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European Centre for the Development
of Vocational Training

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The **European Centre for the Development of Vocational Training** (Cedefop) is the European Union's reference centre for vocational education and training, skills and qualifications.

We provide information, research, analyses and evidence on vocational education and training, skills and qualifications for policy-making in the EU Member States.

Cedefop was originally established in 1975 by Council Regulation (EEC) No 337/75. This decision was repealed in 2019 by Regulation (EU) 2019/128 establishing Cedefop as a European Union agency with a renewed mandate.

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Table of contents

Foreword	7
Vision, mission and values	10
Cedefop's vision statement.....	11
Section I: General context	15
Section II: 2026–2028 multiannual programming	22
2.1. Multiannual work programme	22
2.1.1. Multiannual objectives.....	22
2.1.2. Strategic areas of operation	23
2.2. 2026-2028 multiannual programme	27
2.2.1. Strategic area of operation 1: shaping VET and qualifications	27
2.2.2. Strategic area of operation 2: valuing VET and skills	30
2.2.3. Strategic area of operation 3: informing VET and skills policies	34
2.2.4. Communication and dissemination.....	37
2.2.5. Management and resources	38
2.3. Human and financial resource outlook for 2026-2028.....	40
2.3.1. Overview of past and current situations	40
2.3.2. Resource programming for 2026-2028	40
2.3.3. Allocation and evolution of budget appropriations by title: 2026-2028 budgets	42
2.3.4. Resource outlook over 2026-2028.....	44
2.4. Strategy for achieving efficiency gains.....	48
Section III: 2026 work programme	52
3.1. Executive summary	52
3.2. 2026 activities	53
3.2.1. Strategic area of operation 1: shaping VET and qualifications – rethinking relevance and quality	54
3.2.2. Strategic area of operation 2: valuing VET and skills – fostering systematic approaches to support participation of youth and adults in lifelong learning	63
3.2.3. Strategic area of operation 3: Informing VET and skills policies – skills intelligence for learning and transitions	73
3.2.4. Communication and dissemination.....	80
3.2.5. Resources and support.....	83
3.2.6. Flexibility.....	87
Abbreviations	88

Annexes

Annex I:	2025 organisation chart	90
Annex II:	Resource allocation per activity in 2026-2028.....	92
Annex III:	2026-2028 financial resources	94
Annex IV:	Human resources – quantitative	103
Annex V:	Human resources – qualitative.....	109
Annex VI:	Environment management	115
Annex VII:	Building policy.....	117
Annex VIII:	Privileges and immunities	118
Annex IX:	Evaluations.....	119
Annex X:	Strategy for organisational management and internal control systems.....	122
Annex XI:	2026 procurement plan.....	125
Annex XII:	Plan for grant, contribution or service-level agreements	126
Annex XIII:	Strategy for cooperation with non-EU countries and/or international organisations.....	128
Annex XIV:	Cedefop performance indicators	130
Annex XV:	Action plan as a follow-up to the Commission staff working document on DG Employment, Social Affairs and Inclusion agencies' external evaluation.....	132
Annex XVI:	Cooperation between Cedefop and the ETF	149
Annex XVII:	Cooperation between Cedefop and Eurofound	156
Annex XVIII:	Cooperation between Cedefop and EU-OSHA.....	160
Annex XIX:	Cooperation between Cedefop and the European Labour Authority	162

Foreword



It is increasingly obvious that achieving economic and social ambitions means giving people, companies and societies opportunities to innovate, renovate and expand Europe's skills base. The EU and its Member States can set priorities and encourage change in the directions we want it to go. However, real action, transformation and the mainstreaming of technology happen on the ground, and skills and training are often what drives them.

At the European Centre for the Development of Vocational Training (Cedefop), we shifted towards supporting vocational education and training (VET), qualifications and skills policy development and implementation more than 15 years ago. Europe's journey since then has not been an easy ride. Crises, conflicts and tensions, political turmoil, and information, trade and real wars make the world a much more complex place. At the same time, megatrends such as the twin transitions are rapidly accelerating. Population ageing is challenging our societies.

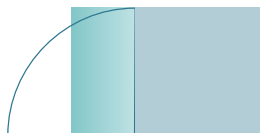
Europe is in the middle of a fundamental transition towards a more competitive, greener, more digital and resilient future. Achieving economic and social ambitions is no easy feat. Megatrends are intertwined, and finding the right responses is challenging in a world where everything is connected. Labour and skills shortages make it difficult to upscale employment in the green economy and other growing sectors and to provide access to quality health and care services to all Europeans.

To secure a skilled workforce and support people in transitions, we need a radical change in thinking and doing. We need to reverse the pattern of low learning participation among the groups most in need of skills updates, a pattern that has been apparent from statistics for dec-

ades. We can and must do much more to engage and support low-skilled people, women and other groups who find themselves on the sidelines of the labour market or in jobs that do not fully use their potential.

The skills revolution means investing in skills, upgrading jobs and giving more Europeans access to support. We can no longer afford to think in policy silos. Boundaries between traditional policy domains are blurred and, partly thanks to our work, investing in skills and the jobs that use them and provide learning opportunities has emerged as an overarching priority. Flagship European Commission priorities such as the Union of Skills, the STEM education action plan, the European VET strategy, boosts in funding, the work towards a European degree and the Skills portability initiative all put skills centre stage. We are ready and have the expertise to support these initiatives. Once it is clear what they entail, we will use our capacity to leverage them to champion and enable the skills revolution that Europe needs to power the digital, artificial intelligence (AI) and green revolutions and any other economic, socioeconomic or technological revolutions on the horizon.

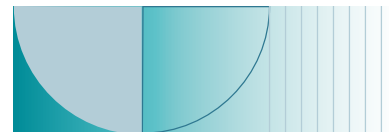
Our work vitally supports efforts to build the European Education Area and contributes to achieving the ambitions of the Herning Declaration adopted under the Danish Presidency of the Council of the European Union in 2025. The declaration reinforces long-standing VET policy priorities; puts emphasis on the impact of AI, the green transition and changing demographics; and puts the skills gaps and shortages that threaten European competitiveness in the spotlight. We used our 50th anniversary celebrations in 2025 as opportunities to revisit the policy challenges and opportunities for VET, skills and



qualifications in view of the new 2026–2030 policy cycle and reflected these in a [strategic vision paper](#).

Our strategic initiative Cedefop@50 gives us new ideas on how we can step up ambitions for our next 50 years. Further reinforcing Cedefop's unique value proposition, which has been the driving force of our impact in previous years, is at the core of how we want to develop. However, we need to do much more than that, and there is neither room nor time for complacency. There is scope for innovation not just in terms of what we do. In this Single programming document, you will see that we constantly reflect on how we deliver, and explore with whom we can join forces to better support our stakeholders, expand outreach and have more impact.

We strongly believe that we cannot successfully innovate without our data collection and research capacities. Key 2026 activities illustrate how important these are. We will field the first European VET Teacher Survey and release a flagship report on the first European Training and Learning Survey. We will collect new data to shape up a new mobility scoreboard and launch a new skills forecast scenario to provide insights into how EU policy priorities translate into labour market change. We will also publish reports on AI in workplaces. Through our Skills Online Vacancy Analysis Tool for Europe (OVATE) platform, we aspire to give policymakers, regional and sectoral players and career professionals insights into not just skills needs in jobs but also promising job-to-job transition opportunities. Further expanding Cedefop's Green Observatory means becoming the EU's one-stop shop for everything on green transition jobs and skills.

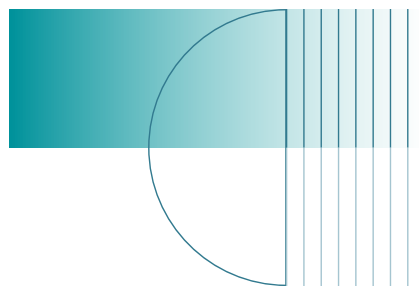
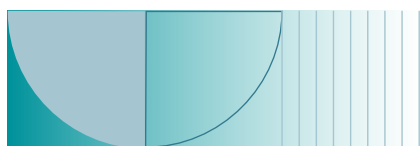


Collecting and analysing data and transforming them into insights that support policy and its implementation is a costly endeavour. Over time, resource availability has become critical, and we find ourselves in a position where our ambitions to support the EU in its decade of skilling are clashing with budget constraints. We need to address the structural shortfall of the core business budget caused by increasing staff costs and inflation. We have all but exhausted gains from efficiency improvements and run a real risk of having to downscale or cut entirely some of our resource-intensive flagship projects, simply because we can no longer afford them.

We are grateful for the additional funding for ad hoc projects we have secured in the past few years, as this gives us some *marge de manoeuvre* to support EU initiatives and reform in Member States. However, the funding is unfortunately not sufficient to cover our needs, and we must explore alternative financing avenues.

Securing resources is also vital for keeping Cedefop's VET analysis and monitoring, policy intelligence and foresight up and running. In 2026, we will report on the most recent policy developments. The priorities agreed in the 2025 Herning Declaration will inform the review of our VET policy monitoring framework and shape our VET research, analysis and knowledge-brokering activities in the coming years.

We will also present a longer-term perspective on developing continuing VET and a vision for skills development over the next 15–20 years in a strategic foresight report. In 2026, we will continue to actively engage the tripartite stakeholders in our Management Board to feed their expertise in knowledge exchange and policy learning activities.



The trust in our work and the widespread appreciation for what we do motivate us to be bolder, move faster and go further. Keep reaching out and keep partnering up with us. Together, we can do what it takes to turn Europe's skills ambitions into action. Together, we can make amazing things happen!

Jürgen Siebel
Cedefop Executive Director

Vision, mission and values



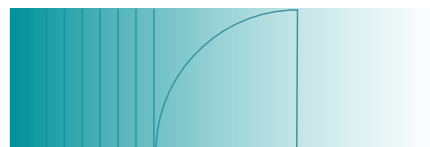
Cedefop's tasks

While fully respecting the responsibilities of the EU Member States, the European Centre for the Development of Vocational Training (Cedefop) will:

- (a) analyse trends in vocational education and training (VET), skills and qualification policies and systems, and provide comparative analyses thereof across countries;
- (b) analyse labour market trends in relation to skills and qualifications and VET;
- (c) analyse and contribute to developments related to the design and award of qualifications, their organisation into frameworks and their function in the labour market and in relation to VET, with a view to enhancing their transparency and recognition;
- (d) analyse and contribute to developments in the field of validation of non-formal and informal learning;
- (e) carry out or commission studies and carry out research on relevant socioeconomic developments and related policy issues;
- (f) provide forums for exchange of experiences and information between governments, social partners and other stakeholders at the national level;
- (g) contribute, including through evidence-based information and analyses, to the implementation of reforms and policies at the national level;
- (h) disseminate information with a view to contributing to policies and raising awareness and understanding of the potential of VET in promoting and supporting the employability of people, productivity and lifelong learning (LLL);
- (i) manage tools, datasets and services for VET, skills, occupations and qualifications and make them available to citizens, companies, policymakers, social partners and other stakeholders;
- (j) establish a strategy for relations with non-EU countries and international organisations in accordance with Article 29 concerning matters for which Cedefop is competent.

Source: European Parliament & Council of the European Union. [Regulation \(EU\) 2019/128](#), Article 2.

Cedefop's vision statement



- (1) Cedefop's vision statement summarises how VET can support individuals, of any age at different stages of learning and work, in acquiring the skills they need to succeed. It makes people the focus and recognises that their skills and employability are the necessary foundation for prosperous, competitive, green, sustainable, digital and resilient economies and inclusive, fair and democratic societies.

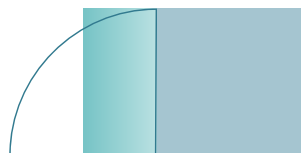
Through proactive VET, people continuously acquire the skills and qualifications they need to shape their work, lives, economies and societies.

- (2) Cedefop's vision statement is fully aligned with and supports the EU policy framework, particularly the [VET recommendation](#) and the [Osnabrück Declaration](#) – which were inspired by [the opinion of the Advisory Committee on Vocational Training \(ACVT\)](#) – the 2025 [Herning Declaration](#), the [Union of Skills and its flagship initiatives](#), principles 1 and 4 of the [European Pillar of Social Rights](#) and the [related action plan](#). It also supports the [EU's endeavours in developing and retaining skills and talents](#) and the EU's twin transition agenda, which considers education, training and skills as central to ensuring citizens and enterprises manage the digital and green transitions successfully.
- (3) The EU ambition for VET set out in the Council recommendation foresees implementing an EU VET policy that respects Member States' practices and the diversity of systems and:

- (a) equips young people and adults with the knowledge, skills and competences to thrive in the evolving labour market and society and to manage the recovery and the just transitions to the green and digital economy, in times of demographic change and throughout all economic cycles;
- (b) ensures inclusiveness and equal opportunities and contributes to achieving resilience, social fairness and prosperity for all;
- (c) promotes European VET systems in an international context, so that they are recognised as a worldwide reference for vocational learners.
- (4) Cedefop's vision is based on the broad concept and perception of VET the Agency has helped to shape: VET that is proactive, excellent and inclusive; serves young people and adults; provides qualifications at nearly all levels and enables progression to higher and further education and the labour market; and offers systematically organised upskilling and reskilling opportunities for all adults within formal or non-formal learning settings, on the job or elsewhere.
- (5) Cedefop's vision supports the aims of the [EU recovery package](#) to overcome the economic and social crisis caused by the COVID-19 pandemic and the transition to greener and more digital economies and societies.

Cedefop's mission

- (6) While Cedefop's vision statement reflects the agency's ambition for VET, its mission outlines what it does, for whom and how. It places Cedefop at the centre of Europe-



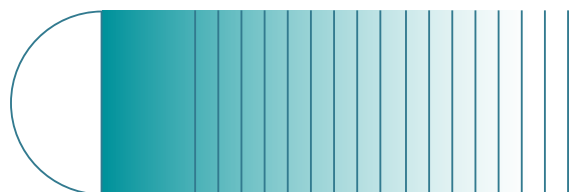
an cooperation aimed at improving VET through effective policymaking. Grounded in its [2019 recast Founding Regulation](#) and reflecting the tripartite principle that underpins successful VET, the mission defines Cedefop's main partners.

Support the promotion, development and implementation of EU policy in the field of VET as well as skills and qualifications policies by working together with the Commission, Member States and social partners.

To this end, enhance and disseminate knowledge, provide evidence and services for policymaking, including research-based conclusions, and facilitate knowledge sharing among and between EU and national actors.

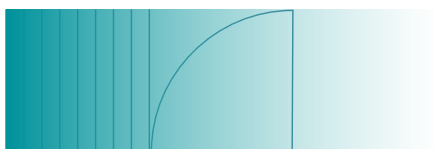
Source: [Regulation \(EU\) 2019/128](#), Article 1.

- (7) Cedefop's mission reflects its evolution as an organisation and its expanding portfolio of activities. Since its foundation in 1975, Cedefop's expertise has deepened and widened as cooperation on VET policy, skills and qualifications between the European Commission, Member States and social partners has become stronger and more sophisticated. To set the stage for future strategic priorities, insight into the development of VET and Cedefop's role and contribution is a prerequisite.
- (8) The launch of systematic European VET cooperation in 2002 – the so-called [Copenhagen process](#) – has subsequently led to agreement on common policy objectives supported by indicators and regular monitoring. A set of European tools sup-



porting the mobility of learners, the quality of VET programmes and the understanding of qualifications has been implemented. Countries have worked on common priorities to make VET more relevant and attractive to people and employers. Overall, European cooperation has raised VET's profile, enabling it to support transformation in the economy and society, including the digital and green transitions.

- (9) Cedefop's contribution to these developments has been substantial. It has proposed and directly supported the development and implementation of key European tools. Its expertise helped shape the [European qualifications framework \(EQF\)](#) and supported the [national qualifications frameworks \(NQFs\)](#) linked to it, making it easier to compare qualifications from different countries. Supporting the move to basing curricula and qualifications on learning outcomes, Cedefop has helped introduce new ways of validating non-formal and informal learning and new pathways to qualifications. Its policy reporting has monitored, reviewed and advised on implementing European VET policy priorities, helping shape policy direction.
- (10) Cedefop's analyses and research have improved understanding of the strengths and weaknesses of VET systems and provided insights into VET's social, economic and personal benefits. With its evidence base and analyses, Cedefop has supported countries' and social partners' efforts to expand work-based learning, including quality and effective apprenticeships. Drawing on its analytical capacity and its expertise in lifelong guidance, validation



of skills and VET financing, Cedefop has backed endeavours to devise upskilling strategies for people with low skills and those implementing the European Pillar of Social Rights.

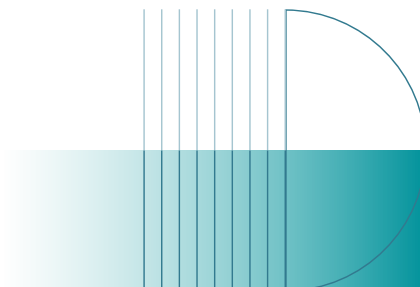
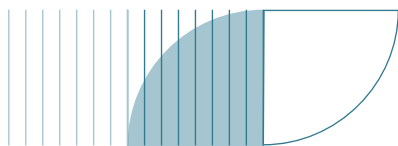
- (11) Aiming to help inform VET policy and provision and, more broadly, people's education and career choices, Cedefop has developed EU-wide approaches to understanding current and anticipating future skills demand and supply. This work on skills intelligence and relationships between jobs, skills and qualifications enables the improvement of VET governance; it is supported by effective social dialogue and the proactive modernisation of VET, in the pursuit of building and maintaining employability for learners and workers, and competitiveness for businesses. It has helped raise the profile of VET beyond education and training and employment policies, not least through its work on skills and jobs for the green transition and its activities dedicated to digitalisation, artificial intelligence (AI) and the future of work.
- (12) Cedefop's knowledge broker activities bring together policymakers, social partners, researchers, experts and other VET and labour market actors from all over the EU, Iceland and Norway, representing national, regional and sectoral interests and aiming to strengthen and expand knowledge in VET-related areas. Cedefop's networks provide and help validate evidence and information on different areas of VET policy, monitor developments in their countries and support the agency's wide and diverse dissemination activities. This

work supports the Commission in the [European Semester process](#).

- (13) The 2019 recast Founding Regulation formally recognised that, over time and in response to demands from its partners, Cedefop has broadened its perspective by looking at skills and qualifications beyond traditional VET boundaries. The work on the EQF and European tools, the analysis of VET systems and policies, apprenticeships and upskilling pathways for adults, and skills forecasts and intelligence are examples of activities that have gradually become key strands of the agency's work.
- (14) The ability to bring together a European and multidisciplinary perspective on VET and labour market analysis to help address national issues is Cedefop's unique value proposition. As an exceptional European forum for sharing and debating experience and ideas to improve VET, Cedefop has been a key player in European cooperation on VET, skills and qualifications. The Agency has also left a clear mark on the developing EU policy agenda for VET in the past two decades and will continue to do so in the coming years.

Cedefop's values

- (15) Cedefop's values are the core principles by which it operates; they inspire its best efforts and actions. Cedefop's values are outlined below.
 - (a) **Proactive and responsive.** We deliver relevant, high-quality and timely evidence, expertise and tools, while addressing our stakeholders' and users' needs, building inclusive partnerships, cooperating with other key players to



tap synergies and avoid duplication ⁽¹⁾, and proactively supporting EU policy objectives.

- (b) **Well run and ambitious.** We are an efficient and compliant agency that is committed to transparency, scientifically sound research and analysis and the highest standards of ethics and integrity. We empower and engage our staff and continuously improve our processes.
 - (c) **Open-minded and adaptable.** We develop new ideas, embrace change and innovation and view EU values founded on human dignity, freedom, democracy, equality, the rule of law and respect for human rights as fundamental to all our activities.
- (16) Our vision and values are in tune with the 2019 Founding Regulation. They build on Cedefop's role and achievements to date, reflect the evolving EU policy framework for VET, qualifications and skills, and support the overall EU agenda and the work towards the global sustainable development goals.
- (17) Cedefop's work programmes are well aligned with the policy parameters known at the planning stage. In cooperation with its tripartite Management Board, the Agency responds flexibly to socioeconomic de-

velopments and emerging challenges that Member States and social partners may face.

