

## MB DECISION

**Decision n°:** **2025/01**

**Subject:** **Consolidated Annual Activity Report 2024**

### THE MANAGEMENT BOARD OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

HAVING REGARD to

- a) 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) 2022/555 and in particular article 12§6(b), and
- b) 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 article 48.

Whereas:

The Management Board assessed the authorising officer report on the performance of his duties and concluded that:

- the implementation of the Annual Work Programme contributed towards the achievement of the operational objectives, and
- the internal controls were adequate and effective.

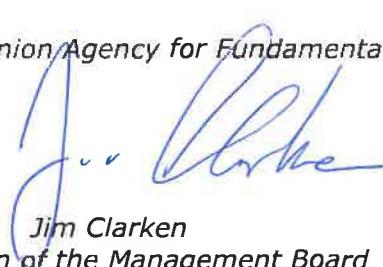
HAS DECIDED AS FOLLOWS:

#### *Article 1*

To adopt the Consolidated Annual Activity Report 2024 together with its annexes.

Done at Vienna, on 19 May 2025

*For the European Union Agency for Fundamental Rights*



*J. Clarken*  
Jim Clarken  
Chairperson of the Management Board

Annex: Consolidated Annual Activity Report for 2024 including all its annexes

# CONSOLIDATED ANNUAL ACTIVITY REPORT OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

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2024

REPORT

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Luxembourg: Publications Office of the European Union, 2025

# **Consolidated Annual Activity Report of the European Union Agency for Fundamental Rights**

**2024**

In pursuance of FR 2018/1046, FFR No 2019/715 <sup>(1)</sup>



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# Abbreviations

<b>ABAC</b>	accrual-based accounting
<b>AI</b>	artificial intelligence
<b>ARES</b>	advanced records system
<b>BUDG</b>	Committee on Budgets
<b>CEPOL</b>	European Union Agency for Law Enforcement Training
<b>CERT-EU</b>	Computer Emergency Response Team for the EU institutions, bodies and agencies
<b>CERV</b>	citizens, equality, rights and values
<b>CJEU</b>	Court of Justice of the European Union
<b>CoE</b>	Council of Europe
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>CSO</b>	civil-society organisation
<b>DG</b>	directorate-general
<b>DPA</b>	data protection authority
<b>DROI</b>	Subcommittee on Human Rights
<b>DSA</b>	Digital Services Act
<b>EAW</b>	European Arrest Warrant
<b>ECA</b>	European Court of Auditors
<b>ECtHR</b>	European Court of Human Rights
<b>EDPS</b>	European Data Protection Supervisor
<b>EEA</b>	European Economic Area
<b>EES</b>	entry-exit system
<b>EFRIS</b>	European Union fundamental rights information system
<b>EFSA</b>	European Food Safety Authority
<b>EIGE</b>	European Institute for Gender Equality
<b>EJTN</b>	European Judicial Training Network
<b>EMAS</b>	eco-management and audit scheme
<b>ERA</b>	Academy of European Law
<b>ETIAS</b>	European travel information and authorisation system
<b>EU</b>	European Union
<b>EUAA</b>	European Union Agency for Asylum
<b>EUAN</b>	EU Agencies Network
<b>eu-Lisa</b>	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
<b>Eurojust</b>	European Union Agency for Criminal Justice Cooperation
<b>European NPM Forum</b>	European National Preventive Mechanisms Forum
<b>Europol</b>	European Union Agency for Law Enforcement Cooperation
<b>FEMM</b>	Committee on Women's Rights and Gender Equality
<b>FRA</b>	European Union Agency for Fundamental Rights
<b>FRF</b>	Fundamental Rights Forum
<b>FREMP</b>	Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons
<b>Frontex</b>	European Border and Coast Guard Agency
<b>FRP</b>	Fundamental Rights Platform

<b>FTE</b>	full-time equivalent
<b>GDPR</b>	general data protection regulation
<b>Grevio</b>	Group of Experts on Action against Violence against Women and Domestic Violence
<b>HELP</b>	Human Rights Education for Legal Professionals
<b>HR</b>	human resources
<b>IALN</b>	Inter-Agency Legal Network
<b>IAS</b>	Internal Audit Service
<b>IMCO</b>	Committee on Internal Market and Consumer Protection
<b>IT</b>	information technology
<b>JHAAN</b>	Justice and Home Affairs Agencies' Network
<b>KPI</b>	key performance indicator
<b>LGBTIQ</b>	lesbian, gay, bisexual, transgender, intersex and queer (or questioning)
<b>LIBE</b>	Committee on Civil Liberties, Justice and Home Affairs
<b>MB</b>	Management Board
<b>NAPAR</b>	national action plan against racism
<b>NHRI</b>	national human rights institution
<b>NLO</b>	national liaison officer
<b>NomCom</b>	Nomenclature Commune
<b>ODIHR</b>	Office for Democratic Institutions and Human Rights
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>OLAF</b>	European Anti-Fraud Office
<b>OSCE</b>	Organization for Security and Co-operation in Europe
<b>PACE</b>	Parliamentary Assembly of the Council of Europe
<b>QES</b>	qualified electronic signature
<b>SDG</b>	sustainable development goal
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNECE</b>	United Nations Economic Commission for Europe
<b>UNICEF</b>	United Nations Children's Fund

# Management Board's analysis and assessment

The Management Board of the European Union Agency for Fundamental Rights (FRA),

Having regard to:

- Council Regulation (EC) No 168/2007 of 15 February 2007 establishing a European Union agency for fundamental rights as amended by Council Regulation (EU) 2022/555 of 5 April 2022
- the general financial regulation of 18 December 2018, in particular Article 48(1)
- FRA's 2024–2026 single programming document, adopted by the Management Board in December 2023, and, in particular, the work programme for the 2024 financial year

Acknowledges the results achieved by FRA during the year and makes the following comments.

1. This report contains a comprehensive and thorough account of the activities carried out by FRA in the implementation of its mandate and programme of work during the financial year. FRA has met its obligations under Article 48(1), providing a detailed account of the results achieved in relation to the objectives set out in the annual work programme and the five strategic areas defined in the newly adopted FRA strategic plan for 2023–2028, of financial and management information and of the risks related to the organisation's activities and measures.
2. The Management Board takes note that the Director, in her capacity as authorising officer, had no reservations to report.
3. It notes with satisfaction that the key performance indicator results were positive across all activities and that the targets set were achieved in all cases.
4. It welcomes the successful implementation of the 2024 annual work programme, resulting in a fully implemented budget with 100 % execution of commitment appropriations. In particular, it acknowledges the Agency's contributions in the following areas.
  - **Providing data and analysis to policymakers in the EU so that they can draw on FRA's work when developing strategies on diverse topics.** In 2024, FRA continued to support the proceedings of many working groups and parties of the European Commission, appeared before committees of the European Parliament and participated in meetings with representatives of EU Member States and civil society, demonstrating the relevance of its work. 2024 was marked by FRA's publication of important results of its large-scale surveys. The report of the third survey of lesbian, gay, bisexual, transgender, intersex and queer (or questioning) (LGBTIQ) people, presented first during a high-level conference organised by the Belgian Presidency of the Council of the European Union, contributes to the implementation of the EU LGBTIQ equality strategy (2020–2025). The results in the report *Being Muslim in the EU – Experiences of Muslims*, based on the EU Survey on Immigrants and Descendants of Immigrants, were presented in a workshop co-organised by the European Commission and FRA. The workshop brought together civil-society organisations to

discuss ways of combating anti-Muslim racism, discrimination, inequality and social exclusion. Through the publication of the results of the third EU Gender-based Violence Survey, FRA provided data that will better enable policymakers across the EU to combat violence against women and give more effective support to victims, contributing to the implementation of the EU victims' rights strategy. FRA's third Survey on Discrimination and Hate Crime against Jews in the EU provides the EU institutions, national authorities, public authorities and others in the field with first-hand data on experiences and perceptions of antisemitism, contributing to the implementation of the EU strategy on combating antisemitism and fostering Jewish life (2021-2030). FRA continued its long-standing cooperation with civil society, for example hosting a series of webinars through the Fundamental Rights Platform, focusing on the political participation of people with disabilities and ensuring compliance with fundamental rights in the spending of EU funds. The impact of FRA's work at the national level can be seen through various activities, such as the publication of updated versions of country studies on national standards on criminal detention covering all 27 Member States, forming part of the agency's database on the area, and the training sessions on fundamental rights that FRA conducts in the Member States bordering the EU.

- **Delivering continuous results in the area of asylum and migration, with regular overviews of migration-related fundamental rights concerns.** In this regard, in 2024, in line with the provisions of the screening regulation, FRA published guidance for the independent monitoring mechanisms to be established under the EU pact on migration and asylum. FRA continued publishing its data on the operations of non-governmental organisations' vessels involved in search and rescue missions in the Mediterranean. The report *Guidance on Investigating Alleged Ill-treatment at Borders*, published in 2024, revealed that many serious, recurrent and widespread rights violations at borders are not properly investigated.
- **Ensuring continued cooperation with the EU institutions and various agencies, creating a platform for sharing experiences and good practices.** Specifically, in 2024, FRA provided its expertise to support the Directorate-General for Justice and Consumers in collecting inputs on Roma inclusion. In addition, jointly with the European Institute for Gender Equality and Eurostat (the statistical office of the EU), FRA launched the results of the EU Gender-based Violence Survey in November 2024. FRA actively cooperates with the members of the Justice and Home Affairs Agencies' Network. Notable examples of this include FRA's contribution to specific projects focused on digital developments under the EU Innovation Hub for Internal Security of the European Union Agency for Law Enforcement Cooperation (Europol), and the coordination of quarterly meetings with the European Border and Coast Guard Agency, the European Union Agency for Asylum and Europol fundamental rights officers. FRA also cooperates with agencies outside the Justice and Home Affairs Agencies' Network, for example through its input into the European Environment Agency's report *Just Sustainability Transitions – From concept to practice* and the European Quality of Life Survey by the European Foundation for the Improvement of Living and Working Conditions.
- **Building sustainable cooperation with international organisations, thus creating synergies and contributing to the consistency of the EU's human rights policies with other international frameworks.** In 2024, FRA's cooperation with the Council of Europe and the Office of the United Nations High Commissioner for Human Rights was demonstrated through numerous working-level exchanges and participation in consultations, in particular with bodies of the Council of Europe and the UN (across FRA's thematic programmes). FRA staff regularly contributed expertise to the Council of Europe in a range of areas: the Charter of Fundamental Rights of the European Union, AI, hate crime, social rights, migration, civic

space, access to justice and the rights of the child. Cooperation continued on the further development of the European Union fundamental rights information system, as well as with the European Court of Human Rights and on the Human Rights Education for Legal Professionals programme. A specific example is the launch of a joint factsheet by the Registry of the European Court of Human Rights and FRA on the European Arrest Warrant and fundamental rights in June 2024. Later, in September 2024, FRA participated in the UN Summit of the Future action days, speaking at a side event on the social rights of young people. Still in 2024, FRA successfully completed its cooperation with the European Economic Area and Norway at the end of the financial cycle.

- **Producing a wide range of publications and running events that covered all three strategic objectives set out in FRA's 2023–2028 strategic plan.** In 2024, FRA produced 29 publications covering a wide range of areas, including the report *Enforcing Consumer Rights to Combat Greenwashing*. A key highlight was the publication of FRA's annual *Fundamental Rights Report*. The report was prepared with input from the Council of Europe and civil society through the Fundamental Rights Platform, and it highlighted issues like the cost-of-living crisis, migration, democracy, rising antisemitism and the digital divide in the EU. In 2024, FRA successfully organised the third edition of its flagship event, the Fundamental Rights Forum. The event brought together approximately 1 000 participants on site and around 1 300 participants online. It focused on protecting democracy and civic space in Europe, on shaping a socially and environmentally sustainable Europe and on ensuring rights-compliant digitalisation. The event demonstrated FRA's capacity to bring together EU and international institutions, local authorities, national human rights institutions, ombudspersons, equality bodies, civil-society organisations, businesses and young people, with representatives discussing topics such as the rule of law, the green transition, digitalisation and AI.
- **Consolidating communication methods and maintaining the distribution of information at different levels.** The publication of major FRA survey results and other products resulted in a significant increase in FRA's media coverage in 2024, and FRA maintained its first place in the ranking of EU organisations whose print publications are disseminated by the Publications Office of the EU. The Management Board welcomes the translation of the Charter of Fundamental Rights e-courses, case studies and trainers' manual into all EU languages (apart from Irish and Maltese), making them more accessible at the Member State level. FRA continued its initiative to support the green transition by publishing online rather than in print, with the aim also of improving the accessibility and quality of its products.

5. The Management Board acknowledges the continued challenges that FRA faces in terms of the availability of its human and financial resources and welcomes FRA's efforts to prioritise its demanding workload and seek synergies by cooperating with other institutions and agencies, like the justice and home affairs agencies.

6. It welcomes the positive results that have been confirmed in *ex post* evaluations, concluding that the Agency's work is of high quality and important for its stakeholders.

7. It considers that the main risks that threaten the achievement of FRA's strategic and operational objectives have been properly identified and that the necessary measures have been adopted to mitigate their impact or likelihood of occurring. In addition, it recognises that the internal control systems put in place by the Agency are adequate, as confirmed by various audits carried out throughout the financial year.

8. It observes that the Director's declaration of assurance is based on a robust control system built around the internal control framework introduced through the board's decision of 17 May 2018, which is also confirmed by the absence of significant findings from the Internal Audit Service and the European Court of Auditors.

9. It notes FRA's diligent response to findings from the European Court of Auditors and the Internal Audit Service and supports FRA's efforts to implement their recommendations in a transparent manner.

10. Finally, the Management Board considers that the information provided in the 2024 Consolidated Annual Activity Report gives the board reasonable assurance that FRA used the resources available to it for their intended purpose and in accordance with the principles of sound financial management. Furthermore, the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

In light of the above, the Management Board requests that the 2024 Consolidated Annual Activity Report be forwarded, together with this analysis and assessment, to the European Parliament, the European Council, the Commission and the European Court of Auditors.

*Vienna, 20 May 2025*

*Jim Clarken*

*Chairperson of the Management Board*

# Executive summary

In 2024, the European Union Agency for Fundamental Rights (FRA) made an important contribution to protecting and promoting fundamental rights in the EU, guided by its three strategic priorities. Through targeted research, engagement with key stakeholders and evidence-based contributions, the Agency reinforced the EU's efforts to uphold fundamental rights in policy- and lawmaking. This summary highlights key achievements in line with FRA's 2023–2028 strategic priorities.

## **Priority 1 – Support the upholding of fundamental rights standards in the development of new EU laws and policies**

This priority aims to uphold fundamental rights standards in the development of new EU laws and policies through collecting and analysing reliable data, providing independent advice to decision-makers and conducting foresight work.

In 2024, the Agency:

- provided expert advice and recommendations on emerging EU policy and legislation, ensuring fundamental rights considerations were considered in policy development;
- delivered legal and policy analyses to inform key legislative proposals, supporting policymakers in aligning new initiatives with EU fundamental rights standards;
- strengthened collaboration with the EU institutions, offering timely inputs into legislative processes to safeguard rights, particularly in the fields of AI, border management and justice reforms;
- organised high-level dialogues and consultations with EU decision-makers to facilitate evidence-based discussions on the fundamental rights implications of proposed policies.

The agency's activities yielded strong results: 82 % of stakeholders believe FRA contributed significantly to embedding fundamental rights in EU policymaking. In 2024, FRA delivered 520 written and verbal contributions and addressed 136 requests for data and evidence, aiming to help ensure that fundamental rights are systematically considered in legislative processes. FRA was second only to the European Commission in the number of publications ordered through the Publications Office of the European Union. Furthermore, 80 % of stakeholders confirm that FRA's work has positively shaped EU priorities and policies, highlighting its role as a trusted advisor in legislative processes. 70 % of stakeholders acknowledge FRA's ability to provide timely, reliable expertise in emergency situations.

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

This priority entails providing advice, research and real-time assistance to the EU institutions and Member States to support the effective implementation of laws and policies. Additionally, it promotes the integration of a fundamental rights perspective into laws and policies and helps address emerging challenges through practical, rights-based solutions.

In 2024, the Agency:

- conducted assessments and provided recommendations on the implementation of key EU directives and regulations, including those concerning non-discrimination, and on data protection;
- published research and surveys evaluating the impact of EU legislation on vulnerable populations, highlighting areas in which enforcement and compliance could be improved;
- supported national authorities in strengthening their capacities to monitor fundamental rights, promoting promising practices for the effective application of EU legal frameworks;
- delivered targeted capacity-building activities and training for key stakeholders, including legal practitioners, policymakers and civil-society organisations, increasing awareness and implementation of rights-based approaches.

In 2024, FRA played an important role in supporting the effective implementation of fundamental rights legislation. This is reflected by the 81 % of stakeholders who believe FRA's contributions help to uphold fundamental rights in the application of existing EU laws. Likewise, 82 % consider FRA's activities instrumental in advancing the implementation of fundamental rights legislation. FRA's outputs remain a critical resource for policymakers and practitioners, with 97 % of stakeholders reporting the use of FRA's research and publications. Notably, 84 % of stakeholders credit FRA's reports with deepening their understanding of fundamental rights trends, while 73 % state that FRA's materials directly influence their work and decision-making.

To support implementation efforts, FRA actively engaged with stakeholders, organising or co-organising 77 events and contributing to 223 external meetings and events attended by 3 906 participants, thus ensuring that fundamental rights were consistently reinforced in policy discussions and practice. FRA's work was extensively referenced, with 143 citations by key institutions and over 1 000 academic references, reflecting FRA's widespread influence on fundamental rights implementation across Europe.

### **Priority 3 – Cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision**

This priority focuses on promoting awareness among rights holders and duty bearers, developing research tools and indicators, and strengthening protection systems through partnerships. Additionally, it entails fostering dialogue among key actors to address fundamental rights challenges and support joint action.

In 2024, the Agency:

- strengthened cross-sectoral cooperation and engagement with the EU institutions, national authorities, international organisations and civil society actors;
- led initiatives addressing emerging challenges such as climate change, digital transformation, the rule of law and migration.

To enhance cross-cutting fundamental rights protections, FRA strengthened partnerships and expanded its outreach. 84 % of stakeholders affirm that the Agency's activities increased the visibility of fundamental rights across the EU, while 77 % acknowledge FRA's contribution to developing a human rights culture. FRA's events continued to foster engagement and knowledge sharing, with 99.3 % of participants expressing willingness to attend future FRA events. The agency expanded its outreach, with 3 851 313 online downloads/ accesses of FRA outputs and 6 521 media articles highlighting the agency's work in 2024. Also, in 2024 639 participants engaged in FRA's technical assistance and capacity-building activities.

Through these efforts, FRA sought to reinforce fundamental rights across the EU in 2024. The Agency remained committed to supporting rights-compliant laws, ensuring their effective implementation, and fostering cross-sectoral collaboration.

More details on FRA's achievements can be found in Part I, where key results are outlined by area of activity. Annex I provides an overview of core business statistics and stakeholder survey results.

## **KEY CONCLUSIONS ON FINANCIAL MANAGEMENT AND INTERNAL CONTROL**

In line with the internal control framework, FRA has assessed its internal control systems during the reporting year and has concluded that they are effective, and the components and principles are present and functioning as intended. Please refer to Part III for further details.

In addition, FRA has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the Internal Audit Service and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance about the achievement of the control objectives. Please refer to Section 2.7 for further details.

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated. The Director, in her capacity as authorising officer, has signed the declaration of assurance.



# **PART I.**

## **FRA'S ACHIEVEMENTS IN 2024**

Part I highlights the achievements of the European Union Agency for Fundamental Rights (FRA) in 2024, showcasing its contributions to EU priorities and its collaborations with EU institutions, agencies, networks and Member States across all areas of the Agency's activities.

# Anti-racism and non-discrimination

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA contributed to the EU's efforts to combat racism and discrimination, supporting the implementation of key directives such as the racial equality directive and the employment equality directive. Alignment with the EU anti-racism action plan and other equality strategies guided FRA's initiatives.
- The Agency focused on data collection and research, publishing significant findings from surveys that provided crucial evidence to inform EU policies and address bias-motivated crimes effectively.
- FRA enhanced its cooperation with various EU actors, contributing to national and international discussions on combating hate speech and discrimination.

The legal basis of FRA's work in this area includes the EU's **racial equality directive (Council Directive 2000/43/EC)** and **employment equality directive (Council Directive 2000/78/EC)**, the framework decision on racism and xenophobia and the victims' rights directive (**Directive 2012/29/EU**). The work is also guided by the EU's **2020–2025 anti-racism action plan** and **subgroup on the national implementation of the EU anti-racism action plan 2020–2025, the 2021–2027 action plan on integration and inclusion** and **the 2020–2025 LGBTIQ equality strategy** (and accordingly the LGBTIQ Equality Subgroup).

### Key achievements in 2024

<b>Hate speech and hate crime</b>	FRA contributed to activities under the EU High-Level Group on Combating Hate Speech and Hate Crime; the High-Level Group on non-discrimination, equality and diversity; the Subgroup on Equality Data; and the Subgroup on the Implementation of NAPARs.
<b>Data collection and research</b>	FRA conducted large-scale data collection for and published findings from the EU Survey on Immigrants and Descendants of Immigrants and published the main findings from its third LGBTIQ Survey.
<b>Disability</b>	FRA initiated a project on violence in institutions, aligned with the EU strategy for the rights of persons with disabilities, and updated its report on voting rights for people with disabilities.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **European Commission.** FRA supported the Commission in developing and implementing strategies and action plans on equality by actively participating in the EU High-Level Group on Combating Hate Speech and Hate Crime, as well as the EU High-Level Group on Non-Discrimination, Equality and Diversity. FRA also contributed to establishing a list of indicators for two new directives on standards for equality bodies, in cooperation with Member States, the European Institute for Gender Equality (EIGE) and the European Network of Equality Bodies.
- **Council of Europe (CoE).** FRA used CoE standards in its anti-racism and non-discrimination efforts, contributing to various committees and expert groups to inform recommendations with its evidence and data. The Agency highlighted ongoing issues of racism, harassment and violence affecting

ethnic and religious minorities and LGBTIQ people, while also contributing to discussions on structural racism and age-based discrimination.

- **Anti-Muslim hatred.** FRA participated in multiple EU meetings in which it presented findings on the experiences of people of African descent and on anti-Muslim hatred, drawing on its extensive research and reports to inform EU policy developments.
- **Disability.** The agency engaged with the EU Disability Platform.
- **International organisations.** The United Nations Development Programme (UNDP) hosted a virtual round table at which FRA's publication on the experiences of people of African descent was presented. The meeting focusing on discrimination and its implications for the sustainable development goals (SDGs). FRA also contributed to an upcoming guide on hate crime by the Organization for Security and Cooperation in Europe (OSCE) Office for Democratic Institutions and Human Rights (ODIHR), and participated in a joint event that brought together over 70 officials from various national and international organisations to share best practices in combating hate crime. Additionally, FRA experts engaged with the personal representative of the OSCE's Chair-in-Office on combating intolerance against Muslims to further its collaboration with the organisation.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **Information session – being Black in the EU.** FRA held an information session on its report *Being Black in the EU – Experiences of people of African descent* for national authorities. The session covered experiences of racism and racial profiling among people of African descent in the EU. It gathered around 60 representatives of ministries and of the national governments of 14 Member States.
- **Events and visits.** FRA delivered a keynote at an international conference on national action plans against racism, emphasising the importance of data and definitions in combating racism. It also attended two international conferences in Germany, presenting insights from its report *Being Black in the EU*. FRA welcomed a Finnish delegation from the Prime Minister's office, discussing surveys, online hatred and anti-racism efforts. The Director presented results of the LGBTIQ Survey at the Finnish Government's Pride event. Additionally, delegations from Albania and Moldova visited FRA. This provided an opportunity for FRA to showcase its work in the area of anti-racism and non-discrimination, particularly regarding equality and hate crime data.
- **Revision of Belgium's hate crime circular.** FRA contributed to the revision of Belgium's circular on investigating hate speech and hate crime, based on recommendations developed with the OSCE ODIHR.
- **Capacity building.** As part of the European Economic Area (EEA) and Norway Grants project 'Protecting victims of crime', FRA facilitated a visit for 10 Romanian prosecutors to the United Kingdom's Crown Prosecution Service and London's Metropolitan Police. This visit enhanced their capacity to investigate and prosecute hate crimes. Subsequently, FRA, in collaboration with Franet (FRA's multidisciplinary research network) and the Romanian Training Institute, conducted 'train the trainer' sessions and four additional training sessions for practitioners.
- **Indicators in Scotland.** The Scottish Human Rights Commission used indicators developed by FRA to assess progress from institutionalisation to independent living in Scotland, demonstrating the practical application of FRA's work in improving human rights standards.

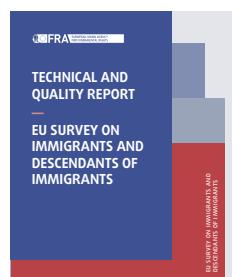
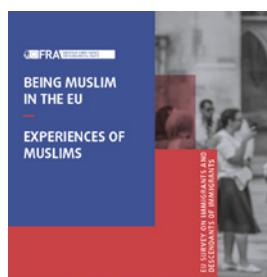
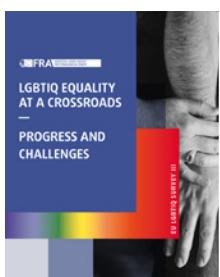
## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **European Union Agency for Law Enforcement Training (CEPOL).** FRA engaged in CEPOL-led activities in the area of hate crime. These included hosting webinars and contributing remotely to in-person training on hate crime for law enforcement officers, led by the Hellenic Policy Academy. FRA also spoke at a European hate crime conference organised by the European Commission and CEPOL, where the agency engaged with members of the working groups under the high-level groups on hate crime reporting, recording and data collection (which FRA facilitates) and on hate crime training (which CEPOL facilitates).
- **Strategic partnerships.** Through partnerships with Eurostat (the statistical office of the EU) and Eurofound, FRA was able to provide written input to Eurofound's draft report on paths towards independent living in Europe, drawing on findings from its work on the **transition from institutions to community living for people with disabilities** and on child protection, and other relevant work. FRA also participated in regular online meetings of a Eurostat task force regarding how to include people in institutional households in health and disability surveys, commenting on draft recommendations.
- **Networks.** Cooperation between FRA and the European National Preventive Mechanisms Forum (European NPM Forum) continued in the areas of criminal detention and monitoring institutions for people with disabilities. FRA was also invited to attend the annual expert meeting of the European Network on Victims' Rights to facilitate a workshop discussing needs, gaps and challenges for Member States in ensuring rights and protection for vulnerable victims.



