance provided by the European anti-Fraud Office, in December 2014 FRA adopted its first antifraud strategy and related action plan.

The last revision of the anti-fraud strategy in 2021 took into account the lessons learnt in the implementation of the strategy over the previous years, the latest trends and developments in the legislative framework and guidance received by the European Anti-Fraud Office.

The implementation of the internal control systems creates has reinforced an overall environment in which fraud is prevented by the integrated application of different measures embedded in the Agency processes. Furthermore, the permanent contribution of the Internal Audit activities (IAS) and the Court of Auditors visits provides an independent assessment on the existing level of assurance.

Aiming to keep the risk of fraud at the minimum level allowing a sound financial management of its resources, the Agency, through the revision has strengthen the areas of prevention and detection continuing to raise awareness with regard to fraud matters among staff members and contractors, facilitating detection of possible fraudulent behaviours.

The current revision considers that the preventive actions undertaken so far are still applicable and will also apply the principle of proportionality, according to which the achievement of the strategy should not require disproportionate and excessively expensive inputs and should not jeopardise the operational activities.

The Agency has launched the revision of the antifraud strategy in October 2024, the revision will take into account the new methodology communicated by OLAF in June 2024

Objectives

During the past years of implementation FRA achieved the strategic objectives to reinforce a culture of high ethical behaviour and to strengthen the existing controls in a perspective of fraud prevention.

After the successful set up of this ethics framework, taking into account the proportionality principle and the available resources the Agency is now in a position to focus on continuous follow up and improvement of the measures taken, with special attention to communication and awareness raising and a regular review of key policies and procedures.

On the basis of the above considerations within the structure of internal controls and taking into account the risk assessment, the Agency in 2021 identified the following strategic objectives.

1. Continuously reinforce an anti-fraud culture based on awareness within the organisation.
2. Focus efforts on potential fraud risk management in identified areas of the organisation.
3. Maintain an effective system for internal reporting and detection of activities detrimental to the Union's interests
4. Regular follow up and monitoring of the existing ethics framework.

The relevant action plan is being implemented and will be revised upon revision of the Strategy.

ANNEX XII: Plan for grants, contributions, or service-level agreements

Non applicable.

ANNEX XIII: Risks Year 2026⁷

In compliance with the Internal Control Standards the Agency has performed an annual risk analysis exercise. Taking into account the existing processes the Agency has assessed its potential risks on the basis of their likelihood of occurrence and potential impact. This assessment has been presented in a risk register where the following information has been identified:

- Risk
- Type
- Possible consequence
- Likelihood of occurrence on a five-level scale is assessed as very low (1), low (2) medium (3) or high (4) very high (5)
- Potential impact (objectives, financial, reputation) on a five-level scale limited (1), moderate (2), significant (3) or severe (4), critical (5) Following the analysis of existing controls and in the cases where the residual risk still needs to be reduced, specific actions have been identified.

Risk typology

The risk types for each process are classified in the following groups

E	External
I1	Internal/Planning, processes, systems
I2	Internal/People, organisation
I3	Internal/Legality, regularity
I4	Internal/Communication information

⁷ This annex will be completed and finalised in 2025, when a consolidated SPD 2026 will be available.