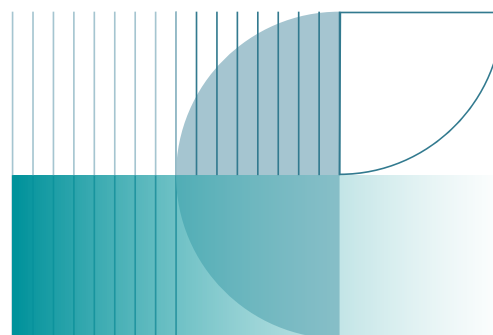
- (18) At critical junctures in its research and policy analysis, Cedefop engages with the parties represented on its Management Board: governments, social partners (employer and trade union organisations) and the European Commission. The tangible form of such engagement depends on the nature of the activity or project, themes addressed, areas of policy relevance, and outcomes and policy implications

⁽¹⁾ This is to be read in connection with Article 2.2 of [Regulation \(EU\) 2019/128](#) on Cedefop, which provides that '[w]here new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council'.

General context



- (19) All Cedefop's activities contribute to shaping and implementing the European VET and skills agenda. Core policy initiatives include the [Union of Skills](#); the [Council of the European Union Recommendation on VET for sustainable competitiveness, social fairness and resilience](#); the [Osnabrück](#) and [Herning](#) Declarations on VET; the [Action plan on labour and skills shortages in the EU](#); [Europe's Digital Decade programme](#); the [European Green Deal](#) and the [Clean Industrial Deal](#); and the [European Education Area strategic framework](#). Cedefop's work also contributes to initiatives in other fields, such as the [European Pillar of Social Rights](#) and its action plan, the [Competitiveness compass](#), the [EU preparedness Union strategy](#), the [European Semester policy coordination process](#) and the 2025 [Recommendation on human capital](#). In addition, it supports the EU's resilience 2.0 approach as outlined in the [2025 Strategic foresight report](#).
- (20) EU policy places skills centre stage in the twin transitions and views them as drivers of competitiveness, innovation, inclusion and resilience. People and their skills drive the green and digital transitions forward, help cushion the impacts of population ageing and underlie adaptation capacity in times where crises and disruption are the new normal. Across different policy domains, there is broad consensus that VET, skills and learning more broadly are vital for achieving economic and social ambitions.
- (21) Crises continue to challenge and destabilise Europe's economies and societies. After the COVID-19 pandemic, the Russian military aggression against Ukraine and its economic and social fallout caused disruption and financial hardship. Fires, floods, droughts and other extreme weather events indicate an unfolding climate emergency. Conflict and tensions add to economic and social instability and uncertainty. International tensions and tariffs – real and threatened – destabilise markets and put the brakes on global trade and growth. The growing concerns about safety in Europe following cyberattacks, airspace incursions, drone disruptions and changes in United States policy have been met with unprecedented increases in defence spending. National VET systems will need to deliver the skills required for the expansion and scale-up of the production of cutting-edge defence systems and technologies in Europe.
- (22) In the [political guidelines for 2024–2029](#), European Commission President Ursula von der Leyen called for radically stepping up action to boost investment in skills and to tackle labour and skills shortages. The European Commission proposed the Union of Skills in 2025 as an overarching strategy. Flagship [Union of Skills](#) initiatives such as the European Skills Intelligence Observatory, the [science, technology, engineering and mathematics \(STEM\) education action plan](#), the European VET strategy, boosts in funding, the planned work towards a European VET diploma/label and the Skills portability initiative signal the ambition and determination to upgrade and update Europe's skills infrastructure in the coming years.
- (23) The 2024 [Draghi report on competitiveness](#) and the [Letta report on the single](#)



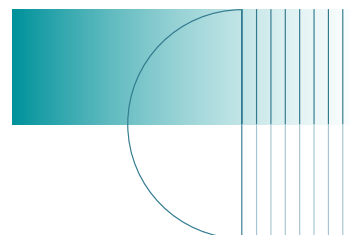
[market](#) uncovered structural weaknesses in the EU economy and put labour shortages and skills gaps in the spotlight. Both reports identified opportunities to create conditions where business thrive, the environment is protected and people have more equal chances of success in the labour market and in life. Tapping those opportunities means investing in the adaptation capacity of education and training systems, expanding adult learning, benefiting more from learning and labour mobility, and stimulating quality job creation and transformation. These priorities are key ambitions of the [Competitiveness compass](#) launched in early 2025.

- (24) From a longer-term perspective, skills upgrading is the dominant labour market megatrend. While Europe's skills systems have steadily become better at activating and matching skills in the last decade, progress in skills development has been comparatively slow. The Year of Skills showed Europe that the technological, AI, green and other revolutions must be matched with a skills revolution: to give people the skills they need for jobs that are rapidly transforming, to give people opportunities to thrive and learn in training and at work, to address skills shortages, gaps and mismatches and to be prepared for uncertainty and change.
- (25) Cedefop evidence shows that digital skills and the broader set of STEM skills should remain a top priority in VET and skills policies: 52 % of EU+ adult workers need to develop their digital skills further to do their job better, 2 in 3 workers affected by technolog-

ical change have a digital skills gap ⁽²⁾ and by 2030 over 90 million Europeans will need basic digital skills training. With digitalisation accelerating, digital trends increasingly affecting lower- skilled jobs and AI reshaping the worlds of work and learning, Europe cannot afford such skills gaps. If left unaddressed, they can rapidly become drivers of labour market and social exclusion.

- (26) To succeed in a world where security is uncertain and in a context strongly shaped by digitalisation and the AI revolution, people and employers need more than new skills to manage changing work content and organisation and to handle more diverse and unpredictable tasks. They also need new combinations of skills, spanning different domains and levels. This applies to all workers in all types of jobs, including low-skilled workers, people in atypical work, self-employed people and platform workers, and also unemployed people.
- (27) The green transition is a massive and fundamental skills transformation, with impacts that reach far beyond frontline jobs and occupations. Investing in green transition skills is essential for implementing the [Clean Industrial Deal](#). The action plans agreed under the Clean Industrial Deal in the automotive and the steel and metals sectors have strong skills components, while dialogues with the chemical and pharmaceutical sectors are ongoing. The net-zero academies initiative and the 2022 [Council Recommendation on learning for the green transition and sustainable development](#) provide wider support for the proliferation of learning for greening.

⁽²⁾ Cedefop. (2022). [Challenging digital myths](#), Policy brief.



- (28) Europe's young people need more support to access work-based VET, green apprenticeships ⁽³⁾, work experience and job opportunities in the green ⁽⁴⁾ and digital economy. All adults employed or jobless, irrespective of their qualifications and socioeconomic backgrounds, need support to keep up with change and to prepare for job-to-job transitions. Guidance, validation and financing policies are crucial, particularly in sectors where workforce shortages and skills gaps hinder progress in relation to the green and digital transitions, innovation and competitiveness or restrict the capacity to provide care that supports the health and wellbeing of Europeans.
- (29) Europe is at a turning point: digital, green, social and other ambitions need to be translated into skilling and learning opportunities to meet labour market needs and to support the ambitions and career aspirations of young and adult Europeans. Projected declines in the workforce and youth cohorts and ageing put the focus on adults. Massive upskilling and reskilling efforts are needed to renew, upgrade and deepen the skills, knowledge and competences of millions of adult Europeans. The VET and skills policy framework in place, extensive funding and social dialogue are building blocks in the skills revolution. European cooperation spanning more than two decades has resulted in a coherent and comprehensive EU VET policy framework that supports and complements national VET and employment policies, and education,

training and skills more generally ⁽⁵⁾. The [Herning Declaration](#) on VET agreed under the Danish Presidency in 2025 will help to boost VET reform and renewal and to set directions for policy and its implementation in the coming years.

Herning Declaration on attractive and inclusive VET for increased competitiveness and quality jobs – national-level actions for 2026–2030

- (a) Enhance VET attractiveness and parity of esteem with other education types.
- (b) Attract more learners and companies to work-based learning.
- (c) Align VET with the labour market through social partner involvement and skills intelligence.
- (d) Ensure the development of basic and cross-cutting skills in initial VET.
- (e) Foster inclusiveness and address gender inequalities and stereotypes in VET.
- (f) Increase the participation of adults, in particular those with low skills levels, in upskilling and reskilling.
- (g) Address shortages of VET teachers and trainers.
- (h) Ensure the physical and mental wellbeing of all VET learners, teachers and trainers.
- (i) Increase excellence in VET, including by expanding centres of vocational excellence.
- (j) Further develop higher VET (EQF levels 5–8) programmes.
- (k) Promote and facilitate the inclusive mobility of learners, teachers and trainers.
- (l) Maximise the potential, reliability and responsible use of AI.
- (m) Ensure sufficient and sustainable investments in initial and continuous VET.

Source: Herning Declaration.

⁽³⁾ Cedefop. (2024). [Greening apprenticeships](#), Policy brief.

⁽⁴⁾ Cedefop & UNESCO-UNEVOC. (2025). [Meeting skill needs for the green transition](#).

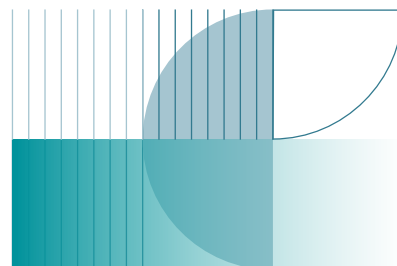
⁽⁵⁾ [Council Resolution on a strategic framework for European cooperation in education and training towards the European education area and beyond \(2021–2030\)](#) 2021/C 66/01.



- (30) By promoting labour market relevance, competitiveness, innovation, inclusion and attractiveness, the EU VET policy framework puts the emphasis on enabling personalised and seamless lifelong learning paths and building comprehensive, quality and inclusive adult learning systems. Shaping a holistic approach to adult learning is also at the core of the [2021–2030 adult learning agenda](#). Council Recommendations on microcredentials and individual learning accounts (ILAs) adopted in 2022 and highlighted in the Union of Skills are important milestones on the way to building inclusive, effective and learner-centred adult learning systems. Social partners are instrumental in supporting and enabling the transition towards a learning society.
- (31) Alongside requiring massive intra-EU skilling and skills-matching efforts, addressing workforce shortages and skills gaps also requires attracting and retaining skills and talents from around the world. The general approach to the EU talent pool agreed in 2024 envisioned matching jobseekers in non-EU countries to job vacancies for shortage occupations with EU employers. It has strong fair employment and working conditions safeguards and supports mutually beneficial talent partnerships with non-EU countries. Cedefop will look for opportunities to support the talent pool and its implementation through its skills analysis and intelligence work.
- (32) Europe's skills challenges cannot be solved by only expanding the skills supply. Addressing these challenges requires balanced policy approaches that complement investment in skills and qualifications with demand-side actions. This facilitates education-to-work transitions, helps ensure that work empowers and motivates people, and widens opportunities for using and developing skills. Providing VET and skills, matching them to quality and learning-conducive jobs and expanding labour market participation help ease labour and skills shortages and drive transformation ⁽⁶⁾.
- (33) At the same time, Europe needs to move beyond thinking in policy silos and integrate skills development and matching across employment, education, innovation, competitiveness, migration and other policy domains. VET and skills should become part of the backbone of most, if not all, EU and national policies.
- (34) On the occasion of its 50th anniversary, Cedefop reflected on the development of VET in Europe and presented a renewed vision for the future. In its vision paper [Shaping learning and skills for Europe](#), Cedefop advocates for a shift from traditional VET policy to broader and integrated vocational education and training and skills development (VET-S) ⁽⁷⁾. This shift reflects the evolving nature of learning and acknowledges the wider range of adult learning needs, moving beyond those seeking a specific vocational qualification to include learning in companies in informal or non-formal settings. It also aligns with the growing need for people to adapt and re-skill continuously throughout their careers. Further, it resonates more strongly with in-

⁽⁶⁾ See also the [European Council Conclusions of 23 March 2023](#).

⁽⁷⁾ Cedefop. (2025). [Shaping learning and skills for Europe](#).



dividual learners, highlighting the personal and professional benefits of continuous growth and adaptability. This shifts the focus from simply obtaining a certificate to the broader goal of enhancing capabilities and potential through learner-centred, labour-market-relevant, age-inclusive, digital and universally accessible VET.

- (35) AI holds enormous potential for innovation in learning, teaching and training and opens up new opportunities for young people and adults to invest in their skills. At the same time, the disruptive nature of AI and its rapidly expanding opportunities make it essential that inclusion and equity guide AI implementation in VET and adult learning. The [EU AI Act](#) – a landmark regulation approved by the Council in May 2024 – strikes a balance between tapping the benefits of AI in education, training and learning, and effectively managing the risks it entails.
- (36) Alongside leveraging technological innovation, continuous vocational education and training (CVET) must also expand to serve all age groups. To tap people's potential to become or remain employable and advance in their education and professional careers, CVET should become a standard path open to all adults. This entails expanding CVET's role far beyond the traditional notion of skills training, for example through creating learning-conducive work environments and increasing work-based learning in CVET.
- (37) Expanding CVET to meet the needs of learners and employers requires provision that marries a stable core with flexible elements and adequate support for young and

older adults and enterprises, particularly small and medium-sized enterprises ⁽⁸⁾. It is also vital to ensure synergies between the policies supporting CVET, including financial incentives, guidance, validation, outreach policies and the professional development of VET trainers and mentors.

- (38) Learner-centred VET also requires new approaches to devising standards and curricula, modularised pathways and assessment methods in which people can have confidence. This also applies to partial qualifications, sectoral qualifications and microcredentials. It requires strengthening dialogue on VET with social partners and developing new partnerships, networking and interaction between different institutions, teachers and trainers, sectors responsible for different aspects of VET and regional stakeholders. It also requires giving people voices in shaping their VET and VET development more generally.
- (39) Robust and actionable skills intelligence offers a compass for developing future-oriented VET and skills policies, informs the EU's work in other areas, such as shaping the twin transitions and tracking their impact, facilitates the implementation of the EU's VET and Union of Skills agendas and helps reinforce the skills dimension of labour mobility. Following a more complex and dynamic labour market requires the combination of skills intelligence sources and methods, careful consideration of different perspectives and the integration of

⁽⁸⁾ European Commission. (2020). [An SME strategy for a sustainable and digital Europe](#).



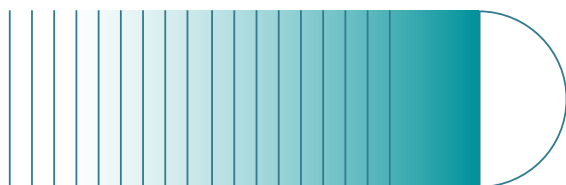
- foresight methods and scenarios to take uncertainty into account ⁽⁹⁾.
- (40) Effective social dialogue is essential to defining VET's relationship with a changing labour market, as is obvious from the tripartite declaration signed at the Val Duchesse Social Partner Summit of 31 January 2024 ⁽¹⁰⁾. Social partners at all levels should play a key role in strengthening VET and skills governance arrangements, shaping feedback loops, managing VET change and expansion and understanding and integrating emerging skills needs linked to dealing with rapid change and disruption. Resilient VET systems proactively build skills to manage economic setbacks, so that employers and workers remain competitive when skills or employment prospects are challenged.
- (41) There is also the European dimension to strengthening VET systems. European co-operation in VET has stimulated profound change. VET systems are now more flexible, fewer young people leave education and training unqualified and educational attainment among young people is rising. While there is a case for flexible solutions, integrating market-based international and sectoral qualifications and microcredentials in the European Education Area should not come at the expense of transparency and a holistic approach to education and training. Similarly, European instruments, such as the EQF and Europass, can continue to act as catalysts for change.



- (42) In Cedefop's 2026–2028 programming period, VET, qualifications and skills will remain high on Europe's economic and social agenda because they vitally contribute to the twin transitions, resilience and prosperity and help alleviate social disadvantage. Cedefop researches, analyses and interprets developments, fills knowledge gaps and provides spaces where people can connect to discuss key VET-related issues, informing and shaping the debate.
- (43) Cedefop is in a unique position to support its partners through its dedicated focus on VET, skills and qualifications. The Agency provides analysis and intelligence relevant to a Europe-wide pool of experts and researchers, policymakers, skills systems and ecosystem stakeholders and social partners. At the same time, Cedefop benefits from their expertise through networking and information sharing.
- (44) Cedefop will continue to support its partners by using its expertise to consider how European VET and skills policy initiatives can operate together to strengthen national integrated VET systems and skills strategies. Cedefop's multiannual objectives and its thematic strategic areas of operation, outlined below, define how the Agency will support its partners during the programming period. Its annual work programmes will specify the activities and deliverables for each year.
- (45) During the programming period, Cedefop will face considerable resource constraints, which will be accentuated by inflation. Alongside its core business activities, the Agency will continue to devote attention and resources to making and

⁽⁹⁾ Cedefop. (2024). [Next generation skills intelligence for more learning and better matching. Policy brief.](#)

⁽¹⁰⁾ Val Duchesse Social Partner Summit (2024). [Tripartite declaration for a thriving European social dialogue.](#)



shaping its own twin transitions. This entails greening operations, reaching carbon neutrality by 2030 and transforming Cedefop into a digital organisation. Cedefop will continue to invest in its information and communications technology (ICT) and digital infrastructure and services; it will optimise processes and procedures through streamlining and digitising; and it will continue to explore and exploit opportunities for sharing expertise, services and capabilities with other agencies to save resources.

- (46) As in the past, Cedefop will continue to seek opportunities to develop its own resilience, adopt sustainable practices and processes and increase its efficiency. However, only marginal scope for improvements in efficiency remain because most, if not all, opportunities have been fully exhausted in previous years. During this programming period, policy changes and new initiatives and priorities will be inevitable. Such changes cannot be accommodated through efficiency-improving measures and will require additional funding or priority revision. What is expected of Cedefop must be clear and proportionate to its available resources.

2026–2028 multiannual programming

2.1. Multiannual work programme

2.1.1. Multiannual objectives

(47) Successful European cooperation in VET depends on information about and insights into developments in VET, qualifications, skills and labour market trends, and understanding their interrelationships. Cedefop's work on the EQF/NQFs, LMSI and governance, VET policy monitoring, apprenticeships and upskilling pathways for adults has helped shape a comprehensive perspective on VET that has become the agency's unique value proposition. Building on past achievements, Cedefop's multiannual objectives aim to help partners to construct an informed evidence-based policy agenda that continuously develops VET in response to the changing needs of people, economies and societies. Cedefop's objectives include policy learning between countries, social partners, VET providers and other stakeholders and supporting the shaping and implementation of EU policies and measures. The expertise Cedefop has generated through its wide spectrum of past and current analyses and research will inform EU-led VET initiatives such as the centres of vocational excellence and the [Electronic Platform for Adult Learning in Europe](#) community of European VET practitioners.

(48) Cedefop's multiannual objectives reflect its core functions:

- (a) produce innovative and forward-looking research and policy analyses to inspire policymaking and support well-designed policy implementation;

- (b) develop and maintain the knowledge base and the unique blend of expertise at the interface of VET and the labour market to sustain its role as the authoritative source on VET in Europe;

- (c) share skills, VET and policy intelligence, data, information, tools and perspectives and promote policy learning to foster partnerships in European VET and interactivity with its stakeholders;

- (d) focus corporate communication on increasing stakeholder engagement and outreach by further developing tailored and effective key messages and narratives through the Agency's various communication channels.

(49) The multiannual objectives distinguish between innovative and future-oriented research and applied research and analysis; they acknowledge that Cedefop's knowledge base, intelligence and policy learning activities are indispensable; and they establish communication as an integrated corporate tool for increasing outreach, interactivity and stakeholder engagement.

(50) Achievement of Cedefop's multiannual objectives will be assessed using indicators from its performance measurement system (PMS), focusing on the outcomes of the Agency's activities. These provide evidence of the degree to which Cedefop's information and expertise reaches its target groups and are used and valued.

(51) Cedefop's PMS (Annex XIV) comprises qualitative and quantitative indicators. They include the key performance indicators ⁽¹¹⁾

⁽¹¹⁾ [Evaluation of European Union agencies – Endorsement of the joint statement and common approach.](#)



to assess the director's performance in achieving operational objectives and in managing human and financial resources in the context of the discharge procedure. Within the 2025 work programme, eight indicators will be used for this purpose.

(52) Fostering a culture of continuous organisational improvement, the PMS centres on three types of results: the organisation's impact in helping develop EU VET, skills and qualification policies; its outcomes; and its output. Outcomes are measured by quantitative and qualitative indicators and complemented by regular user satisfaction surveys. The qualitative analysis of several outcome indicators that Cedefop includes in its annual reports helps track its contributions to, and alignment with, policy over a longer term, independently of policy cycle stages. This qualitative analysis relates to several areas:

- (a) mandates, such as biennial skills forecasts, entrusted to it by the Council;
- (b) uptake of its work in EU policy documents;
- (c) contributions to EU policy documents;
- (d) meetings that inform policy and its implementation; and
- (e) success in facilitating policy learning (implementation).