## MAIN OUTPUTS IN 2024

- **LGBTIQ Equality at a Crossroads – Progress and challenges**
- **Being Muslim in the EU – Experiences of Muslims**
- **Political Participation of People with Disabilities – New developments**
- **Technical and Quality Report – EU Survey on Immigrants and Descendants of Immigrants**



# Social rights

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- The Agency emphasised the protection of vulnerable populations through existing EU legislation such as the European child guarantee.
- FRA delved into the relationship between social rights and environmental protection, highlighting the fundamental rights implications of sustainability policies.
- FRA strengthened its partnerships with the European Commission and the Council of Europe to enhance child protection, address age discrimination and promote social rights, actively contributing to policy development and capacity-building activities.



FRA's work on social rights is mainly guided by the **Charter of Fundamental Rights of the European Union**, the **European Pillar of Social Rights** and the **2030 Agenda for Sustainable Development**, and the Agency continues to support the Commission with its research in the implementation of the policy initiatives associated with the **European Green Deal**. FRA's work encompasses various critical topics, including social inclusion, the protection of vulnerable groups, and the intersection of social rights with environmental and consumer protection. It focuses on the European Social Rights Pillar's principles of equal opportunities, equal access to services, rights of the child, rights of people with disabilities and gender equality.

## Key achievements in 2024

<b>Data collection and research</b>	The agency published a <a href="#">report on enforcing consumer rights to combat greenwashing</a> .
<b>Rights and protection of children</b>	FRA supported the Commission's recommendation on integrated child protection systems, updating its <a href="#">mapping of child protection systems in the EU</a> together with <a href="#">27 national reports</a> commissioned for Franet.
	FRA provided expert input on child-friendly justice and participated in capacity-building activities related to the <a href="#">Joint European Union–Council of Europe child-friendly justice project</a> .
	FRA established a youth advisory panel, committing to engaging young people in discussions about their rights.
<b>Environmental protection and social rights</b>	Following the adoption of the directive on corporate sustainability, FRA conducted stakeholder consultations and fieldwork research to assess the human rights implications of the EU's sustainability framework.
	FRA dedicated a chapter of the <a href="#">2024 Fundamental Rights Report</a> to addressing the cost-of-living crisis. The report examined the impact of rising poverty on fundamental rights.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **Rights of the child.** FRA and the **CoE's Children's Rights Division** met regularly, together with the **European Parliament's Coordinator on Children's Rights**, to identify synergies in child protection and participation work to enhance joint support for the implementation, monitoring and evaluation of the **EU's 2021–2024 strategy on the rights of the child** and the **CoE's 2022–2027 strategy on the rights of the child**. FRA contributed to the **CoE Consultation Group on the Children of Ukraine**. Director Rautio

gave a **speech** at the opening high-level panel at the Eurochild Convention 2024 on **fostering rights-based solutions to tackle child poverty and social exclusion across Europe**.

- **Rights of older people.** FRA's findings in the report ***Fundamental Rights of Older Persons – Ensuring access to public services in digital societies*** fed into the work of the age discrimination unit of the Directorate-General (DG) for Justice and Consumers, and the High-Level Group on Non-Discrimination, Equality and Diversity, in particular its conclusion paper on age equality. FRA was also invited to be part of the steering committee for a DG Justice and Consumers study on discrimination on the grounds of age in the EU. FRA played a significant role in a **Parliamentary Assembly of the Council of Europe (PACE) report** focused on overcoming age-based discrimination against older people. Finally, FRA was invited to give an online keynote at the Intergenerational Culture to Counteract Ageism conference. The conference was organised by **PAGES**, a EU-funded project that aims to support the global combat on ageism and to foster intergenerational cohesion at community level.
- **The Environment.** FRA exchanged information with DG Environment, DG Energy and the Office of the United Nations High Commissioner for Human Rights (OHCHR), and joined the **EU Energy Poverty Advisory Hub's** 2024 international annual conference, organised by DG Energy. In addition, the agency submitted a session proposal for the first **DG Energy conference** to discuss the fundamental rights implications of energy poverty.
- **Social and economic rights.** The CoE and FRA maintained cooperation through the **collaborative Platform on Social and Economic Rights** to enhance the implementation and monitoring of children's rights and social protection across Europe, speaking at a platform meeting about the impact of the crisis on young people. At the meeting, FRA also presented its work on the fundamental rights impact of the cost-of-living crisis in the EU, focusing on the social rights of young people. At the **CoE's High-Level Conference on the European Social Charter**, FRA and the CoE issued a **joint statement** emphasising the vital importance of upholding social rights and economic equality for the well-being and dignity of all individuals. FRA contributed to PACE's efforts to address greenwashing through its **comprehensive report** on the issue.
- **International organisations.** FRA participated in the **UN Summit of the Future action days** in September, speaking at a side event on the social rights of young people. FRA also attended the **United Nations Economic Commission for Europe (UNECE)–United Nations Children's Fund (UNICEF) expert group meeting on violence against children**, giving a presentation to inform experts about data on violence against children.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **Capacity building.** Capacity-building activities included visits from the European Judicial Training Network (EJTN), secondary school teachers in training from Germany and representatives of the Austrian Ministry of Justice, the focus of which was child victims' rights. FRA also gave a keynote speech at an event hosted by the German national human rights institution (NHRI) about conducting research with and for children to systematically monitor the implementation of procedural safeguards in judicial proceedings. As part of EEA and Norway Grants project 'Protecting victims of crime' in Romania, FRA conducted a train-the-trainer session on child-friendly justice.
- **Member States.** In Finland, FRA participated in a panel of the European Network of Ombudspersons for Children conference on protecting and

promoting the rights of children in alternative care. FRA also held a consultative meeting with Moldovan child protection authorities on the implementation of Moldova's national action plan on child protection.

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **EU agencies.** FRA actively fostered synergies by contributing insights to the European Environment Agency's [sustainability report](#), and Eurofound's [European Quality of Life Survey](#).
- **EU Network for Children's Rights.** FRA updated the network about its project on [integrated child protection systems](#).
- **Child-Friendly Justice European Network.** FRA participated in the annual Climate (In-)Justice for Children seminar of [the network](#), including in the session 'Embracing children's diverse profiles and situations in addressing climate justice'.
- **European Social Network.** FRA spoke at the network's meeting [Protecting Children: Working in partnership across children's services](#), where it highlighted findings from its update on [mapping child protection systems in the EU](#).

## MAIN OUTPUTS IN 2024

- *Enforcing Consumer Rights to Combat Greenwashing*
- *Mapping Child Protection Systems in the EU – Update 2023*



# Roma inclusion

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA provided fundamental rights expertise to assist the EU and Member States in implementing standards for Roma inclusion, enhancing targeted policy design and evaluation.
- FRA initiated the Roma Survey in January 2024, completing preparatory work by May and ensuring data integrity.
- FRA continued its collaboration with the European Commission, the Council of Europe and international organisations, contributing to the development of reporting tools and data collection efforts for the effective implementation of national Roma inclusion strategies. FRA strengthened its partnerships with the European Commission and the Council of Europe to enhance child protection, address age discrimination and promote social rights, actively contributing to policy development and capacity-building activities.

FRA's work in the sector of Roma inclusion assists the Commission and Member States in designing targeted policies and evaluating their impact, with respect to the **EU Roma strategic framework for equality, inclusion and participation** and the **related Council recommendation**. The agency provides, upon request, technical assistance to the Commission, Member States and other stakeholders on data collection and the development of tools to monitor progress on Roma inclusion.

### Key achievements in 2024

<b>Support for Roma inclusion</b>	FRA leveraged fundamental rights expertise to assist the EU and Member States in applying existing standards for Roma inclusion.
<b>Roma Survey</b>	The implementation of the Roma Survey began in January 2024, with the successful completion of preparatory work by May.
<b>Collaboration and strategic guidance</b>	The agency conducted quality control visits to ensure data integrity and worked with Croatia and Slovakia in preparation for their national Roma surveys.
	FRA provided strategic advice under an EEA and Norway Grants project, including tailored guidance on data analysis for the monitoring of Roma-targeted measures.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **European Commission.** FRA aided the Commission in developing an online reporting tool for national Roma contact points to report on national strategic frameworks and gather data for the 2024 Roma Survey. FRA provided technical support to DG Justice and Consumers, co-designed the questionnaire and collaborated with IT developers to ensure accurate implementation. Additionally, FRA tested the tool with DG Justice and Consumers and selected national Roma contact points and supported DG European Neighbourhood and Enlargement Negotiations in planning future Roma inclusion programming in the Western Balkans. It also offered data and expert advice to other DGs, including DG Health and Food Safety and DG Education, Youth, Sport and Culture.
- **CoE.** FRA and the CoE documented findings from the CoE's InSchool project (related to the inclusion of Roma children in school) and aligned efforts with the upcoming report from the Office of the Commissioner for Human Rights. In the EEA and Norway Grants project aimed at enhancing the Romanian Prosecutor's Office's response to hate crimes, FRA and the CoE conducted training sessions focused on hate crimes against Roma and

Roma children. These sessions utilised the CoE's Human Rights Education for Legal Professionals (HELP) programme alongside FRA's expertise in children and justice, hate crime and antigypsyism. FRA also participates in the CoE Committee of Experts on Roma and Traveller Issues.

- **International organisations.** The agency forged cooperation with the World Bank and UNDP on data collection on the situation of Roma in non-EU countries as part of a technical working group advising a Roma survey in Georgia, Moldova and Ukraine. FRA, as a member of the working group, attended online workshops organised by the UNDP and the World Bank as part of the EU-funded (DG European Neighbourhood and Enlargement Negotiations) project '**Multi-country survey on the socio-economic vulnerabilities of Roma in Georgia, Moldova, and Ukraine**'. These consultative online meetings in Georgia, Moldova and Ukraine aimed to bring together national organisations interested in collaboratively developing and implementing a micro-narratives study, presenting the methodology, and identifying key areas for exploration related to Roma inclusion.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **National Roma strategic framework – reporting tool.** FRA finalised a comprehensive reporting tool for tracking measures implemented within national Roma strategic frameworks, facilitating international collaboration on Roma surveys and actively participating in discussions and workshops across various countries to enhance data collection and strategic planning for Roma integration.
- **Czechia.** FRA participated in the thematic round tables for the revision of national action plans for the Czech national Roma strategic framework. FRA contributed to the debate on the collection of data on Roma in Czechia organised by the Czech national Roma contact point. The meeting brought together representatives of various line ministries, addressing their concerns and possibilities within the existing legal framework.
- **Portugal and Slovakia.** Upon invitation from the office of the Slovak national Roma contact point, FRA contributed to expert discussions on mapping Roma communities in Slovakia and to preparations for the national Roma survey in Slovakia. FRA also reviewed and commented on the action plans for a new Portuguese Roma strategy.

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **European Platform for Roma Inclusion.** FRA commented on the draft discussion paper for the European Platform for Roma Inclusion regarding Roma equality, inclusion and participation in territorial planning and development, providing data on Roma from earlier surveys.

## MAIN OUTPUTS IN 2024

- Expert advice on the collection of data on Roma to Czechia, Portugal and Slovakia
- Final questionnaire for the development of an online reporting tool to monitor the implementation of national Roma strategic frameworks

# Justice and security

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- The Agency conducted large-scale surveys on antisemitism and violence against women, in addition to publishing reports related to justice and security.
- FRA contributed to the implementation of the EU's victims' rights strategy and the strategy on combating antisemitism and fostering Jewish life by providing critical data on crime reporting, victims' access to justice and trends over time.
- FRA worked closely with the European Parliament, the Council of the European Union and the Commission to enhance the fundamental rights compliance of existing and proposed EU legislation.

In 2024, FRA supported the implementation of the relevant EU strategies (**victims' rights strategy**, **strategy on combating antisemitism and fostering Jewish life**). FRA provided unique data to the EU and its Member States on specific manifestations of crime, including levels of reporting to the police and other authorities, victims' access to justice, and trends over time.

### Key achievements in 2024

	Large-scale survey research in the fields of antisemitism and violence against women provided unique data to the EU and its Member States.
<b>Data collection and research</b>	FRA published multiple outputs: reports on <b>procedural rights of defendants in European Arrest Warrant proceedings</b> , <b>racism in policing</b> and <b>stepping up the response to victims of crime</b> and a <b>joint factsheet with the European Court of Human Rights</b> .
<b>Support for the EU institutions</b>	The agency supported the EU institutions in their efforts to ensure the effective and fundamental-rights-compliant implementation and revision of existing EU laws and policies in the area of criminal justice and internal security.
<b>National impact</b>	FRA engaged with Member States to enhance the promotion and protection of fundamental rights, maintaining regular contact with government experts and organising meetings to align its assistance with the needs of practitioners.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **European Commission.** FRA advised on the **revision of the victims' rights directive** and contributed to the work of the Commission-led EU Victims' Rights Platform by presenting its work and opinions relating to strengthening the rights of victims. Through its expertise, FRA fed into the Commission's monitoring of criminal procedural rights, the European Arrest Warrant (EAW) and conditions of criminal detention. At the invitation of the **EU coordinator on combating anti-Muslim hatred** and in its role in supporting the work of the informal, ad hoc and temporary group of experts on combating anti-Muslim hatred in the EU, FRA attended several meetings of the group. At these meetings, it presented its work on **addressing racism in policing**. FRA's survey evidence and research contributed to reports published by the Commission in 2024: a report on the implementation of the 2020–2025 EU anti-racism action plan and on related national action plans, a report on the implementation of the 2020–2025 LGBTIQ equality strategy, and the first progress report on the EU strategy on combating antisemitism and fostering Jewish life. In response to a Commission request, FRA has also been undertaking research on the fundamental rights implications of addressing the dissemination of terrorist content online.

- **European Parliament.** FRA met with several Members of the European Parliament from the European Parliament’s Committee on Civil Liberties, Justice and Home Affairs (LIBE), Committee on Internal Market and Consumer Protection (IMCO), Committee on Women’s Rights and Gender Equality (FEMM), Committee on Budgets (BUDG) and Subcommittee on Human Rights (DROI). The Director met with the wider LIBE and Subcommittee on Human Rights, presenting to them the *2024 Fundamental Rights Report* and FRA’s work on antisemitism. FRA also presented its key findings on victims’ rights to LIBE and FEMM in the context of their work on the revision of the victims’ rights directive and shared FRA’s paper on victims of crime with the rapporteurs and the shadow rapporteurs on the file.
- **CoE.** The CoE and FRA developed joint handbooks and digitalised factsheets that analysed pertinent European law derived from the case law of the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR). Data provided by FRA is utilised by various CoE monitoring bodies, notably the Group of Experts on Action against Violence against Women and Domestic Violence (Grevo), for which FRA contributed to monitoring work through the [EU Gender-based Violence Survey](#).
- **Council of the European Union.** FRA presented key findings on the gender-based violence and antisemitism surveys in the Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP) and contributed to Council conclusions on antisemitism. The Agency presented key findings from its work in the area of victims of crime to the Working party on judicial cooperation in criminal matters and contributed to the work of the Council’s Standing Committee on Internal Security in the area of access to data for effective law enforcement. The Hungarian Presidency of the Council of the European Union invited FRA to speak in FREMP on the fight against racism and on gender-based violence.
- **ECtHR.** FRA launched the [joint factsheet](#) on the EAW and fundamental rights, which highlights jurisprudence in areas where EU law and that of the European Convention on Human Rights interact. Furthermore, FRA’s [Survey on Discrimination and Hate Crime against Jews in the EU](#) informed the ECtHR judgment in *Zăicescu and Fălticineanu v Romania*.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

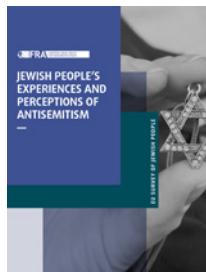
- **EU Gender-based Violence Survey.** FRA organised online information sessions for representatives of public authorities on its actions related to the EU Gender-based Violence Survey. In addition, FRA, EIGE and Eurostat experts convened online meetings to discuss results of the survey with contacts from national administrations from the eight Member States covered by the survey.
- **European Arrest Warrant.** FRA delivered the findings from its qualitative research on the procedural rights of requested persons in EAW proceedings in 19 Member States.
- **Criminal detention in the EU.** FRA published [updated versions](#) of country studies on national standards covering all 27 Member States; these form part of its database on criminal detention in the EU.
- **Hungary.** FRA trained staff of the Hungarian National Directorate-General for Aliens Policing and representatives of the national police headquarters dealing with return/readmission. In addition, it attended a hate crime conference to present its newly published report on [addressing racism in policing](#).

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **Eurostat and EIGE.** Eurostat, FRA and EIGE released the results of the EU Gender-based Violence Survey.
- **European Union Agency for Law Enforcement Cooperation (Europol).** Europol supported FRA's project on the use of remote biometric identification by law enforcement and on the fundamental rights implications of addressing terrorist content online. FRA also liaised with Europol's Fundamental Rights Officer and attended regular joint meetings of Europol, the European Union Agency for Asylum and the European Border and Coast Guard Agency (Frontex).
- **European Union Agency for Criminal Justice Cooperation (Eurojust).** Eurojust took part in meetings of the steering committee of FRA's survey on violence and related human rights abuses against women fleeing the war in Ukraine. FRA participated in Eurojust's Symposium on Victims' Rights and provided input to the Eurojust-EIGE joint project assessing the gaps in the implementation of the European protection order. FRA has been in touch with Eurojust in the course of the implementation of its project on the **digitalisation of justice and fundamental rights**. The final results of the project are due to be published in 2025. FRA has been consulting Europol and Eurojust while designing and implementing a project on the rights of victims of online fraud.

## MAIN OUTPUTS IN 2024

- *EU Gender-based Violence Survey – Key results*
- *Jewish People's Experiences and Perceptions of Antisemitism*
- *Addressing Racism in Policing*
- *European Arrest Warrant and fundamental rights ECtHR and CJEU case-law – Joint factsheet*
- *European Arrest Warrant Proceedings – Room for improvement to guarantee rights in practice*
- *Stepping up the Response to Victims of Crime – FRA's findings on challenges and solutions*
- *Country reports published as part of the Criminal Detention Database update*



# Data and digital

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA engaged with the European Commission and other stakeholders to provide insights on AI legislation, presenting findings from reports at various conferences.
- The Agency published a report on the challenges of implementing the general data protection regulation (GDPR), informing the European Commission's evaluation of the regulation.
- FRA focused on harmful content online and moderation practices, enhancing data collection on online hate speech and preparing a handbook on cybercrime and fundamental rights.

The context of the Agency's work in the area of data and digital was shaped by the general goals set by the Commission's 2019–2024 priority 'A Europe fit for the digital age', existing EU law (e.g. [the GDPR](#), [the law enforcement directive](#) and [the Digital Services Act \(DSA\)](#)), and other legislative and policy developments at the level of other organisations. EU legislative processes related to the topics of AI, data protection (e.g. the [e-evidence package](#) and the [e-privacy regulation](#)) and online content have wide-ranging fundamental rights implications, which FRA's activities serve to address. The CoE has also progressed on several standard-setting initiatives in the area, most notably on AI. In parallel, the work of the [European Data Protection Supervisor \(EDPS\)](#) and the [European Data Protection Board](#) are evolving to reflect new fundamental rights challenges with respect to digital developments.

### Key achievements in 2024

#### AI Act

FRA engaged with the European Commission's AI Office (part of DG Communications Networks, Content and Technology), as well as other relevant stakeholders, and provided input and advice to ongoing legislative work of the EU on AI. FRA presented results from its [2020 report on AI and fundamental rights](#) and the [2022 report on bias in algorithms](#) at several conferences, meetings and events during the year.

#### Data protection

FRA contributed to the CoE's efforts, particularly in the Committee on Artificial Intelligence. This committee negotiated and adopted a framework convention on AI, which opened for signature and ratification in 2024.

FRA published a [report analysing challenges and promising practices](#) that national data protection authorities identified in implementing the GDPR. This report was widely used by the European Commission in its [second evaluation of the GDPR](#).

FRA worked on updating the [EDPS-FRA-CoE-ECtHR Handbook on European Data Protection Law](#).

#### Fundamental rights online

FRA continued [researching harmful online content moderation practices](#), enhancing data collection on hate speech from online platforms and presented its results at an exchange of views on the implementation of the DSA. FRA's report on researching harmful practices was presented at the Privacy Symposium in Venice and the Computers, Privacy and Data Protection conference.

In response to a request from the European Parliament, FRA worked on a [handbook addressing European law related to cybercrime and fundamental rights](#), set to be published in 2025.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **European Commission.** The 2024–2029 priorities of the Commission include digitalisation and data. FRA's work is directly geared towards informing fundamental-rights-compliant policymaking in this area, with major legislative developments in 2024. Notably, new regulation on AI was adopted, a regulation on digital services (the DSA) entered fully into force and the data protection regulation (GDPR) continued to apply and was evaluated in 2024.

- **European Parliament.** The European Parliament continued to make use of FRA's expertise on legislative files, including on the DSA and online hatred. Results from FRA's [report on online content moderation](#) were presented at events, including a formal exchange of views on the DSA at the IMCO.
- **CoE.** FRA contributed to the work of the CoE's Committee on Artificial Intelligence, which finalised and adopted a new framework convention on AI and human rights, democracy and the rule of law. FRA contributed to the work of the committee through its participation in the EU delegation.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **Bled Strategic Forum.** FRA attended the [Bled Strategic Forum](#), where the Agency spoke on strengthening democracy in the digital age and held bilateral meetings with the Minister for Europe and Foreign Affairs of Albania.
- **Member States.** FRA presented its [report on online content moderation](#) during the IV Spanish Antiracism Week, organised by the Spanish Ministry of Equality. FRA joined an expert meeting on AI organised by German justice ministries and presented at an event organised by the French Ministry of the Economy and Finance on AI in public administration.

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **European Food Safety Authority (EFSA).** FRA also continued to join EFSA-organised meetings of the AI Virtual Community, which was merged in 2024 with a broader EU Agencies Network (EUAN) group on AI.
- **Work on AI and the GDPR.** FRA presented its work on AI and fundamental rights at events including the European Court of Auditors' EU Summer School. FRA also actively engaged in the Computers, Privacy and Data Protection conference and the Privacy Symposium, two of the largest conferences in the EU addressing data and digital topics. Both events gathered data protection and AI specialists with academia, policy, industry and civil society backgrounds. FRA organised and participated in panel discussions, addressing fundamental rights risks in the context of online platforms, EU IT systems and the implementation of the GDPR. FRA launched its [report on the implementation of the GDPR](#) at the Privacy Symposium.
- **EU Innovation Hub for Internal Security.** FRA participated in the work of the hub, including its thematic clusters on AI, biometrics and encryption. FRA participated in the panel discussion focused on explainable AI, which took place during the hub's annual event.

## MAIN OUTPUTS IN 2024

- *GDPR in Practice – Experiences of data protection authorities*
- *Online Content Moderation – Current challenges in detecting hate speech*



# Migration and asylum

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA issued resources to ensure the fundamental-rights-compliant implementation of the pact on migration and asylum.
- The Agency conducted training sessions for national authorities, focusing on fundamental rights safeguards in migration and asylum.
- FRA collaborated with the EU institutions, contributing to discussions on fundamental rights in migration policies.

The set of new rules for managing migration and asylum that are part of the **pact on migration and asylum** contain references to FRA and its work. In 2024, FRA encouraged rights-compliant responses by issuing and disseminating guidance, checklists, handbooks and thematic reports covering access to asylum, border management, large-scale IT systems, protection of children in migration, return and immigration detention, legal migration and integration, as well as trafficking and labour exploitation. FRA's efforts underscored its commitment to promoting fundamental rights within migration and asylum frameworks across Europe, ensuring that the Agency remains a vital contributor to EU policy priorities and the protection of fundamental rights.

## Key achievements in 2024

<b>Pact on migration and asylum</b>	FRA is referenced in four new legal instruments. Recital 51 of the new <b>Eurodac regulation</b> refers to FRA's <b>checklist for acting in compliance with fundamental rights when obtaining fingerprints for Eurodac</b> . The <b>screening regulation</b> requires FRA to develop guidance on fundamental rights monitoring mechanisms. The <b>asylum and migration management regulation</b> and the <b>crisis and force majeure regulation</b> include FRA as a stakeholder that should inform strategic EU planning processes.
<b>Border management</b>	FRA published a <b>10-point guidance document</b> on how to improve the quality, promptness and effectiveness of national investigations of ill treatment at borders.
<b>Asylum</b>	FRA provided fundamental rights input to key products that the European Union Agency for Asylum must prepare under the pact on migration and asylum.
<b>Returns</b>	The Agency published a <b>manual for labour inspectors</b> , providing a training tool for monitoring employers' compliance with EU safeguards.
<b>Large-scale IT systems</b>	FRA's expert advice informed the formulation of multiple findings and recommendations on issues such as immigration detention, alternatives to detention, the right to be heard and forced return monitoring. FRA also shared its views on the functioning of the EU return <i>acquis</i> considering planned EU law revisions in 2025.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **Adoption of the pact on migration and asylum.** FRA issued [guidance for national monitoring mechanisms](#) under the pact, which it presented at 16 national and European events. Under the Belgian Presidency of the Council of the European Union, FRA's guidance triggered the first substantial discussion of fundamental rights in the Council's Working Party on Frontiers. FRA's guidance is generally recognised as the blueprint for setting up national monitoring mechanisms. NHRIs approached FRA with requests for further methodological guidance, which FRA responded to positively.
- **European Commission.** FRA shared its fundamental rights expertise on visas, legal migration and exploitation of migrant workers with the European Commission. Following FRA's input, the revised [Visa Code handbook](#) offers guidance on how to use the flexibility of the Visa Code to facilitate the issuance of Schengen visas to human rights defenders. The Agency analysed fundamental rights risks and gaps in selected Member States and shared findings with the European Commission to inform the review of national implementation plans. Upon invitation by the European Commission, FRA presented suggestions to Member States on how to bring their national guardianship systems for unaccompanied children in line with the new legal requirements.
- **Schengen evaluations.** FRA provided upstream expertise to the Commission and trained Schengen evaluators on fundamental rights. FRA joined as an observer to 10 in-person visits to Member States, 5 to evaluate the implementation of return policies and 5 on border management.
- **IT systems.** FRA published an [information platform](#) on IT systems and fundamental rights for civil society, lawyers and human rights institutions. Concerning the upcoming European travel identification and authorisation system (ETIAS), as an *ex lege* member of the ETIAS fundamental rights guidance board, FRA co-drafted its first annual report, attended four meetings of the board and shared fundamental rights expertise on the ETIAS screening rules on nine occasions. On the entry-exit system (EES), FRA shared its input on fundamental rights with the Commission to inform the drafting of the EES handbook.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **Training and guidance for national authorities.** FRA's engagement at the national level focused on the implementation of EU fundamental rights safeguards in the context of border management, large-scale IT systems and the exploitation of migrant workers. Five of the six new FRA publications issued in 2024 provide guidance to national authorities and/or national practitioners on how to apply and implement EU law safeguards.
- **Capacity building.** FRA trained border guards on fundamental rights near the Bulgarian-Turkish border. In Greece, FRA visited reception facilities on the Greek islands, providing feedback to national authorities. Together with the fundamental rights officers at the Greek Ministry of Migration and Asylum, FRA developed a methodology for fundamental rights assessments.