Risk details		Assessment of the risks			Management of the risks				
Risk Type	Description of the risks	Potential impact							
		Possible consequences	Likelihood of occurrence	Objectives	Financial	Reputation	Residual risk L*I	Action owner	Action
E	<p>New EU law instruments in the field of asylum, borders and immigration (migration pact) assign specific tasks to FRA.</p> <p>In addition, cooperation with EU agencies (FRONTEX, EUAA, eu-LISA, EUROPOL) by bilateral Memoranda of Understanding (CEPOL, EUROJUST, EUROPOL) Schengen Evaluations National programmes under the Asylum, Migration and Integration and the Integrated Border Management Fund European large-scale IT systems may trigger difficulties to meet the expectations of key Stakeholders due to limited resources and expertise in new research areas.</p>	<p>Criticism from stakeholders and institutions. Excessive Increase workload</p>	<p>High 4</p>	<p>Severe 4</p>	<p>Significant 3</p>	<p>Severe 4</p>	<p>High 16</p>	<p>ALL</p>	<p>Prioritisation of interventions Redeployment of resources Map competency and available resources to implement eventual corrective measures.</p>
E	IT / Cybersecurity	<p>Cybersecurity risks are increasing due to the cyber landscape threats. In addition, The Agency has the legal obligation to implement the Regulation on measures for a high common level of cybersecurity at the Union's institutions, bodies, and agencies</p>	<p>High 4</p>	<p>Significant 3</p>	<p>Significant 3</p>	<p>Significant 3</p>	<p>High 12</p>	<p>ALL</p>	<p>Continue cooperation with CERT-EU and following its recommendations. -Undertake cybersecurity vulnerability assessments when possible. -Raising staff awareness through frequent communication and information session. In accordance with the new Cybersecurity Regulation it assigned a Local Cybersecurity Officer (LCO). Actively participates in meetings with CERT-EU and it is in the process of drafting its Cybersecurity Framework.</p>

ANNEX XIV: Strategy for cooperation with international organisations and third countries⁸

Cooperation with international organisations

FRA's cooperation with international organisations is based on specific provisions of [Council Regulation \(EC\) no 168/2007](#) (Founding Regulation) and of [Council Regulation \(EU\) 2022/555](#) (Amending Regulation). This cooperation is consistent with the list of actions established by the Common Roadmap on EU Agencies.⁹ The cooperation between the Agency and international organisations covers the full range of its areas of activity and serves to:

- ensure complementarity and synergy with international organisations active in the field of human rights;
- develop cooperation and coordinate activities to that effect;
- share expertise and knowledge within the international human rights system; and
- contribute to the overall effort of EU institutions and bodies to achieve greater coherence between external policies pertaining to human rights and internal policies pertaining to fundamental rights.

As required by the Founding Regulation (Art. 8 and 9), FRA cooperates systematically with the Council of Europe, the United Nations (UN), and the Organization for Security and Co-operation in Europe (OSCE), especially the Office for Democratic Institutions and Human Rights (ODIHR). The Agency engages on an ad-hoc basis with other international or regional organisations and entities active in the promotion of human rights, mainly the World Bank, the Organisation for Economic Co-operation and Development (OECD), and the International Organisation for Migration. The Agency is an International Partner Organisation with the EEA and Norway Grants.

Cooperation with the Council of Europe

The cooperation between the Agency and the Council of Europe is founded on the European Community's and the Council of Europe's agreement on cooperation between the two entities. The aim of this cooperation agreement is to avoid duplication and to ensure both complementarity and added value between the Agency and the Council of Europe and its entities, mainly: the Secretariat, the Parliamentary Assembly (PACE), the European Court of Human Rights (ECtHR), the Commissioner for Human Rights, the European Committee of Social Rights, the European Commission against Racism and Intolerance, the Special Representatives, inter-governmental committees and groups of experts, and human rights monitoring committees. The Agency and the Council of Europe jointly produce an annual report of their cooperation, which is presented and discussed in the FRA Management Board and Council of Europe's Rapporteur group on External Relations.

In 2025–2027, cooperation between the Agency and the Council of Europe will be marked by:

- participation of the independent person nominated by the Council of Europe in FRA Management and Executive Boards;
- participation of representatives of the Council of Europe Secretariat as observers in meetings of the FRA Management Board;
- consultations between FRA and the Council of Europe in the preparation of the FRA programming documents, the annual FRA Fundamental Rights Report and other FRA activities, as relevant;
- participation in each other's meetings and events to ensure coordination and sharing of expertise, including cooperation on the Agency's flagship events;
- further development and promotion of joint factsheets and joint handbooks on European law and human rights;
- an annual visit by the FRA Director to the Council of Europe and participation in exchanges of views with the Council of Europe Committee of Ministers, its Rapporteur Group on External Relations, and the Steering Committee for Human Rights. These exchanges focus on the cooperation between the two organisations;
- biennial FRA-Council of Europe senior management team meetings.