In addition, an evaluative approach is used to capture the actual impact of Cedefop's work to the extent possible, considering that such impact depends on a range of factors outside Cedefop's remit. This approach is based on periodic external evaluations organised by the European Commission. These examine Cedefop's

alignment with the policy framework and compliance with its mission, namely its contributions to developing, promoting and implementing VET, skills and qualification policies, generally and in specific thematic areas. To capture overall user satisfaction, Cedefop also measures a net promoter score as part of its biennial user satisfaction surveys. Output indicators help monitor whether products are provided within the time frame and the budget planned

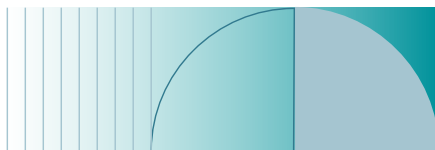
(53) Combined with the thematic strategic areas of operation, the multiannual objectives define the type and scope of work the agency intends to deliver during the programming period. By adopting the multiannual strategy, annual work programmes and annual reports, the Management Board ⁽¹²⁾ confirms its alignment with the policy framework and compliance with Cedefop's mission; the implementation is followed up by the Executive Board ⁽¹³⁾ throughout the year. Through its quantitative and qualitative assessment, the PMS helps the Agency to track its performance and demonstrate it to the authorities, its stakeholders and EU citizens.

2.1.2. Strategic areas of operation

(54) The strategic areas of operation reflect Cedefop's thematic priorities and directions overall rather than only for particular projects or activities. They are a tool for making clear strategic choices and showing

⁽¹²⁾ [European Parliament and Council. Regulation \(EU\) 2019/128, Art. 5.1\(b\) and \(d\), Art. 6.](#)

⁽¹³⁾ [European Parliament and Council. Regulation \(EU\) 2019/128, Art. 10.](#)



how key strands of work are conceptually related and could fit under the key policy aim of developing VET, skills and qualifications to support Cedefop's mission, vision and multiannual objectives.

(55) In line with Cedefop's mission, vision and values for the programming period, the following three thematic strategic areas of operation have been defined.

(a) **Shaping VET and qualifications.** Improve the overall transparency, relevance, quality, excellence and inclusiveness of VET by facilitating close interaction between IVET, CVET and general and higher education to serve the skills needs of all age groups at all levels. Promote structured lifelong and life-wide learning by strengthening institutional structures and ensuring content is continuously updated and reflected in qualifications and credentials by inclusive governance. The focus will be on monitoring and analysing VET policy developments and their impact, and VET's capacity to facilitate a fair transition to the green and digital economy.

(b) **Valuing VET and skills.** Support LLL by helping develop and implement VET and VET-related policies and measures that enable and support people to develop and fulfil their potential, acquire the skills they need to manage labour market and life transitions, and contribute to the economic growth and well-being of society. The focus will be on a systematic and inclusive lifelong approach to VET based on strong partnerships with stakeholders and social partners; integrated and coordinated

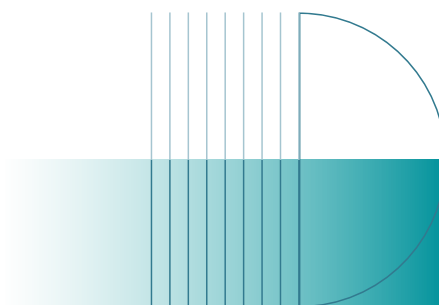
policies and structures supporting sustainable and high-quality learning and empowering individuals through life-long guidance, validation, financing and other incentives; and teachers, trainers and the development of VET provision enabling LLL for all.

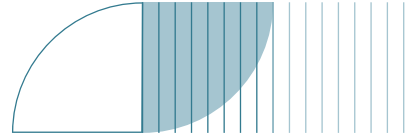
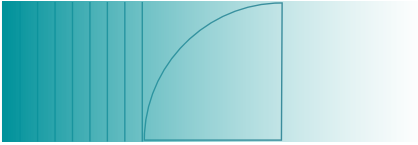
(c) **Informing VET and skills policies.**

Produce state-of-the-art and up-to-date evidence responding to stakeholder needs to capture labour market and skills trends and better understand the implications of wide-ranging changes in the worlds of education and work; inform VET and skills development policies that help individuals reach their potential via initial skills development, upskilling and reskilling; provide insight into how VET providers and employers can design more targeted training programmes; increase understanding of how Member States can manage just transitions in the coming decade; and help VET and skills policies address skills mismatches and promote better skills utilisation.

(56) These thematic strategic areas of operation take account of the context of and key challenges for VET and the objectives of EU VET policy. Activities within each area of operation contribute to Cedefop meeting its multiannual objectives. In working on their distinctive themes, the three areas of operation provide an integrated, systemic view of trends and developments to strengthen policy learning and implementation.

(57) Being a responsive, efficient and open-minded organisation will facilitate



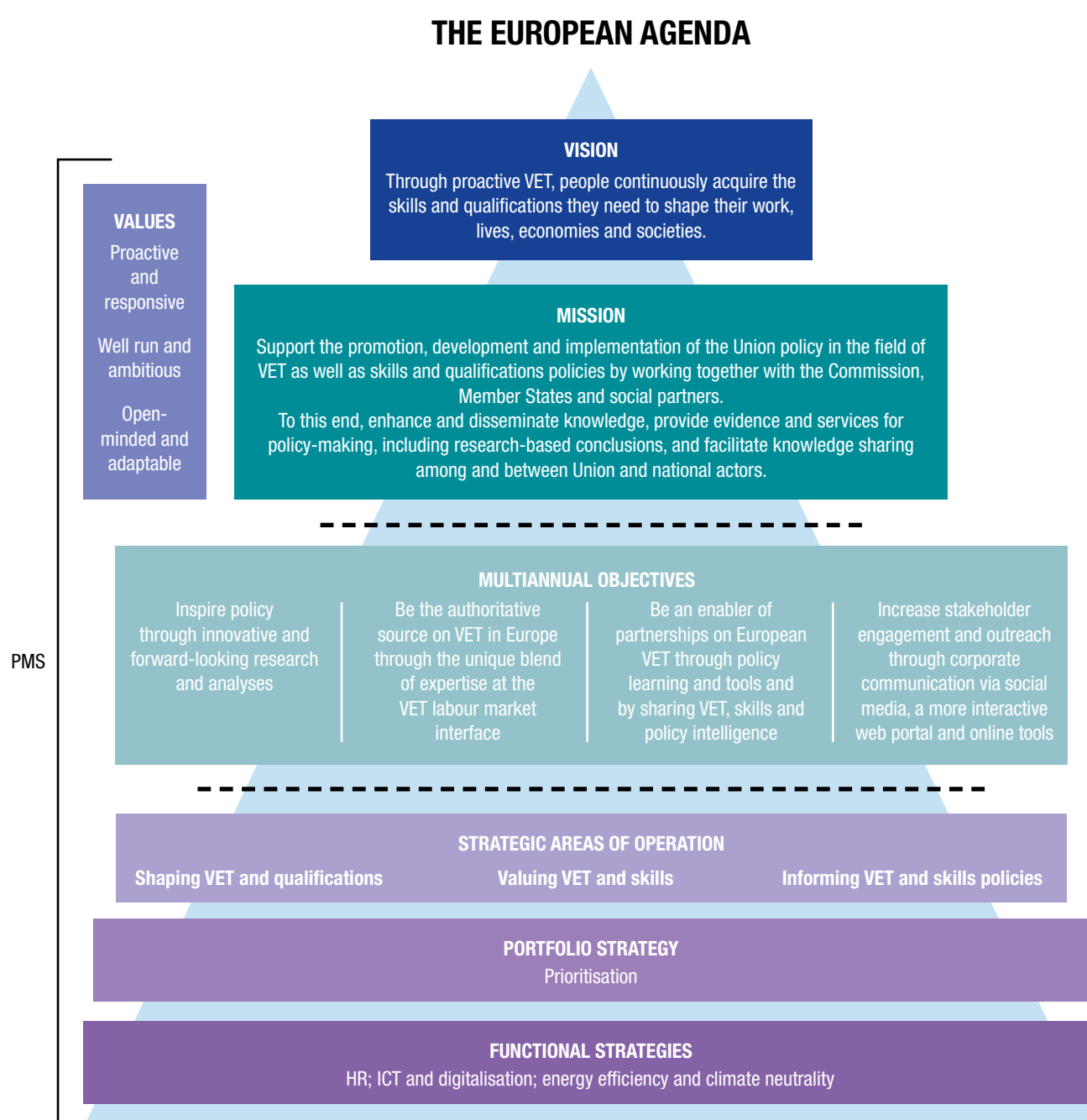


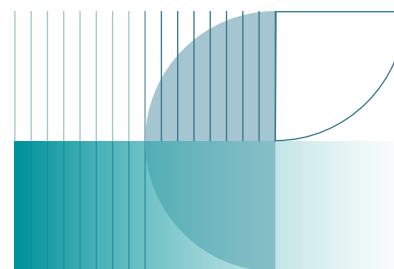
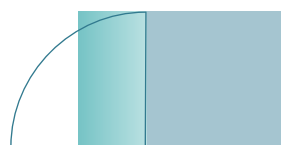
the attainment of the agency's vision. Achieving our objectives will contribute to Cedefop being further acknowledged and valued by its stakeholders as the European source for evidence on VET, skills and qualifications. It will also ensure that the agency remains a key player in shaping and supporting the attainment of overarching EU policy objectives, by helping to strengthen joint efforts by the European Commission, Member States and social partners to design and implement world-class and inclusive VET, in line with agreed priorities.

- (58) The rationale guiding Cedefop's strategy is shown in Figure 1.



Figure 1. Rationale guiding Cedefop's strategy





2.2. 2026–2028 multiannual programme

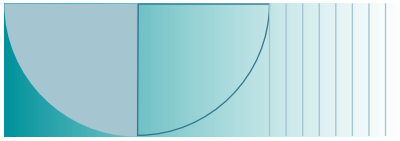
2.2.1. Strategic area of operation 1: shaping VET and qualifications

- (59) This strategic area of operation aims at improving the overall relevance and quality of VET through monitoring and analysing policy developments and their impact in line with the EU priorities in VET; better interaction between IVET and CVET; improved structures, content and governance; a structured approach to lifelong and life-wide learning; and deepening Cedefop's understanding of the challenges facing European VET in the coming decades and the interaction between excellence and inclusion. It will consider the relationship of VET to other parts of education and training to strengthen the preparedness of VET for, and its capacity to facilitate, a fair transition to the green and digital economy.
- (60) Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders by monitoring policy developments and steps taken towards implementation of the commonly agreed objectives by EU countries; providing technical expertise and evidence that help shape common EU objectives, principles and tools; and providing concise and comparative analyses of trends, challenges and opportunities for European VET systems and institutions.
- (61) The EU tools and principles for transparency of qualifications are a tangible outcome of the European cooperation process. They aim at increasing permeability within and between VET and other forms of education and training, aiding mobility across sectors

and borders, and promoting LLL, employability and career development. Working at the interface of VET and the labour market, Cedefop is in a unique position to understand how policies, tools and principles affect diverse VET systems, institutions and stakeholders to serve the needs of individuals, employers and society in general.

- (62) In 2026–2028, the agency will give priority to the following:

- (a) **Monitoring and analysing VET policy developments.** Building on its long-standing experience in monitoring and analysing European cooperation in VET since 2002 and in line with the mandates received in the [Council recommendation on VET](#) and the [Herning Declaration](#), Cedefop's work will continue supporting countries' efforts to implement their national plans for VET (i.e. their national implementation plans (NIPs)). The integrated monitoring framework will be adapted to the priorities defined in the Herning Declaration in cooperation with the European Commission and in consultation with the Directors-General for VET (DGVTs) and the ACVT. Cedefop will offer an overview of policy developments on the agreed European priorities to support policymaking in VET in the Member States, contribute to developing a European strategy for VET and provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European Semester and the Education and Training Monitor. Drawing on ReferNet, Cedefop will update annually



its [Timeline of VET Policies in Europe](#), an online visualisation tool presenting the main VET developments defined in the NIPs. Cedefop will also update its [VET in Europe](#) database dataset on descriptions of VET systems. The aim is to help policymakers, including social partners, and other stakeholders understand the main developments and key characteristics of national VET policies and systems from a broader EU perspective. In close cooperation with ReferNet partners, Cedefop will continue to publish short descriptions of VET systems and spotlights on VET for the EU presidency Member States. It will continue to disseminate national news on VET, highlighting developments and current challenges on topics related to the relevant EU policy agenda. A revised IVET mobility scoreboard will be implemented in cooperation with the European Commission and ReferNet in line with the Council Recommendation 'Europe on the move' – Learning mobility opportunities for everyone⁽¹⁴⁾, to enable the assessment of progress made on the cross-border learning mobility of VET learners and apprentices.

- (b) **Implementation of European tools and principles for transparency and recognition of qualifications.** In line with Cedefop's strategic vision outlined in [Shaping Learning and Skills for](#)

⁽¹⁴⁾ On 15 November 2023 the Commission adopted the [Skills and talent mobility package](#). This included a proposal for the Council Recommendation 'Europe on the move' – [Learning mobility opportunities for everyone](#), adopted by the Council on 13 May 2024.



[Europe](#), lifelong and life-wide learning that allows people to progress in work and life requires qualifications that are seamlessly recognised and understood across borders and systems. Cedefop will deepen its empirical evidence that can be used to develop a methodology for the recognition of foreign VET qualifications across the EU, with particular attention paid to facilitating access to employment and pathways to further learning. Building on the results of its previous research on comparing and recognising VET qualifications, Cedefop will also support the Union of Skills and the Skills portability initiative, which aim to boost worker mobility by simplifying recognition processes and reducing administrative obstacles.

Cedefop will continue contributing to the implementation of the **EQF/NQF** process and supporting the work undertaken by the Member States, the Commission, social partners and other VET and labour market stakeholders. Cedefop will continue to actively participate in and co-shape the work of the EQF Advisory Group and will provide insights into the way NQFs are implemented and used, through its [European Inventory of NQFs](#) and the related [NQF online tool](#). Cedefop will continue providing insights into the use and implementation of NQFs, and their impact on broader policies.

- (63) Building on the results of previous research [on the role of microcredentials in facilitating learning for employment](#), Cedefop will deepen its empirical evidence with the study that started in 2025 providing insights into the

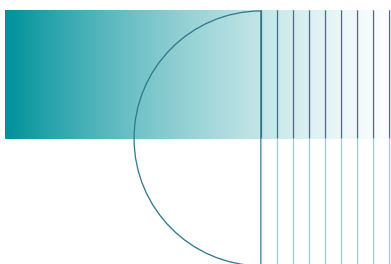


labour market sector relevance, quality and inclusion of microcredentials in Europe. This work will support a better understanding of how emerging demand-driven microcredentials can provide equal opportunities to access learning and generate pathways to employment and will support the follow-up to the related Council Recommendation. A tripartite advisory group will be created to complement this work, representing the three groups of the Cedefop Management Board and also the Commission.

- (64) Cedefop will deepen its insights on how **digitalisation and digital credentials** can promote the transparency and portability of learning outcomes, facilitating lifelong and life-wide learning. This work will also support the consistent implementation of qualifications frameworks and systems and their integration into the broader policy ecosystem contributing to the modernisation of VET and lifelong learning policies and practices. A specific aim will be to understand how digital developments, including digital credentials and qualifications databases, can support the visibility, credibility and understanding of people's skills and knowledge (learning outcomes) to support mobility across institutional, sectoral and national borders. Work will also focus on opportunities and challenges related to the development of a digital human-centred ecosystem and the role played by AI. Attention will be paid to the role of qualifications frameworks and learning outcomes in promoting the transparency, portability, recognition and quality of qualifications.
- (65) Cedefop will continue contributing to the implementation of the EQF/NQF process

through the definition and use of **learning outcomes**. Building on the results of the study '[The shift to learning outcomes: rhetoric or reality?](#)', Cedefop will develop guidelines for practitioners that could form part of an online tool on learning outcomes. Future research could focus on how learning outcomes can make the content of qualifications visible through the use of AI. Cedefop will also continue to contribute its expertise in learning outcomes to work by the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the European Training Foundation (ETF) on the international dimension of learning outcomes.

- (66) Cedefop will also continue its work on **key competences** and cross-cutting skills in VET in line with the priorities of the 2020 European skills agenda, the Council Recommendation on VET and the [Herning Declaration](#).
- (67) Cedefop will continue to support work on **quality assurance mechanisms** in VET in line with the European quality assurance framework for VET. Attention will be given to better understanding the fragmented quality assurance landscape in CVET. It will identify what works well and the criteria for ensuring the quality of formal CVET, building on and complementing other Cedefop work on the future of VET, the quality of microcredentials and international qualifications.
- (68) Cedefop will also continue and deepen research-based reflections on the future of VET in Europe by analysing the changing profile and character of VET, examining how European countries address



the broad objectives of **excellence** ⁽¹⁵⁾ and **inclusion** ⁽¹⁶⁾ and seeking to identify available development paths for European VET in the 21st century. Particular attention will be paid to the emerging role and characteristics of the expansion of VET at higher levels. Cedefop will make sure to include the perspectives of different stakeholders, notably national and regional authorities, enterprises, social partners and VET providers, and ensure alignment with the European Commission's and ETF's work on centres of vocational excellence.

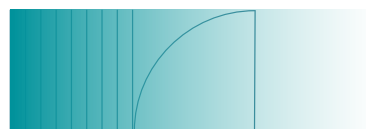
2.2.2. Strategic area of operation 2: valuing VET and skills

(69) This strategic area of operation aims at providing evidence to help policymakers design and implement VET and VET-related policies that enable everyone to have the necessary skills and competences to fulfil their potential, manage labour market and life transitions, and contribute to social inclusion, economic growth and the well-being of society from a LLL perspective. Its scope includes policies and measures for young people to prepare them for their future work, adulthood and further learning; and for adults to continue their learning and progress in their careers and the labour market.

(70) Particularly relevant policy areas can be derived from several EU policy documents:

⁽¹⁵⁾ Cedefop research will explore the concept of excellence in a broader sense and not be limited to the high-level occupational or technical skills demonstrated in skills competitions (EuroSkills, WorldSkills).

⁽¹⁶⁾ Cedefop research will explore the concept of inclusion by going beyond the narrow understanding of the term that focuses on specific disadvantaged or vulnerable target groups.



the [2021–2030 adult learning agenda](#); the [Council Resolution on a strategic framework for European cooperation in education and training towards the European Education Area and beyond \(2021–2030\)](#); the [Council Recommendation on ILAs](#); the [Council Recommendations on upskilling pathways and on validation of non-formal and informal learning](#); the [Council Conclusions on European teachers and trainers](#); the [Council Recommendation on pathways to school success](#); the [Council declaration on the European Alliance for Apprenticeships](#); the [Council Recommendation on a European framework for quality and effective apprenticeships \(EFQEA\)](#); the [2020 Commission Communication on a European skills agenda](#); the [Council Recommendation on VET](#); the [Herning Declaration on attractive and inclusive VET for increased competitiveness and quality jobs 2026–2030](#); the [Digital education action plan \(2021–2027\)](#); and the [joint proclamation on the European Pillar of Social Rights](#) and the [2021 action plan](#) ⁽¹⁷⁾ to support its implementation.

(71) In its 2025 strategic vision paper [Shaping learning and skills for Europe](#), Cedefop revisited the policy challenges and opportunities for VET, skills and qualifications in view of the new policy cycle for 2026–2030. In a context characterised by even more rapid and unpredictable change, the most complex and pressing challenge remains adult participation in learning from a lifelong and life-wide perspective. Turning this policy ambition into reality requires

⁽¹⁷⁾ A new action plan should be adopted in 2026.

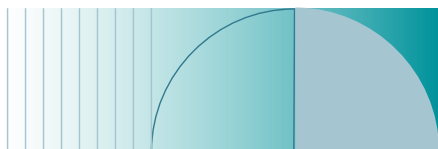


a shift in mindset, captured by the call to pursue VET-S policies and ecosystems. The addition of ‘skills’ explicitly recognises the broader spectrum of adult learning needs, beyond those aiming to achieve a formal vocational qualification. It also reflects the growing need for individuals to adapt and reskill continuously throughout their careers, resonating more strongly with learners by highlighting the personal and professional benefits of continuous growth and adaptability. This shifts the emphasis from simply obtaining a certificate to the wider goal of enhancing capabilities and potential, positioning VET-S policies as both relevant and responsive to the changing demands of the labour market and of individual development.