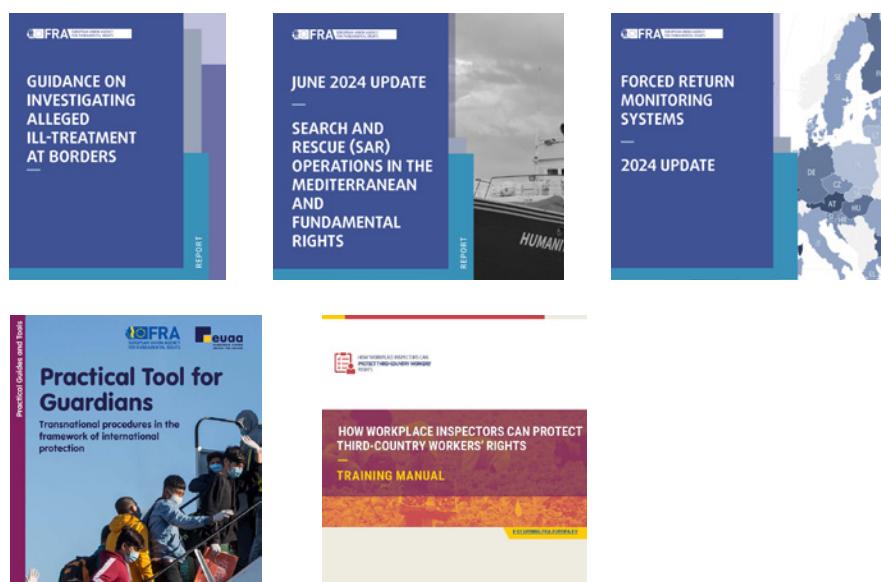
In Bulgaria and Greece, FRA attended meetings between EU actors and national authorities on the implementation of the pact, focusing on monitoring fundamental rights. FRA also delivered training sessions in Hungary to immigration law enforcement on fundamental rights safeguards in returns, and to practitioners in Cyprus on forced return monitoring.

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **Frontex, European Union Agency for Asylum (EUAA) and Europol.** FRA coordinated quarterly meetings of fundamental rights officers, co-chaired Frontex Consultative Forum meetings, and participated in in-person visits. With regard to strategic partnerships, FRA signed renewed agreements with Frontex and the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-Lisa), strengthening cooperation on border and IT systems oversight. As regards fundamental rights training, FRA contributed to training events led by Frontex, CEPOL and EUAA on IT systems, Schengen evaluations, border management and forced returns.
- **ELA.** FRA provided input on worker exploitation, safe reporting mechanisms and labour inspector training.
- **EU Migration Preparedness and Crisis Blueprint Network.** FRA intervened in 32 blueprint meetings, alerting to important fundamental rights developments on the ground. Monthly reports of the network contained information submitted by FRA, as many weekly blueprint reports regarding Belarus and Ukraine did.

## MAIN OUTPUTS IN 2024

- **Guidance for monitoring fundamental rights under the pact on migration and asylum**
- **Guidance on Investigating Alleged Ill-treatment at Borders**
- **Search and rescue operations and fundamental rights - June 2024 update**
- **Information platform on large-scale EU IT systems**
- **Forced Return Monitoring Systems - 2024 update**
- **Practical Tool for Guardians**
- **Analysis of legal actions against civil-society search-and-rescue operations**
- **Training manual for workplace inspectors**



# Human rights structures and mechanisms

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA supported and strengthened human rights structures and mechanisms, particularly at the national level, thereby reinforcing rights compliance within the EU.
- The Agency provided research and capacity-building support related to the **Charter of Fundamental Rights of the European Union** and international human rights standards.

FRA carries out research, cooperation and capacity-building activities to strengthen the resilience of national human rights structures and civic actors, while working together with European networks of national bodies. Activities include the maintenance and updating of **Charterpedia**, the **Charter case-law database** and the **European Union fundamental rights information system** (EFRIS), regular reporting on civic space and the rule of law, and the provision of support for human rights defenders and national human rights bodies.

## Key achievements in 2024

<b>Tools and resources</b>	FRA further developed the <b>EFRIS tool</b> , enhancing its functionality with a new search capability and expanding data sources.
<b>Human rights bodies</b>	<b>Charterpedia</b> was updated to include new national data and the Agency held the <b>second edition</b> of the CharterXchange, which facilitates exchanges among legal practitioners regarding the Charter's application across the EU.
<b>Civic space</b>	FRA collected information to compare the status of public bodies with a human rights or equality remit within the EU, particularly in view of the <b>directive on equality bodies</b> . The Agency provided capacity-building support to selected NHRIs and equality bodies, participating in seminars and activities.
<b>Strategic advice</b>	The Agency provided an annual update on civic space in the EU, this year integrated into the <b>2024 Fundamental Rights Report</b> .
<b>Human rights defenders and governmental organisations</b>	FRA continued to coordinate the human rights defenders contact group and started a community of practice on civic space within the Fundamental Rights Platform.
	The Agency convened a workshop on civic space, bringing together over 60 experts to discuss monitoring methods.
	FRA, through the <b>EEA and Norway Grants</b> , provided an update regarding policy measures and challenges affecting civic space in the grants' beneficiary states and mapping the national human rights structures in these states. The closing conference for the regional cooperation project ' <b>Supporting national human rights institutions in monitoring fundamental rights and the fundamental rights aspects of the rule of law</b> ' raised awareness about NHRIs' roles in enhancing the application of the Charter of Fundamental Rights of the EU at both the national and the EU level.
	The agency informed efforts to support the relocation of human rights defenders under threat, contributing to several events, including the annual meeting of the <b>European Union Temporary Relocation Platform</b> and the <b>International Cities of Refuge Network</b> conference.
	FRA assisted non-governmental organisations facing challenges in fundamental rights work, speaking at various events on developments in civic space and providing advice and assistance.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **European Commission.** FRA co-organised a half-day Charter training session for FREMP delegates on impact assessments. The agency also promoted the report *EU Funds – Ensuring compliance with fundamental rights*, presenting it to about 100 staff members of DG Regional and Urban Policy and DG Employment, Social Affairs and Inclusion. In addition, FRA submitted its 2024 contribution to the annual **rule of law report** of the European Commission.
- **Council of the European Union.** The Hungarian presidency invited the Agency to provide expertise in a half-day training session on the Charter for justice councillors in Member States' permanent representations in Brussels.
- **Promoting the Charter.** FRA hosted the **second annual EU CharterXchange**, together with the European Commission. This is an annual online event for legal professionals, which in December 2024 brought together a record number of more than 500 participants. The agency also promoted its tools on the Charter among justice professionals through participating in training events. FRA presented its Charter tools at training events for the EJTN Working Group on Human Rights, the Council of Bars and Law Societies of Europe, the Bulgarian Ombudsperson and the Greek National Commission for Human Rights. FRA staff also presented Charter tools to the beneficiaries of the citizens, equality, rights and values (CERV) programme and members of the Danish Bar and Law Society and at the EUBaltic project webinar organised by the Academy of European Law (ERA).
- **Civil-society space.** FRA participated in discussions on civil-society space, contributing to hearings in the European Parliament and in other forums on the issue, and to discussions on implementing the CoE's recommendation for the protection and promotion of civil society space in Europe (CM/Rec(2018)11). The agency also hosted an international workshop on monitoring civic space with EU and international organisations, as well as civil-society representatives.
- **International organisations.** FRA's work on the Charter references CoE standards, with Charterpedia including ECtHR cases. EFRIS details Member States and observer states' compliance with CoE mechanisms. FRA contributed to the HELP course on the interplay between the ECHR and the Charter and a PACE report on women human rights defenders. The agency also spoke at the OHCHR consultation with NHRIs about the situation of rights in the context of the cost-of-living crisis. Cooperation also continues between FRA and the UN, particularly in the context of the EU framework for the Convention on the Rights of Persons with Disabilities (CRPD).

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **Charter work.** During the reporting period, the agency prepared research in selected Member States on national impact assessments and how the Charter is used in them, as well as in procedures of *ex ante* legal scrutiny and *ex post* evaluation of the implementation of legislation at the national level.
- **National human rights institutions.** FRA's EEA and Norway Grants regional project '**Supporting national human rights institutions in monitoring fundamental rights and the fundamental rights aspects of the rule of law**' was concluded, and national project partners, with FRA's support, have implemented a series of capacity-building activities, outputs and events on the application of the Charter, the monitoring of the rule of law and the cross-cutting enabling conditions on the Charter in the context of EU funds.

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **Charter expert network.** The Agency carried out the annual meeting of its Charter expert network, bringing together several hundred legal professionals with interest and expertise in the Charter.
- **EU agencies.** FRA continued its Charter-related cooperation in the Justice and Home Affairs Agencies' Network (JHAAN) and provided a legal academy session to the Inter-Agency Legal Network (IALN) (a subnetwork of the EUAN).

## MAIN OUTPUTS IN 2024

- **EU Funds – Ensuring compliance with fundamental rights**
- **NHRI Accreditation Status and Mandates – Update 2024**
- **Findings of the civic space consultation**
- **Charterpedia**



# Policy analysis and stakeholder cooperation

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA improved its collaboration with national liaison officers (NLOs), organising meetings and information sessions to share data and expertise, thus strengthening support for fundamental rights implementation in Member States.
- FRA expanded its outreach to CSOs through online platforms, fostering efforts on civic space.
- The Agency increased efforts to provide strategic foresight in the area of fundamental rights.

Projects under this area of activity concern cooperation with and advice for the agency's stakeholders at the international, EU, national and local levels, and cooperation with CSOs, which are key beneficiaries of the agency's evidence, expertise and advice. Structured cooperation between the agency and its stakeholders helps it better define, develop and coordinate its priorities and activities. Combined with strategic foresight analysis, this cooperation helps increase the policy relevance of the agency's activities and outputs, as well as their complementarity with those of its stakeholders and partners.

Coordination with international organisations contributes to the EU's efforts to achieve greater consistency between external policies on human rights and internal policies on fundamental rights. As the examples provided in the different sections of this report show, FRA's coordination activities support the agency to establish structured and systematic cooperation with the full range of its stakeholders and range from high-level engagement with European institutions and international organisations to grassroots work with CSOs. Specific achievements can also be noted with respect to NLOs and the Fundamental Rights Platform (FRP).

## Key achievements in 2024

In 2024, FRA organised two meetings with NLOs and a FRA-NLO working party meeting on how to enhance the agency's cooperation with human rights structures within ministries and the role that NLOs could play in supporting this cooperation.

### NLOs

The Agency also organised seven information sessions on the outcomes of its activities under different projects, in which NLOs and representatives of relevant national authorities participated. FRA thereby increased knowledge and raised awareness of how its expertise and evidence can support the NLOs' and representatives' work. FRA also consulted the NLOs on its draft programming document, on its *Fundamental Rights Report* and on other topics on an ad hoc basis.

### CSOs

The agency further developed its tools and methods to enhance its cooperation with CSOs. Since more than 1 000 CSOs have registered to become part of the FRP, its activities, including its annual general meeting, had to be moved online. The Agency raised further awareness of its work among CSOs registered on the platform through dedicated topical webinars (eight), quarterly newsletters (four) and round-table meetings between FRA's Director and representatives of CSOs in selected Member States (four). FRA also consulted the platform on its draft programming document, the *Fundamental Rights Report* and its work on civic space.

### Strategic foresight

The Agency developed a first draft of practical guidance on how to embed fundamental rights in strategic foresight. Mainly targeting foresight practitioners in the EU institutions, the draft guidance was co-designed with representatives of the EU Policy Lab in the Joint Research Centre, of the European Parliament's research service, of the Analysis and Research Team of the General Secretariat of the Council, and of EU agencies, as well as with experts in human rights and fundamental rights.

The Agency initiated a large-scale project on strategic foresight using the interinstitutional framework contract for foresight on demand, which will be rolled out in 2025.

## SUPPORT FOR EU PRIORITIES AND COOPERATION AT THE EUROPEAN LEVEL

- **EU institutions.** The examples provided in the thematic sections of this report provide evidence of how the Agency contributes effectively to the priorities of the EU and the EU institutions. On a more structural level, FRA's cooperation with EU institutions, bodies and agencies contributes to increasing the agency's impact on legal and policy processes at the EU level. In 2024, the agency continued to engage regularly and systematically with the European Parliament and the Council of the European Union, which entailed supporting them with timely, evidence-based advice on fundamental rights, and providing expert inputs to inform their deliberations on legislative and non-legislative files.

## STRENGTHENING IMPACT AT THE NATIONAL LEVEL

- **National liaison officers.** FRA cooperated with Member States, Albania, North Macedonia and Serbia through NLOs. The Agency informed NLOs of its activities and consulted them to ensure the factual accuracy of its **report on investigations of fundamental rights violations at the EU's external borders**. FRA also collected information from NLOs on how Member States consider fundamental rights in the process of drafting and evaluating national legislation. In addition, FRA concluded its **mapping of national human rights structures** and discussed findings with NLOs within the FRA-NLO working party. Finally, FRA organised online information sessions for NLOs on the agency's recent outputs and tools.
- **Observer states.** In 2024, the agency deepened its cooperation with countries that participate in the work of FRA as observers (Albania, North Macedonia, Serbia), in coordination with the European Commission's DG European Neighbourhood and Enlargement Negotiations. As a result of Ukraine's stated interest in participating in the work of FRA as an observer, the agency stepped up its work on enlargement in coordination with DG Justice and Consumers and DG European Neighbourhood and Enlargement Negotiations.
- **Human rights cities.** The work the Agency conducts in this area also concerns regional and local authorities, with a focus on human rights cities. FRA continued promoting its **guidance on how to become a human rights city** (now available in all EU languages), in cooperation with relevant institutional partners, and networks of cities and human rights cities. As a result of the delegation from the city of Lyon's visit to FRA, the city will ask to become a human rights city. In this context, the agency co-organised the 15th annual dialogue of the European Committee of the Region's Commission for Citizenship, Governance, Institutional and External Affairs. The Agency had exchanges with the secretariat of the CoE's Congress of Local and Regional Authorities to explore possible areas of cooperation in 2025.

## COLLABORATION WITH EU AGENCIES AND NETWORKS

- **Network of EU agencies.** FRA takes an active part in the EUAN – a forum of 40 EU agencies aiming to improve coordination, information exchange and agreement of common positions on issues of shared interest among agencies. FRA also actively participates in the EU Agencies Network on Scientific Advice, including its 'futures cluster', which also focuses on strategic foresight.

- **JHAAN.** FRA participates in the JHAAN. In preparation for its chairing of the JHAAN in 2025, in 2024 FRA held the pen in drafting the **thematic priorities of the 2025–2027 trio of presidencies** of the network, which includes the European Union Drugs Agency (2026) and EIGE (2027). Reflecting on the new **priorities of the EU in the 2024–2029 legislature**, the JHAAN agreed to focus on two thematic priorities for 2025–2027, namely the use of digitalisation, innovation and AI; and European internal security.

## MAIN OUTPUTS IN 2024

- Regular verbal and written contributions to EU agencies, bodies, offices, national authorities and international organisations
- 32nd and 33rd NLO meetings
- Online information sessions for NLOs and representatives of national authorities
- Annual general meeting of the FRP
- Webinars for CSOs registered in the FRP
- Expert meeting on strategic foresight on fundamental rights and environmental protection
- Informal network of experts pooling knowledge on strategic foresight and fundamental rights

# Communication and awareness raising

## FRA'S ROLE IN 2024 – MAIN INSIGHTS

- FRA produced research outputs that informed policy development and raised media interest. In addition, FRA published various surveys and reports on critical issues.
- FRA organised events, notably the Fundamental Rights Forum (FRF), to foster dialogue on fundamental rights issues. These events brought together various stakeholders, including civil society, EU institutions and young people.
- The Agency employed diverse communication methods, including media relations, social media campaigns and targeted dissemination of outputs. It also maintained its strategy of producing online tools and publications to enhance accessibility and engagement.

The Agency's overall goal with regard to communication is to broaden the constituency for fundamental rights and raise awareness of the tangible benefits these rights bring to people's lives. FRA carries out multichannel communication activities guided by the principles set out in its **2023–2028 communications strategy** and the '**10 keys to effectively communicating human rights**'.

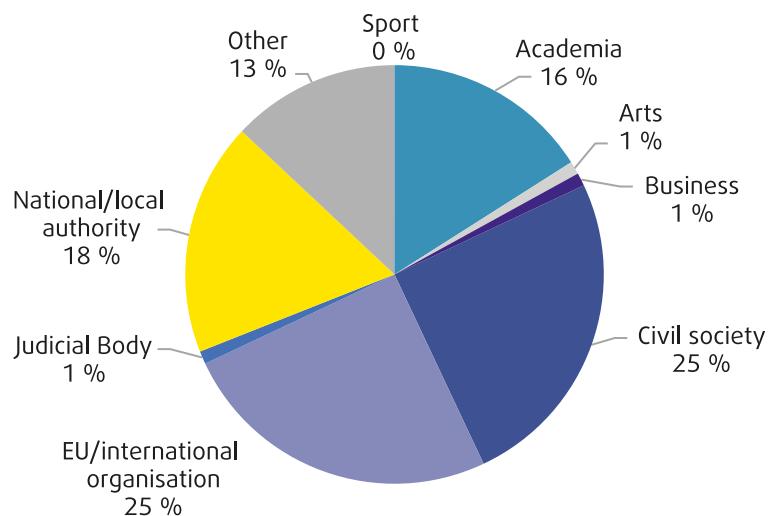
The agency develops products and narratives on fundamental rights, covering the full breath of its areas of expertise. It carries out media relations and social media campaigns and ensures the targeted dissemination of its outputs. It maintains online tools, including data visualisation tools, research databases and an e-learning platform. In addition, the agency leverages its convening power to foster dialogue on pressing human rights issues by organising events such as the FRF.

## KEY ACHIEVEMENTS IN 2024

<b>FRF</b>	The FRF attracted nearly 1 000 on-site and around 1 300 online participants. It featured 62 thematic sessions addressing issues such as democracy, sustainability and digital rights.
<b>Social media</b>	The agency worked to further develop its social media presence, generating over 3 379 746 impressions across various platforms.
	The publication of major FRA survey results and other FRA products made for a notable increase in FRA's media coverage in 2024, reaching a total of 6 522 media articles for the year.
<b>Publications</b>	The Agency published its <i>2024 Fundamental Rights Report</i> , focusing on pressing issues like the cost-of-living crisis, migration and rising intolerance, further solidifying FRA's role as a key player in the human rights landscape.

## FUNDAMENTAL RIGHTS FORUM

### Participants in the 2024 FRF, by stakeholder category



The fourth edition of the forum, held on 11 and 12 March 2024 in the Vienna City Hall, included panel discussions, talks, masterclasses and fireside chats. The event focused on three themes: protecting democracy and civic space in Europe, shaping a socially and environmentally sustainable Europe, and ensuring rights-compliant digitalisation. The event brought together some 1 000 participants on site and around 1 300 participants online. The programme included 62 thematic sessions, some of which were livestreamed and recorded, and featured 161 speakers. It brought together voices representing the EU institutions, the UN, the CoE, the OSCE ODIHR, local authorities, NHRIs, ombudspersons, equality bodies, CSOs, business, the arts and sports, and young people.

#### Outputs

Various outputs from the event have been published on the [FRF website](#), including recordings from all sessions on the forum stage, recordings from [masterclasses](#), [video highlights](#), thematic [video summaries](#), a [photo gallery](#), and [five podcast episodes](#) produced by the Global Campus of Human Rights (To the Righthouse), Euronews (Euronews Tech Talks) and Euractiv (The Tech Brief).

#### Social media during the Fundamental Rights Forum

LinkedIn – most successful channel in terms of user engagement and impressions Over 832 000 impressions on 59 posts related to the FRF

X (formerly Twitter) 69 posts published, with over 3 200 engagements and over 84 000 impressions

Facebook 37 posts related to the FRF

Instagram 44 posts related to the FRF; reels fostered the most engagement, with more than 15 000 plays

### **Ex post evaluation of the Fundamental Rights Forum**

88 % of survey participants stated that the forum was excellent or good overall.

Stakeholders perceived the FRF as a unique space for dialogue to address pressing fundamental rights challenges in the EU. The theme 'Protecting democracy and civic space in Europe' was deemed most relevant by stakeholders, particularly to young people.

The FRF topics were aligned with the EU's priorities, and FRA's [\*\*2023–2028 strategic plan\*\*](#), mandate and [\*\*2023–2028 communication strategy\*\*](#).

## **PUBLICATIONS AND DISSEMINATION**

In 2024, FRA produced 29 publications and 30 research outputs. A complete list of publications can be found in [\*\*FRA's overview of 2024 publications\*\*](#). FRA outputs were accessed online / downloaded 3 851 313 times. The reports the media mentioned most in 2024 were *LGBTIQ Equality at a Crossroads – Progress and challenges, Jewish People's Experiences and Perceptions of Antisemitism, Being Muslim in the EU – Experiences of Muslims, Guidance on Investigating Alleged Ill-treatment at Borders and EU Gender-based Violence Survey – Key results*.

FRA released its [\*\*2024 Fundamental Rights Report\*\*](#), highlighting issues like the cost-of-living crisis, migration, democracy, rising antisemitism and digital divides in the EU. The report was prepared with input from the CoE and civil society through the FRP.

Between 1 December 2023 and 1 May 2024, 8 790 FRA publications were disseminated through two channels: direct orders through FRA (7 560) and the website of the Publications Office of the European Union (Publications Office) (1 230). Between 1 May 2024 and 1 September 2024, FRA disseminated its publications through two channels: 3 090 direct orders to FRA and 317 to the EU's [\*\*main publications portal\*\*](#). Between 1 September 2024 and 1 November 2024, there were 6 460 direct orders to FRA and 511 to the publications portal. FRA is ranked second place of organisations whose print publications are disseminated by [\*\*EU publication\*\*](#).

In 2024, FRA enhanced its sustainability efforts by publishing in HTML for better accessibility. The Agency utilised its CRM to send 146 email campaigns, totalling over 116 000 emails. FRA addressed 1 006 public queries (961 online, 45 by post) regarding its work and individual human rights complaints. Additionally, 1 363 irrelevant or abusive queries were archived without action.

## **CAPACITY BUILDING**

The Charter e-courses, case studies and trainers' manual were previously available in English only. They have been translated into all EU languages (apart from Irish and Maltese). In 2024, FRA produced a total of 77 translations of existing publications. In December 2024, a new course on EU IT systems for migration and policing was launched to raise awareness of six IT systems related to border control, visas, asylum and migration. The new course had 22 users enrolled, while the Charter e-learning courses had 478 users, the e-media toolkit on migration had 406 and the guardianship course for unaccompanied children had 205.

In 2024, the Agency began testing new visual methods to present FRA findings, including 'scrollytelling' and interactive charts. A comprehensive website audit was conducted, resulting in a revamped home page and enhanced product search and security.

Visits to EU agencies play a role in capacity building, providing opportunities for knowledge exchange and networking. In 2024, FRA welcomed 15 visitor groups consisting of 279 participants in total. The visitor groups included student groups from various universities, and delegations from the Western Balkans fellowship programme of the Austrian parliament, the city of Lyon's mayor's office, the Danish Bar and Law Society and Amnesty International.

## MEDIA AND SOCIAL MEDIA

In 2024, media mentions of FRA increased to 6 521, up from 5 180 in the previous year. Coverage primarily focused on LGBTIQ equality, antisemitism, anti-Muslim hatred, gender-based violence and rights violations at EU borders. Notably, 42 % of the mentions were prominent, with FRA's Director cited in 23 % of the articles (1 519 mentions). High-impact media (Reuters, *The Guardian*, the BBC, Politico, Euronews, *Le Monde*, DW, *Die Zeit*, etc.) published 729 articles about FRA, accounting for 11 % of total coverage, a 3 % increase in 2023. The majority of mentions came from German media (1 385), followed by international, Spanish and French outlets.

### FRA publications that triggered significant media interest in 2024

<i>LGBTIQ Equality at a Crossroads – Progress and challenges</i>	1 218 mentions – most referenced FRA report in 2024
<i>Jewish People's Experiences and Perceptions of Antisemitism</i>	978 mentions
<i>Being Muslim in the EU – Experiences of Muslims</i>	543 mentions
<i>Guidance on Investigating Ill-treatment at Borders</i>	456 mentions
<i>EU Gender-based Violence Survey – Key results</i>	347 mentions in November and December 2024

### Social media statistics 2024

<b>LinkedIn</b>	12 163 new followers in 2024 Over 83 000 followers in total
<b>Instagram</b>	Over 10 000 followers in total
<b>Facebook</b>	2 969 new followers Over 80 000 followers in total
<b>X</b>	Over 74 000 followers in total

## EVENTS

In 2024, events organised by FRA were attended by a total of 2 515 people.

- **Forum 2000 annual conference.** In October, the Forum 2000 annual conference hosted a panel discussion that FRA curated and sponsored. The panel discussion explored the current state and results of the ongoing efforts to regulate AI.
- **Awareness-raising event at the European Parliament.** Between 30 September and 4 October 2024, FRA took part in the EUAN networking event, which aimed to raise awareness of the work of EU agencies among the new Members of the European Parliament. FRA hosted an information stand on site, engaging with Members, European Parliament staff and representatives of other EU agencies.
- **This Human World film festival.** FRA partnered with This Human World, the international human rights film festival, in Vienna to promote fundamental rights and the agency's work. The agency sponsored screenings of two films and hosted discussions with the directors, which 161 people attended. FRA was highlighted on a full page in the festival brochure and featured on the festival's website and social media. The festival attracted around 14 000 attendees, with social media posts mentioning FRA reaching 1 200 users.
- **Belgian Presidency of the Council of the European Union conference on LGBTIQ equality.** FRA supported the organisation of the Belgian presidency conference with a financial contribution. FRA presented the results of its LGBTIQ Survey and played an active part in the discussions at the event.
- **Team Europe events.** In 2024, FRA supported the organisation of events organised under the umbrella of Team Europe – the group of EU bodies with an office in Vienna. The events included a Europe Day reception and the EU float at Vienna Pride.