Upon invitation, the Agency will continue to participate in and contribute to inter-governmental committees and expert groups of the Council of Europe, as well as in hearings and other activities of the Parliamentary Assembly.¹⁰

FRA, the Council of Europe, and the ECtHR will continue developing, producing, and translating joint factsheets and joint handbooks on European law and human rights. These factsheets and handbooks are in high demand among legal professionals, and their translation fills gaps in the provision of training materials for practitioners in the official languages of the EU.

The Agency cooperates with the Council of Europe in enhancing the EU Fundamental Rights Information System (EFRIS). This online tool brings together data and information from existing human rights databases maintained by the Council of Europe and the United Nations. Relevant experts from the Council of Europe will continue participating in the EFRIS Advisory Group, as envisaged in the exchange of letters for cooperation on EFRIS signed by the FRA Director and the Council of Europe Secretary-General in 2021.

A new area of cooperation between the Agency and the Council of Europe centres on the implications for human rights of the war in Ukraine. In particular, this cooperation focuses on the targeted dissemination of respective findings and outputs on the matter.

⁸ This annex will be completed and finalised in 2025, when a consolidated SPD 2026 will be available.

⁹ List of Actions established by the Common Roadmap on EU Agencies, point 44: Ensure the relations with stakeholders (e.g. the United Nations and other international organisations, sister agencies in third countries and Member States' agencies) are coherent with their mandate, the institutional division of tasks in international relations, EU policies and priorities, and Commission's actions.

¹⁰ Agreement between the European Community and the Council of Europe on cooperation between the European Union Agency for Fundamental Rights and the Council of Europe (hereafter the EU-CoE Agreement), OJ L 186, 15.7.2008, p. 7.

The Council of Europe is also a strategic partner of the Agency's Fundamental Rights Forum, through its participation in the Forum's advisory board.

Cooperation with the United Nations

The Agency maintains an effective and structured working relationship with the UN Human Rights Office (OHCHR). This cooperation agreement establishes a general framework for strengthening coherence and synergy between the Agency and the OHCHR, to improve the protection and promotion of human rights and fundamental rights in the EU in the context of their activities, in line with their respective annual work programmes.

The Agency provides human rights monitoring mechanisms within the UN system with relevant evidence upon request, including in particular the Committee on the Elimination of Racial Discrimination and the Committee on the Rights of Persons with Disabilities. The latter draws on the Agency's participation in the EU Framework on monitoring the UN Convention on the Rights of Persons with Disabilities, which the EU is party to. The Agency engages on an ad-hoc basis with other UN bodies, funds, and specialised agencies, to provide them with its expertise, as appropriate. This chiefly includes the UN Refugee Agency (UNHCR) and the UN Development Programme (UNDP).

Cooperation between FRA and the UN in the period 2025-2027 will include meetings between the FRA Director and senior staff with relevant counterparts at the Office of the High Commissioner for Human Rights, as relevant.

The UN is also a partner in the Agency's EFRIS tool, with OHCHR participating in the EFRIS Advisory Group. Data and information from UN monitoring mechanisms and the ILO is retrievable through EFRIS.

Cooperation with OSCE-ODIHR

The Agency cooperates with the OSCE in its [human dimension](#), where it relates to the areas of activity of the Agency. In this respect, FRA cooperates mainly with ODIHR; with the OSCE Secretariat, including the offices of the Senior Adviser on Gender Issues and of the Special Representative and of the Coordinator for Combating Trafficking in Human Beings; the OSCE High Commissioner on National Minorities; and the Representative on Freedom of the Media.