- (72) In 2026–2028, Cedefop will continue to prioritise adult skills development – both life-long (throughout all stages of life) and life-wide (across multiple contexts) – including but not limited to CVET.
- (73) Particular focus will be on the role of workplaces; specific activities will explore future strategies aiming to unlock the potential of workplaces in terms of workforce skills development, with an emphasis on multis-takeholder and multilevel cooperation. Further, Cedefop will strengthen synergies between VET-related policies and measures, including financing, lifelong guidance and the validation of non-formal and informal learning.
- (74) At the same time, Cedefop will expand its work on the professional development of IVET teachers and trainers by sharing the findings of Cedefop’s novel [European Vocational Teacher Survey](#). Cedefop

will also address excellence in IVET by researching the pervasiveness of [digital skills in IVET curricula](#). The findings will also leverage big data to help policymakers understand current and future skills demands in the digital economy. Further, Cedefop will continue its systematic work on inclusion by focusing on [tackling early leaving from VET](#) and [empowering those not in education, employment or training \(NEET\)](#), by exploring the use of AI in identifying learners at risk and preventing drop out and by publishing guidelines on supporting early leavers and NEETs.

- (75) Work will be based on thematic and multi-disciplinary research across countries, thematic country support and surveys, leading to the provision of new evidence to support policymaking and decision-making at the EU level and across Member States. Collecting people’s and VET teachers’ views and investigating individuals’ needs and perspectives will be an integral part of this strategic area of work.
- (76) Cedefop will continue to strengthen the international statistical infrastructure for VET and skills. It will continue to provide analysis of VET statistics and indicators and evidence from it, including an updated, concise and internationally comparable statistical picture of VET in Europe, for individual Member States and the EU overall. Cedefop will also continue to produce skills indicators. To complement and improve the presentation of online data, additional statistical analysis will be carried out and priority will continue to be given to CVET and adult learning.



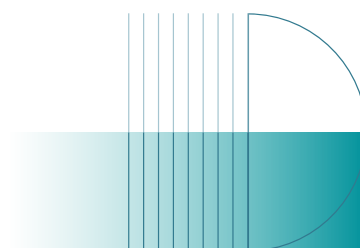
(77) To strengthen countries' and social partners' capacity to use Cedefop's evidence and policy advice, better knowledge management will be implemented through existing networking platforms, the creation of specific consultation and steering groups with tripartite representation and tailored knowledge dissemination activities. Knowledge mobilisation and policy learning across countries will support co-operation among Member States, social partners and other VET and labour market stakeholders and also provide direct support to selected clusters of countries and policy areas.

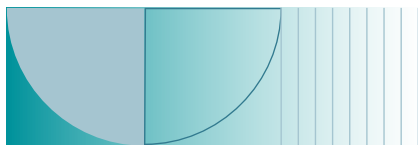
(78) In 2026–2028, Cedefop will give priority to the following.

- (a) **Enabling young people's employability from a lifelong learning perspective.** Supporting young people in achieving their full potential requires that they have the right skills to enter complex and rapidly changing labour markets. It also means encouraging them to engage successfully in continuous learning over their life course for their personal and career development. This should consider the growing importance of key competences, including digital skills and learning to learn, to ensure young people's continued participation in employment and civil society. To this end, Cedefop will focus on: (i) the continuing professional development of VET teachers through its novel European Vocational Teacher Survey; (ii) inclusion through VET by tackling early leaving from VET, supporting learners at risk and early leavers and empowering the social inclusion

of NEETs with a special focus on the role of digitalisation and AI; (iii) excellence through the analysis of digital skills provision in IVET curricula; (iv) quality and effective apprenticeships / work-based learning and their role in supporting the twin transitions; and (v) further promotion of policy learning initiatives to foster mutual learning and exchanges among Member States and social partners.

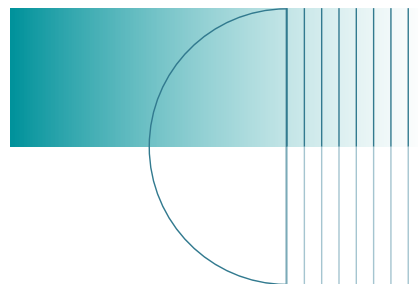
- (b) **Empowering adults through upskilling/reskilling and a systematic approach to CVET.** Continuing skills development – and, in particular, the non-formal and informal dimensions – is an essential component of lifelong learning and is central to business innovation and competitiveness and to ensuring that every adult has lifelong opportunities to update their skills and acquire new skills to navigate complex and frequent transitions and to thrive in their life and career. To this end, Cedefop will focus on (i) future strategies that could lead to systematic and coordinated approaches to continuing skills development underpinned by multilevel and multistakeholder governance and strong stakeholder partnerships, including the role of workplaces as lifelong learning spaces; (ii) continued support for the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways for low-skilled adults and the potential for stakeholders' networks and partnership-based approaches at the local level to serve and engage low-skilled adults; and (iii) further promotion of policy learning initiatives to foster





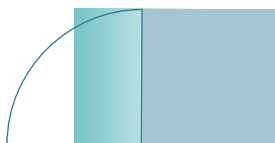
mutual learning among Member States and social partners.

- (c) **Supporting lifelong learning for all through financing, non-financial incentives, lifelong guidance and validation.** A systematic approach to lifelong learning for all will be sustained, with appropriate VET-related policies and measures to support individuals and employers in taking full advantage of lifelong learning and upskilling/reskilling opportunities and support individual career development. Utilising opportunities to engage European social partners and other relevant stakeholders, including professional and expert communities, Cedefop will further explore the synergies among its strands of work on financing and other incentives, lifelong guidance and the validation of non-formal and informal learning. Regarding financing and other incentives, Cedefop will continue its work on ILAs and training funds. Cedefop will also explore the opportunity to engage the community of national experts and stakeholders in systematic data collection on financing arrangements – both demand and supply sides – for CVET and adult learning in the Member States. Regarding lifelong guidance, Cedefop will continue to work with guidance experts and other stakeholders to exchange and build knowledge and evidence that support coherent development of high-quality lifelong guidance systems, services and policies across sectors and settings and to promote learning and career management skills by making collaboratively



developed frameworks, resources and tools more user-friendly and relevant to diverse stakeholders and contexts. Finally, on validation of non-formal and informal learning, Cedefop will continue its cooperation with the European Commission and other stakeholders, exploring the use of validation principles in skills-first approaches to recruit talents in enterprises.

- (d) **Strengthening the statistical picture of VET and skills in the EU.** Supporting the development and implementation of VET and VET-related policies and fostering lifelong learning requires sound, comprehensive and integrated evidence. To this end, Cedefop will continue its work on VET statistics and skills indicators to increase the availability, quality, relevance, use, analysis and dissemination of comparable statistical data and evidence on IVET, CVET, adult learning and skills in the EU. It will update its indicator frameworks, considering data and policy developments, and improve the online summary of statistics and indicators on VET, skills and adult learning. Moreover, Cedefop will continue to update its composite indicators, namely the European Skills Index, the Labour and Skills Shortage Index and the TalentGap Index. Additionally, the work on developing a VET Attractiveness Composite Index will be finalised.
- (e) **Improving the quality of VET and skills data ‘at the source’ and engaging in supporting the overall data community.** On top of its own analytical work on VET and skills statistics, Cede-



fop will closely cooperate with Eurostat to continue ensuring the production and enhancing the quality of online job advertisements (OJAs) and other web data throughout the Web Intelligence Hub (WIH). Cedefop will also continue its cooperation with the European Commission, in particular Eurostat, and the Organisation for Economic Co-operation and Development (OECD) to strengthen the statistical infrastructure for IVET and CVET, adult learning and skills based on traditional and new data sources, including experimental statistics. This will include participation in Eurostat's Education and Training Statistics Working Group and its Labour Market Statistics Working Group. Particular attention will be devoted to the preparation of the next rounds of the Adult Education Survey and the Continuing Vocational Training Survey (CVTS), with a view to increasing the relevance of data to policy needs and priorities. In particular, for the 2028 Adult Education Survey, Cedefop plans to focus its contribution on the technical aspects related to the implementation of the variables for guidance on adult learning. For the CVTS, Cedefop and Eurostat see potential for the 'CVTS strategies' part of the questionnaire ⁽¹⁸⁾ to be better

⁽¹⁸⁾ Questions largely relate to the theory of the training cycle and to the concept of professional management of training in enterprises (e.g. whether there is a person/unit responsible for training in the enterprise, a dedicated budget, future skills needs assessment and reactions, planning of training or involvement of social partners); questions on whether, how and to what extent training outcomes are assessed could be considered part of this broad concept, although they are typically referred to as 'outcomes'.

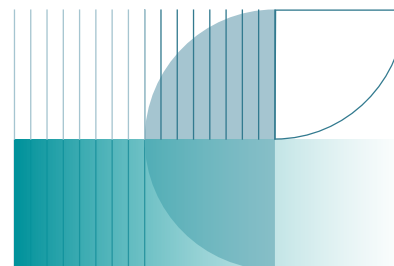
aligned with the current policy debate on skills and skills-related aspects.

- (f) **Support the new generation of the EU working groups.** Cedefop provides continued and active support to the relevant working groups of the strategic framework for European cooperation in education and training, with a special focus on VET and adult learning.

2.2.3. Strategic area of operation 3: informing VET and skills policies

- (79) This strategic area of operation aims to produce state-of-the-art evidence responding to stakeholders' needs to capture labour market trends and better understand the implications of wide-ranging changes in the worlds of education and work; and to inform VET and skills policies. Work in this area provides insights into how to reflect competitiveness ambitions and the skills challenges raised by the digital, green and demographic transitions in training, learning and work/job design, in support of skills development, matching and utilisation. Cedefop's labour market and skills work also supports Member States and sectors in managing employment and skills transitions.
- (80) In the Union of Skills, the Clean Industrial Deal, the Digital Decade programme, the Competitiveness compass, the EU preparedness Union strategy, and linked strategies and EU policy documents, the EU has set ambitious goals to support sustainable competitiveness, ensure social fairness and increase resilience and defence capacities. In this context, the 2025 Herning Declaration sets the stage for lev-



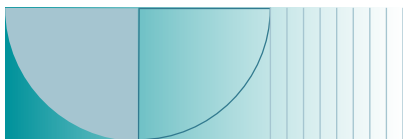


eraging the full contribution of VET policy action and reform to reach these goals and targets.

- (81) Alongside rapidly changing skills needs and critical labour and skills shortages, new realities and uncertainties in economies and international markets continue to reshape the world of work. Upskilling and reskilling need to accelerate to provide people with the skills, learning orientation and mindset necessary to contribute to innovation. They are necessary to facilitate just transitions and to give people the opportunity to proactively pursue and prepare for job and career changes.
- (82) Skills intelligence is the outcome of an expert-driven process of identifying, analysing, synthesising and presenting quantitative and/or qualitative skills and labour market information. It can also guide national approaches to labour mobility and migration to help address critical skills shortages and gaps. The next-generation skills intelligence Cedefop has developed in recent years combines multiple sources and methods to provide expert and policy-relevant insights into labour market and skills dynamics adjusted to the needs of different users.
- (83) The Union of Skills highlights the crucial role of sound and forward-looking skills intelligence as a compass, guiding skills strategies, funding, sectoral and regional skills sourcing, and supporting education and training system performance. Strong skills intelligence enables VET and learning to be more responsive to change, more learner-centric and more relevant to the green and digital transitions and to forward-looking economic strategies, competitiveness and innovation.

ward-looking economic strategies, competitiveness and innovation. Skills intelligence shapes and helps set priorities for upskilling and reskilling policies and measures. It helps citizens, employers, education and training providers, social partners, regions, sectors and other stakeholders to better understand change and to make more informed decisions about skills, training, learning for work and career development more broadly.

- (84) Following several years of investment in data quality, Cedefop, in cooperation with Eurostat, will continue to expand the potential of using big data to detect and analyse changing and emerging skills needs in its work. The granularity of such data makes it possible to provide much more detailed information on labour market and skills trends at the occupational, national, regional and sectoral levels. Cedefop will continue to expand its Skills Online Vacancy Analysis Tool for Europe ([Skills-OVATE](#)) platform. Findings from dedicated OJA analysis will complement and enrich other EU skills intelligence work, such as the [European skills forecast](#) and the [European Skills Index](#), and skills survey-based analysis.
- (85) Cedefop skills intelligence directly supports the priorities highlighted in the political guidelines of the new European Commission (2024–2029), the EU's digital and clean transition policy ambitions and the announced European Skills Intelligence Observatory. This information may also contribute to the EU's work on the labour market integration of migrants and refugees, such as the [EU talent pool](#), action to improve the recognition of qualifications of non-EU nationals,



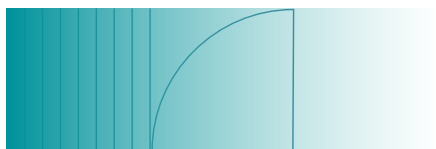
other [skills and talent package](#) initiatives and the [Labour Migration Platform](#) established in 2023. Skills intelligence can also play a role in guiding national approaches to the updating of shortage occupation lists and contribute to the ambitions of expanding supply laid down in the [STEM education strategic plan](#).

- (86) To link labour market and other trends and policy choices meaningfully to changing skills needs and to analyse shortages and skills mismatches, primary survey data are vital. To inform and shape the European VET and Union of Skills agenda, Cedefop will continue developing and implementing surveys and using them to produce policy-relevant evidence. The next survey Cedefop will roll out is the third wave of the European Skills and Jobs Survey (ESJS).
- (87) In generating and disseminating skills intelligence, Cedefop will exploit the full potential of its in-house data collection and analysis capacities and blend different types of information on labour market and skills trends. The Agency will also leverage information developed by partner agencies such as the ETF, the Joint Research Centre and international organisations to seek synergies. Close collaboration with the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Labour Authority (ELA) will help reinforce the quality, timeliness and actionability of Cedefop's skills intelligence.
- (88) In disseminating skills intelligence findings, Cedefop will prioritise combining different information types and sources in smart ways using its web tools to provide



meaningful insights that meet the needs of stakeholders in their particular contexts. Coupling such findings with evidence on skills anticipation systems and practices and methodological expertise will be the main approach to stimulating policy learning.

- (89) In 2026–2028, Cedefop will give priority to the following:
 - (a) **Producing and disseminating skills intelligence.** The Agency will carry out research on trends in the economy, in business fields and models and in companies, and those trends' influence on employment, jobs and skills. Using state-of-the-art data and methods, through survey and big data analysis, scenario building, qualitative analysis and foresight, Cedefop will continue to investigate changes affecting skills supply and demand; identify emerging skills trends in countries, sectors and occupations; forecast future skills needs in the EU; dig deeper to map and better understand the changes within jobs; and explore the reasons behind skills mismatch
 - (b) **Increasing the understanding of the implications of technological, social and economic megatrends on skills needs in Member States and strategic sectors.** This will help provide better policy responses to the digitalisation of work, new forms of organising work and learning, the transition to a cleaner economy, the ageing population and other challenges facing strategic sectors. To better understand the interlinkages between change, skills needs,



work organisation and learning, Cedefop will exploit the new data on learning in and for work from its European Training and Learning Survey (ETLS) and leverage the upcoming third ESJS.

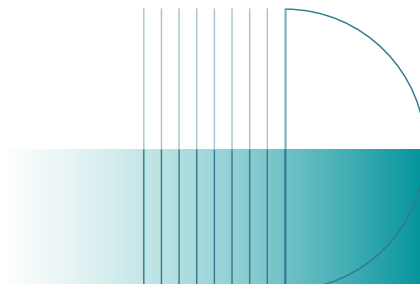
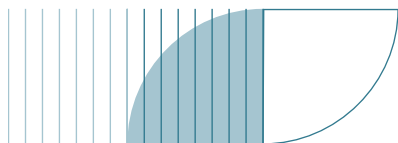
- (c) **Supporting national and sectoral stakeholder information needs.** In its dissemination activities, Cedefop will continue to place emphasis on taking a broader perspective and on combining different types of labour market and skills information to produce richer and more policy-relevant and stakeholder-centred insights. This will support national, regional (depending on data availability) and sectoral stakeholders, including social partners, in better understanding the implications of megatrends – particularly the digital, green and demographic transitions – for skills needs and learning in their contexts, and in shaping upskilling and reskilling initiatives.

2.2.4. Communication and dissemination

- (90) Effective communication supports the achievement of Cedefop's mission, set out in its [2019 Founding Regulation](#), its vision and its values, specifically the multiannual objective to focus communication on increasing stakeholder engagement and outreach via different channels.
- (91) Cedefop's strategic communication aims to promote open dialogue and actively seek feedback from its stakeholders to enable their perspectives to be acknowledged, thus refining communication strategies based on the valuable insights gained.

- (92) Cedefop's communication activities will go beyond pure information provision and will focus on **user engagement**. Activities will include push/pull across a wide range of information formats and the provision of tailored channels for stakeholder engagement. The Agency will keep mapping its stakeholders to further target and tailor its communication activities.
- (93) Cedefop will further streamline its **web portal** by developing a coherent and consistent editorial approach based on key messages and narratives to further disseminate the Agency's work as a hub for information on current and future themes related to VET, skills and qualifications.
- (94) In line with the definition of **open science**, Cedefop will focus on 'making scientific research and its dissemination accessible to all levels of society, amateur or professional' ⁽¹⁹⁾. Cedefop publications will continue to be included in the repository of the Publications Office of the European Union, making them directly accessible under an open licence, in line with the [Commission's reuse policy](#). Research data will be prepared for publication on [data.europa.eu](#) to 'give access to and foster the reuse of [European open data](#) among citizens, business and organisations'. Cedefop is already cooperating on open science with the Publications Office, the EU Agencies Network on Scientific Advice and the network of library and archive services from EU institutions, agencies, bodies and associated organisations (known as Eurolib).

⁽¹⁹⁾ Woelfle, M., Oliaro, P. & Todd, M. H. (2011). *Open science is a research accelerator*, Nature Chemistry.



New synergies with other EU agencies will also be explored to make Cedefop's scientific content accessible to wider audiences.

- (95) Cedefop will further spread the outcomes of its research and effectively engage with its stakeholders through interactive virtual and physical events.
- (96) Cedefop communication will continue to align strategically with the Directorate-General (DG) for Employment, Social Affairs and Inclusion's communication unit and, where relevant, with the communication activities of other EU agencies, in particular the ETF, Eurofound, the European Agency for Safety and Health at Work (EU-OSHA) and the ELA. The regular exchange of information, with a specific focus on common EU-level thematic priorities, will ensure the identification of joint communication themes, goals and priorities, the determination of key messages, the definition of common or complementary target audiences and the efficient sharing of resources, communication channels and means for impact assessment.
- (97) The Agency will continue its work and investments on **internal communication**, as set out in the relevant strategy.

2.2.5. Management and resources

- (98) During the programming period, Cedefop will continue to face resource constraints. In addition, the new multiannual financial programming, still to be finalised and adopted, will start applying in 2028. Managing a tight budget implies carefully selecting investments in staff and in infrastructure to ensure organisational development and modernisation while not jeopardising core

business activities. In this context, Cedefop will continually seek to develop its resilience, adopt sustainable practices and processes and increase its effectiveness in managing financial resources and human resources (HR). Moreover, thanks to a temporary budgetary reinforcement of Cedefop's EU subsidy, the Agency will be able, in 2026 and 2027, to continue carrying out some of the much-needed and critical building renovation and refurbishment. In this context, Cedefop has carefully identified investments that (i) contribute to reducing greenhouse gas (GHG) emissions by improving the building's energy efficiency and (ii) adapt its infrastructure to new ways of working that are fit to reduce the Agency's impact on the environment while harnessing new and digital technologies and improving the productivity and wellbeing of staff. Project selection will consider the amount of budget reinforcement agreed by the Commission for a given year, the estimated rate of return, the potential for emission reduction and future expected budget savings, and other positive externalities and intangible benefits. These criteria will lead to selecting the most suitable investments in infrastructure from the following: completing the upgrade of the conference centre started in 2025, insulating the main office building, installing heat pumps to replace the current heating oil burners and chillers, and upgrading the building's energy management system.

- (99) Cedefop has pledged to **become carbon neutral**. By 2030, the Agency will cut down its GHG emissions to the lowest possible level, while preserving core business



objectives. Accordingly, the Agency has adopted a climate neutrality strategy and roadmap to reduce, to the extent possible, both its direct and indirect GHG emissions and, more generally, its impact on the environment. In this context, Cedefop will gradually convert to a reliable, sustainable and competitive energy and building management system. It will promote new – more sustainable – ways of working ⁽²⁰⁾ and explore ideas on the more efficient and collaborative use of office space. It will also increase the lifespan of electronic and computer devices and aim to reduce digital pollution. Since 2025, Cedefop has operated under the eco-management and audit scheme (EMAS), the environment management system developed by the Commission.