## C-10 GROUP OF COMMUNICATORS

FRA is actively involved in the C-10 group, which consists of communicators from international human rights organisations. The group aims to reinforce the outreach and impact of human rights communications through joint activities. In 2024, the group met numerous times to discuss a variety of topics, including annual communication priorities, latest developments on social media platforms and their content moderation policies, common projects and joint activities, the outcome of the European elections in terms of communication challenges and opportunities, social media campaigns and the use of AI in communication. In September 2024, FRA hosted a virtual meeting of the group, including to test the concept of FRA's campaign on hate and intolerance.

# **PART II (A).**

## **MANAGEMENT**

This part reports on the control results and other relevant information that supports management's assurance on the achievement of the financial management and internal control objectives. It includes the information necessary to establish that the available evidence is reliable, complete and comprehensive.

It also deals with the other aspects of a modern and efficient administration: the agency's Management Board, human resources (HR), budget and financial management, efficiency gains and environmental management.

## 2.1. MANAGEMENT BOARD

FRA carries out an annual risk assessment exercise, which includes an evaluation of potential risks, their likelihood of occurrence and their potential impact. The results of the exercise are summarised in a risk register. An extract of the risk register is annexed to the programming document. This annex presents the risks that the agency's management team (i.e. the Director and the Heads of Unit) considers relevant to the implementation of the programming document. It also presents the corresponding preventive and mitigating actions. In 2024, no significant risks materialised that would have required a Management Board decision.

## 2.2. MAJOR DEVELOPMENTS

The new Director of FRA, Sirpa Rautio, took up duties on 1 March 2024.

Digital transformation initiatives have progressed with the objective of eliminating paper-based workflows and enhancing efficiency. FRA has fully implemented the Commission's integrated systems Hermes (central document repository), the advanced record system (ARES), and Nomenclature Commune (NomCom) to facilitate efficient electronic workflows and document storage. Additionally, the agency has deployed new modules in Sysper, including the ethics module and the unpaid leave module, thereby increasing the agency's utilisation of digital technology. Further on, the Agency started the implementation of the HR Reporting and Analytics module, with its finalisation being foreseen in the first quarter of 2025.

As part of its IT strategy to utilise internal resources for IT development, a new application was created to manage staff training requests. Furthermore, existing applications such as MATRIX (project management) and DMS (document management) were enhanced. This approach achieves cost savings compared to outsourcing development.

Additionally, guidelines for the utilisation of Artificial Intelligence (AI) tools were established to guide staff. Concurrently, an AI task force was formed with the objective of identifying AI tools that can enhance employee performance for specific tasks and ensuring that the selected AI tools comply with the provisions of the AI Act. The work of the AI task force will continue in 2025 with the aim to operationalise AI technologies and increase productivity in certain business areas.

Regarding the new Cybersecurity Regulation, the agency conducted a comprehensive cybersecurity assessment and implemented specific measures to enhance its security posture in accordance with CERT-EU recommendations. The efforts related to the Cybersecurity regulation will continue in the next year.

The use of videoconferencing technologies in recruitment, combined with physical interviews when required, continued to be the new norm, creating the opportunity to reduce costs significantly.

## 2.3. BUDGETARY AND FINANCIAL MANAGEMENT

Assurance is provided based on an objective examination of evidence of the effectiveness of risk management, control and governance processes.

This examination is carried out by the management, which monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. The results are explicitly documented and reported to the Director. The following reports have been considered:

- the financial management reports,
- the registry of exceptions,
- the results of the *ex-post* control,
- the observations and recommendations reported by the Internal Audit Service (IAS),
- the observations and recommendations reported by the European Court of Auditors (ECA).

These reports result from a systematic analysis of the available evidence. This approach provides sufficient guarantees as to the completeness and reliability of the information reported, and results in complete coverage of the budget.

This section covers the control results and other relevant elements that support the management's assurance.

### 2.3.1. Information transmitted in the current *Report on Budgetary and Financial Management*

The EU subsidy allocated to the agency's 2024 budget amounted to EUR 27 169 000, which included contributions from Albania (EUR 183 000), North Macedonia (EUR 206 000) and Serbia (EUR 214 000).

#### **2024 budget amendments and transfers**

In 2024, three budgetary amendments were adopted, increasing the agency's budget by EUR 883 521. They relate primarily to the funds received under the cooperation agreement with the Financial Mechanism Office of the EEA and Norway Grants, a complementary EU subsidy to cover the increase in salaries, the partnership agreements with the Greek Ombudsman and the Romanian Prosecutor's Office as well as fees for shared accounting services and recovery of legal costs.

In 2024, three budgetary transfers were submitted to the Management Board for adoption. In addition, the Director authorised six budgetary transfers. The total amount transferred among titles amounted to EUR 2 057 134.

Title	Adopted Budget	Amendments	Transfers	Final Budget
	(A)	(B)	(C)	(D=A+B+C)
I: Staff expenditure	17 321 000	544 973	- 1 193 958	16 672 015
II: Administrative expenditure	3 828 000	—	- 863 176	2 964 824
III: Operational expenditure	6 020 000	43 162	2 057 134	8 120 296
IV: Other operational expenditure		295 386		295 386
<b>Total</b>	<b>27 169 000</b>	<b>883 521</b>	<b>—</b>	<b>28 052 521</b>

### **Execution of 2024 budget**

The implementation rate of C1 commitment appropriations maintained previous years' trend, remaining at 100 %. The implementation rate for payment appropriations reached 79 %; therefore, 21 % of appropriations were carried forward from 2024 to 2025. It should be noted that most of FRA's operational projects have an implementation period of at least 1 year. In these cases, FRA is compelled to automatically carry forward a high level of outstanding amounts at the end of the financial year.

Title	Budget	Committed	%	Paid	%	Carry Forward	%
	(A)	(B)	(C=B/A)	(D)	(E=D/A)	(F=A-D)	(G=F/A)
I: Staff expenditure	16 414 964	16 414 964	100 %	16 310 801	99 %	104 162	1 %
II: Administrative expenditure	2 964 824	2 964 824	100 %	2 558 211	86 %	406 613	14 %
III: Operational expenditure	8 077 134	8 077 134	100 %	2 840 748	35 %	5 236 387	65 %
<b>Total</b>	<b>27 456 922</b>	<b>27 456 922</b>	<b>100 %</b>	<b>21 709 760</b>	<b>79 %</b>	<b>5 747 162</b>	<b>21 %</b>

In 2024, FRA was required to pay once automatically generated late interest to the supplier with an amount of EUR 329.

### **Budget execution of 2023 carry-overs**

Commitment appropriations amounting to EUR 5 954 732 were carried over from 2023 to 2024. Thereof, 97 % were paid within 2024, which resulted in the cancellation of EUR 154 992. This represents a cancellation rate of 0.6 % compared to the 2023 final budget.

### **Procurement**

The agency launched 8 procurement procedures, two open calls for tenders and 6 negotiated procedures. It signed 573 contracts: 4 direct contracts (EUR 2 605 620), 479 specific contracts or order forms (EUR 9 288 514) and 90 low- and medium-value contracts (EUR 725 824).

#### **2.3.2. Summary of the information on grant, contribution and service-level agreements**

The agency does not have any grant, contribution or service-level agreements with the Commission. However, it received non-EU contributions, which are detailed below.

In December 2017 the agency signed an agreement with the Financial Mechanism Office of the EEA and Norway Grants by which the grants undertook to contribute up to EUR 1 500 000 towards FRA's expenses in carrying out activities as international partner organisation. FRA received the grants' contribution through half-yearly disbursements. The programme ended on 31 December 2024.

On 15 November 2021 the agency signed a project partnership agreement with the Greek Ombudsman (promoter of the project 'Greek Ombudsman actions for strengthening good governance, accountability and combating maladministration in the public sector' funded under the EEA and Norway Grants 2014–2021 Programme F, 'Good governance, accountable institutions, transparency'). As a project partner, FRA contributed to building the human capacities of the Greek Ombudsman in the field of fundamental rights – including regarding the ombudsman's cooperation with public services/authorities and civil society in regions across Greece, through advice and technical assistance, including through workshops/training – and to increasing awareness of the preventive role of the ombudsman in combating exclusion.

The total maximum eligible costs of the project relating to the project partnership agreement were EUR 702 000, out of which FRA implemented EUR 243 104. The project ended in March 2024.

Another project is technical assistance to the Romanian Prosecutor's Office attached to the High Court of Cassation and Justice (Romanian Public Ministry) to improve responses to cases of hate crime and hate crime victims, ensuring an effective and accessible criminal justice system for victims of crime with a specific focus on victims of hate crime and child victims. Its total budget was EUR 825 000, the project ended in April 2024.

Also under this cooperation is the project supporting NHRIs in monitoring fundamental rights and the fundamental rights aspects of the rule of law in seven Member States: Bulgaria, Croatia, Cyprus, Latvia, Poland, Slovenia and Slovakia. The total value of the project amounted to EUR 540 016; it ended in June 2024.

## 2.4. CONTROL RESULTS: COSTS AND BENEFITS OF CONTROLS

This section reports on and assesses the elements identified by the management that support assurance on the achievement of the internal control 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; and (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (Council Regulation (EC) No 168/2007, Article 30(2)). It deals with the second and third objectives only when applicable, given FRA's activities.

FRA's assurance-building and materiality criteria are outlined in Annex VII, which sets out the main risks together with the control processes to mitigate them, and the indicators used to measure the performance of the relevant control systems.

The resources that FRA manages are mainly the EU subsidy on the revenue side and the administrative and operating appropriations (including funds from non-EU contributions under Title IV) on the expenditure side.

### 2.4.1. Effectiveness: control results and benefits

The agency performs *ex-ante* and *ex-post* controls. Their effectiveness is based on their results and benefits. *Ex ante* controls are performed on all financial transactions, including procurement and contract implementation. To ensure sound financial management, the agency has developed procedures based on the 'four eyes' principle, which were used to assess compliance with the regulatory framework for all the commitments and payments as well as the procurement files.

*Ex post* controls at FRA are performed using a risk-based approach to reduce the costs and to focus on areas that may be subject to specific weaknesses. The ECA performs an independent *ex-post* assessment on financial transactions as well. In the following paragraphs the effectiveness of controls is assessed from different perspectives.

### 2.4.2. Legality and regularity of transactions

FRA uses internal control processes to ensure sound management of risks relating to the legality and regularity of the underlying transactions it is

responsible for, considering the multiannual character of programmes and the nature of the payments concerned.

The objective of the controls is to provide reasonable assurance that the total amount of any financial operation authorised during the reporting year that would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of the authorised commitments. In the context of the protection of the EU budget, no overall amounts at risk were identified.

#### **2.4.3. Summary of materiality criteria**

Regarding the legality and regularity of the underlying transactions, the objective is to ensure that the estimated residual risk of error is less than 2 % at the end of the financial year. The residual risk of error is estimated by the residual error rate obtained from an examination of a representative sample of transactions less any corrections made resulting from the supervisory and control systems in place.

#### **2.4.4. Recoveries resulting from ex-post controls**

The annual *ex post* control exercise with a focus on verification of compliance with the Executive Board decision 2022/03 'Application by analogy of the Commission Decision C(2022)1788 on working time and hybrid working', was completed in the first quarter highlighting general compliance with some discrepancies, highlighted to the Management.

Furthermore, a full-scale check on accrual-based accounting (ABAC) access rights was finalised without highlighting specific financial issues.

No recoveries resulted from the *ex-post* controls.

#### **2.4.5. Risk at payment**

FRA's portfolio consists of segments with a relatively low error rate. This is thanks to the inherent risk profile of the projects and the performance of the related control systems.

The only payments that could be considered at risk, meaning expenditure operations for which the corresponding deliverables are not received in exchange for the payment, could be the pre-financing provided. This type of payment amounted to EUR 100 506 at the end of 2024 and was associated with seven different economic operators. As the amounts were not significant in any of the cases, no bank guarantees were requested. Therefore, no risk was considered taken and no future problems are expected in relation to these advance payments.

#### **2.4.6. Fraud prevention, detection and correction**

The implementation of the internal control systems creates a reinforced overall environment in which fraud is prevented by the integrated application of different measures embedded in FRA processes. Furthermore, IAS activities and the visits from the ECA provide an independent assessment of the existing level of assurance. Aiming to minimise the risk of fraud, FRA continues to raise awareness among staff members and contractors to facilitate the detection and prevention of possible fraudulent activities. FRA has developed and implemented its own anti-fraud strategy since 2014 based on the methodology provided by the European Anti-Fraud Office (OLAF). Following the adoption by the Management Board of the revised anti-fraud strategy (2021), the agency has implemented the action plan, which has further strengthened the monitoring of the existing legal framework, the continuation of its fraud prevention training and awareness raising through the provision of information sessions for staff, and the implementation of dedicated controls and fraud risk assessments. Specific actions have been implemented with a special focus

on staff declarations of interest, outside activities and procedural aspects of the implementation of Article 16 (revolving doors) of the staff regulations (Regulation No 31 (EEC), 11 (EAEC)) for all staff, including senior management. Reporting to the management is usually done on a quarterly basis. Based on the available information, FRA has reasonable assurance that the anti-fraud measures in place are effective.

During the fourth quarter 2024 the Agency started the revision of the Antifraud strategy finalising a new risk assessment and identifying new objectives and action plan which will be presented for adoption at the Executive board during the first quarter 2025.

#### **2.4.7. Efficiency and cost-effectiveness (economy)**

The principle of efficiency concerns the best relationship between the resources employed and results achieved. The principle of economy requires that the resources used by FRA in the pursuit of its activities be made available in due course, in an appropriate quantity and of an appropriate quality, and at the best price. This subsection outlines the indicators used to monitor the efficiency of the control systems, including an overall assessment of the costs and benefits of controls.

#### **2.4.8. Qualitative analysis of the management review of the registry of exceptions and internal control weaknesses**

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. In 2024 two exceptions with a value greater than EUR 5 000 were registered and adopted in relation to partial deviation from financial rules but with no financial impact.

FRA implements preventive measures together with internal awareness-raising activities, such as regular presentations and training for staff members.

#### **2.4.9. Qualitative analysis of the results of the supervisory controls on the procurement procedures**

All procurement procedures were subject to a supervisory review before the launch of the call for tenders. The minutes of these reviews are recorded, and corrective actions are introduced where necessary. FRA has set up measures to quantify the costs of the resources and input required to carry out significant controls, and insofar as possible, estimate their benefits in terms of the number of errors and irregularities prevented, detected and corrected by these controls.

Overall, in 2024, the checks that FRA carried out for the management of the budget appropriations were cost-effective. In particular, for procurement procedures an estimated amount of EUR 12 147 (0.1 full-time equivalents (FTE)) was invested in checking 7 calls for tenders with a total value of EUR 1 625 000, which represents a coverage of 100 % of the calls.

The corrective actions included modification of the tender specifications, mainly in terms of the selection and award criteria. This improved the quality of the tenders and, as a result, the efficiency of the procurement procedures.

The procurement procedures are, to a large extent, a regulatory requirement that cannot be curtailed. In addition, as the risks outlined in Section B of Annex VII show, a significant proportion of the appropriations would be at risk if these controls were not in place.

FRA does not assess the cost of the obligatory controls such as initiation and authorisation – that is, the four eyes principle. The cost of the operational verification is limited to Titles II, III and IV. It is estimated to be below 0.1 FTEs. Finally, FRA has no additional financial verification function.

#### **2.4.10. Qualitative analysis of the results of the ex-post supervisory controls**

In accordance with Article 46 of its financial rules (2), in 2024 FRA finalised an *ex-post* control exercise on compliance with the Executive Board decision 2022/03 'Application by analogy of the Commission Decision C(2022)1788 on working time and hybrid working' was completed in the first quarter highlighting general compliance with some discrepancies highlighted to the Management. In addition, there are a number of non-quantifiable benefits resulting from the controls being aimed at ensuring that the financed projects contributed to the achievement of objectives and from the deterrent effect of *ex-post* controls. For this control, costs occurred amounting to EUR 5 483 (0.03 FTE).

A full-scale analysis of ABAC access rights was finalised. The results did not highlight specific financial issues; nevertheless, a number of corrective measures were implemented to fix some minor discrepancies, and some other proposals for improvement were suggested.

#### **2.4.11. Conclusion on the cost-effectiveness of controls**

Based on the most relevant key indicators and control results, FRA has assessed the effectiveness, efficiency and economy of its control system and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible.

## **2.5. DELEGATION AND SUB-DELEGATION**

The Director delegated her powers as authorising officer to the heads of the five units of FRA. In addition, the Head of Administration sub-delegated part of his power to the Head of Sector Finance and Contracting for the first semester in 2024. In the second semester, there was no sub-delegation to the Head of Sector Finance and Contracting a.i.

The delegation for the Head of Administration a.i. is the same as that for the Director, for all titles and for an unlimited amount. Those for the Heads of Unit are only for Titles III and IV and are limited to EUR 170 000. All delegations have an unlimited duration.

## **2.6. HUMAN RESOURCES**

### **2.6.1. Recruitment and vacancy rate**

The vacancy rate at the end of 2024 was 2.8 % (3 vacant posts out of 106). All three posts are expected to be filled in the course of 2025. 10 new staff joined the Agency in 2024, 9 statutory staff members (TA/CA) and one SNE. The new Director took up duties on 1 March 2024.

### **2.6.2. HR policies**

New general implementing provisions concerning hybrid working were adopted by the Executive Board and FRA's Director adopted a policy on the duration of contracts for temporary staff and contract staff, aligning both categories with fixed term contracts of three years, renewable. A policy providing additional aid for persons with disabilities was put in place and

changes were made to make the appraisal and objective setting processes more efficient and harmonised. A new network of confidential counsellors was selected and refresher training on preventing harassment was organised for all staff.

#### **2.6.3. Technological developments**

The Agency continues to expand the availability of SYSPER modules subject to the availability of Commission services to onboard FRA. In 2024, the Ethics module was put into production and testing was undertaken for HR Reporting, which will support HR analytics. The Agency aims to implement the EVAL/PROMO modules as soon as they are made available. PowerBI reporting was introduced to support several HR-related activities.

FRA undertook the 2024 benchmarking exercise using the methodology approved for EU agencies. The results of this exercise are shown in Annex IV.

#### **2.6.4. Implementation of Article 16 of the Staff Regulations (revolving doors)**

Following the appointment of the former FRA Director as Council of Europe Commissioner for Human Rights, the agency through its Management Board implemented the process of authorising the Director's activities after their mandate in line with the Article 16 of the Staff Regulations. FRA Management Board provided its permission to the former Director to engage in post-employment activities through the decision 2024/01 issued on 08 March 2024, following a thorough assessment that included a consultation of FRA Joint Committee and within the statutory deadline requested by the Staff Regulations.

### **2.7. STRATEGY FOR 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.

In the light of this, it appears that service transformation and redesign of processes are vital components of achieving both technical and allocational efficiency and unlocking transformational improvements in efficiency. In order to achieve increased efficiencies, the agency has undertaken the following initiatives in five efficiency clusters.

#### **2.7.1. Digital services and facilities**

The agency continued the optimisation of its IT infrastructure by adopting additional cloud technologies in 2024. This resulted in its being able to deliver more advanced IT services to its staff. The vast majority of the digital transformation tasks were continued to be undertaken using the agency's skilled IT staff, hence reducing external consultancy costs. Moreover, this approach ensured that the know-how and expertise remain within the agency's staff while also reducing the total cost of ownership of these new developments. The strategy to utilise in-house resources and new

cloud-based technologies contributed to additional savings amounting to EUR 500 000 during the digital transformation period of the last 4 years.

The adoption of cloud services will also contribute to the reduction in costs arising from replacing costly on-premises IT hardware in the coming 2 years, when certain data centre devices will reach their end of life and will not need to be replaced. This is projected to save approximately EUR 150 000 over the next two years. The agency's IT staff, having gained significant expertise in certain areas, was able to share this knowledge with other EUIBAs, such as in the transition to cloud-based TESTA connectivity services. Hence, contributing to sharing resources amongst other EUIBAs.

With the adoption of the Cybersecurity regulation, the agency assigned a Local Cybersecurity Officer (LCO) and implemented various measures to enhance its cybersecurity posture. These measures enabled the agency to address cybersecurity threats. Additionally, it organised a cybersecurity awareness campaign and conducted a phishing exercise to evaluate its end user cybersecurity profile. The exercises indicated that additional awareness campaigns would be necessary in 2025.

In terms of IT applications, the agency's approach is also to adopt the Commission applications when possible. In 2024 the adoption of the Commission's application for electronic workflows, electronic signatures, and document registration and filing, known as ARES-Hermes-NomCom, was further optimised. Internally developed applications using Microsoft 365 technologies were enhanced to meet evolving end-user needs.

With regard to building management, the agency maintained its previous practices of reduced heating temperature, waste recycling and an environmentally friendly data centre cooling solution. Furthermore, it launched a procedure to identify new premises. The premises sought are expected to meet the highest environmental standards in accordance with European Green Deal requirements for buildings. Finally, the new premises are expected to utilise less office space, given hybrid working, and hence contribute to a reduction in maintenance and running costs.

Finally, the agency continued to implement its recycling waste material programme and to donate or recycle old equipment. In 2024, the agency donated electronic equipment such as laptops and monitors to a charity that supports schoolchildren and families in need.

### **2.7.2. Finance and contracting**

Most of the enhancements in this sector led to automation and paperless procedures, therefore saving time and paper as well as making economies on postal and courier services.

In addition, the use of Power BI for consolidating data from different sources has automated several reports and made it possible to create new ones, providing greater reliability and saving a 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.

### **2.7.3. 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. Revision of

some financial processes provided the opportunity to simplify the workflows and optimise the performance of tasks and the use of the internal resources.

A specific enhancement of procurement procedures was developed introducing the optimisation of controls on the tender documents and efficient use of human resources during the evaluation panels, this has significantly reduced the time of the evaluation process and the overall time from submission deadline for offers to the contract signature.

#### **2.7.4. Human resources**

In 2024 the agency 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. Further benefits are expected when additional modules are onboarded, such as ad interim, resignation, and HR analytics and reporting, whose implementation has started in 2024 and is expected to be finalised in the first quarter 2025.

FRA also made use of the possibility to share reserve lists with other agencies, to save time and costs involved in selection procedures.

The agency also introduced additional data tools to automate aspects of payroll accountancy processing. To reduce the multiplication and dissemination of data on FRA staff across different sources, but also to facilitate the follow-up of the state of play of the various files, HR created an agency staff list. It includes extensive information on personal situation, contract status and career. This list has helped with providing faster responses to enquiries and requests.

There is continuous work on the compilation of guidelines for the internal use of HR, to share knowledge and ensure the consistency of working methods. Likewise, to increase sharing of this knowledge with FRA at large and its staff members, the intranet has been undergoing extensive restructuring on the various topics dealt with by HR, for easier and quicker access to the information needed, thus reducing the need for personal and direct enquiries to HR on various matters.

There is continuing interest in optimising the implementation of HR processes with the aim of providing outputs efficiently and in line with the regulatory framework, for example by improving the management of data related to HR or internal procedures (e.g. the recruitment procedure that was revised in 2024).

To enhance HR management, and optimise the use of resources, job descriptions were updated across the organisation and small adjustments were made to the organisational structure.

The agency continued its efforts to outsource services through service-level agreements with the Office for the Administration and Payment of Individual Entitlements and with DG Human Resources and Security to best utilise the limited internal resources. In the same manner, the agency adhered to various Inter-Institutional and Inter-Agency framework contracts in the areas of learning and development and delivery of HR services (e.g. consultancy).

While the agency has obtained extra capacity by improving several processes and through other efficiency initiatives, the demand for human resources has constantly increased. This is due to the need to face the complexity of our work, and the ever-growing workload linked to FRA core activities.

### **2.7.5. Planning, monitoring and evaluation**

In 2024, FRA introduced a revision of the Single Programming Document (SPD) as a transformative step towards a more efficient planning framework. This shift from a project-based to an activity-based approach directly addresses previous inefficiencies, such as fragmented planning, excessive administrative burdens, and challenges in resource planning and coordination. By consolidating activities into clear thematic focus areas and standardised key activities, the SPD streamlines planning, simplifies reporting, and improves operational clarity. This new structure is supposed to enhance efficiency by reducing duplication, ensuring better resource allocation, and allowing FRA to respond more flexibly to emerging fundamental rights challenges.

In particular, looking ahead, the SPD will serve as a foundation for long-term efficiency gains. Standardised key activities provide greater continuity across programming cycles, making future planning more predictable and reducing the need for extensive annual revisions. By minimising dependence on numerous individual projects, FRA can maintain a more agile and adaptive planning process, reducing administrative complexity and freeing up resources for strategic priorities. Furthermore, this approach strengthens performance monitoring, enabling data-driven decision-making and continuous optimisation of FRA's activities.

In 2024, the project management plans have been critical in ensuring more timely and efficient planning of all projects. The plans provide comprehensive information on each project's contribution to the strategy, main outputs, indicators, procurement and financial management. This plan ensures that all projects are well planned, coordinated and executed in a timely and efficient manner. With this project management plan in place, the agency will be able to streamline its processes, optimise its resources and maximise its impact towards achieving its strategic goals, leading to better outcomes and benefits for the target audience and stakeholders.

Evaluations are important for assessing the effectiveness of an organisation's resources and options. They provide insights into how to improve outcomes and optimise available resources. In 2024 the agency conducted several evaluations, including *ex ante*, interim and *ex post* evaluations. These were aimed at assessing the efficiency and effectiveness of FRA's projects and activities. By conducting these evaluations, FRA gained a better understanding of its operations and identified areas for improvement. This helped the agency make evidence-based decisions, optimise its resources, and become more efficient and effective.

## **2.8. ASSESSMENT OF AUDIT AND EX-POST EVALUATION RESULTS DURING THE REPORTING YEAR**

This section sets out the observations, opinions and conclusions reported by auditors, including the limited conclusion of the internal auditor on the state of internal control. Summaries of the management measures taken in response to the audit recommendations are also included, together with an assessment of the likely material impact of the findings on the achievement of the internal control objectives, and therefore on the management's assurance. FRA is audited by both internal and external independent auditors: the IAS and the ECA.