The Agency contributes to the work of the OSCE Chairmanships and their thematic Personal Representatives as relevant. It also participates in meetings and seminars of the Human Dimension Committee and those relating to Human Dimension Implementation. The Agency and ODIHR work together to help states improve their ability to record and collect hate crime data through national workshops.

Engagement with third countries

The Agency's geographical coverage is the EU, as well as candidate countries and countries with a Stabilisation and Association Agreement that have observer status in the Agency's work. Albania, North Macedonia, and Serbia currently have that status. In the period 2025–2027, other Western Balkan countries, as well as Ukraine and Moldova, may gain observer status, which would allow for the inclusion of these countries in FRA's areas of activity.

The Agency's international activities are coordinated with the European Commission and the European External Action Service (EEAS), which may request the Agency to share its findings, expertise, and methodologies with third countries or outside of the EU. Any such activities are conducted in line with an existing working arrangement to ensure coordination and coherence with the EU's overall external policy priorities.

Precedence is given to multilateral fora where the Agency can simultaneously provide its evidence and expertise to several non-EU countries. Examples of the Agency's international activities include participation in EU Human Rights Dialogues with third countries or regions, in the annual EU-OHCHR strategic dialogue, in the annual EEAS NGO Forum on human rights, or in the Western Balkans Task Force. Delegations from third countries sometimes visit the Agency. The Agency is regularly invited to participate in the EU-Israel Dialogue on combating racism, xenophobia, and antisemitism.

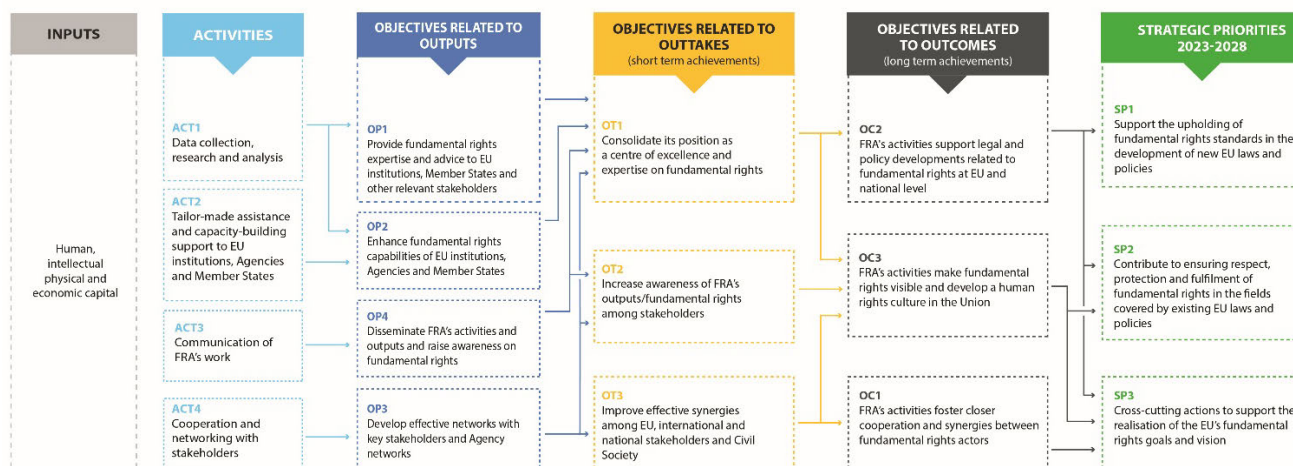
ANNEX XV: Performance Measurement Framework¹¹

FRA's Performance Framework (PMF) serves as a comprehensive system for planning, monitoring, and evaluating the Agency's performance and includes a variety of indicators that can be used to assess the results and achievements of the Agency's multi-annual strategic priorities and objectives and annual programming. Therefore, this tool communicates FRA's overarching framework for collecting and tracking performance information against its intended results.