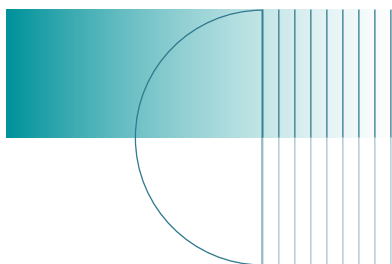
- (100) Human capital and its management are crucial to the effectiveness of a knowledge-based organisation such as Cedefop. In 2026–2028, Cedefop will pursue the **implementation of its HR strategy**, focusing on talent acquisition and development as well as staff wellbeing. The aims are to boost staff engagement and contribution, increase organisational agility and capacity for change, enhance the impact of HR services and generate administrative efficiency in the way HR is developed, managed and allocated. More specifically, the HR strategy comprises three building blocks: (i) talent acquisition and matching to ensure that the Agency avails itself of the right talents and attracts and retains

the right people for the right jobs; (ii) talent management to enable Cedefop's sustained performance through the development of its people; and (iii) staff wellbeing to foster a healthy, engaged and resilient workforce.

- (101) Cedefop's **ICT and digitalisation strategy** ensures the integration of technological development to empower and transform the work of Cedefop's staff and stakeholders. In the coming period, Cedefop will aim to maximise the adoption of tools offered by the Commission, especially for administrative processes, as the Commission is also increasingly making solutions available to agencies. The ICT service will also continue to cooperate closely with the operational departments to innovate and implement new technologies in direct support of core business. Moreover, the Agency will comply with the demanding requirements of the Cybersecurity Regulation to respond effectively to ever-changing cyber threats. The regulation establishes a common framework to ensure that similar cybersecurity rules and measures are applied within all European Union institutions, bodies and agencies (EUIBAs), to improve their resilience and incident-response capacities. Thus, despite being a small Agency, Cedefop is required to ensure the same level of cybersecurity compliance as other – bigger – EUIBAs, which has a significant impact on the limited resources available to the Agency.

- (102) Across the organisation, and particularly for administrative and support services, Cedefop will continue to search for and exploit **synergies with the Network of EU**

⁽²⁰⁾ For example by introducing a carbon budget to monitor and reduce carbon dioxide emissions linked to travel.



Agencies, to benefit from shared services and resources. The Agency will also continue to benefit from services offered by the European Commission through service-level agreements. Cedefop has worked with the European Union Agency for Cybersecurity (ENISA) and, expanding upon positive experiences of sharing services and capabilities, the two agencies will assess the possibility of sharing further resources and capabilities. Cedefop will continue to provide accounting services to the European Institute for Gender Equality (EIGE), based on the service-level agreement signed between the two agencies in November 2023. In addition, Cedefop will look for opportunities to generate synergies and share resources in corporate and administrative services with the other agencies of the employment cluster.

2.3. Human and financial resource outlook for 2026-2028

2.3.1. Overview of past and current situations

2.3.1.1. Staff population overview for 2024

(103) In 2024, Cedefop had 91 posts: 52 administrators (ADs) and 39 assistants (ASTs). This included 7 permanent and 84 temporary posts. On 31 December 2024, Cedefop employed 22 contract agents (CAs) and 5 seconded national experts (SNEs) ⁽²¹⁾. Cedefop staff and SNEs were drawn from 20 Member States ⁽²²⁾ and Norway.

⁽²¹⁾ One of the SNEs was cost-free.

⁽²²⁾ Member States not represented in the 2024 staff population were Estonia, Ireland, Croatia, Luxembourg, Malta, Portugal and Slovenia.

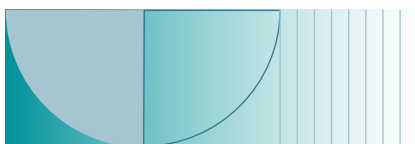


2.3.1.2. Expenditure for 2024

(104) The rate of commitment of budget appropriations for 2024 was 100 % and the rate of payment appropriations was 98.89 %, demonstrating successful management and optimal use of resources entrusted to the Agency, for yet another year. Cedefop closely monitors budget execution, and appropriate means and controls are in place to ensure that possible savings in administrative expenditure (Titles 1 and 2) are used to fund operational activities included in the work programme (Title 3).

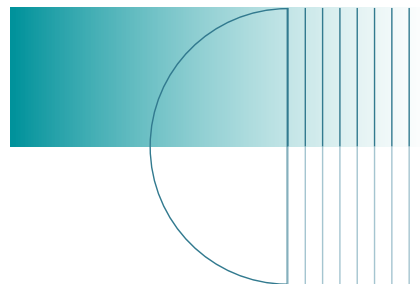
2.3.2. Resource programming for 2026-2028

- Cedefop emphasises the vulnerability of its budget planning and management to factors that are outside its control, particularly those related to increasing staff costs and rising inflation. Such increases put substantial pressure on the budget and may lead to significant budgetary shortfalls and negative priorities across all budgetary titles, in particular Title 3 (operational expenditure). Moreover, retroactive increases in salaries, which are announced towards the end of a financial year, challenge both annual budget management and the reliability of forecasts for subsequent years.
- Cedefop welcomed the 1.70 % and 2.30 % increases announced by DG Budget, applicable to Title 1 (staff expenditure) to 2024 and 2025, respectively, in response to salary adjustments. Such increases came on top of the 2 % standard annual increase rate applied in the multiannual financial framework (MFF) for 2021–2027. However, this increase is not sufficient to cover



the effects of consecutive salary adjustments in 2022, 2023, 2024 and now 2025. Such increases and the inflation pressure on supplies and services continue to have a knock-on effect on the following budgetary years, affecting the budget estimates presented in the 2026–2028 Single programming document across all titles.

- The steady fall in operational expenditure over the years (by 11 percentage points between 2017 and 2024, from 36 % to only 25 % of the budget) brought about by the increased and inelastic staff costs risks jeopardising Cedefop's capacity to deliver effectively on its mission, core activities and work programmes. It also negatively affects the Agency's responsiveness to evolving priorities and increasingly complex tasks. **In 2025, the share of Title 3 dropped to only 22.5 % of the budget. In 2026, it will drop further to 20.1 %** ⁽²³⁾. It should be noted that, while Title 3 is being squeezed out, the mission of the Agency has been broadened to encompass VET as well as qualifications and skills policies.
- Moreover, the Agency needs to invest in the modernisation of its premises to meet changing business requirements and to increase its energy efficiency while reducing GHG emissions. The Agency estimates that about EUR 1.5 million will need to be invested in its infrastructure in the coming years. Such required investments could not be financed within the current budget without further reducing Title 3 expenditure. In this context, the Commission



has agreed, in principle, to grant a temporary increase in Cedefop's EU subsidy as a budget reinforcement to be used to renovate and refurbish the premises. For 2025, the Agency submitted a request for the first tranche of this budget reinforcement (EUR 655 000) to the Commission. However, only half of the requested amount (i.e. EUR 327 500) was approved and included in the 2025 budget. For 2026, the Agency submitted a request for EUR 535 000 to the Commission, as a second instalment of the budget reinforcement. However, only about half of the requested amount (i.e. EUR 288 000) was included in the 2026 budget proposal by the Commission. While the Agency is thankful for the ad hoc budgetary support provided, the reduced amounts have limited the type and scope of the renovations. Accordingly, and to be able to finance the required upgrade of its infrastructure, the Agency will request additional budget reinforcement in both 2027 and 2028, as reflected in the budget estimates presented in this Single programming document.

- Finally, Cedefop needs to comply with the requirements of the Cybersecurity Regulation, which imposes new demands on all EUIBAs, regardless of their size. This demands that the necessary staff and budget be allocated to this growing task.

2.3.2.1. Financial resources

(105) The estimates for the budget for 2026–2028 (Table 1) are in line with the [statement of estimates of the European Commission](#) and the 2024–2027 financial programming published in June 2023. They also incor-

⁽²³⁾ However, this further drop will be due to the temporary budgetary reinforcement (for building investments in 2025–2027) in Title 2. If this were not accounted for, Title 3 would represent 22.8 % and 20.4 % of the total budgets in 2025 and 2026, respectively.



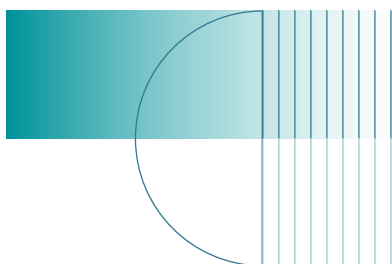
porate the increase in the appropriations to be allocated to Title 1 announced by DG Budget in September 2024 for 2024, 2025 and the following years.

- (106) The Agency revenue consists of the EU budget subsidy, which includes European Free Trade Association (EFTA) countries' contributions, and own revenues such as the funds received by Cedefop in the context of the service-level agreement signed with EIGE whereby Cedefop provides the other Agency with accounting services. As of 2025, the budget also includes under a separate heading the amount of the contribution agreements expected to be signed with the Commission (see Annex XII).
- (107) In addition to the regular EU subsidy earmarked in the MFF for 2021–2027, the Agency incorporated EUR 288 000, which the European Commission introduced in the draft budget of the EU for 2026, to fund the refurbishment and upgrade of Cedefop's premises, instead of the EUR 535 000 requested by Cedefop.
- (108) In allocating the budget across titles, the Agency's forecasts are based on the following assumptions: (i) increases in staff expenditure, based on salary increases of 4.0 % in 2025, 3 % in 2026 and 2.0 % in 2027 and 2028, and assuming the weighting factor for Greece to be stable; (ii) full occupation rate of the establishment plan posts, as well as other posts included in the staff policy plan (CAs and SNEs); and (iii) moderate inflation and a return on investment from the installation of photovoltaic panels that took place in 2023, reducing the budget dedicated to electricity bills.

- (109) Striving to ensure adequate budget allocation to core business functions in line with the strategic priorities identified by the Agency, the budget planning for 2026–2028 requires several measures: a staff policy that takes account of budgetary constraints; regular workforce planning exercises; further synergies and shared services with other EU agencies; and the systematic revisiting of the Agency's portfolio of activities and outputs, with a view to streamlining and focusing them further (Table 2). The portfolio represents a snapshot at a certain time and is dynamically changing.

2.3.3. Allocation and evolution of budget appropriations by title: 2026–2028 budgets

- (110) For Title 1 – staff expenditure – the estimate for 2026 is based on available Commission salary adjustments forecasts (mentioned above), planned recruitment, turnover and retirements, and the staff resources needed for the implementation of Cedefop activities. This represents an increase of 4.6 % in 2026 compared with 2025. For 2027 and 2028, Cedefop's budget estimates for salary costs are based on the assumption of a 2 % salary adjustment every year and an automatic step increase every two years as provided for by the EU Staff Regulation, as well as promotion and reclassification exercises following staff appraisals. However, projections for Title 1 do not include any possible significant change in the weighting factor for Greece, which the Agency cannot estimate at this time.



(111) For Title 2, which is used to fund administrative expenditure, as well as investments in building and ICT infrastructure and technologies, the yearly amount needed will increase to EUR 2.45 million in 2026 (up by 5.63 % compared with 2025) but will decrease to EUR 2.3 million by 2028. This increase in Title 2 in 2026 is due in large part to (i) the second instalment of the SUMMA onboarding fee and (ii) a temporary budget reinforcement given to Cedefop by the European Commission ⁽²⁴⁾, spread over four years (2025–2028), to be used exclusively for the upgrade and refurbishment of Cedefop premises, investing in projects carefully selected for their positive returns, namely efficiency and productivity enhancements and budget savings. These investments will also be focused on reducing GHG emissions, in line with Cedefop’s 2023 climate neutrality strategy. The Agency’s estimates for 2026–2028 are built on the assumptions that inflationary pressure will drop compared with previous years to remain at a moderate level and that Cedefop’s own electricity production using photovoltaic panels will allow for significant savings on energy bills.

(112) Title 3 – operational expenditure – **will decrease by 9.1 % for 2026 compared with 2025**. It is estimated that it will increase by 8.8 % and 4.1 % in 2027 and 2028, respectively. To continue maximising its operational budget, the Agency will continue to pursue efficiency gains, seek synergies and shared services with other agencies in corporate and administrative services, and ap-

ply a staff policy that will maintain a balance between attractiveness as an employer and savings in staff costs whenever possible. However, the Agency would like to underline that successive and significant drops in operational expenditure have threatened its capacity to fulfil its missions.

(113) Title 4 – other operational activities – was introduced into the budget structure in 2025 to accommodate the distinct expenditure related to additional funding, in the form of external assigned revenue, received following the conclusion of contribution agreements or service-level agreements with the European Commission.

(114) In December 2024, DG Structural Reform and Support (DG REFORM) and Cedefop signed a EUR 500 000 contribution agreement for the implementation of the action on strengthening skills forecasting and skills governance system in Estonia. The action, which is monitored and reported separately from the annual work programme activities, has a duration of 24 months, running until the end of 2026. In July 2025, DG Employment, Social Affairs and Inclusion and Cedefop signed a EUR 350 000 service-level agreement to investigate factors influencing the attractiveness of VET programmes and to identify strategies to enhance their appeal. Further, in August 2025, the Agency signed a contribution agreement with DG Employment, Social Affairs and Inclusion, for the European Skills and Vocational Training Week, a three-year project managed by Cedefop, with a total budget of EUR 1.96 million. Information on such activities, funded by sources additional to the regular EU subsidy, is provided in Annex XII.

⁽²⁴⁾ The amount of the reinforcement approved by the Commission for 2025 was EUR 327 500.

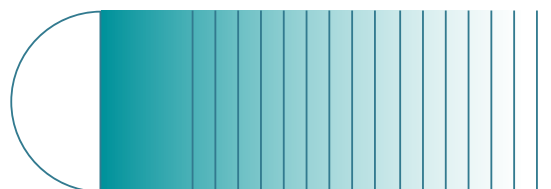
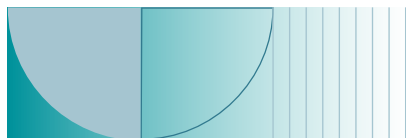


Table 1. 2026-2028 budget evolution by title (EUR)

	2024 budget	2026/2025 VAR	Envisaged in 2026	2027/2026 VAR	Envisaged in 2027	2028/2027 VAR	Envisaged in 2028
Title 1: staff expenditure	14 044 000	4.63 %	14 694 348	1.13 %	14 860 382	1.70 %	15 113 078
Title 2: infrastructure and operating expenditure	2 317 500	5.63 %	2 447 900	6.98 %	2 618 700	– 11.35 %	2 321 600
Title 3: operational expenditure	4 745 405	– 9.13 %	4 312 000	8.84 %	4 693 200	4.05 %	4 883 100
Total – EU contribution	21 106 905	1.65 %	21 454 248	3.35 %	22 172 282	0.66 %	22 317 778
Title 4: other operational activities (additional subsidy)	500 000	17.37 %	586 871	– 16.67 %	489 059	– 100 %	0
Total – all contributions	21 606 905	2.01 %	22 041 119	2.81 %	22 661 341	– 1.52 %	22 317 778

NB: VAR, variance. The budget allocation by title includes the contributions from EFTA countries as well as own revenues, because they are an integral part of the Agency's budget.

2.3.3.1. HR

(115) Cedefop's establishment plan had 91 posts in 2024. Sustained efficiency drives, digitising processes, redeployments and reassignments have been employed to address new and growing tasks by shifting, as much as possible, staff from administrative to operational posts. To anticipate future possible financial constraints, Cedefop develops different scenarios to manage and best match HR, in the context of strategic workforce planning.

(116) Cedefop is committed to geographically rebalancing its staff population and will implement a designated set of initiatives to foster geographical and gender balance. This will

complement the strategic initiatives aiming to attract, retain and develop talents in the Agency.

2.3.4. Resource outlook over 2026-2028

(117) In 2028, the EU will start operating under a new MFF, setting the basis for the funding of the European programmes and institutions, including the agencies. To date, the orientations provided by the Commission are those of a stable budget in real terms. Cedefop will follow developments closely.

(118) Cedefop's recast Founding Regulation, which entered into force in February 2019, reflects in the mandate of the Agency the work it has done on VET as well as on qualifi-



cations and skills policies, at the intersection between education and training and the labour market. Over the years, the Agency has progressively broadened its work to respond to policy demands. However, this extended portfolio of activities has not been accompanied by additional resources. The Agency considers that the new MFF should reflect the key importance of skills in relation to the EU's competitiveness strategy and the twin green and digital transitions.

(119) Under the current MFF, the identification of negative priorities and systematic efficiency gains have made it possible for the Agency to deliver its activities, but this has led to increased workloads for and pressures on staff. Looking ahead, the 2026–2028 financial programming, referenced above, may pose serious challenges to the Agency's ability to respond adequately to policy and stakeholder demand. The progressive but significant constriction of the budget dedicated to core business over the years due to unavoidable expenditure in other titles (see Section 2.3.2.1 'Financial resources') threatens Cedefop's ability to deliver on its mission and strategic objectives.

(120) Achieving the ambitious policy goals set by the European Commission requires a strong and ambitious investment in VET and skills that is currently not reflected in the resources planned for Cedefop. This new and changing policy context will no doubt further increase the demand for Cedefop's work, leading to new tasks and increased workloads for existing tasks. Cedefop believes that this requires considering a more adequate allocation of staff and budget to the Agency to ensure an appropriate balance between tasks and

resources. This will enable the Agency to maintain a sustainable and successful performance track record, thus ensuring that Cedefop is able to fulfil its mission.

(121) In summary, Cedefop stresses the following.

- (a) Cedefop's mission is highly relevant to the major economic and social challenges the EU currently faces. This relevance is recognised in Cedefop's recast Founding Regulation, which acknowledges that the Agency's mission and objectives go beyond VET to include skills and qualifications policies.
- (b) The recent shift in EU policy priorities towards skills development, as reflected in the new European Commission guidelines, the Draghi and Letta reports, the Union of Skills and other key policy documents, further underscores the critical role of Cedefop, whose expertise in and focus on skills anticipation and governance, VET system reform and adult learning is uniquely positioned to support the EU's ambitious skills agenda.
- (c) The budget assigned to the Agency should be reassessed to more accurately reflect the significance of its mission, its role in addressing the EU's skills challenges and its alignment with the evolving policy landscape. While Cedefop's mandate was expanded in 2019⁽²⁵⁾ to include skills and qualifications, its budget and staff have not increased. Expanding Ce-

⁽²⁵⁾ European Parliament & Council of the European Union. (2019). Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019 establishing a European Centre for the Development of Vocational Training (Cedefop) and repealing Council Regulation (EEC) No 337/75.



Cedefop's resources is crucial for effectively meeting expanding demands and contributing to the EU's skills development goals.

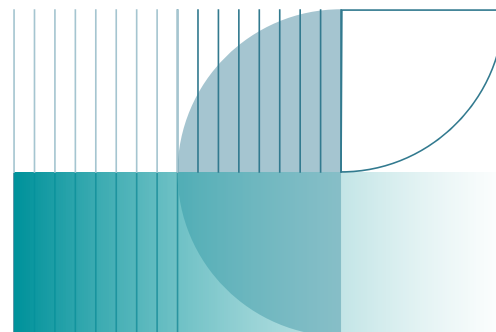
- (d) In this Single programming document, the Agency has not accounted for new tasks, while budget constraints already suggest the need for agility and flexibility through the prioritisation of activities. Should new tasks be demanded of Cedefop, their completion will only be feasible with the corresponding additional resources.

(122) Growing tasks that may materialise in 2026–2028 and affect the Agency's planned activities and resources include:

- (a) Cedefop's role in the European Skills Intelligence Observatory and its back end, the Inter-Agency Data Sharing Platform;
- (b) continued compliance with the requirements of the new Cybersecurity Regulation;
- (c) the promotion of CVET as a system and the coordination of supporting measures to enhance its attractiveness;
- (d) the integration of the sustainable development goals.

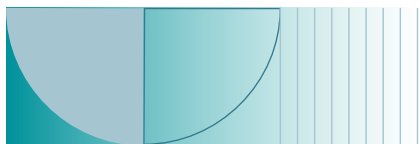
(123) Cedefop's role in the European Skills Intelligence Observatory and its back end, the Inter-Agency Data Sharing Platform.

The Union of Skills communication puts forward several new EU policy initiatives (e.g. VET strategy, skills portability, the European Skills Intelligence Observatory). Due to its established and sound expertise in VET and skills intelligence, Cedefop is well positioned to contribute to the successful shaping and implementation of these initiatives. In parallel, the EU Inter-Agency Data Sharing Platform is being set up by DG Employment,



Social Affairs and Inclusion – with Eurofound as the provider – to serve as the main repository for data coming from the agencies and act as the back end feeding the European Skills Intelligence Observatory and the European Fair Transition Observatory, which are also currently under development by the European Commission. While the contribution of Cedefop and the associated workload and resource implications will need to be assessed as these projects develop, it is expected that, directly or indirectly, they will affect Cedefop's core business and bring additional and growing tasks for Cedefop over the next three-year programming period. The extent of the impact on Cedefop's position in the EU skills intelligence landscape and the feasibility of any additional activities will depend on political decisions and the allocation of additional resources and will be discussed with and agreed by the Management Board.