### **2.8.1. Internal Audit Service**

In September 2024, the IAS performed an in-depth risk assessment in view of defining the next strategic internal audit plan. The assessment did not

raise critical risks and identified for the next three years the following audit topics: Human resources and ethics, strategic planning and cybersecurity. All the recommendations stemming out from previous audits have been successfully closed.

#### **2.8.2. European Court of Auditors**

At the time of preparation of the current report, FRA had not yet received the final comments from the ECA for the 2024 exercise; therefore, FRA mentions in Section 2.8.1. the comments from 2023, and the replies provided by FRA.

The ECA conducted its annual financial and regulatory audit of FRA's 2023 accounts and adopted its report on 24 October 2024. In the report, the ECA expressed the following audit opinions.

##### ***Opinion on the reliability of the accounts***

*In the court's opinion, the accounts of the agency for the year ended 31 December 2023 present fairly, in all material respects, the financial position of the agency at 31 December 2023, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.*

##### ***Opinion on the legality and regularity of the transactions underlying the accounts***

*In the court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2023 are legal and regular in all material respects.*

## **2.9. FOLLOW-UP OF RECOMMENDATIONS**

#### **2.9.1. Follow-up of recommendations and action plans arising from audits and evaluations**

##### ***Internal Audit Service (IAS)***

All the recommendations from previous audits have been successfully closed following the implementation of the relevant action plans.

### **European Court of Auditors (ECA)**

ECA's comments	FRA's reply
In 2023 FRA carried over 23 % of the year's total appropriations to 2024. Like last year, we observed that there were significant carry-overs under Title III (76 %). Recurrent high rates of carry-overs undermine the budgetary principle of annuality and are indicative of structural issues in the budget process and implementation cycle.	The specific frame in which the Agency works, makes it difficult to commit Operational expenditure (T3) much earlier in the year. Continuous efforts have been deployed, such as closer monitoring and an early estimation of the carry overs for next year (C8). Other initiatives are currently being assessed. Nevertheless, the Agency has a very good budget implementation: outturn higher than 99 % for more than ten years (i.e., less than 1 % of cancelled appropriations).

#### **2.9.2. Follow-up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)**

No recommendations were issued by OLAF in 2024.

## 2.10. FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

### 2.10.1. Observations regarding FRA

**TABLE 3. FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY REGARDING FRA**

Observations of the discharge authority	Response and measures taken by FRA	Status
<p>Notes with concern that, according to the Court's report, the Agency carried over EUR 6,4 million (26 %) of available commitment appropriations from 2022 to 2023, of which EUR 5,9 million representing appropriations under Title III, related to operational expenditure (74 % in 2021); highlights that high levels of carry overs is a recurring issue for the Agency that has been observed by the Court for several financial years in a row, starting with 2018; notes the Court's renewed opinion that a high level of carry overs contradicts the budgetary principle of annuity is indicative of structural issues in the budget process and implementation cycle; notes from the Agency's reply to the Court's observation and from the Agency's report titled 'European Parliament's observations on 2021 discharge for the European Union Agency for Fundamental rights and measures taken by the Agency' (the Agency's follow-up report) the following observations on the high level of carry overs related to the Agency's operational activities: the specific frame in which the Agency works makes it difficult to commit to operational expenditure much earlier in the year, enhancements in the IT tool MATRIX have been done in order to have a closer monitoring of the budget execution and an early estimation of the carry overs (C8 credits) for the next year, the budget implementation should be assessed by taking into account the final outturn which in the last 10 years has been higher than 99 %; acknowledges, as in previous years, that the high carry overs are also a function of the nature of the Agency's core business</p>	<p>Some enhancements in the IT tool MATRIX have been done to have a closer monitoring of the budget execution as well as an early estimation of the carry overs for next year (C8). Other initiatives are being implemented to carefully monitor discrepancies in the budget implementation. Nevertheless, the Agency insists that the budget implementation should be judged with the final outturn (i.e., higher than 99 % in the last ten years), and does not consider contradicting the principle of annuity.</p>	Ongoing
<p>Notes with great concern that for the monitoring of fundamental rights and rule of law situation in Hungary the Agency decided to collaborate with and rely on the information of the National University of Public Service and the Office of the Commissioner for Fundamental Rights, even though both institutions have a track record of supporting the deterioration of fundamental rights in Hungary; notes, for instance, that the Commission in its 2022 Rule of Law Report, had 'aggravated concerns' about the independence of the Hungarian Commissioner for Fundamental Rights; deplores that the Agency nevertheless decided not to reconsider the collaboration with institutions that essentially promote democratic backsliding, even though the Agency's core task should be to contribute to defending fundamental rights, especially in problematic cases such as the one of the Hungarian government; calls on the Agency to suspend its collaboration with these institutions and to keep the discharge authority updated on its progress in this respect</p>	<p>The National University of Public Service and Office of the Commissioner for Fundamental Rights were selected following an open call for tender in accordance with the provisions of the Financial Regulation, and in a manner consistent with the principles of EU public procurement, namely transparency, equal treatment, open competition and sound financial management.</p> <p>All deliverables provided by FRA's contractors, including in Hungary, are verified by our in-house experts, as part of our quality review process.</p> <p>The Final comparative reports are then reviewed by FRA's Scientific Committee. Our quality control procedures allow us to maintain objectivity, reliability, and quality in our outputs.</p> <p>Notwithstanding the above, the Agency is currently assessing the legal implications and the impact on the operational services of discontinuing the contractual agreement with this contractor as per the Discharge Authority recommendation. The Agency expects to have the results of this final assessment by the end of 2024.</p>	Ongoing

Observations of the discharge authority	Response and measures taken by FRA	Status
<p>Welcomes the Agency's exercise carried out in 2022 for the revision/update of the declarations of interest of all staff with some preventive recommendations issued as a result; notes moreover that the Agency provides compulsory training for staff on ethics and integrity and gives guidance for the assessment of outside activities;</p> <p>notes, with regard to monitoring of compliance of the Agency's former staff with the applicable decisions in the area of 'revolving door' and related restrictions, that the Agency is assessing the possibility to make random controls; calls on the Agency to report to the discharge authority on the progress made in this matter.</p>	<p>The Agency has started to implement random controls on Staff who left FRA for professional engagements outside the institutions.</p> <p>One applicable case controlled in 2024 resulted in full compliance.</p> <p>Furthermore, all the provisions related to Article 16 "revolving doors" for senior managers were fully implemented in the case of the Director leaving the Agency.</p>	Implemented

## 2.10.2. Observations regarding all EU agencies

TABLE 4. FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY REGARDING ALL EU AGENCIES

Observations of the discharge authority	FRA's replies and measures	Implementation
<p><b>Budget and financial management</b></p> <p>14. Notes with concern the Court's observation regarding weaknesses related to various aspects of budgetary management such as excessive levels of carry-over of appropriations, high rates of late payments and fee/revenue related issues in the case of 16 agencies; notes in particular; the Court's observation with regard to structural and recurrent high carry-overs in the case of five agencies (ACER, EFCA, ELA, eu-LISA and FRA); renews its call for respect for the budgetary principle of annuality; echoes the Court's recommendation that the agencies concerned should further improve their budget planning and their implementation cycles to avoid excessive delays in the implementation of work programmes or procurement plans; welcomes the actions launched and measures implemented in 2022 by several agencies (e.g. ACER, eu-LISA and FRA) aiming to improve their budget planning and implementation cycles;</p>	<p>The Agency is of the opinion that a high level of carry overs for operational expenditure does not indicate a structural issue. According to Article 12.6 of the FFR (as well as the same article of the Agency's Financial Rules), whatever is committed in N (disregarding the moment), and it is paid during N+1, fully respects the principle of annuality.</p> <p>The same understanding is shared by the DG BUDG.</p> <p>It's also worth recalling that during the past twelve years, the outturn of the Agency has always been above 99 %. The Agency works in a very specific frame that requires a degree of flexibility and multi-annual execution of its research projects; that's why its Single Programming Document (SPD) is split into priorities. Moreover, other unexpected factors may require further changes in the SPD, e.g., the refugees' crises, the pandemic, the war in Ukraine.</p>	Ongoing actions
<p>16. Notes, from the Court's report, the observation that, in 2022, several agencies (e.g. ECDC and Europol) included in their payments to the grant beneficiaries a reimbursement of the value-added tax (VAT) associated with the claimed costs, thereby contravening Article 186(4) of the Financial Regulation, because, in the Court's view, the beneficiaries were public authorities in activities of a public authority and therefore they were not entitled to VAT reimbursement; notes the arguments of the agencies concerned as to why they differ from the Court's position on this issue; echoes the Court's recommendation to the agencies to manage grants by ensuring compliance with the applicable rules, in particular regarding reimbursement of VAT to beneficiaries that are public authorities; calls on the European Union Agencies Network (EUAN) to establish a common understanding on VAT reimbursement according to the financial regulation</p>	<p><b>What is your Agency's internal policy concerning the VAT reimbursement for public authorities?</b></p> <p>The Agency does not manage any kind of grants and therefore no internal policy regarding VAT reimbursement in relation with public authorities is in place.</p> <p>However, for the general VAT reimbursement with the domestic private companies FRA has an internal procedure in place in line with the VAT Directive 2006/112/EC.</p> <p><b>Do you see the need for a common guidance on the VAT reimbursement?</b></p> <p>Yes, FRA considers that a common guidance when it comes on the VAT reimbursement is required.</p>	N/A

Observations of the discharge authority	FRA's replies and measures	Implementation
<p><b>Efficiency and gains</b></p> <p>26. Calls on the agencies to continue developing synergies (in areas such as human resources, procurement, digitalisation, building management, IT services and cyber-security), as well as cooperation and exchange of good practices with other Union agencies with a view to improving efficiency, in particular given the impact of the war in Ukraine and inflationary strains; calls on all the agencies to put a system and criteria in place to monitor in objective and granular ways and report to the discharge authority on the evolution, from one year to the next, of the gains and/or savings registered by the agencies in terms of time, staff, energy used, etc.; invites all agencies to coordinate, including with the EUAN, in order to identify and use a common tool allowing for the reporting of such gains/savings in a comparable way;</p>	<p><b>Has your Agency been able to share services or resources on a bilateral or other basis with Network members and if yes, have you been able to record any savings in terms of time, staff, energy used etc?</b></p> <p>FRA shares services provided by its Accounting Officer with the European Labour Authority and the European Institute of Innovation &amp; Technology on a regular basis, and with the European Border and Coast Guard Agency on a temporary basis. Through this a considerable knowledge has been shared and economies of scale achieved.</p> <p>FRA makes use of the possibility to share reserve lists with other agencies, to save the time and costs involved in selection procedures.</p> <p>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 EUR 100 000 -150 000 annually in the area of software development and maintenance.</p> <p>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 EUR 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. In 2023 the adoption of the Commission's application for e-workflow and registration (Hermes-Ares-Nomcom) including the integration of the solution for electronic signatures of documents (EU Sign) was completed and operationalised.</p> <p>Through the EU Agencies Network meetings (Head of Human Resources, Head of Human Resources, Head of Agencies, meetings at the level of the EUAN established sub-networks), FRA exchanges good practices with other agencies to gain efficiencies.</p>	<p>Implemented</p>

Observations of the discharge authority	FRA's replies and measures	Implementation
<p>30. Welcomes that 19 out of 33 decentralised Agencies have implemented corporate plans to improve energy efficiency and climate neutrality; regrets however from the Court's report that, 14 out of 33 decentralised Agencies have not yet implemented any corporate plans to improve energy efficiency and climate neutrality of their operations; notes that, in 2022, no agency published a sustainability report, with CEDEFOP, EIT and Eurofound having plans to do so by 2024; echoes, in this context, the Court's recommendation and urges all agencies to improve their climate neutrality and energy efficiency through up-to-date corporate plans that foresee clearly defined, quantified baselines and targets for reducing carbon footprint and energy consumption, as well as to report on their climate, energy and environmental performance through the publication of sustainability reports or environmental statements;</p>	<p><b>What activities has your Agency undertaken to improve your energy efficiency, reduce your carbon footprint and energy consumption?</b></p> <p>The Agency is in the process of a market prospection to identify new premises. This follows the approval received by the European Parliament and Council budget committees. In its proposal to the committees the Agency indicated that the new office building should adhere to the European Green Deal requirements. Therefore, no investments are made with respect to the current premises to align it to the Green Deal requirements. The specifications for the new premises are set to the highest possible environmental and sustainability standards. Once the premises are selected, the Agency will seek to put in place and implement a detailed plan to further improve the environmental footprint and publish its sustainability reports.</p> <p><b>Does your Agency report on your climate, energy and environmental performance through the publication of sustainability reports or environmental statements?</b></p> <p>The Agency does not report on climate, energy and environmental performance as it is currently in the process of prospecting the market for new premises. The technical specifications for new headquarters include requirements for the highest environmental performance. It is expected to conclude this process by mid-2025. The Agency aims in undertaking the necessary analysis and study to measure and how to further improve the environmental footprint as of the latter part of 2025.</p>	<p>Ongoing actions</p>

Observations of the discharge authority	FRA's replies and measures	Implementation
<p>31. Recalls the importance of increasing the level of digitalisation of the agencies in terms of internal operation and management, as well as procedures, in order transition to paperless processes; notes that this positive development has an impact on cost-effectiveness; is pleased that, in 2022, further progress has been made with regard to digitalisation and optimisation of their workflows and procedures, in particular in the fields of HR and procurement procedures; encourages all agencies to adopt and implement the Advanced Qualified Signature and Qualified Electronic Signature software to obtain approvals and signatures from both internal and external counterparties in procurement and contractual documents; asks the EUAN to support all initiatives to speed up this process of digitalisation and to keep reporting to the discharge authority on the progress made in digitalisation matters;</p>	<p><b>What actions has your Agency undertaken when it comes to digitalisation in the fields of HR and procurement procedures?</b></p> <p>FRA continues to expand the deployment of SYSPER modules at the speed possible in view of the Commission's capacity. Through the use of SYSPER, a number of processes have been fully digitalised, such as probations, declarations for allowances and management of working time. The Agency has reiterated its interest in obtaining the modules required to carry out the appraisal and promotion exercises in 2022 and subsequent years and stands ready to do so when the required Commission resources are available.</p> <p>The Agency carries out all recruitment procedures using a dedicated recruitment tool and has developed tools in-house to digitally manage training requests and bookings with the Medical Advisor.</p> <p>The Agency is fully using the streamlined functionality of the PPMT (Public Procurement Management Tool) which is now directly integrated with Ares, the Funding &amp; Tenders portal of the Commission (replacing the discontinued eTendering) and the new TED eNotices2 platform (replacing the discontinued eNotices), and eSubmission and thus successfully switched to the new electronic platforms. Efforts have been made to simplify also the invoicing process for very low value contracts where invoices are submitted in pdf format to a dedicated functional mailbox for easier paperless processing by finance team.</p> <p><b>Has your Agency adopted and implemented the Advanced Qualified Signature and Qualified Electronic Signature software to obtain approvals and signatures from both internal and external counterparties in procurement and contractual documents?</b></p> <p>Yes, the Agency is using ARES including internal electronic signatures, as well as QES for official documents (Q-SIGN if in ARES).</p>	<p>Continuous implementation</p>
<p>40. Notes a slightly improved gender distribution in 2022, compared to 2021 at the level of senior and middle management, with 66.59 % men and 33.41 % women (68 % and 32 %, respectively in 2021) and within the management board members, with 60.33 % men and 39.67 % women (62 % and 38 %, respectively in 2021); notes that the gender balance reported for staff overall deteriorated, with 54.26 % men and 46.74 % women (50.3 % and 49.7 %, respectively in 2021); calls on the agencies to work on improving further the gender balance in senior management; reiterates its calls on the Commission and Member States to observe gender balance when nominating and appointing members of the management or administrative boards; recalls the ambition of the agencies to align with the Commission to reach a gender balance of 50 % at all levels of its management by the end of 2024;</p>	<p><b>What measures did your Agency take to improve the gender balance in its senior management?</b></p> <p>The Agency's management team is well balanced in terms of gender: in 2022, there were 3 male (1 Director, 2 Heads of Unit) and 3 female (3 Heads of Unit) members of the management team, a parity that continued into 2023. In terms of overall staff population, in 2022 the Agency was composed of 58 % staff identifying as female, 42 % identifying as male. In 2023 the proportion of staff identifying as female increased slightly.</p>	<p>Implemented</p>

Observations of the discharge authority	FRA's replies and measures	Implementation
<p><b>Prevention and management of conflicts of interest and transparency</b></p> <p>48. Notes that, with the exception of one agency, all agencies have a policy for prevention and management of conflicts of interest in place; welcomes the steps taken by most agencies to strengthen their internal procedures and controls covering potential 'revolving door' situations and ensure full compliance with the applicable rules foreseen in the Union's Staff Regulations; notes from the EUAN's follow-up report to the discharge for 2021, that agencies' members of the management boards come, in most cases, from public institutions at national level, which places the potential conflict of interest to a relatively low level; notes from the same report that for the most part, management board members are responsible for governance and supervision (only in very few cases they take operational decisions) and when such members are going to work in regulated industries, certain restrictive measures addressed to them are taken, taking into account that there is no legal obligation for those members to e.g. apply for authorisation to take up a job; calls on the EUAN to provide the Parliament with an exhaustive list of such restrictive measures that are taken in practice by the agencies; observes lastly from the Study, that CAs do not seem to be at higher risk of contributing to the 'revolving door' issue;</p>	<p><b>Can your Agency provide an exhaustive list of restrictive measures that it has introduced in order to prevent a Conflict of Interest of your Management Board members in case they are going to work in regulated industries?</b></p> <p>The FRA Management Board (MB) adopted in 2022 its revised rules governing the prevention and management of conflict of interests in the Management Board and Scientific Committee (SC).</p> <p>Article 10 of the revised rules stipulates the following:</p> <p><b>"ARTICLE 10 OBLIGATIONS AFTER LEAVING THE MANAGEMENT BOARD OR SCIENTIFIC COMMITTEE</b></p> <p><b>10.1</b> If the member of the Management Board or Scientific Committee intends to be engaged in occupational activities with entities having contractual relationship with the Agency during, or up to one year after the term of the mandate of the Board/Committee, then the member shall inform the Director of the Agency accordingly, who should formulate an opinion to the Management Board and if necessary propose mitigating actions in line with the principles laid down in this decision.</p> <p><b>10.2</b> This decision and its elements will be regularly reviewed by the Management Board upon assessment conducted by the Agency services at least annually. It shall be amended as appropriate in the light of past experiences and new recommendations from inside or outside the Agency."</p> <p>In order to implement the above, whenever the mandates of the members of the MB comes to an end, the members are reminded about the provisions of article 10 and alerted to the fact that they have to inform the FRA services about any potential conflict arising from the situation described in art 10.1.</p>	Implemented
<p><b>Internal control</b></p> <p>57. Notes with concern the Court's findings in the area of management and control systems (other than procurement and HR issues), where weaknesses were observed in 2022 regarding deficiencies in data quality and completeness, expenditure implemented without the proper delegation of power of an authorising officer, absence of adequate <i>ex-post/ex-ante</i> checks, and weaknesses in the management of allowances, grants and commitments; notes that from the total of 24 findings in these areas, 3 were linked to irregular payments; strongly insists on the requirement of effective management and control systems to avoid such deficiencies; reiterates its call for the strengthening of management and control systems in order to ensure the proper functioning of the agencies;</p>	<p><b>What measures has your Agency undertaken regarding deficiencies in data quality and completeness, ensuring adequate <i>ex-post/ex-ante</i> checks, avoiding weaknesses in the management of allowances, grants and commitments?</b></p> <p>The Agency performs a regular control on the adequacy of financial delegations including ABAC access rights.</p> <p>Regular <i>ex-ante</i> controls are embedded in the financial procedures and implemented in the relevant workflows; an <i>ex-post</i> control exercise is performed on an annual basis taking into account a risk-based assessment.</p>	Implemented
<p>58. Notes that, at the end of 2022, all agencies reported that they had implemented the revised, COSO-based, internal control framework (ICF) and that they had performed the annual assessment of the ICF; reiterates its call on all agencies to provide as a minimum the results of the assessment at component level, encourages the agencies however to report on a more detailed level, such as per internal control principle;</p>	<p><b>Can you share the outcome of your annual Internal control Framework assessment, concretely the results of the assessment at component level?</b></p> <p>The Agency assessed that in the internal control framework all components are present and functioning in an integrated manner.</p> <p>Specific improvement measures are being implemented in the areas of financial reporting, recruitment process and appraisal and reclassification exercises.</p>	Implemented

Observations of the discharge authority	FRA's replies and measures	Implementation
<p><b>Communication</b></p> <p>62. Welcomes the steps taken by the agencies to disclose and publish the results of their work through various channels, including their websites and social media; invites the agencies to continue their efforts to report relevant performance information to the Union citizens and the general public in clear and accessible language to ensure greater transparency and public accountability by better-utilising media and social media channels; expects the agencies to report to the discharge authority in this regard;</p>	<p><b>How is your Agency informing the EU Citizens about your work and performance in clear and accessible language in order to ensure greater transparency and public accountability by better-utilising media and social media channels?</b></p> <p>FRA increased its communication activities across the EU to create a safe and inclusive space for dialogue, and to promote fundamental rights, values and freedoms. To maximise the visibility of its outputs and activities, FRA used diverse communication channels to increase engagement with stakeholders, through campaigns, media engagement, including 388 news and press releases, and events.</p> <p>Media references and FRA's social media footprint continued to grow steadily in 2022 and 2023. FRA continued to grow its social media engagement and reach by publishing social media posts across all of its platforms on a daily basis to promote the activities of the agency and those of partner agencies, organisations and institutions.</p> <p>To raise awareness of fundamental rights, FRA launched the '#OurDataYourAlly' social media campaign on youth rights, and the EU-wide campaign 'Let's get loud – Time for change' on the participation of LGBTIQ people in the third wave of the LGBTIQ Survey. As part of the campaign, a number of communication materials were created and made available to stakeholders, including a short video and several social media clips and images. The promotional campaign proved highly effective; more than 100 000 LGBTIQ respondents took part in the survey.</p> <p>The number of followers of the agency's accounts increased in 2023, in particular on LinkedIn, with 33 % more followers than in 2022.</p> <p>On Facebook, FRA's posts gathered 508 852 impressions and 7 606 engagements. Stories on Instagram had 71 210 impressions and 1 297 shares, whereas the posts reached 253 325 impressions and 10 770 engagements. On LinkedIn, FRA's posts collected 1 793 863 impressions and 26 042 engagements. Finally, on X, FRA's posts had 1 312 057 impressions and 33 635 engagements.</p> <p>In January to September 2023, FRA received 83 media requests, which represents an increase of 66 % compared with the whole of 2022, when there had been 50 media requests.</p> <p>The media continued to refer to FRA's outputs and activities. Between January and September 2023, the media published 3 066 articles about FRA, 87.6 articles per week on average.</p> <p>Moreover, 543 articles on the report "Being Black in the EU – Experiences of people of African descent" were published. The FRA Director gave six interviews and had three opinion pieces published in the media.</p>	<p>Implemented</p>

## 2.11. ENVIRONMENTAL MANAGEMENT

Regarding its environmental management policy, the agency's decision to seek new premises aligned with the European Green Deal requirements led to no changes in FRA's existing measures for 2024. A key criterion in selecting new premises is that the proposed building should adhere to high environmental standards, such as Leadership in Energy and Environmental Design or Building Research Establishment Environmental Assessment Method, to help reduce the agency's ecological footprint.

Due to the rise in energy costs, the agency modified its internal practices to decrease energy consumption by lowering heating levels and adjusting external building lighting. Additionally, because of the ongoing hybrid working regime, water and electricity consumption remained consistent with the previous year. Overall, energy and heating consumption were slightly higher than the previous year, primarily due to more staff working from the office.

In terms of waste management, the existing waste disposal approach was followed throughout 2024, contributing to the recycling of as much waste material as possible.

As a result of teleworking and the introduction of new e-workflows, the use of paper was kept at the reduced levels of 2023. This aligns with the agency's efforts to digitise its internal procedures and replace paper-based workflows. Overall, the use of printers and, more importantly, the use of personal printers were reduced exponentially, as paper-based workflows were replaced by e-workflows as part of the digital transformation efforts. This prompted the agency to decide not to replace personal printers.

Furthermore, the agency donated a number of electronic devices such as PCs, laptops and monitors to a non-governmental organisation that supports initiatives at the local and European levels. That action resulted in minimising the environmental footprint of the agency through the reuse of declassified items that are not in use by the agency but are adequate for children to use for educational purposes.

## 2.12. ASSESSMENT BY MANAGEMENT

This section reports on and assesses the elements identified by the management that support assurance on the achievement of the internal control objectives.

The authorising officer performed the required assessment of the effectiveness and efficiency of the internal control systems, based on the internal control framework. In addition, the authorising officer systematically examined the available control results and indicators, as well as the results related to budget implementation, legality and regularity, procurement procedures, fraud prevention and the observations and recommendations issued by the IAS, the ECA and the European Parliament through the discharge procedure. These elements were assessed to determine their impact on the management's assurance regarding the achievement of control objectives.

The assessment of the internal controls demonstrated their effectiveness but also reinforced FRA's commitment to pursuing further improvements under some of the areas covered. Overall, suitable controls are in place and working as intended, risks and opportunities are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented.

No significant weaknesses that may have a potential impact on the declaration of assurance of the authorising officer were identified and reported in any of the relevant parts as set out in the present report.



## **PART II (B). EXTERNAL EVALUATIONS**

According to FRA's renewed regulation (Council Regulation (EU) 2022/555 of 5 April 2022), by 28 April 2027, and every 5 years thereafter, the European Commission is to commission an evaluation to assess in particular the impact, effectiveness and efficiency of the agency and its working practices. The agency should also prepare an action plan to follow up on the conclusions of retrospective evaluations assessing the performance of programmes and activities that entail significant spending, in accordance with Article 29 of Delegated Regulation (EU) 2019/715.

In 2024, based on FRA's 2024–2026 single programming document, a selected group of FRA projects were evaluated, as follows.

*Ex-ante evaluations:*

- *Ex-ante evaluation: Fundamental rights in corporate sustainability and due diligence*

*Interim and ex-post evaluations:*

- *Ex-post evaluation of the Fundamental Rights Forum 2024*
- *Assessment of Fundamental Rights in the Migration Preparedness and Crisis Blueprint*

The above evaluations were performed by an external, independent evaluator selected under interagency framework contract 21-3030-03 (Provision of evaluation and feedback services). Key findings and conclusions of these evaluations and the status of follow-up actions in response to recommendations from previous evaluations are included in the relevant annex to this report (Annex X).