As illustrated in the intervention logic of the PMF, there is a logical relationship between the inputs (that is, the human and financial resources committed by the FRA), the activities, the outputs, the outtakes, and the outcomes of the Agency.

A performance indicator is a quantifiable measure used to assess FRA's success in meeting objectives for performance. They are linked to:

- **Outputs** – the outputs and services that FRA provides to its target groups, through the implementation of its projects and activities
- **Outtakes** – what beneficiaries do with FRA outputs, whether they find them helpful/relevant/timely
- **Outcomes** – long-term results in terms of the contribution of FRA's work to policy development and implementation, raising awareness of fundamental rights, building a human rights culture etc.



As part of the performance measurement process, targets are set for each indicator included in the PMF in relation to both annual activities and multi-annual objectives. In order to assess whether targets have been achieved, various methods are used (FRA's internal project management tool, a user satisfaction survey, interviews, focus groups, an external evaluation of projects, mid-term reviews of multi-annual strategies, etc.). The Consolidated Annual Activity Report provides a comprehensive description of the results achieved every year in accordance with the reporting requirements of the European Commission.

The following pages provide a detailed description of the objectives, indicators, and targets.

¹¹ This annex will be completed and finalised in 2025, when a consolidated SPD 2026 will be available.

Output indicators measure FRA's effectiveness in producing and delivering FRA products and services to key stakeholders. All output indicators shall be measured through a numerical value and represent the core performance of the Agency on a yearly basis. The performance measurement process for output indicators in 2025 is the following:

OUTPUTS OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2026	
Provide fundamental rights expertise and advice to EU institutions, Member States, and other relevant stakeholders	Extent to which FRA has delivered fundamental rights expertise and advice	11 Number of publications produced	<ul style="list-style-type: none"> Fundamental Rights Report Report Paper Summary Legal opinion "In brief/Factsheet" Leaflet 	<ul style="list-style-type: none"> Flyer Handbook Guide/Manual Easy-to-read report Periodic update/Series Country sheet/fiche Case study 	35 main publications 100 other publications produced
		12 Number of research outputs produced	<ul style="list-style-type: none"> Research Methodology Research Guideline Standard Survey/Questionnaire Set of Indicators 	<ul style="list-style-type: none"> Fieldwork research/mapping FRANET report Dataset Data analysis 	200
		13 Number of written/ oral input delivered	<ul style="list-style-type: none"> Letter Thematic analysis Review of reporting tools Review of strategies/resolutions/ other documents 	<ul style="list-style-type: none"> Review of research tools/methods Review of training materials etc. Articles Other inputs given in the context of bilateral meetings 	320
	Extent to which FRA's stakeholders have requested the Agency's expertise and advice on fundamental rights	14 Number of formal requests for opinions on legislative proposals	<ul style="list-style-type: none"> From the European Parliament From the European Commission From the Council 		1
		15 Number of requests for data and evidence	<ul style="list-style-type: none"> From EU Institutions From Member States From EU Agencies 	<ul style="list-style-type: none"> From International Organisations From other stakeholders 	60
Enhance fundamental rights capabilities of EU institutions, Agencies and Member States	Extent to which FRA has delivered technical assistance and capacity building activities	16 Number of technical assistance/ capacity building activities organised/ co-organised by FRA	<ul style="list-style-type: none"> Training Capacity building event (e.g. workshop, seminar, other) Training and capacity building events participating only as an external expert 	35	
	Extent to which FRA's stakeholders have requested the Agency's technical assistance on fundamental rights	17 Number of requests for: <ul style="list-style-type: none"> Technical assistance Capacity building 	<ul style="list-style-type: none"> From EU Institutions From Member States From EU Agencies 	<ul style="list-style-type: none"> From International Organisations From other stakeholders 	225
	Extent to which FRA is present on the ground	18 Number of country visits to Member States			3
Develop effective networks with key stakeholders and Agency networks	Extent to which FRA organises relevant meetings and events with its key stakeholders	19 Number of meetings and events (<i>in-person, virtual/hybrid events</i>) organised/ co-organised by the FRA	<ul style="list-style-type: none"> Expert meeting Stakeholder meeting Consultation meeting Study visit Conference 	<ul style="list-style-type: none"> Forum Workshop Roundtable Launch event Networking event Awareness raising event 	165
	Extent to which FRA participates in external meetings and events	110 Number of external meetings and events where FRA presented/	<ul style="list-style-type: none"> Formal presentation to EU institutions Group meeting with EU institutions and Member states 	<ul style="list-style-type: none"> Country mission Workshop Seminar Networking event 	230