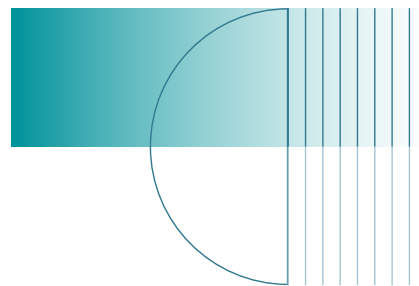
(124) Compliance with the requirements of the new Cybersecurity Regulation. The [Cybersecurity Regulation for EUIBAs](#) came into force in 2024. It envisages the mandatory implementation of a set of baseline cybersecurity measures by all EUIBAs, regardless of their size, within 24 months of its adoption, and the regular review of the measures. The new regulation significantly increases the compliance requirements imposed on the Agency and has a disproportionate impact regarding the resources to be allocated to this growing task. In terms of HR, Cedefop has calculated the need to allocate one additional full-time equivalent staff member, fully dedicated to cybersecurity compliance, on top of the staff member already allocated to cybersecurity tasks before the regulation



came into force. Therefore, a total of two full-time equivalent staff members will need to be dedicated to cybersecurity tasks. The budget dedicated to cybersecurity will need to increase from about EUR 80 000 to EUR 150 000, that is from about 8 % to 15 % of the overall ICT budget in post-implementation years, and to EUR 200 000 (20 %) in the first two (implementation) years. This budget is to be dedicated to specialised external service providers and the Cybersecurity Service for the Union Institutions, Bodies, Offices and Agencies. To compensate for the lack of the required additional staff, Cedefop will continue to seek other sourcing alternatives, such as increased externalising, benefiting from other agencies' knowledge and expertise or reprioritising tasks and responsibilities within the ICT service, with the necessary re-skilling. Due to the inelasticity of expenditure in Titles 1 and 2, any additional budgetary resource will need to be diverted from core business activities.

- (125) **Promotion of CVET as a system and the coordination of supporting measures to enhance its attractiveness.** The fast-changing world of work inevitably increases the potential demand for continuous learning from companies as well as from individuals not benefiting from training provision supported by their employers. However, many barriers must be overcome to translate this demand into actual participation in training.

The increasing significance of EU policy in continuing training and adult learning is further underscored by the new European Commission guidelines, the Draghi report and other recent key policy documents that highlight the pressing need to address the EU's



skills gap, which hampers competitiveness and is a serious obstacle to the just green and digital transitions. EU policy is striving to make education and training more responsive to these evolving needs, with a particular focus on increasing both the quantity and quality of adult and vocational training.

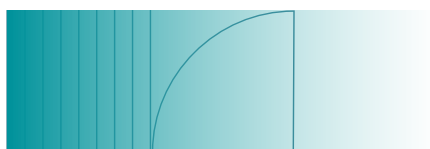
In the context of the rising need for upskilling and reskilling adults, Cedefop will intensify its efforts in CVET research and policy analysis as an essential component of lifelong learning directly oriented towards professional development. This will include carrying out extensive work on how to ensure more opportunities for work-based training as a more attractive and effective mode of learning for people of all ages, regardless of their starting points; and how to integrate upskilling and reskilling policies with other policy-supporting measures, including guidance, validation, financial and non-financial incentives and social support.

- (126) **Integration of the sustainable development goals.** In 2026–2028, Cedefop will gradually implement the [2030 agenda for sustainable development and its 17 sustainable development goals](#). A significant part of this commitment will take the form of implementing a climate neutrality strategy and decarbonisation roadmap for the Agency to reach the objective of climate neutrality in 2030. Cedefop also became EMAS certified in 2025. Progress on the decarbonisation targets will be monitored and measured using EMAS and will be reflected in the sustainability report of the Agency. Cedefop's sustainability reporting also integrates the social and economic dimensions of its activities.



2.4. Strategy for achieving efficiency gains

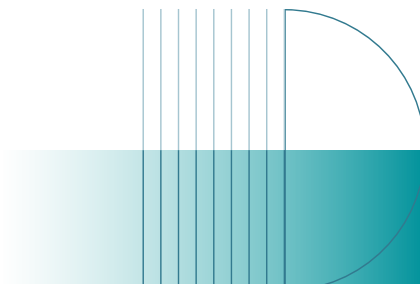
- (127) To ensure the optimum use of its resources, Cedefop has been operating an activity-based budget (ABB) since 2007 and introduced a PMS in 2009.
- (128) By measuring performance at the project, activity and organisational levels, the PMS helps Cedefop manage and evaluate its impact, efficiency, effectiveness and relevance, and strengthens the alignment of the organisation's activities with its strategic objective and priorities. The PMS thus provides a system for tracking and improving performance and efficiency.
- (129) Cedefop is an active member of the EU Agencies Network (EUAN) and a strong supporter of developing strategies for sharing resources across agencies. Further to using joint procurements, the memoranda of understanding signed with ENISA, Eurofound and the ETF provide for the exploration and development of shared corporate and administrative services. For instance, ENISA has provided data protection and legal expertise services to Cedefop, and both agencies share confidential counsellors. Currently, Cedefop provides accounting services to EIGE, following the signature of a service-level agreement between the two agencies.
- (130) Cedefop strongly pursues the Agency's digital transformation with its ICT and digitalisation strategy to generate greater efficiency and enhance productivity across the organisation. Implementation focuses, in the upcoming period, on responding effectively and efficiently to the requirements of the Cybersecurity Regulation, finalising the replacement of home-grown ICT solutions with centralised services and tools provided by the European Commission, and providing high-quality services to Cedefop's core business.
- (131) The imperative to reach climate neutrality reinforces the impetus for a systematic reduction in missions and travels. This will be achieved by replacing as far as possible physical meetings with virtual ones and on-line collaboration tools, taking due consideration of the added value of face-to-face discussions and exchanges. This effort will be supported by refurbishing Cedefop's meeting rooms and conference centre and replacing obsolete equipment with state-of-the-art audiovisual equipment enabling high-quality hybrid events. Cedefop will also systematically seek to invest in achieving higher energy efficiency for its building. All savings generated will be redirected to the core business.
- (132) Continuous efforts are taking place to develop talents and boost staff potential through learning and development and to redeploy staff internally towards core business services. This effort is demonstrated in the results of the job screening exercise, which show a consistent increase in staff allocated to core business and a reduction in staff allocated to administrative support and coordination since 2015.
- (133) Cedefop carries out systematic reviews of its portfolio of activities and outputs with a view to streamlining and focusing them further. The review provides a broad idea on the direction over 2026–2028 suggested by the thematic corporate priorities. It addresses current activities with an increased

Table 2. **Prioritisation exercise – portfolio review**

Expand	Reinforce
• This category includes strategic areas of expansion and areas in need of new investment, building selectively around Cedefop's main strengths and added value for its objectives and stakeholders. • Skills intelligence and generative AI • Professional development of VET teachers and trainers • Green and digital transitions • Recognition of qualifications • Stakeholder engagement, including at the sectoral level and social partner involvement in VET governance Research and development	This category includes areas that have already reached a high level of expansion and maturity but need investment to reinforce vulnerable areas and build further on what has already been achieved. • Upskilling/reskilling pathways for all • Policy monitoring 2.0 • Skills demand and supply forecast • Microcredentials • Qualifications and learning outcomes • CVET: supporting CVET systems, governance, quality assurance and qualifications • Work-based learning, including apprenticeships • VET statistics and indicators • Guidance, validation and incentives (including ILAs) • Future of work • Balancing excellence and inclusion • Mobility scoreboard Stakeholder outreach and operational process relationship management adjustments
Harvest	Refocus
This category includes areas of activity that will maintain their level of development and importance but are not considered for further expansion. Investment will be limited to that necessary to consolidate and take advantage of results already achieved. • VET systems • Tackling early leaving from VET • European Skills index	This category includes relevant segments of existing activities that need to be reoriented and/or streamlined with a view to defending their strength and increasing their added value. • Transversal and human-centred skills • Policy learning on skills anticipation and matching • Skills surveys • Refugees and the labour market: skills-based pathways Administrative and financial process adjustments

focus on clusters of thematic activities and how they are prioritised and synergised through cooperation and shared focus. The thematic clusters are considered from a dynamic perspective, combining continuity and consolidation with the future investment necessary to deepen and expand expertise in line with changing prior-

ities. They also reflect Cedefop's relative strengths and needs for capacity building. After the prioritisation exercise carried out in 2021, a review took place during a dedicated workshop with the Extended Executive Board at its June 2022 meeting, the outcomes of which were endorsed by the Management Board in October 2022. An

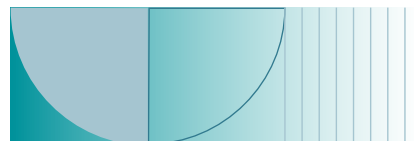


additional review took place at the Extended Executive Board's June 2024 meeting. In this streamlined exercise, the focus was on themes, while services or tools were no longer shown. Four internal 'capacity cards' were introduced to reflect – without any implications for the work programme or activity fiches – areas in which Cedefop must improve or build strategic abilities in the context of the Cedefop@50 initiative. The outcomes are presented in Table 2.

- (134) Cedefop has seen growth and changes in existing tasks and has been entrusted with new or growing tasks over the past several years in light of evolving policy priorities at the EU level. In addition, the regulatory framework also leads to growing tasks for the agency, even though they are unrelated to its core mission. These developments have been systematically discussed with Cedefop's Executive and Management Boards, among others, to identify and agree negative priorities and make room for new demands. Cedefop will continue this close dialogue with its Executive and Management Boards.
- (135) Negative priorities have been set in previous years because the additional human and financial resources needed for the agency to fulfil its mandate and carry out the new and growing tasks outlined above were not provided. They have included (i) reduction in the regularity of updates of policy indicators on VET and LLL across countries in terms of access and attractiveness, VET investment and outcomes and labour market transitions; (ii) postponement of new foresight studies on skills needs in selected sectors, and analysis of sectoral

approaches and social partner cooperation in designing and implementing VET-related policies; (iii) cancellation of study and publications on the use of guidance and counselling by EU citizens; (iv) downsizing dissemination activities regarding the European Skills Index and skills forecast; (v) cancellation of third conference of learning providers' practitioners community; and (vi) cancellation of launch of a Cedefop yearbook.

- (136) In addition, in 2026–2028, **negative priorities** will (continue to) affect the following tasks and deliverables:
- (a) the policy learning forum on IVET mobility will be cancelled;
 - (b) the new studies on (i) citizenship competence and critical thinking and (ii) quality assurance in CVET will have a reduced scope (e.g. fewer countries examined);
 - (c) current work on the production of large-scale surveys will be streamlined, and resources will be focused on a single Cedefop survey on skills (compared with the two surveys currently carried out) to be repeated every three to four years in alternation with Cedefop's opinion survey on VET (teachers and trainers);
 - (d) Cedefop's opinion survey on VET (teachers and trainers) will not cover all of the EU-27, Iceland and Norway, and the selection of countries will be decided based on a cost-effectiveness analysis with a view to maximising the coverage within the available budget;
 - (e) the new study on CVET and the potential of network structures (e.g. social,



professional and educational) to reach adults, especially those with limited digital or literacy skills, and engage them in LLL will be cancelled/postponed;

- (f) the shift of thematic country reviews from systematic support for individual Member States in a specific area of policy to a tool for enhancing policy learning capacity in a variety of policy areas will continue, with a view to reducing the resource burden while preserving overall effectiveness;
- (g) there will be no interpretation at Management Board meetings;
- (h) printing and dissemination of hard-copy publications will be radically reduced and progressively replaced by alternative communication channels, such as mobile-friendly electronic formats and impact-oriented, interactive online tools.

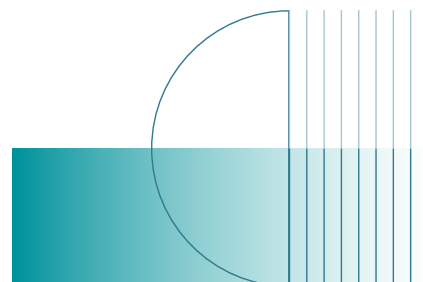
For several years, spending on infrastructure has been limited to the extent possible to focus resources on core business. However, Cedefop adopted in 2023 a strategy towards climate neutrality by 2030. Meeting this ambitious objective requires specific investments in infrastructure estimated to be around EUR 1.5 million. These investments, which would not be possible under the current budgetary constraints, will be made thanks to a temporary reinforcement of Cedefop's EU subsidy by the European Commission, which has been agreed in principle for 2026–2028. Each year, based on the additional budget allocated for this purpose, Cedefop will carefully design and select projects that combine increased productivity, efficiency and budget savings.

Nevertheless, as this budget reinforcement will only relate to investments in infrastructure, the continuous budgetary constraints under the 2021–2027 multiannual financial framework will require further downsizing or cuts among the activities of the agency, which has to manage the tension between fulfilling the missions and tasks it is entrusted with in its recast regulation and the ever tighter budgetary resources allocated to the institution. Completely new lines of services or deliverables can only be assumed by the agency if human and financial resources are made available.

Specific (additional) negative priorities for the coming years must, by definition, be flexibly identified to respond to the dynamic policy environment.

Considering the anticipated severe budgetary constraints, identifying negative priorities may no longer suffice. Instead, bold **positive priorities** need to be set, allowing for a substantial rather than piecemeal review of the agency's activity portfolio.

2026 work programme



3.1. Executive summary

(137) To modernise VET and to tap its key enabling potential, policymaking and provision require information on labour market trends and needs, the relevance and benefits of the skills and qualifications it provides and the necessary conditions and support measures. Starting from a strategic vision of learner-centred VET, Cedefop uses state-of-the-art research, stakeholder-centred analysis and well-managed expertise networks to inform, shape and value VET.

(138) Cedefop's activities contribute to EU VET, skills and qualifications policy priorities. They support the drive towards more competitive economies, help accelerate the just twin digital and green transitions, guide Europe in the skills revolution and engage skills system and ecosystem players to strengthen VET and skills governance.

(139) In 2026, Cedefop will report on VET policy developments and review its integrated IVET and CVET monitoring framework in line with priorities agreed in the 2025 Herning Declaration. Cedefop will also exploit its VET systems and policy intelligence, monitoring of EU tools and principles, ReferNet input, surveys and other sources to:

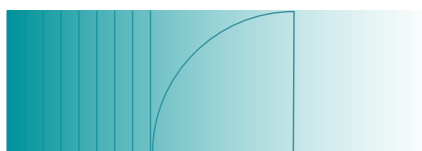
- (a) develop country fiches on IVET and CVET, contributing to the European Commission's Education and Training Monitor;
- (b) collect data for a revised mobility scoreboard in line with the 'Europe on the move' Council Recommendation;
- (c) continue to support the development and implementation of European tools

and principles for transparency and recognition of qualifications, with a focus on opening access to digital, comparable qualifications descriptions throughout Europe;

- (d) monitor NQF developments and publish the next global NQF inventory;
- (e) focus in on emerging demand-driven microcredentials outside formal settings and their potential for inclusion, learning and employment;
- (f) develop guidelines for practitioners to accompany reports on learning outcomes;
- (g) release a summary report on and organise a conference about balancing excellence and inclusion in VET;
- (h) organise an online workshop to map the fragmented quality assurance landscape in CVET.

(140) Cedefop will continue to champion more coordinated VET and skills (eco)systems and systematic and inclusive approaches to lifelong learning, upskilling and reskilling for young people and adults. While IVET will remain an important part of Cedefop's VET work, particular emphasis will be placed on continuing skills development for adults. This entails producing new evidence, policy analysis and reviews, and knowledge brokering for countries and stakeholders. In 2026, Cedefop will:

- (a) finalise the fieldwork of the European Vocational Teacher Survey and start preparing the analysis to map IVET teachers' continuous professional development (CPD) and the factors influencing it;



- (b) initiate research on how AI and other technologies can reduce early leaving, support NEETs, and strengthen inclusion and learner-centredness;
- (c) publish policy guidelines on supporting early leavers and NEETs;
- (d) organise the 6th PLF on apprenticeships, the 6th PLF on upskilling pathways and the 10th CareersNet meeting;
- (e) produce a second report on the implementation of the EFQEA;
- (f) publish a collection of papers on the evolving position of apprenticeships in education and training systems based on the input from the community of apprenticeship experts;
- (g) publish the outcomes of a strategic foresight exercise on CVET, which outlines a vision for skills development over the next 15 years;
- (h) publish a synthesis report on national funding arrangements for adult learning and ILA implementation;
- (i) launch an update of the European Skills Index.

(141) In 2026, Cedefop skills intelligence will support competitiveness and the just twin transitions. It is multi-source based and user centred and provides insights into critical labour market and skills bottlenecks and possible solutions to mismatches. Survey-based and big-data-powered skills intelligence helps decision-makers turn ambitions and targets into skilling actions. In 2026, Cedefop will:

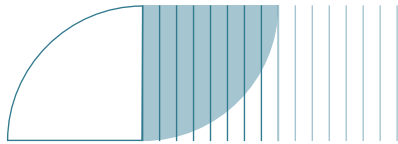
- (a) map critical labour and skills shortages and skills gaps that are slowing the twin transitions and putting the brakes on competitiveness;

- (b) launch a skills forecast policy scenario to provide macro-insights into the impact of implementing policy actions to increase European competitiveness;
- (c) develop new analyses and indicators based on OJAs to track skills trends and map job-to-job transition opportunities;
- (d) continuously improve OJA data quality, update Skills-OVATE and support the analysis of European employment services job vacancies;
- (e) publish a synthesis report and sectoral reports on AI in EU workplaces;
- (f) organise (jointly with Eurofound) the 2026 tripartite exchange seminar (TES);
- (g) further upscale Cedefop's Green Observatory.

(142) To achieve the above objectives and to sustain its innovative capacity, Cedefop will continue to look for resources to complement its budget and implement its HR, digitalisation, climate neutrality and communication strategies. Cedefop will attract, manage and further develop talents, encourage flexible and smart working conditions for all staff and will advance further towards becoming climate neutral by 2030.

3.2. 2026 activities

(143) To tap into VET's key enabling role effectively, policymaking and provision require information on labour market trends and needs, the relevance and benefits of the skills and qualifications that VET provides and the necessary conditions and support measures. Hence, informing, shaping and valuing are essential pillars for modernising VET. For each of them, the activities programmed for 2026 reflect a particular em-



phasis on recent EU VET and skills policy priorities and build on work done for the European Year of Skills in 2023 and 2024.

- (a) **Shaping VET and qualifications** will focus on the implications of current challenges for VET systems and qualifications and on how the agreed policy priorities can contribute to strengthening Europe's competitiveness.
- (b) **Valuing VET and skills** will emphasise developing a more systematic approach to continuing skills development (including CVET) to support the upskilling and reskilling of adults, enhancing young people's employability and participation in lifelong learning, and addressing the professional development of IVET teachers.
- (c) **Informing VET and skills policies** will focus on further developing skills intelligence and its accessibility through open science practices, with a view to strengthening and expanding the evidence base underlying VET and skills policies and supporting the green, digital and demographic transitions, the ambitions of the Union of Skills, the Action plan on labour and skills shortages and the EU's competitiveness, resilience and preparedness strategies.

3.2.1. Strategic area of operation 1: shaping VET and qualifications – rethinking relevance and quality

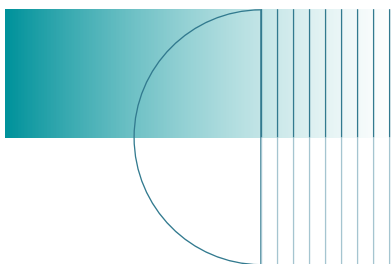
- (144) In 2026, this strategic area of operation will focus on strengthening the relevance and quality of VET and qualifications in Europe supporting lifelong and life-wide learning. In line with the European Commission's



Union of Skills and Cedefop's strategic vision outlined in [Shaping Learning and Skills for Europe](#), the Agency will continue supporting EU institutions and European and national VET stakeholders, monitoring the implementation of EU objectives and analysing trends and challenges in VET and qualifications. Work will be organised in two main thematic strands: (i) monitoring implementation and analysing national VET policies and systems in line with countries' NIPs and (ii) providing expertise and evidence that help shape and implement common EU principles, initiatives and tools.