# **PART III.**

# **ASSESSMENT OF THE**

# **EFFECTIVENESS OF THE**

# **INTERNAL CONTROL SYSTEMS**

## EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS

FRA has adopted a set of internal control principles, based on those of the European Commission, to ensure the achievement of its activity and management objectives. Compliance with the internal control framework is a compulsory requirement.

FRA uses the organisational structure and internal control systems suited to achieving its activity and internal control objectives in accordance with the internal control principles and has due regard to the risks associated with the environment in which it operates.

FRA conducts various activities with the purpose of assessing the level of implementation and effectiveness of the internal control framework. The assessment and the consequent prioritising exercise are carried out based on the following sources: internal control framework self-assessment, register of exceptions, *ex post* control, fraud prevention, risk assessment and audit findings (IAS and ECA).

The self-assessment identified some actions needed to improve the quarterly monitoring of budget implementation in order to reduce peaks of implementation at the end of the year, to improve the use of the ARES system in respect of filing key documents and to monitor the time recording from Staff in Sysper. All the issues are already being tackled internally by improving internal processes and reporting systems as well as increasing communication on the specific matters. The actions are expected to be completed during 2025.

The last anti-fraud strategy adopted in December 2021 and the relevant action plan was implemented. All the actions have been addressed including a dedicated fraud risk assessment, raising staff awareness of fraud prevention and whistleblowing rules, conducting initiatives in the areas of declarations of interest and revolving doors situations as well as timely updating the legal framework.

## CONCLUSIONS OF ASSESSMENT OF INTERNAL CONTROL SYSTEMS

FRA assessed its internal control systems during the reporting year and has concluded that they are effective and the components and principles are present and functioning well overall, with some improvements needed in relation to principles 6, 13 and 16 namely the need to improve the quarterly monitoring of budget implementation to allow an even distribution along the year, increasing the filing of documents in the ARES system and monitoring the correct use of Sysper from staff in relation to time recording.

## STATEMENT OF THE MANAGER IN CHARGE OF RISK MANAGEMENT AND INTERNAL CONTROL

*I, the undersigned,*

*Manager in charge of risk management and internal control within the European Union Agency for Fundamental Rights,*

*In my capacity as manager in charge of risk management and internal control, declare that, in accordance with FRA's internal control framework, I have reported my advice and recommendations on the overall state of internal control in the agency to the Director.*

*I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.*

Vienna, 20 May 2025

Xavier Català



# **PART IV.**

# **MANAGEMENT ASSURANCE**

This part reviews the assessment of the elements reported in Parts II and III and presents the overall conclusion supporting the declaration of assurance and whether it should be qualified with reservations.

## REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

The information reported in Parts II and III stems from the results of the management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported, and results in complete coverage of the budget managed by FRA. In conclusion:

- there were no reservations listed in the previous years' annual activity reports;
- there were no critical or very important IAS recommendations, and those of lower importance were closed;
- the ECA issued a positive declaration of assurance for the 2023 financial year on the legality and regularity of the transactions;
- there are no observations from the European Parliament that have not been addressed.

## RESERVATIONS

At FRA, the weaknesses that are likely to lead to a reservation fall within the scope of the declaration of assurance and relate to reasonable assurance on the use of resources, sound financial management, and legality and regularity of operations. To assess if a weakness is material, FRA analyses the failing in qualitative and quantitative terms.

Materiality is the basis for defining significant weaknesses in both qualitative and quantitative terms. The materiality criteria used by FRA and the method used to assess their significance are presented below.

Qualitative criteria are linked to failure in achieving FRA's short-term objectives, reputational risks to FRA, significant weaknesses in FRA's control systems and repetitive errors. These involve the use of resources, sound financial management, and the legality and regularity of transactions. Their significance is judged based on:

- the nature and scope of the weakness;
- the duration of the weakness;
- the existence of compensatory measures (mitigating controls that reduce the impact of the weakness);
- the existence of effective corrective actions to correct the weakness (action plans and financial corrections) that have had a measurable impact.

In quantitative terms, regarding legality and regularity, a weakness is considered material in cases where the financial impact or risk of loss is greater than 2 % of FRA's authorised annual budget.

Taking the above into consideration, no weaknesses, including those covering potential reputational events, were identified related to the financial management of appropriations inside FRA, so no reservations are made in this context.

In conclusion, based on the elements reported above, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director, in her capacity as authorising officer, has signed the declaration of assurance.

# **PART V.**

# **DECLARATION OF ASSURANCE**

*I, the undersigned, Director of the European Union Agency for Fundamental Rights,*

*In my capacity as authorising officer,*

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

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

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

*Confirm that I am not aware of anything not reported here that could harm the interests of the agency.*

Vienna, 20 May 2025

Sirpa Rautio

# ANNEXES

# Annex I.

## Core business statistics

### FRA'S ACHIEVEMENTS IN 2024 AT A GLANCE

<b>Output indicators</b>	 <b>29</b> main publications and <b>73</b> other publications produced	 <b>139</b> research outputs produced	 <b>520</b> written or verbal inputs delivered	 <b>19 168</b> printed copies of FRA's publications disseminated	 <b>77</b> translations of FRA's publications into other EU languages
	 <b>77</b> meetings and events organised/co-organised by FRA	 <b>223</b> external meetings and events where FRA presented / spoke / contributed formally	 <b>3 617</b> communication materials produced	 <b>3 851 313</b> FRA outputs disseminated or accessed	
<b>Outtake indicators</b>	<b>40.3%</b> increase in participants in FRA's events	 <b>6 521</b> references to FRA in the media			 <b>1 728</b> references to FRA's work
	<b>99.3%</b> of stakeholders would attend similar FRA events in the future	 <b>3 %</b> increase in followers on FRA's social media			 <b>3 379 746</b> social media post impressions
	<b>97.2%</b> of stakeholders responding to the survey used at least one of FRA's outputs				

### FRA'S KEY PERFORMANCE INDICATORS

In 2024, FRA exceeded its targets in most cases, contributing greatly to its mission of promoting and protecting fundamental rights in the EU.

FRA produced a large number of outputs, including publications, research, written and verbal inputs, technical assistance and capacity-building activities, and events. Numerous outputs have also been made accessible to the wider public across the EU through 77 translations of FRA's outputs into other EU languages. FRA delivered 520 written and verbal inputs and supported stakeholders with 25 technical assistance and capacity-building activities. FRA (co-)organised 77 events in 2024 and contributed to 223 external meetings, where it shared its expertise on fundamental-rights-related issues.

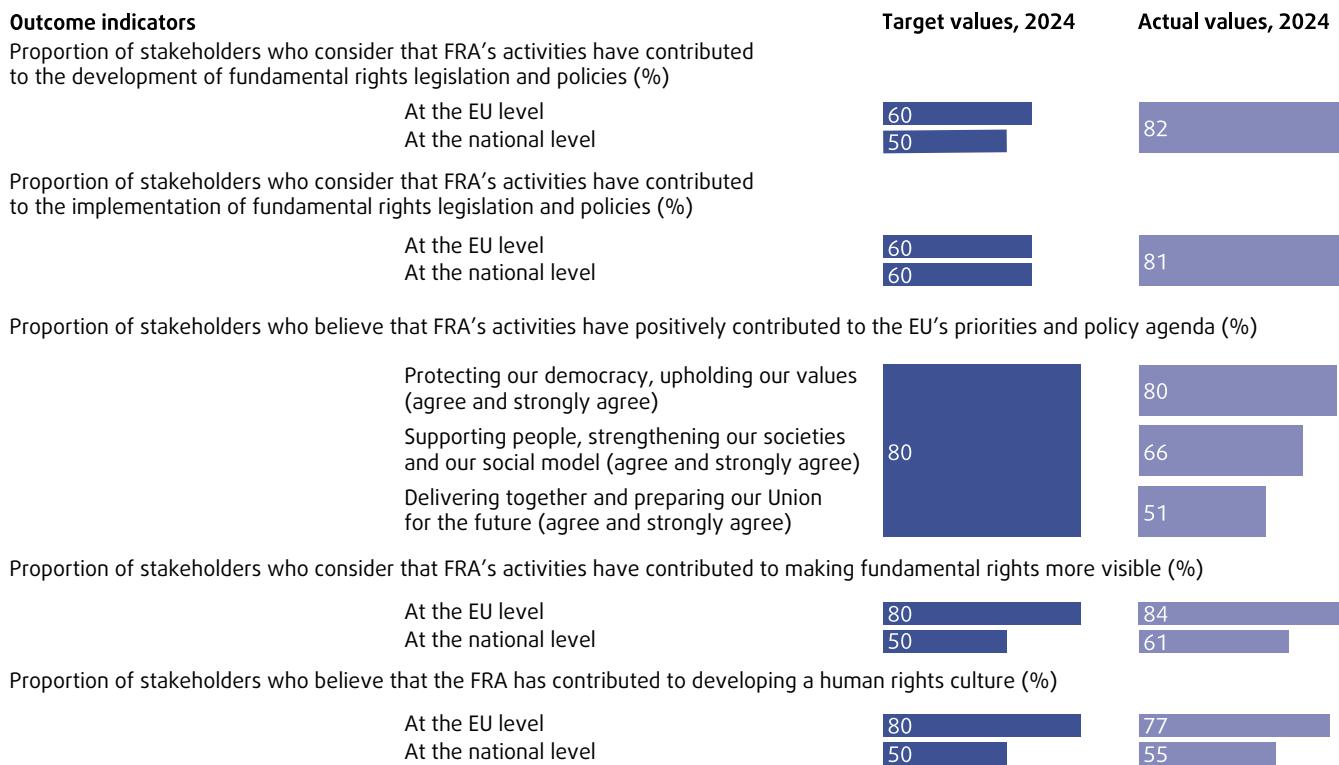
The number of stakeholders reached in 2024 emphasises the engagement of the Agency in promoting fundamental rights on different platforms, including social media. The number of followers of FRA's main social media accounts increased on average by 3 % compared with 2023, with the largest increase in followers occurring on LinkedIn (11 %). The recognition of the importance and relevance of FRA's work was clear, based on the number of references to FRA's outputs in 2024 (1 728). This number much exceeded the 984 references recorded in 2023.

Most of the stakeholders who have used FRA's publications said that these were useful (83 %) and relevant (64 %), which is a testament to the quality of the Agency's work.

Table 5 shows FRA's performance against its 2024 key performance indicators (KPIs). These primarily concern output and outtake (short-term achievement) indicators, which are compiled and reported based on project-level data. Some outcome (long-term achievement) indicators are currently reported based on responses collected through a user satisfaction survey.

**TABLE 5. KEY PERFORMANCE INDICATORS IN 2024**

	<b>Target values, 2024</b>	<b>Actual values, 2024</b>
<b>Output indicators</b>		
Number of publications produced (29 main publications and 73 other publications)	50	102
Number of research outputs produced (¹)	135	139
Number of written/verbal inputs delivered	150	520
Number of formal requests for opinions on legislative proposals	–	2
Number of requests for data or evidence	50	136
Number of technical assistance / capacity-building activities organised/co-organised by FRA	25	21
Number of requests for technical assistance / capacity building	15	21
Number of country visits to Member States	2	1
Number of meetings and events organised/co-organised by FRA	100	77
Number of external meetings and events where FRA presented / spoke / contributed formally	120	223
Number of translations of FRA's publications into other EU languages	70	77
Number of communication materials produced (²)	1 000	3 617
Number of printed publication copies disseminated (hundreds)	150	192
Number of FRA outputs disseminated or accessed/downloaded online (thousands)	1 000	3 851
<b>Outtake indicators</b>		
Number of participants in FRA's events (% increase)	10	40
Proportion of stakeholders attending FRA events who would attend similar FRA events in the future (%)	80	99
Proportion of stakeholders who have used FRA outputs (%)	80	97
Extent to which FRA's publications are considered by stakeholders to be useful, relevant, timely and reliable (%)		
Useful	80	83
Relevant	80	64
Timely	80	43
Reliable	80	53
Proportion of stakeholders who believe that FRA has provided relevant and reliable real-time expertise in response to an emergency (%)	70	70
FRA's presence on social media (% increase in followers)		
X	0	
LinkedIn	10	11
Instagram	4	
Number of media enquiries (through FRA's contact form) (% increase)	10	21
Number of mentions of FRA in the media	4 000	6 521
Number of references to FRA's work	200	1 728



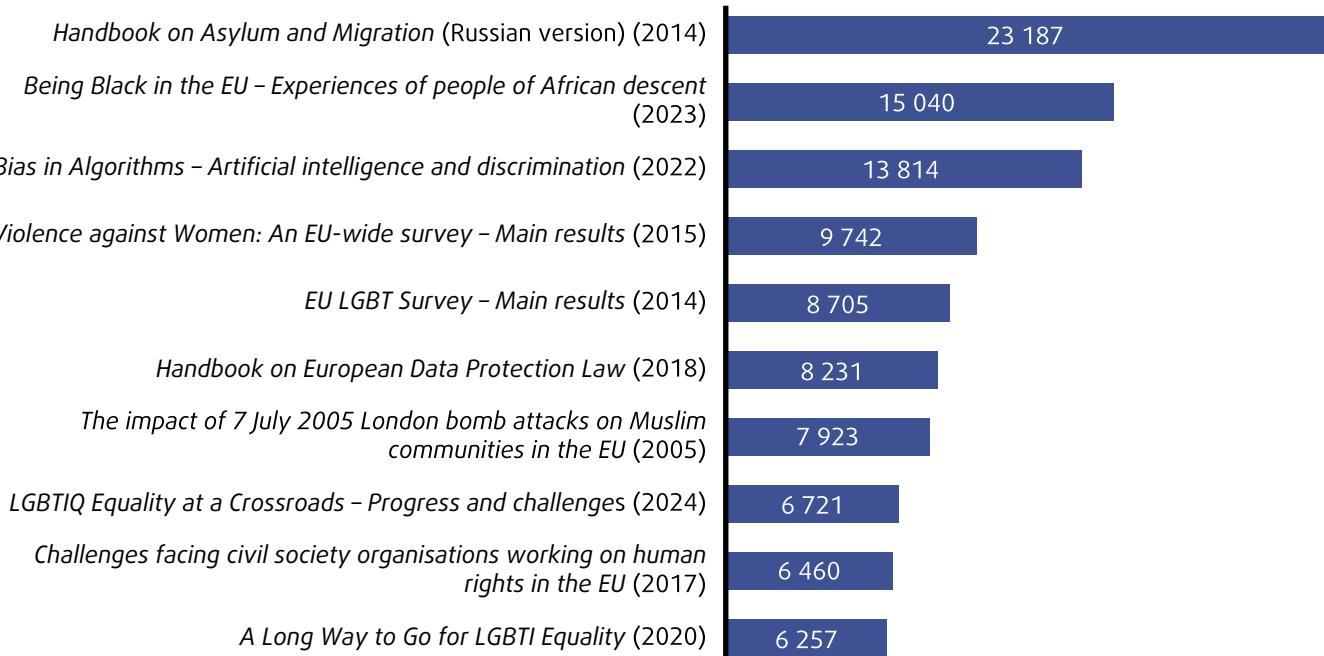
(1) The target for this indicator was revised during the year to reflect the consolidated project-level planning data.

(2) The number of communication materials produced includes 1 252 social media posts; 292 news/events items; FRA website updates, including 867 new pieces of content; 100 responses to questions from media; 27 social media videos; video messages; printed or online promotional materials; campaigns, including website campaigns; online tools; datasets; press releases; livestreams; and newsletters.

## FRA'S COMMUNICATION STATISTICS FOR 2024

This section outlines key statistics regarding FRA's communication activities in 2024.

### TOP 10 FRA PUBLICATIONS IN 2024, BY NUMBER OF DOWNLOADS

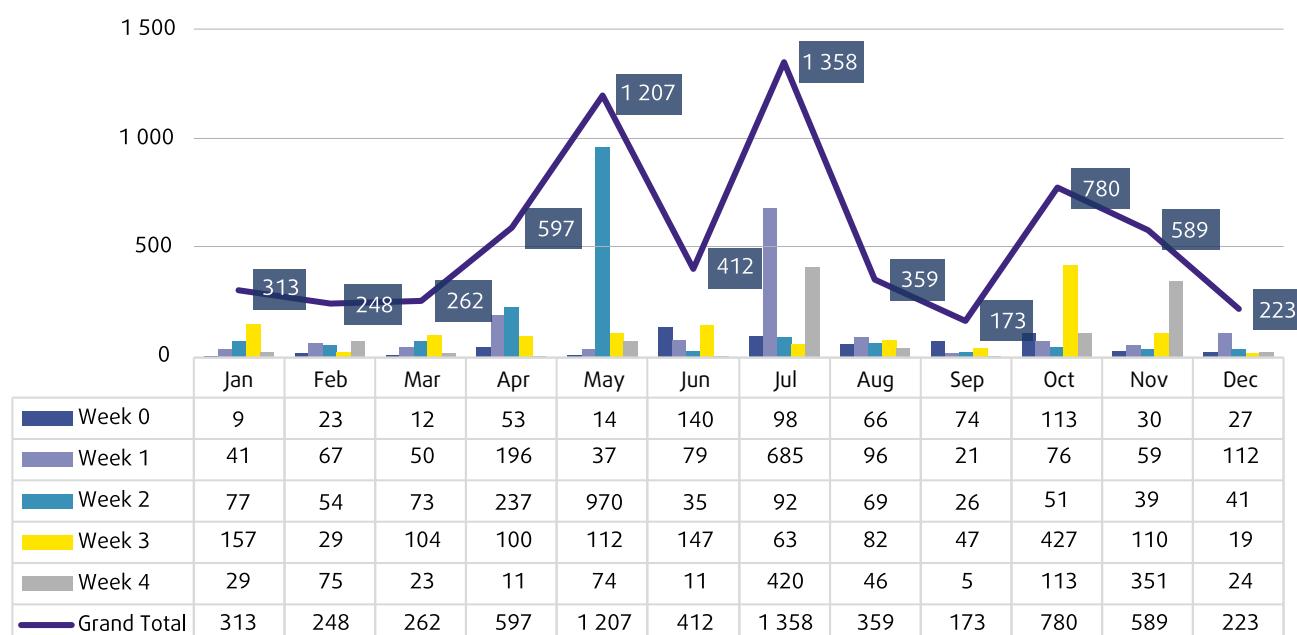


A total of 2 134 FRA publications were ordered through the Publications Office in 2024, representing the second largest number of publications ordered among all EU agencies.

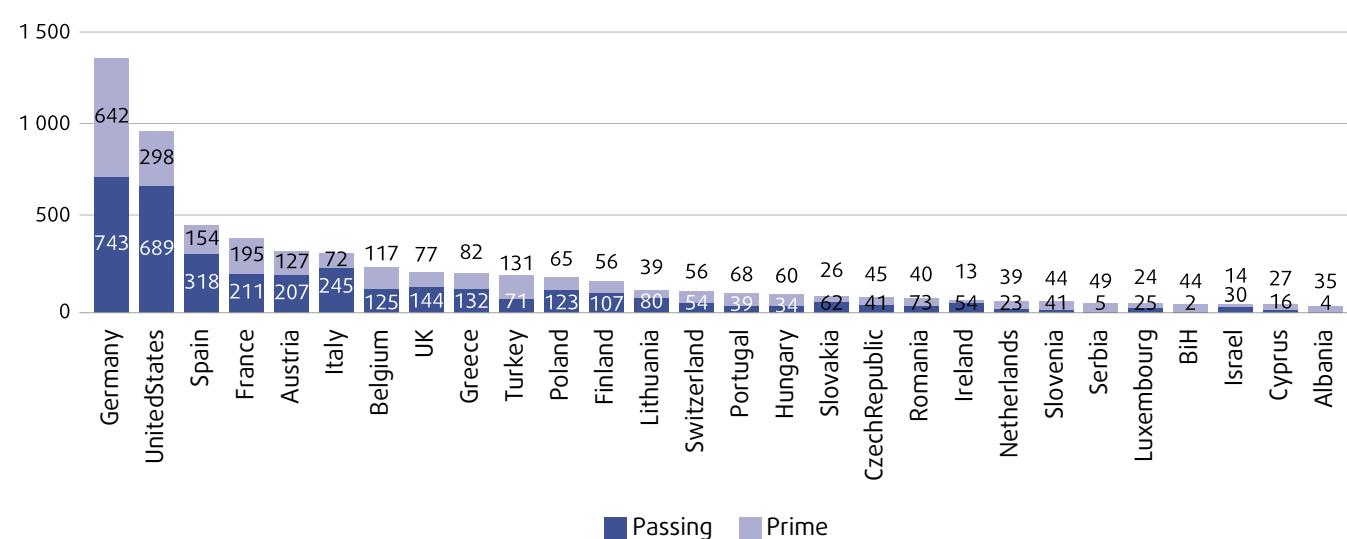
#### FRA'S SOCIAL MEDIA STATISTICS FOR JANUARY AND DECEMBER 2024

KPI	X	Facebook	LinkedIn	Instagram
Posts	566	378	372	229
Total followers	74 573	80 981	82 710	11 665
New followers	- 257	2 969	12 163	5 100
Engagement (thousands)	16.7	23.9	17.7	13.0
Impressions (thousands)	993.2	263.1	1.4	336.4

#### FRA'S MEDIA COVERAGE IN 2024



#### FRA'S COUNTRY COVERAGE IN 2024



■ Passing ■ Prime

**TABLE 6. OVERVIEW OF FRA PUBLICATIONS AND TRANSLATIONS IN 2024**

Title	Language(s)
<i>Handbook on European law relating to asylum, borders and immigration – Edition 2020</i>	fi, lt, lv, ro
<i>Fleeing Ukraine – Displaced people's experiences in the EU</i>	bg, cs, de, es, et, hu, it, pl, ro, ru, sk, uk
<i>Getting the Future Right – Artificial intelligence and fundamental rights</i>	sl
<i>Fundamental Rights Report – 2024: FRA opinions</i>	en, bg, cs, da, de, el, es, et, fi, fr, ga, hr, hu, it, lt, lv, mk, mt, nl, pl, pt, ro, sr, sk, sl, sq, sv
<i>European Arrest Warrant and fundamental rights ECtHR and CJEU case-law – Joint factsheet</i>	fr
<i>Human Rights Cities in the European Union – A guide to support local authorities in making human rights part of people's daily life</i>	bg, da, el, et, fi, hr, lt, lv, mt, nl, pt, ro, sk, sl
<i>Charter Case Studies – Trainer's manual</i>	da, et, fi, fr, lt, pt, sv
Charter courses	bg, da, el, et, fi, hr, lt, lv, nl, pt, sk, sl, sv

## REFERENCES TO FRA IN 2024

The following section presents references to FRA outputs in 2024. References were identified through searches of the online document repositories of the EU institutions and other international organisations and through web scraping. Key terms related to the name of the Agency and FRA's 2024 publications were used to search repositories. This process was enhanced using information from FRA's project managers. Web scraping was used to identify academic references to FRA publications.

In total, 143 references to FRA's work by EU and international institutions were found. Of the EU institutions, the European Parliament made the largest number of references (35), followed by the European Commission (31). Serving as testament to the mutual trust built up over the years between FRA and the CoE, the CoE made 61 references to FRA's work – the largest number among international organisations. Non-institutional stakeholders, including CSOs and academia, made many references (1 585). This represents a significant increase in 2023, when the number of references was 752.

## REFERENCES TO FRA IN 2024, BY STAKEHOLDER

Stakeholder	Number of references
European Parliament	35
Council of the European Union	4
European Commission	31
EU legislation	2 (mentions in legal acts)
European Committee of the Regions	1
Eurostat	2
CoE	61
ECtHR	3 (mentions in cases)
OECD	1
UN	3
Academic references	1 585

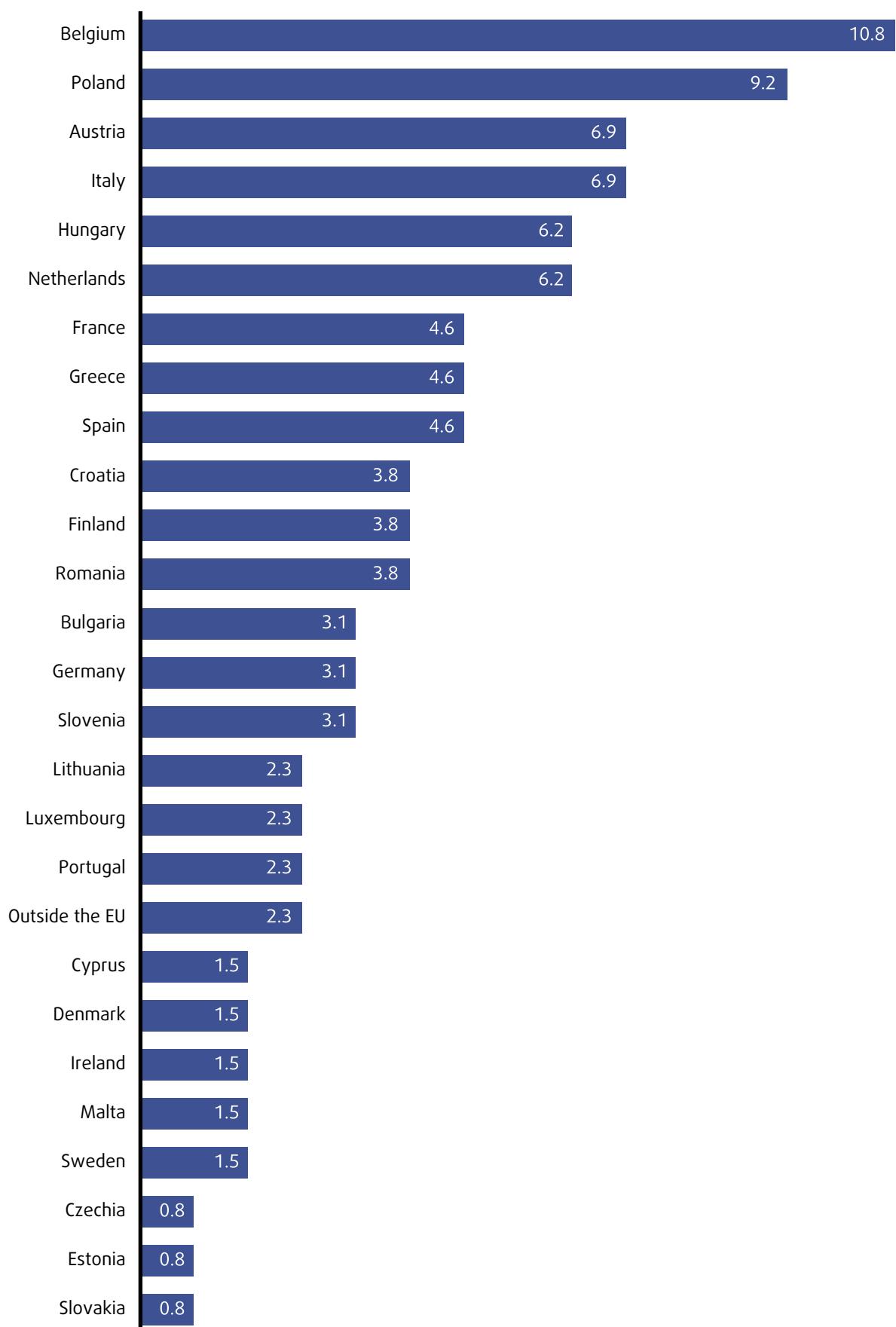
## STAKEHOLDER FEEDBACK IN 2024

In 2024, FRA carried out a feedback survey targeting its stakeholders. The Publications Office helped by disseminating the survey to some of its mailing lists.