OUTPUTS OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES		TARGET 2026
	organised by its key stakeholders	spoke/ formally intervened	<ul style="list-style-type: none"> • Conference/Forum • Launch event 		
Disseminate FRA's activities and outputs and raise awareness on fundamental rights	Extent to which FRA produces communication material to maximise FRA outputs and awareness raising	I11 Number of communication material produced	<ul style="list-style-type: none"> • Video • Infographic • Q&A • Dataset • Tools • Database • News/Press release • Public Event • Flagship meeting 	<ul style="list-style-type: none"> • Social media post • Live stream • Video message for conferences • Interview • Podcast • Promotional materials • FRA website • Campaigns/website campaign • FRA newsletter 	<u>20 news items</u> <u>10 press releases</u> <u>12 social media videos/reels</u> <u>5 video messages</u> <u>20 interviews</u> <u>2 campaigns</u>
	Degree to which FRA's outputs effectively reach its stakeholders	I12 Number of FRA's outputs accessed/downloaded online ¹²	<ul style="list-style-type: none"> • Number of downloads • Number of unique visitors to FRA website • Number of unique visitors to FRA's event websites 	<ul style="list-style-type: none"> • Number of accesses to FRA databases/online tools 	1.150.000
		I13 Number of printed publication copies disseminated	<ul style="list-style-type: none"> • Publications Office of the EU • Print disseminations through other channels 		15,000
	Extent to which FRA publications have been translated into other EU languages	I14 Number of translations of FRA's publications into other EU languages	<ul style="list-style-type: none"> • Into all official languages of the EU (24) • Into at least one other language 		25

Outtake indicators measure the satisfaction of FRA customers with the work of the Agency (e.g. how stakeholders use FRA's outputs, whether they found them useful/relevant/timely, etc.) as well as the opinion of stakeholders on the Agency and its outreach activities (e.g. events, social media, etc.). Outtake indicators can be of a quantitative or qualitative nature (i.e. measured through numerical values and/or opinions).