3.2.1.1. Monitoring implementation and analysing national VET systems

- (145) In 2026, Cedefop will review its integrated **monitoring framework in line with the EU priorities agreed in the Herning Declaration**. The framework will be reviewed in close cooperation with the European Commission and the ETF and will be discussed with the DGVTs and ACVT. Using ReferNet as a primary source of information, Cedefop will analyse policies and practices in the EU-27, Iceland and Norway in line with the NIPs, provide an overview of policy developments in its online visualisation tool, the **Timeline of VET policies in Europe**, and report to the ACVT. In addition, Cedefop will use its **VET in Europe database**, the Timeline of VET Policies in Europe, national news on VET, ReferNet partners' input and other Cedefop work to provide consolidated input to the European Commission for the development of the European VET strategy, the European Semester

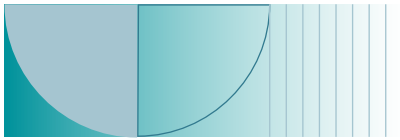


and other relevant EU publications, such as the Education and Training Monitor.

- (146) Drawing on **ReferNet** partners' input, Cedefop will update its VET in Europe database and its 'Spotlight on VET' flyer series to provide comprehensive information on national VET systems to help policymakers and other VET and labour market stakeholders understand the main features and key characteristics of VET in the Member States, Iceland and Norway. Cedefop will produce short descriptions of VET systems in Cyprus and Ireland (holders of the EU Presidency in 2026), accompanied by 'Spotlight on VET' flyers. Animations presenting the countries' VET systems will inform the DGVTs, ACVT meetings and presidency events.
- (147) In close cooperation with Cedefop's ReferNet partners, online **national news on VET** articles will present the latest VET developments in the Member States, Iceland and Norway, including innovative projects and successful practices that may inspire other countries. Published on Cedefop's web portal, national news on VET articles will attract the attention of a broad audience and constitute a major opportunity for disseminating news on national VET-related developments.
- (148) In close cooperation with the European Commission and ReferNet partners, Cedefop will organise data collection for its revised **IVET mobility scoreboard** in line with the Council Recommendation 'Europe on the move' – learning mobility opportunities for everyone, to support the cross-border mobility of IVET learners and apprentices.

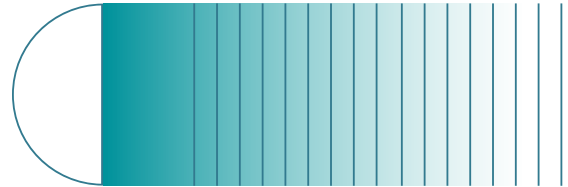
3.2.1.2. **Supporting the development and use of European tools and principles**

- (149) In close cooperation with the European Commission, Cedefop will support the further development and implementation of European tools and principles for transparency and recognition of qualifications. The focus will be on making it possible for citizens to have access to information on qualifications levels and to short comparable descriptions of the content and profile of individual – digital – qualifications throughout Europe. Cedefop will continue providing conceptual support to the **EQF Advisory Group and working groups** to strengthen learning-outcomes-based NQFs covering all levels and types of qualifications. Work will continue on seeking to deepen the relevance of the EQF, notably by (i) developing and connecting national qualifications databases, including short learning outcomes descriptions of qualifications; (ii) reflecting on the role of digital credentials; (iii) deepening cooperation on international qualifications; (iv) promoting validation as an integrated part of qualifications frameworks; (v) promoting cooperation on the opening-up of NQFs to different types of qualifications; (vi) capturing the impact of NQFs at the national and European levels; and (vii) promoting the use of the European Skills, Competences, Qualifications and Occupations (ESCO) classification system and its links to learning outcomes. Cedefop will also support developments of the Europass portal in relation to qualifications, learning opportunities and digital credentials.



(150) Cedefop will continue its biennial **qualitative analysis of NQFs**, focusing on the Member States, Iceland, Liechtenstein, Norway and Switzerland. In cooperation with the European Commission and the ETF, Cedefop will develop the 2026 survey on the implementation, awareness, use and impact of EQF/NQFs and start analysing the collected data to update 33 NQF country-specific reports ⁽²⁶⁾ that will be published on the European Inventory of NQFs and the NQF online tool in 2027. This country-specific analysis will inform the work of the European Commission, the EQF Advisory Group and the countries participating in the EQF process. Cedefop will work on strengthening links with qualifications frameworks outside Europe, in cooperation with UNESCO and the ETF. In 2026, Cedefop will publish the next edition of the global inventory of NQFs and a dedicated publication on NQFs in Europe.

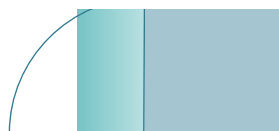
(151) Building **on the outcomes of its research on the role of microcredentials in facilitating learning and employment**, Cedefop will deepen its empirical evidence and extend the case-study approach to more countries and labour market sectors. Research will look at microcredentials outside formal settings, paying particular attention to specific labour market sectors and independent initiatives of companies and professional bodies. Research in 2026 will take into account the fact that microcredentials, in some cases, are issued by



international organisations for international users. The focus will be on labour market sector relevance, quality assurance and social inclusion. The study will provide a better understanding of how emerging, demand-driven microcredentials can raise equal opportunities to access learning and generate pathways to employment. A tripartite advisory group – representing the three groups of the Cedefop Management Board and the Commission – will accompany this work.

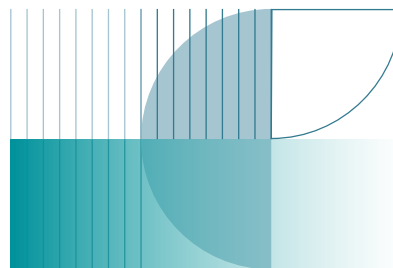
(152) Cedefop's efforts to promote the transparency and transferability of learning outcomes will increasingly explore the role of **digitalisation and digital credentials**. Drawing from policy scenarios and insights towards 2040, developed in 2025, the focus in 2026 will shift to investigating how digital developments and technologies, including AI, can strengthen the transparency of qualifications, encourage flexibility and support a cohesive policy framework that supports the transferability and recognition of skills and qualifications. Work will consider developments taking place in the context of Europass, the EQF and the European learning model for issuing digital credentials, publishing information on qualifications, learning opportunities and accreditation. An ad hoc ReferNet activity on digitalisation and digital credentials will support this work. The research will provide important insights for use in fostering lifelong and life-wide learning in a rapidly evolving society, offering direct feedback for ongoing and future work on qualifications. The results will be discussed in a dedicated workshop on the development

⁽²⁶⁾ Cedefop is monitoring 31 countries and produces 33 reports, as, in Belgium, each community has its own framework.



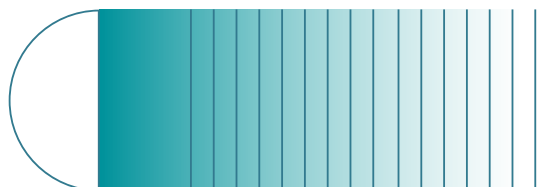
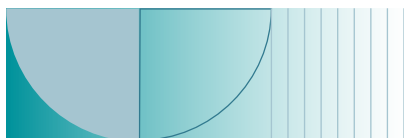
and use of digital credentials and platforms to promote the transparency and portability of skills and qualifications.

- (153) Work on the **comparability and recognition of VET qualifications** will be scaled up. This will involve mapping and analysing policies and practices on the comparability and recognition of qualifications by building upon previous Cedefop work. This will take into consideration the Commission's work, existing transparency tools, validation arrangements and the work done by the European Network of Information Centres / National Academic Recognition Information Centres Network, including the European Area of Recognition Manual. The goal will be to develop a methodology for comparing and recognising qualifications based on learning outcomes, taking into account different purposes of recognition and exploring the potential of digitalisation and AI to facilitate the comparability of qualifications and the recognition process. A study will be launched in 2026 to support this goal and provide evidence to support the Commission's Skills portability initiative.
- (154) With its long-term expertise in the definition and use of **learning outcomes**, Cedefop will support the development and implementation of EQF and ESCO. Building on the results of its study '**The shift to learning outcomes: rhetoric or reality?**', which seeks to understand the factors influencing the transformation of intentions into actual teaching, learning and assessment processes, Cedefop will release dedicated publications in 2026 and will develop guidelines for practitioners that



could form part of an online tool on learning outcomes. Cedefop will also continue to contribute its expertise in learning outcomes into work by UNESCO and the ETF on the international dimension of learning outcomes.

- (155) Cedefop will pursue its work on **key and cross-cutting competences** in VET that are crucial for lifelong learning, employment and social integration. In 2026, Cedefop will focus on citizenship and critical thinking. In line with the **Union of Skills**, the [Action plan on basic skills](#) and the [Council Conclusions on the contribution of education and training to strengthening common European values and democratic citizenship](#), Cedefop – supported by an advisory group that includes members appointed by the Management Board – will carry out research to deepen knowledge of how IVET addresses the development of citizenship competence. In 2026, a publication on the enabling and hindering factors of citizenship education in VET will be released.
- (156) Work on **quality assurance** mechanisms in VET will continue, supporting the European Commission and the European Network on Quality Assurance in VET. The study launched in 2025 to provide new evidence to deepen the understanding of quality assurance approaches and mechanisms in formal CVET will continue. It will consider the changing landscape in CVET, including blurring boundaries between IVET, CVET and VET at higher levels, and the implications for quality assurance arrangements, examining what works well and the conditions for a systematic and coordinated approach to ensuring quality in formal CVET. In



2026, Cedefop will release a publication on the impact of CVET's changing landscape on the quality assurance of formal CVET.

- (157) To monitor the implementation of VET policy effectively, it is important to understand how VET is changing in response to internal and external factors. Work on the changing role of VET, the future of VET and balancing **VET excellence and inclusion** has proved essential to Cedefop's ability to analyse and understand long-term and overall developments in European VET, using a long-term historical perspective. Building on the insights collected in these projects, the research on balancing European VET excellence and inclusion will provide new evidence in 2026 through a dedicated publication on how the concepts of excellence and inclusion are implemented at the national level and will discuss the expansion of VET at higher levels (beyond upper and post-secondary levels) and its implications. The findings will be presented at a conference. A tripartite advisory group will accompany this work, representing the three groups of the Cedefop Management Board and also the Commission. Work will also continue in cooperation with UNESCO and other international institutions in the Working Group on the Future of Technical and Vocational Education and Training (TVET), established in the framework of the Inter-Agency Group on TVET.

Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

2026 ACTIVITY FOCUSES

- Analysing VET policy developments in the Member States, Iceland and Norway in line with their NIPs and the role of social partners in the priorities of the Council Recommendation on VET and the 2025 Herning Declaration, and improving the visibility and standing of VET systems in Europe
- Continuing empirical and analytical work on excellence and inclusion
- Continuing empirical and analytical work on the future of VET
- Continuing empirical and analytical work on microcredentials
- Analysing quality assurance approaches in formal CVET
- Continuing work on the analysis of key and transversal competences in VET
- Analysing the role of digitalisation and digital credentials in promoting the transparency and transferability of qualifications
- Continuing and deepening analyses of and support for the further implementation of the EQF/ NQFs and the learning outcomes approach
- Further developing expertise and guidance on the definition and use of the learning outcomes approach
- Expanding the empirical and analytical work on the comparability and recognition of qualifications

Activity objectives

- To improve the transparency, relevance, quality and inclusiveness of VET and support an evidence-based European VET policy agenda and stronger European cooperation between countries and social partners sharing common policy priorities
 - To promote structured lifelong and life-wide learning by strengthening institutional structures and ensuring content is continuously updated and reflected in qualifications through inclusive governance
 - To support, including through the analysis of the long-term impacts of policies and practices, the development and implementation of the EU tools stimulating VET policies and reforms at all levels
 - To strengthen dialogue and interaction between education and training bodies and social partners and to ease the mobility of citizens
-

Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

Expected results – 2026 outcomes

- New knowledge and evidence provided on:
 - the thematic areas the EU-27, Iceland and Norway focused on in their NIPs
 - the future of VET: balancing excellence and inclusion
 - transversal and key competences
 - quality assurance in CVET
 - the role of microcredentials in qualifications and credentials systems
 - the contribution of NQFs to policies and practices on qualifications and skills
 - the conditions for successful use of learning outcomes
 - the role of digitalisation and digital credentials in relation to European tools and principles supporting individuals' progress in lifelong learning and career development
 - the comparability and recognition of qualifications
 - Monitoring and analysis of policies and practices provided on:
 - the NIPs of the EU-27, Iceland and Norway with regard to the priorities of the Council Recommendation on VET and the 2025 Declaration
 - the latest country-specific VET policy developments for the Education and Training Monitor (yearly overview)
 - the key features of national VET systems and trends
 - the IVET mobility scoreboard
 - the transparent and trustworthy referencing of NQFs to the EQF
 - Knowledge brokering for countries and stakeholders on:
 - designing, writing and application of learning outcomes
-

Indicators: see corporate indicators (Section 2.1 and Annex XIV)

Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

2026 main outputs

- Conference: Future of VET: ‘Balancing excellence and inclusion in Europe – the way ahead’
 - Workshop: ‘The use of digital credentials and platforms to promote transparency and portability of skills and qualifications’
 - Publication: *Synthesis report on the monitoring and analysis of NIPs*
 - Publication: *Analytical highlights on EU priorities in VET*
 - Publication: *Citizenship education in VET – Enabling and hindering factors*
 - Publication: *The impact of a CVET changing landscape on the quality assurance of formal CVET*
 - Publications: *VET in Cyprus – Short description, ‘Spotlight on VET’ flyer, and animation* (Presidency January to June 2026)
 - Publications: *VET in Ireland – Short description, ‘Spotlight on VET’ flyer, and animation* (Presidency July to December 2026)
 - Publication: *The impact of learning-outcomes-based curricula on work and practice-based IVET*
 - Publication: *The way forward in facilitating the transformation of learning outcomes from intentions to actual outcomes*
 - Publication: *Recommendations on the use of learning outcomes for teaching and learning*
 - Publication: *The national perspective – Excellence and inclusion: Concept exploration and inclusion*
 - Publication: *Global inventory of national and regional qualifications frameworks 2024*
 - Publication: *National Qualifications Frameworks in Europe – Making learning visible, valued and portable*
 - Publication: *The global perspective of TVET*
 - Online: Timeline of VET policies in Europe (2026 update)
 - Online: VET in Europe database (2026 update)
 - Online: National news on VET;
 - Online: Learning outcomes online tool
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Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

2026 targets

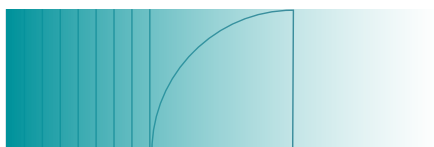
- Updated country information and findings of the analysis of NIPs on VET to inform stakeholder discussions
 - Increased number of countries involved in policy learning activities about EU tools implementation
 - Updated country information and findings of the analysis of NQF and EQF implementation
-

2025 resources

42.9 full-time equivalents – includes indirect staff full-time equivalents

EUR 6.75 million total ABB resource allocation – Title 3 operational budget is EUR 1.50 million

Corresponding ABB activity: Shaping VET



3.2.2. Strategic area of operation 2: valuing VET and skills – fostering systematic approaches to support participation of youth and adults in lifelong learning

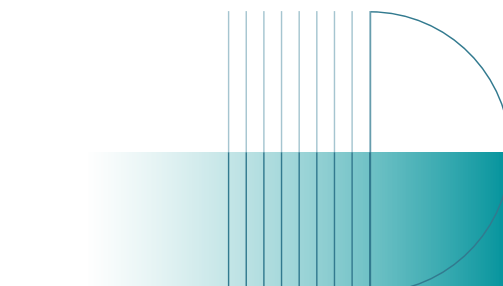
(158) In 2026, this strategic area of operation will continue to focus on developing a systematic approach to lifelong learning through upskilling and reskilling pathways, and enhancing coordinated and systematic approaches to continuing skills development, including CVET. This approach will integrate non-formal and informal work-related adult learning that complements institutionalised CVET and plays a crucial role in ensuring that individuals continuously acquire and apply skills through and for work (lifelong and life-wide skills development). A key priority will be to support workplaces to foster learning as part and parcel of their strategies for competitiveness and innovation in a systematic way. Achieving this will require a comprehensive analysis of the multi-policy, multistakeholder and multilevel aspects of continuing skills development, with special attention paid to the role of social dialogue in shaping effective strategies.

(159) Activities in this strategic area aim to provide new knowledge and evidence through data production research, policy analysis, and cross-country and country-specific reviews; and to act as a knowledge broker for countries and stakeholders through a variety of policy learning initiatives. Work will be organised around three main thematic objectives and a transversal one: (a) enhancing young people's employability and participation in lifelong learning; (b) empowering adults through upskilling/reskill-

ing and a systematic approach to continuing skills development, including CVET; (c) supporting lifelong learning and employability through lifelong guidance, validation, financing arrangements and non-financial incentives; and (d) strengthening the statistical picture of VET and skills in the EU.

3.2.2.1. Enhancing young people's employability and participation in lifelong learning

(160) Cedefop's work on the **professional development of VET teachers** and trainers was consolidated to prepare the grounds for the new European Vocational Teacher Survey initiated in December 2024. The survey was launched at the fourth PLF of VET teachers and trainers on 25 and 26 September 2025. The fieldwork will take place in the 2025/2026 academic year and findings will be discussed with key stakeholders from the participating countries in a dedicated PLF in 2027. Taking into account the diversity and specificity of national policy approaches and needs, the survey will provide EU-wide insights into (a) different CPD activities (formal, non-formal and informal); (b) how VET teachers' participation varies depending on individual, teaching and other school-related factors; (c) supporting and impeding factors affecting VET teachers' CPD participation; (d) the impact of CPD on VET teachers' skills, teaching performance and wellbeing; and (e) VET teachers' need for CPD to support inclusion and the digital and green transitions. To support the survey's planning and implementation, Cedefop set up a tripartite stakeholder group comprising minis-

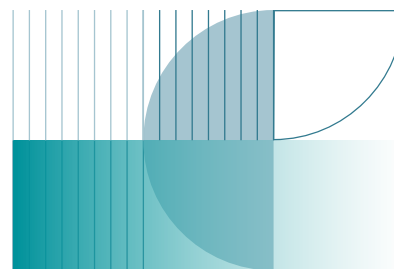
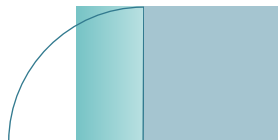


try representatives from the participating countries, members of the European social partners for education – the European Trade Union Committee for Education and the European Federation of Education Employers – and representation from the European Commission. To contextualise findings, Cedefop will update the ReferNet thematic perspectives on VET teachers and trainers.

- (161) Cedefop will continue its systematic work on **tackling early leaving from VET** and supporting the social inclusion of **NEETs** by enriching its two VET toolkits supporting policymakers and VET practitioners and by publishing new evidence and policy guidelines. In 2026, Cedefop will initiate research on the potential of digital technologies, including AI, to enhance inclusion in VET. The focus will be on (a) using digital tools and technologies to prevent early leaving by identifying and supporting at-risk learners, (b) leveraging digital technologies to implement learner-centred pedagogies that adapt to diverse learning abilities and (c) utilising digital innovations to support NEETs. Cedefop's network of ambassadors will be expanded and continue supporting this work. The fourth webinar of ambassadors, 'Harnessing AI and digital technologies to empower young people at risk', will take place.
- (162) Little evidence exists on the **digital skills** that are **taught at VET schools**. A new field of Cedefop's work initiated in 2025 is expected to fill this knowledge gap and provide valuable information on the supply side of digital skills. This work aims to measure the extent of digital skills provision

in IVET curricula across different Member States and vocational sectors by applying machine learning techniques, analysing variations between countries and sectors, identifying good practices of innovative approaches and creating a framework to compare digital skills provision with labour market data to complement existing Cedefop work on job vacancies, thus contributing to better understanding skills mismatches.

- (163) Cedefop's work on **apprenticeships and work-based learning** will be underpinned by knowledge production and enable national and EU stakeholders to learn from each other, including by sharing experiences in approaches to apprenticeship quality. This will support the implementation of the Council Recommendation on an EFQEA. Cedefop's work on apprenticeships will be developed along three strategic lines.
- (164) First, in 2026, Cedefop will organise the sixth PLF on apprenticeships. The audience will maintain a tripartite composition consisting of representatives from governments, employers and trade unions. The PLF will offer a platform for knowledge sharing and peer learning on quality apprenticeships. A steering group with Cedefop representatives, government bodies and social partners will be established to select the topics, ensuring greater relevance to the needs of the targeted audience. The 2026 PLF will build on Cedefop's 2026 work on the implementation of the EFQEA.
- (165) Second, Cedefop's community of apprenticeship experts, composed of national independent experts, will continue to im-



prove the understanding of apprenticeship schemes across Member States and provide Cedefop and its stakeholders with a robust knowledge base to underpin policy-making through, inter alia, analytical work on specific topics of relevance across Member States. In cooperation with this pool of experts, [Cedefop's European database on apprenticeship schemes](#) will be kept up to date and help monitor the implementation of the EFQEA. Cedefop will produce a second report on the implementation of the EFQEA ⁽²⁷⁾ to inform the policy area. In 2026, the community will meet for the ninth time and produce new evidence and analysis in accordance with its core activity.