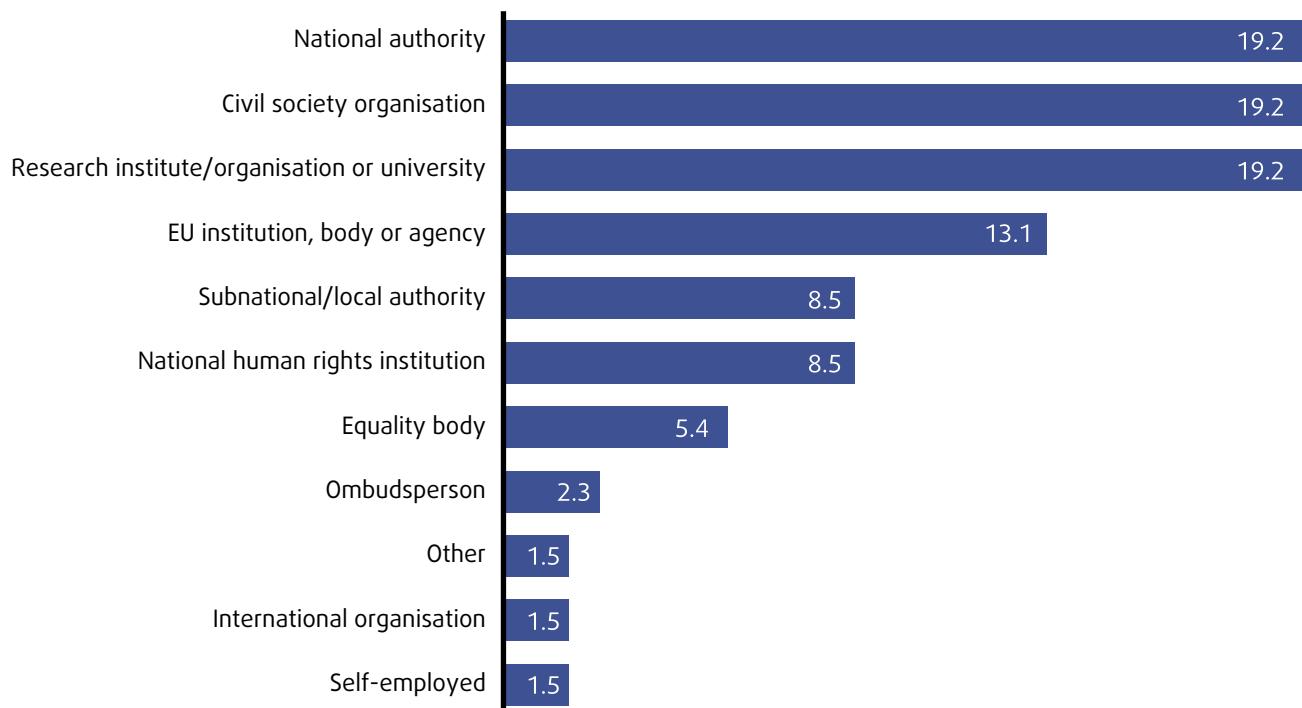
This FRA user survey asked for feedback on all FRA's outputs, including how they are used, respondents' level of satisfaction and likelihood of reusing them, and how much the outputs contribute to achieving both FRA's and the European Commission's priorities.

The survey was open for responses in January and February 2024. FRA developed, analysed and administered the questionnaire.

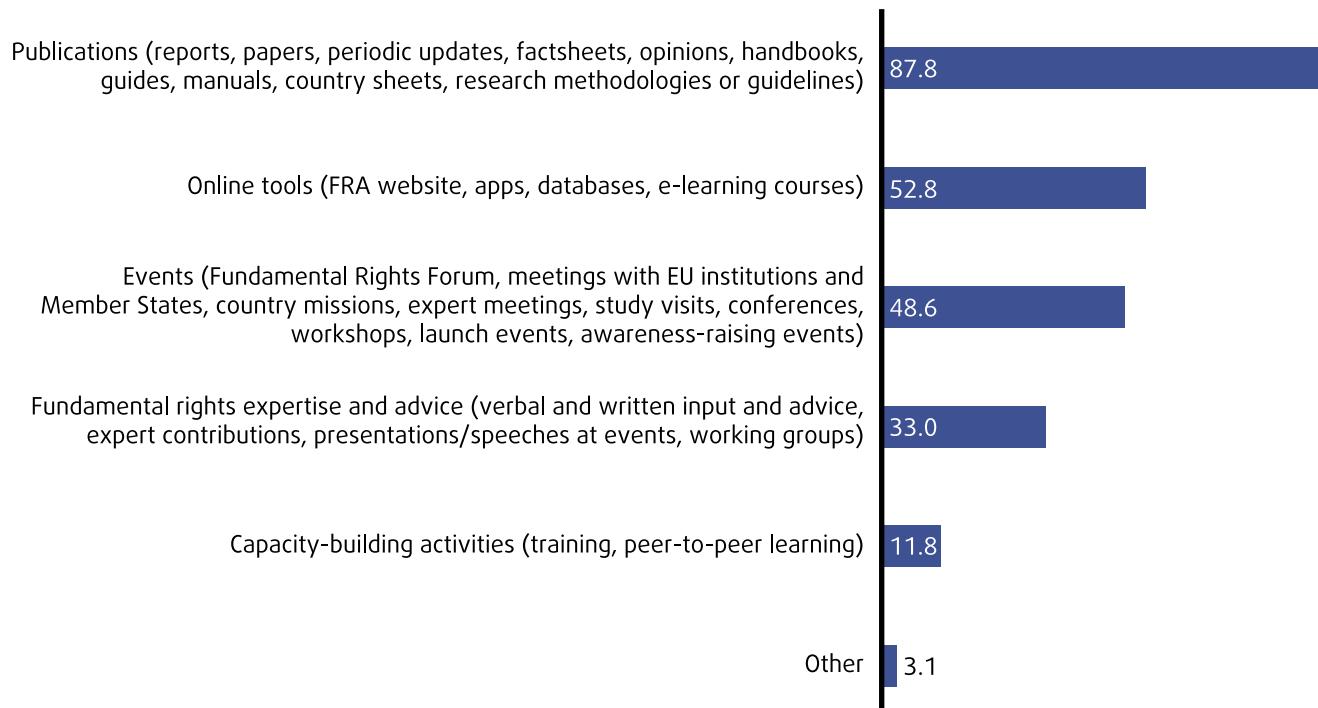
#### GEOGRAPHICAL DISTRIBUTION OF RESPONDENTS TO THE STAKEHOLDER FEEDBACK SURVEY (%)



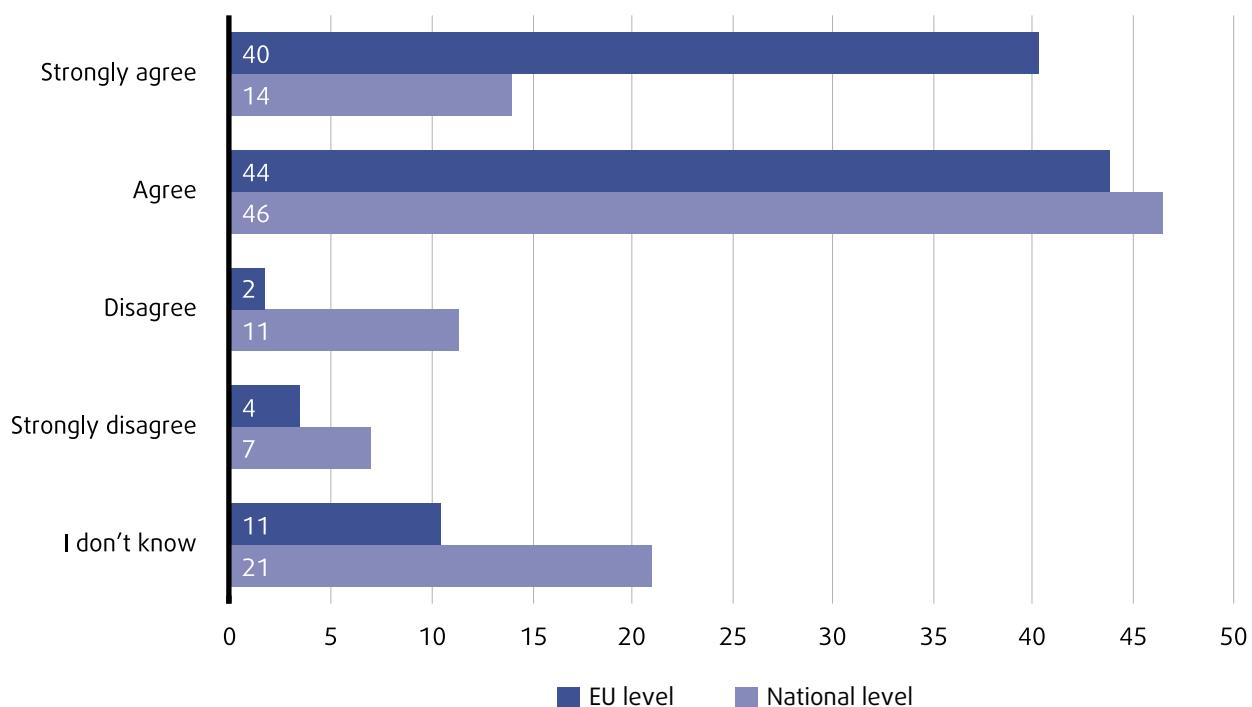
#### STAKEHOLDERS' ORGANISATIONS (%)



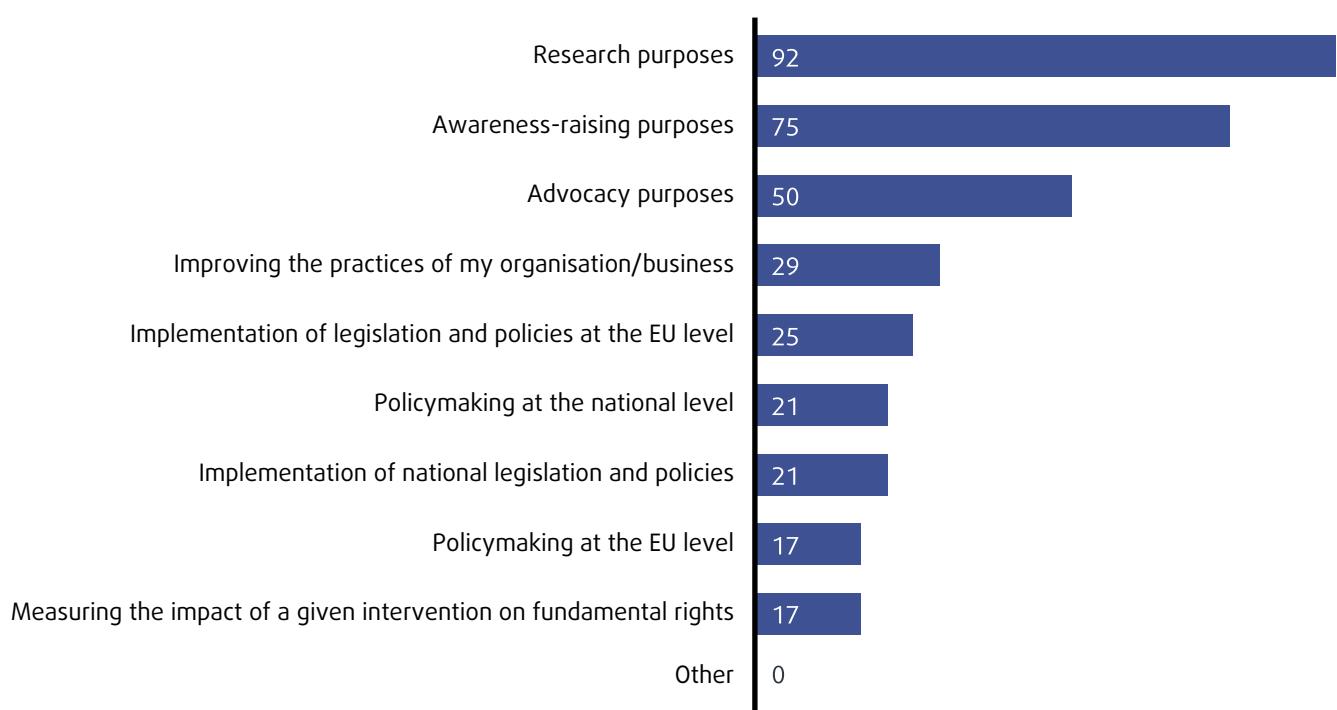
#### STAKEHOLDERS' USE OF FRA OUTPUTS IN 2024 (%)



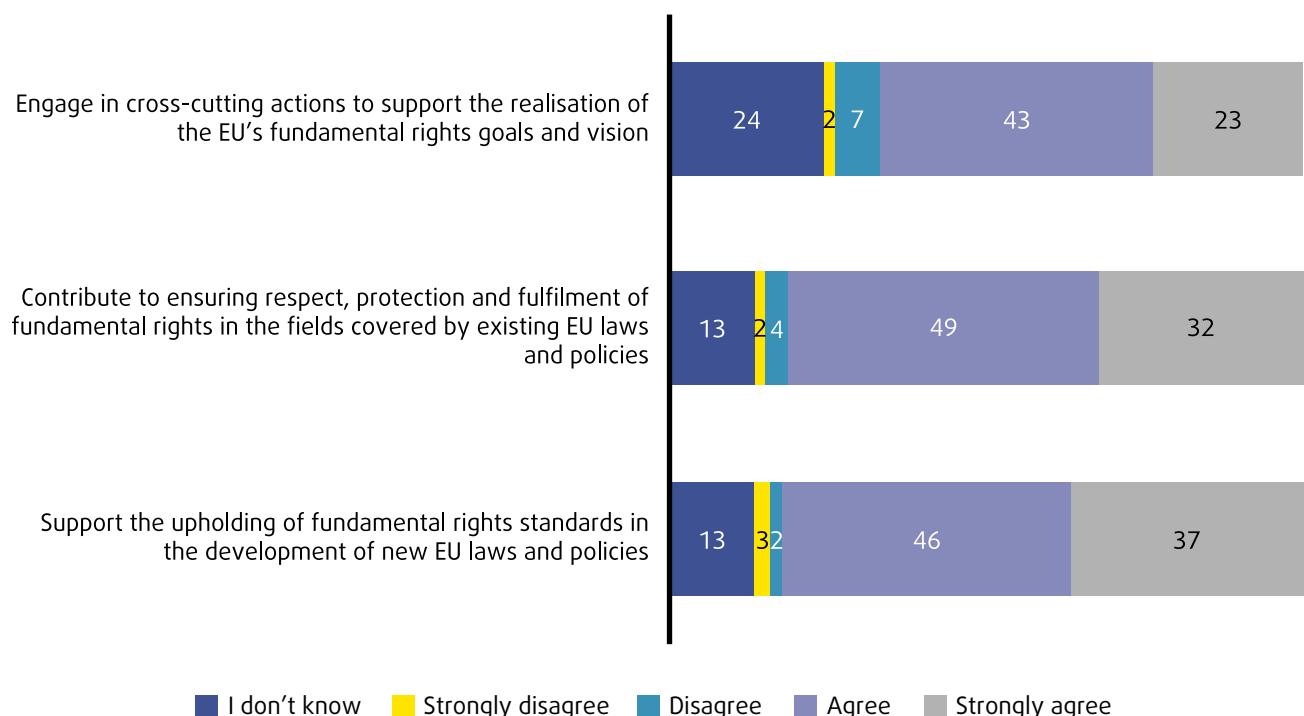
**STAKEHOLDERS AGREEING THAT FRA HAS CONTRIBUTED TO MAKING FUNDAMENTAL RIGHTS VISIBLE AT THE NATIONAL AND EU LEVELS (%)**



**PURPOSES OF STAKEHOLDERS' USE OF FRA OUTPUTS IN 2024 (%)**

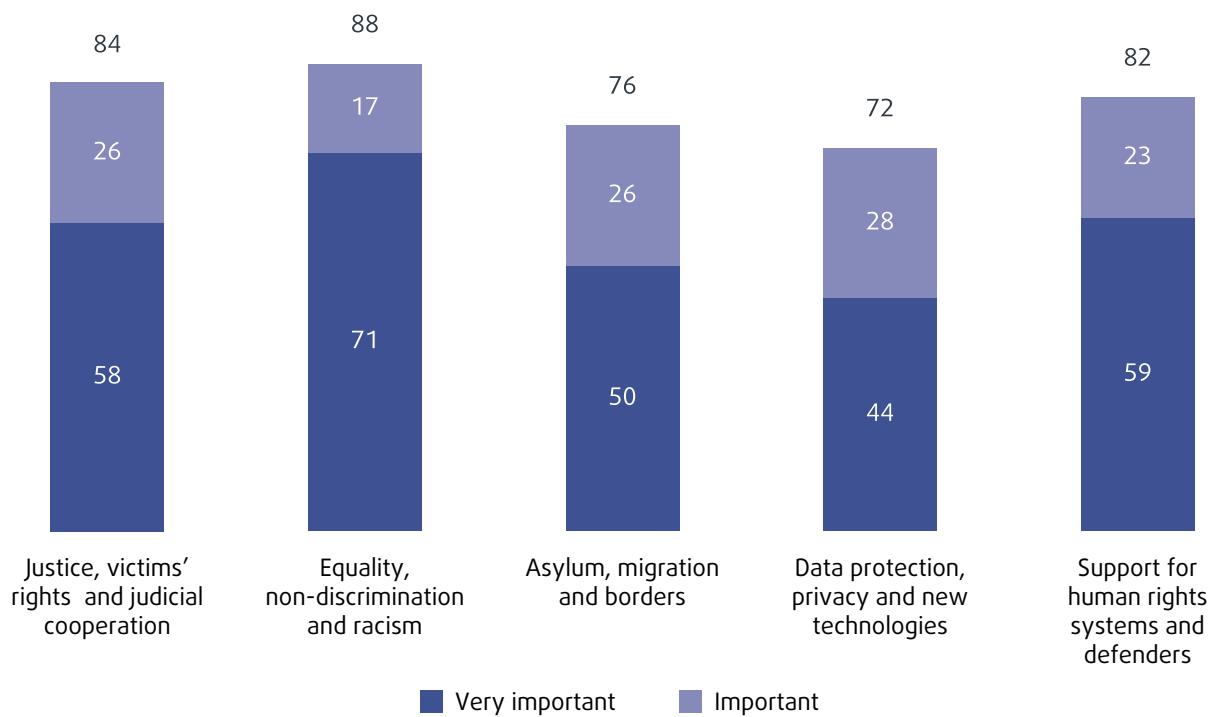


#### STAKEHOLDERS' OPINIONS ON THE EXTENT TO WHICH FRA HAS CONTRIBUTED TO ITS STRATEGIC PRIORITIES (%)



■ I don't know ■ Strongly disagree ■ Disagree ■ Agree ■ Strongly agree

#### STAKEHOLDERS' OPINIONS ON THE IMPORTANCE OF FRA'S WORK, BY AREA (%)



## KEY PERFORMANCE INDICATORS FOR THE DIRECTOR

In line with the Commission guidelines on KPIs for directors of EU decentralised agencies, the objectives, indicators and targets for FRA's Director in Table 7 were identified.

**TABLE 7. DIRECTOR'S KPIS**

Objective	KPI	Target	Achieved
Work programme fully implemented throughout the year and such implementation 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	December N – 2 January N – 1 December N – 1
	Percentage of completion of the projects included of the annual work plan / programming document	90 %	90 %
	Timely achievement of objectives of the programming document	90 %	Will be assessed in 2025
	Timely submission of documents planned for publication in the annual work programme / programming document / annual activity report and in particular of the (annual) <i>Fundamental Rights Report</i> , in cooperation with the Scientific Committee	90 %	100 %
Swift, timely and full use of the financial and human resources allocated by the budgetary authorities	Rate (%) of implementation of commitment appropriations	> 95 %	100 %
	Rate (%) of cancellation of carried over payment appropriations	< 5 %	2.6 %
	Rate (%) of outturn (total payments in year N and carry forwards to year N + 1, as a percentage of the total EU funding and fee income, where applicable, received in year N)	> 95 %	99.4 %
	Rate (%) of payments executed within the legal/ contractual deadlines	> 80 %	86 %
Timely implementation in the adequacy and effectiveness of internal control systems	Rate (%) of external and accepted internal audit recommendations implemented	90 %	100 %
	Average vacancy rate (percentage of authorised posts of the annual establishment plan that are vacant at the end of the year, including job offers sent before 31 December)	< 5 % of total posts	2.8 %
	Delivery of positive opinions by the Scientific Committee on agency publications	100 %	100 %
	<i>Ex-ante</i> and <i>ex-post</i> evaluations of projects implemented based on the annual evaluation plan	80 %	100 %
Evidence of the level of staff well-being	Organisation of satisfaction surveys / engagement surveys within the agency	1 every 3 years	Planned in 2025
	Annual average days of short-term sick leave per staff member	< 8	6.82
	Members of staff complaining under Article 90 (2) of the staff regulations per 100 staff members	< 5	1.85

Objective	KPI	Target	Achieved
External presentation of the agency's activities and effective cooperation with the agency's external stakeholders	Formal presentations to the European Parliament and Council (including its preparatory bodies)	> 4	6 Formal Presentations (March – December 2024)
	Country-level presentations of the agency's work nationally	4	2
	Number of interviews or mentions of FRA's Director in different media outlets	12 in a year	1 519 mentions of the Director in the media and 4 interviews.
	Cooperation meetings with the agency's networks and partners including EU institutions, bodies and agencies, NLOs, international organisations, public bodies competent for human rights in the Member States (including NHRIIs) and civil society (including participants in the Fundamental Rights Platform (FRP))	<ul style="list-style-type: none"> <li>&gt; 200 bilateral meetings</li> <li>&gt; 15 stakeholder meetings at FRA</li> <li>1 NLO meeting</li> <li>1 major event (Fundamental Rights Forum)</li> <li>&gt; 6 visits to EU institutions, bodies and agencies</li> </ul>	<ul style="list-style-type: none"> <li>95 bilateral meetings (March – December 2024)</li> <li>1 major event (Fundamental Rights Forum)</li> <li>2 FRA-NLO meetings</li> <li>1 FRA-NLO Working Party Meeting</li> <li>8 FRP thematic webinars</li> <li>4 FRP Roundtables</li> <li>1 FRP Annual Meeting</li> </ul>

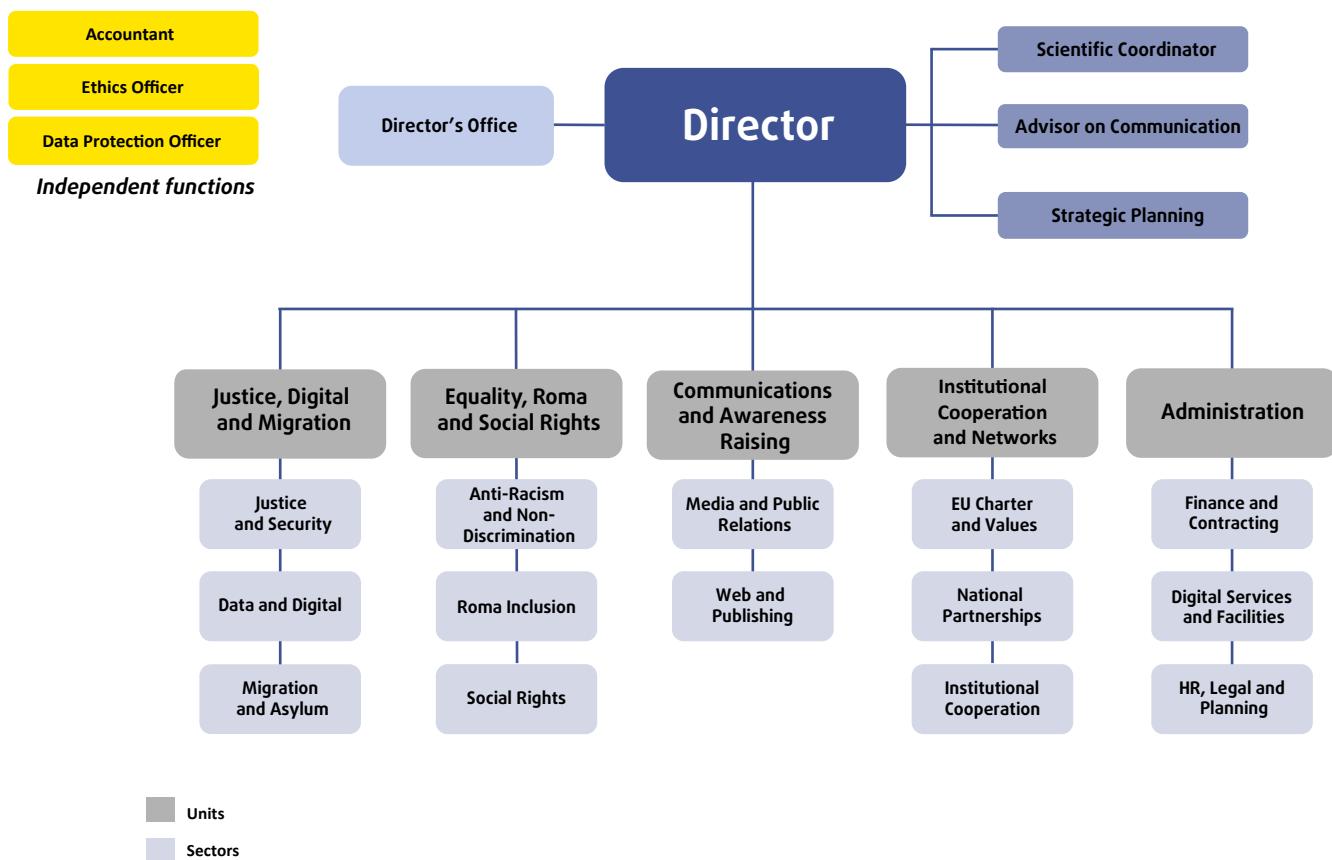
# Annex II.