OUTTAKES OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2026
Improve effective synergies among EU, international and national stakeholders, and Civil Society	Extent to which FRA events are attractive to relevant stakeholders	I15 Number of participants in FRA's events	<ul style="list-style-type: none"> Number of participants in FRA's in-person events Number of participants in FRA's virtual events (unique viewers) through all channels (e.g., event website, YouTube, Facebook) Number of unique viewers of event recordings through all channels (e.g., event website, YouTube, Facebook) 	2,000
		I16 Proportion of stakeholders attending FRA events who would attend similar FRA events in the future	<ul style="list-style-type: none"> EU stakeholders National authorities Local stakeholders National Human Rights Institutions Equality Bodies <ul style="list-style-type: none"> Ombudspersons Civil Society Organisations International Organisations Non-human rights actors 	80%
	Extent to which FRA engagement and exchange effort contributes to stakeholders' work	I17 Proportion of participants registered in the Fundamental Rights Platform who consider cooperation through the Platform to be useful for their work		80%
Consolidate its position as a centre of excellence and expertise on fundamental rights	Extent to which FRA stakeholders have used/benefited from FRA's expertise on fundamental rights	I18 Number of references to FRA's work	<ul style="list-style-type: none"> In policy documents Legislation Case law Infringement procedures Impact assessments <ul style="list-style-type: none"> Feasibility studies Strategies Speeches Reports Other types of documents 	500
		I19 Number of participants in FRA's technical assistance/ capacity building activities	<ul style="list-style-type: none"> Number of people who took part in in-person FRA's technical assistance/capacity building activities Number of people who attended FRA's virtual capacity building/technical assistance activities (unique viewers) through all channels Number of unique viewers of recordings of capacity building/technical assistance activities through all channels 	300
		I20 Proportion of stakeholders who have used FRA outputs	<ul style="list-style-type: none"> Per type of use: Policy making (at EU / national level) Implementation of legislation and policies (at EU / national level) Research purposes <ul style="list-style-type: none"> Awareness raising purposes Advocacy purposes Measuring the impact of a given intervention on fundamental rights Other purposes 	60%
	Extent to which FRA stakeholders are satisfied with FRA activities and outputs	I21 Extent to which FRA's outputs are considered by stakeholders to be: <ul style="list-style-type: none"> Useful Relevant 	<ul style="list-style-type: none"> By type of output: Survey data Capacity building activities Reports Papers <ul style="list-style-type: none"> Handbooks Periodic update/series Country sheet/fiche Online tools 	Useful: 80 % Relevant: 90 % Timely: 70 % Reliable: 90 %

OUTTAKES OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2026
		<ul style="list-style-type: none"> Timely Reliable 	<ul style="list-style-type: none"> Summaries Legal opinions Expert advice/input Set of indicators 	
	Extent to which FRA is able to provide real-time expertise and advice in response to emergencies with an impact on fundamental rights	I22 Proportion of stakeholders who believe that FRA has provided relevant and reliable real-time expertise in response to an emergency		70%
	Extent to which FRA's work has been discussed in the media	I23 Number of mentions to FRA in the media	<ul style="list-style-type: none"> Number of mentions in print media (e.g., newspapers, magazines etc.) Number of mentions in internet media (e.g., social networks, websites, blogs, etc.) 	4000 mentions of FRA 1000 mentions of FRA Director
		I24 Tone of FRA's coverage (positive, neutral, and negative) in social media		70% positive
Increase awareness of FRA's outputs/fundamental rights among stakeholders	Extent to which FRA's awareness raising and communication activities have resulted in more people engaging with FRA's work	I25 FRA's presence in social media ¹³	<ul style="list-style-type: none"> Number of FRA followers Number of impressions Number of likes Number of retweets/ re-shares Average number of comments per post Engagement rate Number of social media impressions 	10% increase
		I26 Number of media enquiries (through FRA contact form)		10% increase
		I27 Rate of increase/decrease in the number of FRA's newsletter recipients	<input type="checkbox"/> Monthly subscription <input type="checkbox"/> Weekly subscription	10% increase

Outcome indicators measure longer term changes in attitudes and behaviours directly attributable to FRA's work (e.g. contribution to policy development and implementation, visibility of fundamental rights, building a human rights culture, etc.). Outcome indicators can be of a quantitative or qualitative nature

OUTCOMES OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2026-2028
FRA's activities foster closer cooperation and synergies between fundamental rights actors	Extent to which FRA activities are effective in connecting relevant stakeholders / practitioners concerning fundamental rights	I28 Proportion of stakeholders who think that FRA is successful in promoting dialogue with key and new fundamental rights actors to respond to pressing human rights issues	<ul style="list-style-type: none"> At EU level At national level 	80% 50%