## Statistics on financial management

Please refer to the *Report on Budgetary and Financial Management*, available on FRA's web page for **financial documents**.

# Annex III.

## Organisational chart



# Annex IV.

## Establishment plan and additional information on human resources management

TABLE 8. ESTABLISHMENT PLAN

Category and grade	Permanent posts		Temporary posts	
	2024 (authorised posts)	2024 (actually filled as of 31 December 2024)	2024 (authorised posts)	2024 (actually filled as of 31 December 2024)
AD 16	—	—	—	—
AD 15	—	—	—	—
AD 14	—	—	3	1
AD 13	—	—	2	1
AD 12	—	—	5	3
AD 11	—	—	7	4
AD 10	—	—	10	7
AD 9	—	—	10	15
AD 8	—	—	6	7
AD 7	—	—	2	4
AD 6	—	—	2	3
AD 5	—	—	5	5 (*)
Total AD	—	—	<b>52</b>	<b>50</b>
AST 11	—	—	—	—
AST 10	—	—	2	1
AST 9	—	—	3	4
AST 8	—	—	4	2
AST 7	—	—	4	6
AST 6	—	—	5	3

Category and grade	Permanent posts		Temporary posts	
	2024 (authorised posts)	2024 (actually filled as of 31 December 2024)	2024 (authorised posts)	2024 (actually filled as of 31 December 2024)
AST 5	—	—	2	3
AST 4	—	—	—	—
AST 3	—	—	—	—
AST 2	—	—	—	—
AST 1	—	—	—	—
Total AST	—	—	<b>20</b>	<b>19</b>
AST/SC 6	—	—	—	—
AST/SC 5	—	—	—	—
AST/SC 4	—	—	—	—
AST/SC 3	—	—	—	—
AST/SC 2	—	—	—	—
AST/SC 1	—	—	—	—

AD, administrator; AST, assistant; AST/SC, secretaries and clerks.

(\*) At its meeting in 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 became AD5 upon the staff member's departure at the end of December.

Source: FRA, 2024.

**TABLE 9. INFORMATION ON RECRUITMENT GRADE / FUNCTION GROUP FOR EACH TYPE OF POST**

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment	Indication of whether the function is dedicated to administrative support or operations
Head of Unit	TA	AD 9 - AD 12	Operational
Officer, Administrator	TA/CA	AD 5 / FGIV	Operational, Administrative
Assistant	TA/CA	AST3 / FGIII	Operational, Administrative
Administrative Agent	CA	FGII	Administrative

TA, temporary agent; CA, contract agent.

**TABLE 10. JOB SCREENING / BENCHMARKING AGAINST PREVIOUS YEAR'S RESULTS**

Job type (sub)category	Year <i>n</i> - 1 (%)	Year <i>n</i> (%)
Administrative support and coordination	<b>16</b>	<b>19</b>
Administrative support	15	18
Coordination	1	1
Operational	<b>73</b>	<b>73</b>
Top-level operational coordination	4	5
Programme management and implementation	54	54
Evaluation and impact assessment	2	2
General operational	13	13
Neutral	<b>11</b>	<b>8</b>
Finance/control	9	6
Linguistics	2	2

*NB: The above figures include all different types of contracts: temporary agents, contract agents and seconded national experts.*

*Source: FRA, 2024.*

# Annex V.

## Human and financial resources by activity

TABLE 11. HUMAN RESOURCES BY ACTIVITY

SPD ref.	Activity	Human resources				%
		TA	CA	SNE	Total	
<b>A.</b>	<b>Equality, Roma and Social Rights</b>	<b>13</b>	<b>5</b>	<b>3</b>	<b>21</b>	<b>19 %</b>
A.1.	Anti-Racism & Non-Discrimination	5	3	2	10	9 %
A.2.	Social Rights	6	0	1	7	6 %
A.3.	Roma Inclusion	2	2	0	4	4 %
<b>B.</b>	<b>Justice, Digital and Migration</b>	<b>13</b>	<b>7</b>	<b>2</b>	<b>22</b>	<b>19 %</b>
B.1.	Justice & Security	6	2	0	8	7 %
B.2.	Data & Digital	2	3	2	7	6 %
B.3.	Migration & Asylum	5	2	0	7	6 %
<b>C.</b>	<b>Institutional Cooperation and Networks</b>	<b>14</b>	<b>4</b>	<b>2</b>	<b>20</b>	<b>18 %</b>
C.1.	Human Rights Structures & Mechanisms	8	2	1	11	10 %
C.2.	Policy Analysis & Stakeholder Cooperation	6	2	1	9	8 %
<b>D.</b>	<b>Communications and Events</b>	<b>10</b>	<b>6</b>	<b>2</b>	<b>18</b>	<b>16 %</b>
D.1	Communicating rights, Media & Events	5	4	2	11	10 %
D.2	Web, Publishing & Promotions	5	2	0	7	6 %
<b>E.</b>	<b>Horizontal Operational Activities</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2 %</b>
<b>Total Operational</b>		<b>52</b>	<b>22</b>	<b>9</b>	<b>83</b>	<b>73 %</b>
Administration		20	10	0	30	27 %
<b>Total Administration</b>		<b>20</b>	<b>10</b>	<b>0</b>	<b>30</b>	<b>27 %</b>
<b>GRAND TOTAL</b>		<b>72</b>	<b>32</b>	<b>9</b>	<b>113</b>	<b>100 %</b>

TA: temporary agents; CA: contract agents; SNE: seconded national experts; SPD: Single Programming Document.

**TABLE 12. FINANCIAL RESOURCES BY ACTIVITY (EUR)**

SPD ref.	Activity	Direct expenditure	Indirect expenditure (overheads)	Total expenditure
<b>A.</b>	<b>Equality, Roma and Social Rights</b>	<b>3 250 869</b>	<b>3 620 077</b>	<b>6 870 946</b>
A.1.	Anti-Racism & Non-Discrimination	210 852	1 723 846	1 934 699
A.2.	Social Rights	638 597	1 206 692	1 845 289
A.3.	Roma Inclusion	2 401 420	689 538	3 090 958
<b>B.</b>	<b>Justice, Digital and Migration</b>	<b>2 566 944</b>	<b>3 792 462</b>	<b>6 359 405</b>
B.1.	Justice & Security	1 080 032	1 379 077	2 459 109
B.2.	Data & Digital	741 761	1 206 692	1 948 453
B.3.	Migration & Asylum	745 151	1 206 692	1 951 843
<b>C.</b>	<b>Institutional Cooperation and Networks</b>	<b>1 164 946</b>	<b>3 447 692</b>	<b>4 612 639</b>
C.1.	Human Rights Structures & Mechanisms	664 843	1 896 231	2 561 074
C.2.	Policy Analysis & Stakeholder Cooperation	500 103	1 551 462	2 051 565
<b>D.</b>	<b>Communications and Events</b>	<b>977 222</b>	<b>3 102 923</b>	<b>4 080 145</b>
D.1	Communicating rights, Media & Events	290 572	1 896 231	2 186 803
D.2	Web, Publishing & Promotions	686 650	1 206 692	1 893 342
<b>E.</b>	<b>Horizontal Operational Activities</b>	<b>122 700</b>	<b>344 769</b>	<b>467 469</b>
<b>Total Operational</b>		<b>8 082 682</b>	<b>14 307 923</b>	<b>22 390 605</b>
Administration		0	5 171 539	5 171 539
<b>Total Administration</b>		<b>0</b>	<b>5 171 539</b>	<b>5 171 539</b>
<b>Total EU subsidy (Titles I, II &amp; III)</b>		<b>8 082 682</b>	<b>19 479 462</b>	<b>27 562 143</b>
F.	Cooperation Agreements - External Assigned revenue (Title IV)	692 672	0	692,672
<b>GRAND TOTAL</b>		<b>8 775 354</b>	<b>19 479 462</b>	<b>28 254 815</b>

SPD: Single Programming Document.

# **Annex VI. Contribution, grant and service-level agreements: financial framework partnership agreements**

Not applicable (please see Section 2.3).

# Annex VII. Specific annexes related to Part II (A)

## MATERIALITY CRITERIA

Materiality is the basis for defining significant weaknesses in both qualitative and quantitative terms. The materiality criteria used by FRA and the method used to assess their significance are presented below.

Qualitative criteria are linked to failure in achieving FRA's short-term objectives, reputational risks to FRA, significant weaknesses in FRA's control systems and repetitive errors. These involve the use of resources, sound financial management, and the legality and regularity of transactions. Their significance is judged based on:

- the nature and scope of the weakness;
- the duration of the weakness;
- the existence of compensatory measures (mitigating controls that reduce the impact of the weakness);
- the existence of effective corrective actions to correct the weakness (action plans and financial corrections) that have had a measurable impact.

In quantitative terms, regarding legality and regularity, a weakness is considered material in cases where the financial impact or risk of loss is greater than 2 % of FRA's authorised commitments.

## INTERNAL CONTROL TEMPLATE FOR BUDGET IMPLEMENTATION

### Stage 1 – procurement

#### *A – Planning*

**Main control objectives:** effectiveness, efficiency and economy; compliance (legality and regularity).

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Not applicable as no medium or high risks were identified under this phase	–	–	–

#### *B – Needs assessment and definition of needs*

**Main control objectives:** effectiveness, efficiency and economy; compliance (legality and regularity).

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators (three Es)
Not applicable as no medium or high risks were identified under this phase	–	–	–

## C – Selection of the offer and evaluation

Main control objectives: effectiveness, efficiency and economy; compliance (legality and regularity); fraud prevention and detection.

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators (three Es)
Conflict of interest / unequal treatment of tenderers, for example because of biased selection criteria or partial evaluations (also relating to the MB and SC)	<p>Formal evaluation process, governed by dedicated internal procedures: Opening Committee and Evaluation Committee including a minimum of three members on the selection panel for open calls for tenders, and three for low- and medium-value purchases, reducing the risk of unequal treatment.</p> <p>Providing clear rules for low-value purchases</p>	<p>100 % – all calls for tenders</p> <p>Depth: all documents transmitted</p> <p>Benefits: compliance with financial rules</p> <p>Difference between the most onerous offer and the selected offer</p> <p>Preventing the unequal treatment of tenderers and therefore the potential complaints or litigation that may occur</p>	<p>Effectiveness</p> <p>Number of complaints or litigation cases filed</p> <p>Number of requests for clarification regarding the tender</p> <p>Efficiency</p> <p>Average cost of a tendering procedure</p> <p>Costs of closing a complaint / litigation</p>
Declarations of conflict of interest signed by the members of both the Opening Committee and the Evaluation Committee		<p>100 % of the members of the Opening Committee and the Evaluation Committee</p> <p>Benefits: number of contracts for which the control prevented the risk of litigation or fraud</p>	<p>Economy</p> <p>Estimation of costs of staff involved in the evaluation process</p> <p>Estimation of costs of running the website (updating, maintenance, etc.)</p> <p>Estimation of costs of staff involved in supervision and in steering committees</p>
Declarations of conflict of interest signed by the members of the MB and SC		<p>100 % of the members of the MB and SC</p> <p>Benefits: potential irregularities prevented by avoiding interference in procurement procedure / contracting</p>	
Dedicated pages on the FRA website that ensure the transparency of the information		<p>100 % of the information available on the website</p> <p>Depth: compulsory for calls for tenders of medium value</p> <p>Benefits: participation in the competition of a sufficient number of bidders</p>	
Exclusion and selection criteria documented and transparent, by including them in technical specifications		<p>100 % of the tender specifications scrutinised</p> <p>Depth: determined by the amount of the awarded contract</p>	
Existence of the SC			
Administrative supervision and approval of tender specifications by the authorising officer		<p>Benefits: limiting the risk of litigation; limiting the risk of cancellation of a tender; number of proposed contracts in which the supervisory and approval processes detected a material error</p>	

MB, Management Board; SC, Scientific Committee.

## Stage 2 – financial transactions

**Main control objective:** ensuring that the implementation of the contract is in compliance with the signed contract.

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
All pre-financing, accrual adjustments and guarantees not identified	Use of ABAC system for all accounting records (all pre-financing payments are controlled through ABAC)	100 % of the contracts (via commitments) entered in ABAC	Effectiveness
Mistakes in transactions		Estimation of costs of staff involved	Percentage error rate prevented
Commitments, payments and recovery orders recorded with delay		Benefits: centralised control of the payments; access to information for all the participants involved; number of irregularities, errors and overpayments prevented by the controls; systematic weaknesses detected and corrected	Number of control failures
Incomplete accounting systems			Number/amount of liquidated damages, if any
	Guarantees controlled through ABAC	100 % of the guarantees included in ABAC	Number of actions for improvement implemented
	Training on ABAC compulsory for all nominated users	100 % of ABAC users	Efficiency
	Financial workflow based on the four eyes principle (operational and financial checks in accordance with the financial workflow)	100 % of the transactions controlled	Late interest payment
	Centralised financial initiation	Depth: all the transactions checked	Amount of damages paid
	Each transaction checked by the authorising officer by delegation in their capacity as financial verifying agent	100 % of transactions verified Depth: riskier operations subject to in-depth controls	Costs of the <i>ex-post</i> controls with respect to the benefits
	Each transaction checked by the accounting officer (i.e. accrual adjustments)	100 % of the transactions checked	Average cost of an <i>ex-post</i> control
	Registration and authorisation of exceptions	Reported exceptions in line with the internal procedure Depth: depending on the reporting of exceptions	Economy
	Review of exceptions reported	100 % once a year Depth: looking for the weakness in the procedures related to the reported exceptions	Costs of licensing ABAC users
	<i>Ex post</i> controls	Selected transactions Depth: control sampling, risk-based	Costs of training activities

### Stage 3 – supervisory measures

**Main control objectives:** ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected.

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Incomplete or inaccurate data in the information system related to contracts	Use of the four eyes principle, including checks of the input information	100 % verification of the information uploaded to the tool for managing contracts	Effectiveness Number of errors undetected (related to irregularities and errors)
	<i>Ex post</i> controls	Selected transactions Depth: control sampling risk-based Benefits: preventing mistakes in drafting and implementing the contracts	Efficiency Costs of undetected errors Costs of the <i>ex-post</i> controls with respect to the benefits Economy Estimation of the costs of staff involved in running the <i>ex-post</i> controls Costs of the running of the tool for managing contracts (maintenance, updates, etc.)

# Annex VIII. Environmental management

## CONTEXT OF THE AGENCY'S ENVIRONMENTAL MANAGEMENT STRATEGY

The agency actively looks at its environmental management approach, which is part of its annual facilities management work plan. On an annual basis, the agency looks at optimising the use of existing environmental measures and at the possibilities for introducing new environmental management measures.

In 2023 the agency launched a procedure to identify new premises. The main reason for this initiative was to ensure that the agency meets the environmental standards for the period to 2030. In March 2023 the agency received the approval of the European Parliament and Council budget committees to search for new premises. A key prerequisite is that the new premises meet high environmental standards. Considering this development, no additional efforts are being made on the current premises except for maintaining the present status quo.

## OVERVIEW OF THE AGENCY'S ENVIRONMENTAL MANAGEMENT SYSTEM

The agency has implemented several actions to reduce its environmental footprint over the last few years even though it is not registered with the EMAS. This is because of the limited resources available to it, human and financial, and the condition of the building that it rents. Finally, acquiring environmental management system certification was not considered a priority. However, the agency took a pragmatic approach in considerably improving its environmental footprint by introducing measures as indicated in Section 2.10 above.

## ENVIRONMENTAL ASPECTS, INDICATORS AND TARGETS

The practical measures and indicators, where possible, are described below.

- **Energy and water consumption.** The agency switched its electricity provider to one that utilises renewable energy sources. Additionally, it modified its data centre cooling system from a purely electric one to an environmentally friendly version that operates on the heat exchange principle. This approach ensures that when the outside temperature is below 25°C, the data centre is cooled without using electricity, enabling the agency to use renewable sources for approximately 7–8 months of the year. The implementation of these measures is monitored based on whether the agency maintains or reduces its annual water and energy consumption.
- **Waste management.** The agency takes measures to reduce and recycle internally generated waste. Different recycling bins have been installed, allowing staff to contribute too by sorting out daily waste. Furthermore, the agency ensures that, when the contractor is asked to dispose of

waste, it also provides certificates to show that disposal was carried out in an environmentally friendly manner and in accordance with the national regulations.

- **Paper use.** The agency promotes the use of recycled paper for internal use. In addition, all its paper publications use recycled and environmentally friendly material. Finally, the agency is working to digitise its internal processes and hence reduce the use of printing paper.
- **Building emissions to air.** Measures to reduce building emissions are linked to the heating system. Heating is provided by the district heating system (*Fernwärme*) instead of from electricity, gas or fossil fuels, thereby reducing emissions.
- **Professional mobility.** The agency promotes cycling to work among its employees by offering a secure parking space inside its building. It also supports and promotes the use of videoconferencing technologies, eliminating the need for business travel. During the last few years, the use of videoconferencing has increased considerably. This has reduced CO<sub>2</sub> emissions because of the reduced number of trips.
- **Green public procurement.** The agency follows the practices of the Commission services when publishing tenders, which therefore include provisions linked to green public procurement. For example, in tenders related to facilities, the use of environmentally friendly products is required.

## ACTIONS TO IMPROVE AND COMMUNICATE ENVIRONMENTAL PERFORMANCE

To further improve the agency's environmental management approach, it plans to undertake the following actions.

- **Donations.** In 2024, the agency donated electric and office equipment to a charity organisation that, in turn, reused the equipment in its projects. This will contribute to a reduction in waste disposal and extend the useful lifetime of such items.
- **Printing.** The agency eliminated the use of personal printers currently assigned to several of its staff to encourage them to make use of the general printing facilities or avoid printing.

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

Staff are encouraged to follow certain practices such as switching off lights and monitors before leaving the office, and posters are placed throughout the building to encourage staff to actively contribute to reducing the environmental footprint of the agency by taking the stairs instead of the elevators, travelling by bicycle and using the parking spaces offered, or avoiding unnecessary printing.

More importantly, the agency launched a procedure for new premises. The procedure is expected to be finalised in the second half of 2025. One of the main criteria is to identify premises that will meet high environmental standards such as Leadership in Energy and Environmental Design or Building Research Establishment Environmental Assessment Method and comply with the Commission services standards. In addition, considering the implementation of the new hybrid working approach, the agency is looking to downsize its office space, also resulting in a reduced environmental footprint.

# Annex IX. Final annual accounts

The Agency's final annual accounts for the year 2024 are available, following their approval by the Management Board, on the Agency's web page for [financial documents](#).

# Annex X. Performance information included in evaluations

In 2024, based on FRA's 2024–2026 single programming document, a selected group of FRA projects and activities were evaluated in line with the European Commission's 'Better regulation' requirements and based on the following criteria.

- **Relevance.** The extent to which the objectives of projects and programmes meet the needs of the stakeholders and address relevant issues and policies.
- **Effectiveness.** The outputs, results and impacts achieved by projects and compared with the initial objectives. Identifying factors that created barriers or facilitated the achievements is important.
- **Efficiency.** The extent to which the use of resources for the implementation of projects and programmes is efficient; that is, whether the outputs, results and impacts achieved are proportionate to the financial inputs. A related question is whether the same financial inputs could have achieved more and/or better results and impacts, or, conversely, whether the same results and impacts could have been achieved with fewer financial inputs.
- **Coherence.** The extent to which the objectives and components of projects and programmes are complementary, mutually supportive and non-contradictory (internal coherence). The extent to which the objectives and components of the projects and programmes support, complement, duplicate or contradict other EU interventions, programmes and strategies.
- **EU added value.** The extent to which the projects and programmes achieve outcomes that could not have otherwise been achieved by Member States acting on their own or bilaterally.

The evaluations are performed by an external, independent evaluator selected in the context of interagency framework contract 21-3030-03 (Provision of evaluation and feedback services). Table 26 presents key findings and conclusions included in the evaluations.

**TABLE 26. SUMMARY OF 2024 EVALUATIONS**

<b>Title</b>	<b><i>Ex-ante evaluation: Fundamental rights in corporate sustainability and due diligence</i></b>
<b>Evaluation type</b>	<i>Ex-ante</i>
<b>Main findings and conclusions</b>	<p>The assessed Project was launched by FRA to support the Agency's work and its advisory role as foreseen in EU corporate sustainability and due diligence legal framework, in particular the Corporate Sustainability Due Diligence Directive (CSDDD), published in the Official Journal of the EU on 5 July 2024.</p> <p>The evaluation identified that stakeholders hold high expectations regarding how EU institutions and FRA can support companies, public authorities as well as civil society and rights-holders in understanding, implementing or enforcing as well as making use of EU instruments relating to corporate sustainability due diligence. It finds consensus on FRA's value in this field, with FRA's expertise on fundamental rights required for stakeholders such as the European Commission, Member States, businesses, civil society, and rights-holders. The evaluation finds that while the Project aligns with FRA's mandate and employs a robust methodology, its objectives and outputs require clearer definition, measurable targets, and alignment with stakeholder needs. Most outputs were found to be relevant and clearly defined. This is particularly true for the report on fundamental rights in corporate sustainability due diligence and the symposium foreseen by the Project, which were found to address stakeholder needs and build upon FRA's expertise. There is more uncertainty as to what the referred 'recommendation, toolkits, webinars and focus papers' will focus on, and who will be their expected recipient. The evaluation reiterates the need to clarify how the Project's inputs, outputs, and outcomes are linked, potentially through adopting a theory of change to better integrate problem analysis and avoid duplication of similar initiatives. The evaluation also asks for the introduction of outcome and outcome indicators to monitor and maximise the Project's results effectively, alongside actions to enhance awareness and ensure the utility of its outputs.</p>
<b>Title</b>	<b><i>Ex-post evaluation of the Fundamental Rights Forum 2024</i></b>
<b>Evaluation type</b>	<i>Ex-post</i>
<b>Main findings and conclusions</b>	<p>FRA periodically organises the Fundamental Rights Forum (FRF) as a platform to address fundamental rights challenges across the EU. The evaluation of the FRF 2024 builds on insights from evaluations of the Forum's previous editions in 2016, 2018, and 2021.</p> <p>The FRF 2024 was highly appreciated by stakeholders, reinforcing its reputation as a key event for addressing fundamental rights issues and fostering collaboration across diverse sectors. Stakeholders praised the Forum's unique role in providing a neutral platform for dialogue, bolstered by FRA's credibility as an EU agency. The hybrid format successfully increased inclusiveness by enabling participation from those unable to attend in person, including non-traditional actors such as businesses, while maintaining the importance of in-person networking. Some areas for improvement were identified, particularly in the communication of the programme, confirmed speakers, and logistical details, as well as technical issues with the website, which affected accessibility and participation for some attendees. Internally, FRA staff expressed differing views on the Forum's future, noting its resource demands and reduced use of FRA expertise during the event. While some saw opportunities for adjustments to ensure its sustainability, others highlighted the need to better integrate FRA's expertise into the Forum to maintain its impact and strengthen relationships with collaborators. While participant targets were achieved, some data collection inconsistencies limited a full evaluation of attendance, and youth engagement, though visible and appreciated, could not be thoroughly assessed due to missing age data. Stakeholders acknowledged the Forum's value in engaging diverse participants, including non-traditional human rights actors, though their involvement has not significantly grown since earlier editions. Outputs such as video materials and the FRF report were well-received for enhancing outreach. Stakeholders highlighted the importance of establishing follow-up mechanisms to foster long-term impacts. Overall, the evaluation reaffirmed the FRF's importance while identifying opportunities to further strengthen its planning, execution, and engagement strategies.</p>

<b>Title</b>	<b>Assessment of fundamental rights in the Migration Preparedness and Crisis Blueprint</b>
<b>Evaluation type</b>	<i>Ex post / interim</i>
<b>Main findings and conclusions</b>	<p>The Blueprint Network – part of the EU’s New Pact on Migration and Asylum – is established as a critical mechanism for ensuring preparedness and responsiveness to migration-related challenges. The assessment focused on FRA’s role within the Migration Preparedness and Crisis Blueprint Network.</p> <p>FRA’s involvement in the Blueprint Network is highly valued by stakeholders. Its mandate, combined with its structured data collection process, has positioned the Agency as the primary source of fundamental rights insights within the Network contributing to raising awareness on key issues such as non-refoulement, minors’ rights, and access to asylum and reception conditions. While FRA’s contributions are recognised, consistent integration of its inputs into the Network’s reports remains a challenge. The assessment highlights FRA’s added value and irreplaceable role within the Blueprint Network. Unlike other Network members, FRA’s mandate focuses on fundamental rights within the European Union, and compliance with the EU Charter of Fundamental Rights, distinguishing its contributions from those of UNHCR, IOM, or other EU agencies.</p> <p>FRA’s role is particularly found critical to ensure that fundamental rights are integrated into the Commission’s assessments, particularly in light of the evolving migration framework and the new requirement for a European Annual Asylum and Migration Report (EAAM) under the Asylum and Migration Management Regulation (AMMR).</p>

In addition, other evaluations launched in previous years were finalised in 2024, covering FRA’s response to the Russian war of aggression against Ukraine, the right to environmental protection, addressing terrorist content online, and FRA’s support on the EU Charter. A forward-looking interim assessment of the FRA’s Strategic Plan 2023–2028 was also launched at the end of 2024 to inform future strategic adjustments in the evolving policy context. A follow-up action plan addressing the key recommendations of the retrospective evaluations will be prepared in 2025 and integrated into the next Consolidated Annual Activity Report.

# Endnotes

- (<sup>1</sup>) Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).
- (<sup>2</sup>) FRA, *Financial rules applicable to the budget of the European Union Agency for Fundamental Rights (applicable from 1 July 2019)*, European Union Agency for Fundamental Rights, Vienna, 2019 ([https://fra.europa.eu/sites/default/files/fra\\_uploads/fra\\_financial\\_rules\\_2019\\_en.pdf](https://fra.europa.eu/sites/default/files/fra_uploads/fra_financial_rules_2019_en.pdf)).

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