FRA's activities support legal and policy developments related to fundamental rights at EU and national level	Extent to which FRA activities contribute to the development and implementation of EU and national legislation and policies in a manner which reflects the desired impacts of the Agency	I29 Proportion of stakeholders who consider that FRA's activities contribute to the <u>development</u> of fundamental rights legislation and policies	<ul style="list-style-type: none"> • At EU level • At National level 	60% 50%
		I30 Proportion of stakeholders who consider that FRA's activities contribute to the <u>implementation</u> of fundamental rights legislation and policies	<ul style="list-style-type: none"> • At EU level • At National level 	60%
		I31 Proportion of stakeholders who believe that FRA's activities have positively contributed to EU priorities and policy agenda		80%
FRA's activities make fundamental rights visible and develop a human rights culture in the Union	Extent to which FRA activities contribute to raising awareness of fundamental rights in the EU	I32 Proportion of stakeholders who consider that FRA's activities contributed to making fundamental rights more visible	<ul style="list-style-type: none"> • At EU level • At National level 	80% 50%
	Extent to which FRA contribute to a human rights culture	I33 Proportion of stakeholders who believe that the FRA has contributed to developing a human rights culture	<ul style="list-style-type: none"> • At EU level • At National level 	80% 50%
	Extent to which FRA's presence on the ground is timely and contributes to national up-to-date expertise	I34 Proportion of stakeholders who believe that FRA's presence on the ground positively impacts the provision of up-to-date expertise on fundamental rights		60%
	Extent to which FRA activities contribute to strengthen the EU and national fundamental rights infrastructure	I35 Proportion of stakeholders who believe that the FRA has contributed to developing a fundamental rights infrastructure	<ul style="list-style-type: none"> • At EU level • At National level 	80% 50%

KEY PERFORMANCE INDICATORS FOR THE DIRECTOR

In line with the Commission Guidelines on key performance indicators (KPI) for directors of EU decentralised agency, the following objectives, indicators, and targets for the FRA's Director are identified:

OBJECTIVE	KPI	TARGET
Work programme fully implemented throughout the year and such implementation is reflected in the Annual Activity Report for such a year	Timely submission of the draft Programming document to the Management Board and to the European Commission	December N-2 January N-1 December N-1
	Percentage of completion of the projects of the AWP/Programming document	90%
	Timely achievement of objectives of the multi-annual programming of the Agency	90%
	Timely submission of documents foreseen for publication in the AWP/Programming document/Annual activity report and in particular of the (annual) Fundamental Rights Report, in cooperation with the Scientific Committee	90%
Swift, timely and full use of the financial and human resources allocated by the budgetary authorities	Rate (%) of implementation of Commitment Appropriations	> 95%
	Rate (%) of cancellation of Payment Appropriations	< 5%
	Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding and fee income, where applicable, received in Year N)	> 95%
	Rate (%) of payments executed within the legal/contractual deadlines	> 80%
Timely implementation in the adequacy and effectiveness of internal control systems	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	90%
	Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December)	< 5% of total posts
	Positive review of agency publications containing Opinions through the FRA Opinions Committee	100%
	Delivery of positive opinions by the Scientific Committee on agency publications	100%
	Ex-ante and ex-post evaluations of projects are implemented based on the Annual Evaluation plan	80%
Evidence of the level of staff wellbeing	Organisation of satisfaction surveys / engagement surveys within the Agency	1 every two years
	Annual average days of short-term sick leave per staff member	< 8
	Member of staff complaining under Article 90 (2) SR per 100 staff members	< 5
External presentation of the Agency's activities and effective cooperation with the Agency's external stakeholders	Formal presentations to the European Parliament and Council (incl. its preparatory bodies)	> 4
	Council and Country visits to present the Agency's work	4
	Cooperation meetings with the Agency's networks and partners including EU institutions, bodies and agencies, National Liaison Officers, international organisations, public bodies competent for human rights in the Member States (incl. NHRIs), and civil society (incl. participants in the Fundamental Rights Platform)	> 200 bilateral meetings > 15 stakeholder meetings at FRA 1 NLO meeting > 6 visits to EU institutions, bodies, and agencies

ANNEX XVI: Procurement plan Year 2026 ¹⁴

¹⁴ ¹⁴ This annex will be completed and finalised in 2025, when a consolidated SPD 2026 will be available.