- (166) Third, Cedefop will embark on an exploratory activity on the attractiveness of apprenticeships. Depending on the available resources, the activity could explore attractiveness from the view of prospective learners or employers (e.g. participation, barriers, benefits, incentives) or look at specific segments of the labour market / occupations (e.g. occupations facing shortages or specialties in growing demand) and learner groups (e.g. those less represented).

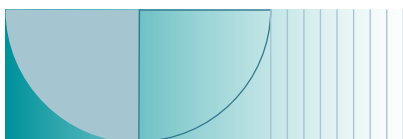
3.2.2.2. Empowering adults through upskilling/reskilling and a systematic approach to continuing skills development, including CVET

- (167) Cedefop will continue supporting the development of modern and inclusive con-

tinuing skills development ecosystems, including CVET in the EU, where skills development is a seamless, ongoing process extending across both the life course (lifelong) and the diverse contexts in which adults live and work (life-wide). Building on the outcomes of Cedefop's first symposium on CVET, organised in 2025, in 2026 Cedefop will publish the final outcomes of a strategic foresight exercise. This foresight study involved a large number of European and national stakeholders working to collectively identify a shared vision and strategic objectives for continuing skills development in the next 15 years, accompanied by co-shaped action paths and contributions to a strategic roadmap for the future. Building on this forward-looking work, Cedefop will also continue to explore how policies could support workplaces in fostering learning as part and parcel of their strategies for competitiveness and innovation in a systematic way. In 2026, Cedefop will also publish the findings of its study on the role of the socioeconomic partners in skills strategies for a just green transition: a regional perspective.

In 2026, Cedefop will also organise its **sixth PLF on upskilling pathways** in cooperation with the European Economic and Social Committee to support lifelong and life-wide skills development for all adults. Building on its previous work on supporting and empowering adults through skills development and labour market integration, Cedefop will publish an updated version of its study (released in 2017) on the economic and social cost of low-skilled adults in the EU. The report will provide

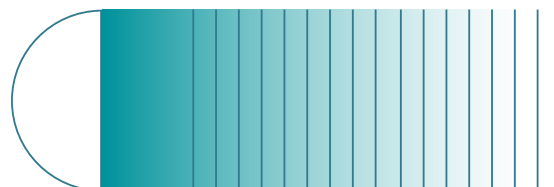
⁽²⁷⁾ The first report is available from the Cedefop website: [EFQEA implementation: a Cedefop analysis and main findings](#).



new estimations of the economic and social benefits of investing in upskilling and reskilling. Cedefop will also continue supporting the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways for low-skilled adults by cooperating with Member States to undertake in-depth thematic country reviews of their national approaches to implementation. Following the publication, in 2025, of preliminary findings from the review in Croatia, the final country report will be released in 2026. To build on findings from the country reviews and previous upskilling pathway work, which highlighted the potential of stakeholders' networks and partnership-based approaches at the local level to reach out and engage low-skilled adults, depending on resource availability, Cedefop will consider launching a study on the potential of networks to serve and engage low-skilled adults. Further, Cedefop will cooperate with the European Commission in its planned peer learning activity on innovative community learning spaces.

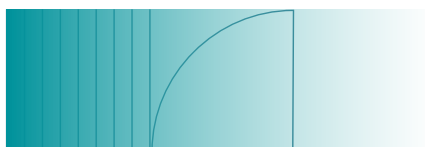
3.2.2.3. **Supporting lifelong learning and employability for all through career guidance, validation, financing arrangements and non-financial incentives**

- (168) Cedefop will continue fostering synergies between its work strands on **financing arrangements and non-financial incentives to learning, lifelong guidance**, and the validation of non-formal and informal learning, which together act as a transversal support component enabling the realisation of sustainable lifelong learning poli-



cies, careers, transitions and employability for adults and young people.

- (169) Cedefop will publish its country analysis of financing arrangements for adult learning in Member States and provide an overview of national policy developments in relation to the implementation of the Council Recommendation on ILAs, including the description of instruments implemented in response to / corresponding to those in the recommendation. The analysis will be based on ad hoc thematic contributions delivered by ReferNet in 2025.
- (170) Building on previous Cedefop work on financing VET/adult learning – particularly the [database on financing adult learning](#) – and using ReferNet input, Cedefop will start developing a classification of VET/adult learning public financing instruments to provide a comprehensive framework enabling the mapping and analysis of public financing arrangements for VET/ adult learning. The work will be supported by a working group of external experts. Based on the above conceptual framework, Cedefop will redesign the approach to collecting and presenting information on financing CVET/adult learning to also provide more frequent and concise updates and take users' needs into account. Work will build on the experience gained and the online platform developed for the current Cedefop database on financing adult learning presenting comprehensive and detailed information, which is collected every few years.
- (171) Cedefop will explore the opportunity to establish a new experts' network on financing VET/adult learning. Potential network functions could be providing regular and



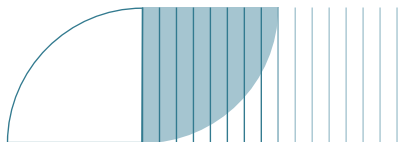
frequent updates on financing CVET/adult learning arrangements, co-developing a series of manuals with Cedefop to support stakeholders in designing and implementing particular types of financing instruments, providing ad hoc thematic country-specific information and conducting ad hoc thematic analysis across countries.

- (172) The new visualisation tool published in 2025 connecting the guidelines and the information of the European inventory on validation will serve as a basis for further editions. Cedefop will continue to cooperate with the Commission to advance this work and explore synergies of validation with transparency tools and other skills portability initiatives.
- (173) Cedefop will continue to advance **lifelong guidance** systems by strengthening the evidence base, improving methodologies and drawing lessons from country experiences, in collaboration with CareersNet and partner organisations, particularly social partners. The aim will be to build cost-effective, high-quality, user-responsive and well-coordinated systems supporting lifelong career development, skills advancement and informed decision-making. This work will also promote the use of **shared indicators** on outcomes, methodologies and evaluation, providing insights into access to guidance services, particularly in adult learning.
- (174) Drawing on the lessons learned from the previous updates to the inventory of lifelong guidance systems and practices, Cedefop and its CareersNet will further enhance the inventory's quality, readability and consistency across countries, for

improved policy monitoring developments, and alignment with Cedefop's new lifelong guidance guidelines. It will also enable mutual learning and collaborative network activities. The integration of Cedefop's new lifelong guidance guidelines and the development of a user-friendly interactive web version linked to the inventory – to be developed in 2026 – will provide streamlined information and evidence. CareersNet will hold its 10th annual meeting online. A summary of the framework for lifelong guidance policies and systems, including the cross-sectoral self-assessment policy and systems guidelines and checklists (transversal, sectoral and social inclusion/exclusion sections), will be published.

3.2.2.4. **Strengthening the statistical picture of VET and skills in the EU**

- (175) The **Key indicators on VET dashboard** provides a comprehensive framework of data that statistically describe the status and developments of VET, including IVET, CVET and adult learning, and VET-related labour market outcomes in Member States and the EU-27 overall. The **European VET policy dashboard** draws from the indicators to monitor progress by Member States and the EU-27 overall towards achieving the agreed quantitative policy targets set out for 2025 and 2030 in the European VET policy documents. In 2026, both tools, which are linked on the 'Statistics' landing page, will be updated with fresh data.
- (176) Cedefop will ensure the alignment of Key indicators on VET dashboard with the European VET policy dashboard, including progress towards agreed quantitative tar-



gets set out for the European VET policy cycle for 2020–2025/2030. Analyses will complement the data to support their understanding and interpretation. Statistical cooperation with the Commission, the OECD and Eurostat will further strengthen the statistical infrastructure for VET.

- (177) To complement and improve the presentation of online summary statistics and indicators on VET, additional statistical analysis will be carried out. Priority will continue to be given to CVET and adult learning. In 2026, Cedefop will also finalise its work on assessing and analysing data on lifelong guidance for adult learning, from the 2022 Adult Education Survey. Following favourable assessment of the data quality, results will be published. This work is expected to provide insights and evidence on career guidance services supporting adults' decision-making on learning opportunities; the extent to which the adult population (and specific subgroups) use the services and how; which sources, services and types of delivery and channels are used most; and the association between participation in guidance and participation in adult learning across Member States. This includes the reduction of inequalities typically associated with lower participation in adult learning. Cedefop also monitors EU skills systems performance and evolution over time through the **European Skills Index**. Three distinct areas of skills systems are monitored: skills development, skills activation and skills matching. In 2026, an update of the European Skills Index will be prepared.



- (178) Cedefop is committed to continuing its close collaboration with Eurostat in the context of the Education and Training Statistics Working Group and the Labour Market Statistics Working Group at Eurostat, to increase the availability, relevance and quality of data on IVET and CVET and adult learning from relevant sources of the European Statistical System. Cooperation will continue with the WIH to gather and analyse data from the WIH on OJAs. Further emphasis will be given to supporting data collection and working towards producing high-quality statistics compliant with official statistics standards. The data will support the work of other Cedefop teams, especially work on skills intelligence. The development of new variables (e.g. demand for graduates or entry-level jobs) or completely new data sources (e.g. learning opportunities) will provide a better understanding of the value of VET for employers and the ability of VET to respond to the changing demands of skills and learning. Under the Eurostat–Cedefop joint framework contract, Cedefop will continue to produce and enhance data quality within WIH OJA and Skills-OVATE data and provide methodological guidance on using these data. Further, Cedefop will be actively seeking cooperation with DG Employment, Social Affairs and Inclusion, its ESCO team, other Commission DGs, EU agencies (ELA, ETF), other international organisations and the overall research community to expand the utilisation of WIH OJA and Skills-OVATE data.

OPERATIONAL ACTIVITY 2:**VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORT THE PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING**

2026 ACTIVITY FOCUSES

- Strengthening continuing skills development ecosystems in all their dimensions, including CVET, and supporting low-skilled adults' empowerment through upskilling and reskilling pathways
 - Continuing professional development of IVET teachers to support the digital and green transitions and enhance inclusion in VET by supporting learners at risk, early leavers and NEETs
 - Gaining a better understanding of progress in improving apprenticeships in the EU, measured against the EFQEA, with particular attention to governance and the role of social dialogue
 - Gathering countries' experiences in piloting/implementing ILAs to support adults' participation in lifelong learning
 - Reviewing the functioning of the existing training funds and exploring the potential for establishing new training funds to promote training
 - Enhancing systematic data collection on financing arrangements for VET/adult learning, both demand and supply sides
 - Contributing to the development of the validation of non-formal and informal learning in Member States
 - Supporting policy development and coordination in lifelong career guidance, validation and financing to support meaningful learning engagement and careers
 - Developing policy tools for enhancing the quality of lifelong guidance systems and services and understanding how to translate this for policymaking and services provision across diverse settings and sectors
 - Increasing the availability, quality, relevance, use, analysis and dissemination of comparable statistical data and evidence on IVET, CVET, adult learning and skills development by enhancing Cedefop's Key indicators on VET dashboard and the European VET policy dashboard and by cooperating with key stakeholders on the development of the relevant statistical infrastructure
 - Producing and developing skills statistics in the form of dedicated indices (e.g. Labour and Skills Shortage Index and VET Attractiveness Composite Index)
 - Using online job vacancies and web intelligence data production to enrich Cedefop's statistics and indicators
 - Strengthening the understanding of web data usage and contributing to the research community on the topic
 - Reinforcing Cedefop experts' networks and online database
-

OPERATIONAL ACTIVITY 2:
VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORT THE PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING

Activity objectives

- To gain a better understanding of what strategic approaches, intervention models and supporting measures can be successfully designed and implemented in a systematic and coordinated way to engage people and support their participation in VET and lifelong/continuing skills development (VET-S)
- To enhance knowledge generation and policy learning between countries, social partners and other VET and labour market stakeholders, encouraging the diffusion of research findings, policy implementation and good practices, and informing European social dialogue

Expected results – 2026 outcomes

- New knowledge and evidence provided on:
 - ILAs and their effective implementation
 - the functioning of training funds
 - overall financing arrangements (both demand and supply sides) for adult learning
 - the relevance of key components within the new lifelong guidance reference framework for ecosystem stakeholders and innovative implementation approaches with country experiences related to good practices for education, training and labour market contexts
 - the professional development of teachers in IVET and its impact on job performance and wellbeing
 - the quality of the apprenticeship offer and its evolving position in the education and training system
 - forward-looking approaches to continuing skills development, including CVET
 - the development of coherent and coordinated approaches to upskilling pathways for adults with low skills levels
 - the monitoring of early leaving and promotion of inclusive VET through digital tools, including AI
 - continuing vocational training in EU enterprises
 - statistical evidence on IVET, CVET, adult learning, skills and skills development
 - Monitoring and analysis of policies and practices on:
 - the progress of the EU-27 towards achieving the quantitative targets for 2025 and 2030 set out in the European VET policy framework
 - national apprenticeship systems/schemes
 - financing instruments for individuals and companies to increase adult participation in education and training
 - upskilling pathways for adults
 - NEETs and early leavers from VET
-

OPERATIONAL ACTIVITY 2:

VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORT THE PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING

- VET teachers' and trainers' professional development
- the validation of non-formal and informal learning
- the quality and coherence of lifelong guidance policies systems and services across education, training and labour market contexts
- Knowledge brokering for countries and stakeholders at the national and EU levels on:
 - continuing skills development, including CVET and upskilling pathways
 - apprenticeships
 - ILAs, training funds and overall financing arrangements (both demand and supply sides) for adult learning
 - teachers in IVET

Indicators: see corporate indicators (Section 2.1 and Annex XIV)

2026 main output

- Publication: findings from the country review on upskilling pathways in Croatia (full report)
- Publication: *Future CVET – Outcomes of the strategic foresight exercise aimed at identifying a comprehensive vision for a systematic approach to skills development over the next 15 years and action paths*
- Publication: updated version of *Investing in skills pays off: The economic and social cost of low-skilled adults in the EU*
- Publication: policy guidelines to support early leavers and NEETs
- Publication: *The role of socioeconomic partners in skills strategies for a just green transition – A regional perspective*
- Publication: country analysis of financing arrangements for adult learning in Member States, including an overview of national policy developments in relation to the implementation of the Council Recommendation on ILAs
- Publication: *Guidance for adult learning – Data and evidence from the Adult Education Survey*
- Publication: second report on the implementation of the EFQEA
- Publication: summary of the framework for lifelong guidance policies and systems, including the cross-sectoral self-assessment policy and system guidelines and checklists
- Event: sixth PLF on upskilling pathways for all adults
- Event: sixth PLF on apprenticeships
- Event: 9th meeting of Cedefop's community of apprenticeship experts

OPERATIONAL ACTIVITY 2:
VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORT THE PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING

- Event: 4th webinar of ambassadors: ‘Harnessing AI and digital technologies to empower young people at risk’
 - Event: 10th meeting of Cedefop’s CareersNet
 - Event: conference on lifelong guidance across contexts, linked to the dissemination of the lifelong guidance policy and system guidelines
 - Online: updates to the Key indicators on VET dashboard and European VET policy dashboard and the Skills-OVATE web tool
 - Online: initial development of a user-friendly interactive web version of the framework for systems and policy development for lifelong guidance – including policy checklists for self-assessment across all age groups and contexts – linked to the improved lifelong guidance inventory of systems and practices
 - Online: maintenance and further development of the ‘Statistics’ landing page
 - Online: 2026 update of Cedefop’s European database on apprenticeship schemes
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2026 targets

- Updated and extended inventories of data, toolkits and good practices to support European policy implementation
 - Increased knowledge exchange and generation between researchers, policymakers and social partners
 - New evidence and insights to support policy debates and developments
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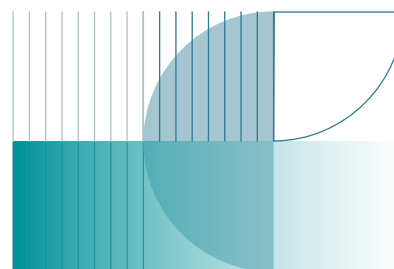
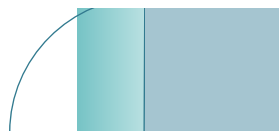
2026 resources

30.6 full-time equivalents – includes indirect staff full-time equivalents

EUR 6.12 million total ABB resource allocation – Title 3 operational budget is EUR 0.6 million ⁽²⁸⁾

Corresponding ABB activity: Valuing VET

⁽²⁸⁾ In 2024, Cedefop changed its budget nomenclature to streamline and simplify the structure of its budget. Chapters 32 (Skills and labour market) and 34 (Learning and employability) have been merged; therefore, the budget allocated to operational activities 2 and 3 is reported in Chapter 32.



3.2.3. Strategic area of operation 3: Informing VET and skills policies – skills intelligence for learning and transitions

- (179) Cedefop's skills intelligence contributes directly to realising the priorities outlined in the Union of Skills, the Action plan on labour and skills shortages, the 2025 Herning Declaration and flagship policy initiatives such as the European Digital Decade programme, the Competitiveness compass, the EU preparedness Union strategy and the Clean Industrial Deal. It also supports the Commission's European Semester work, the implementation of the European Pillar of Social Rights and its forthcoming 2025 action plan. In 2026, Cedefop will continue to focus its skills intelligence work on the twin – digital and green – and demographic transitions, reflecting on competitiveness, resilience and preparedness.
- (180) The overarching ambition remains to make skills intelligence more actionable by making it more directly relevant to VET and skills policy implementation and by blending, cross-validating and disseminating research findings. This includes through open science practices and cooperation with other EU agencies, such as the ELA and Eurofound. Cedefop's skills intelligence will also support national and regional stakeholders and players in strategic sectors in their efforts to address the most pressing VET and skills policy priorities and to shape and accelerate Europe's skills revolution.
- (181) Cedefop's skills research and intelligence work will continue to provide insights into critical current and future labour market and skills bottlenecks and challenges in-

hibiting Europe's twin transitions and economic competitiveness. Such evidence helps EU economies (re)shape IVET and CVET and accelerate the upskilling and re-skilling of the EU workforce and better informs migration management approaches.

- (182) Cedefop's skills intelligence is multi-source based and user centred. It helps decision-makers in various policy domains turn ambitions and targets into action. The tried-and-tested approach of combining survey-based analysis, big-data-driven information, statistics, machine learning, foresight and other qualitative work and data with policy intelligence will remain a design principle of all Cedefop's skills intelligence.
- (183) To promote take-up and impact, Cedefop will continue using a stakeholder-informed approach to producing and disseminating skills intelligence and will leverage opportunities to reach a wider audience. Cedefop will continue supporting relevant initiatives, including the pact for skills, and engaging with stakeholders in the context of EU-funded sectoral skills projects, such as the blueprint for sectoral cooperation, and alliances for innovation. Cedefop's sectoral skills hub will continue to be populated to provide targeted information for stakeholders. Key skills intelligence generated by the European Commission, partner agencies such as the ETF, Eurofound and other EU agencies, European social partners and international organisations will be leveraged where relevant.



3.2.3.1. **Producing and disseminating new labour market and skills research, policy analysis and skills intelligence**

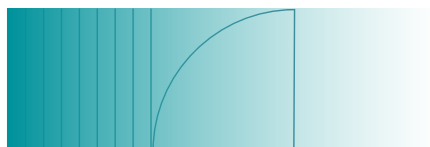
- (184) Cedefop will further reinforce skills intelligence based on its groundbreaking work on gathering and analysing **OJAs**. The emphasis will be on delivering information and evidence that stakeholders can use to shape and implement VET and skills policy in line with twin transition policy aims and targets. New analyses and indicators will be developed, building on regular **Skills-OVATE** updates and data quality improvements. This work will help shed light on the job and skills implications of the twin transitions and ease the identification of emerging skills or qualification requirements. It will also enable the monitoring of changes in occupational skills requirements over time, help identify potential inter-occupational transitions and broaden the understanding of the drivers of labour market tightness and skills imbalances. Special efforts will be made regarding blending the OJA insights with analyses based on other Cedefop data sources, such as the skills forecast and short-term skills anticipation system, and on analysis and research that contribute to broadening the evidence base on labour and skills shortages at the EU level, in line with the Commission's 2024 shortages action plan. Cedefop will aim to increase the visibility and impact of its OJA work through the building of a data community and dedicated outreach efforts.
- (185) Cedefop will further utilise its survey data sources, in particular the ETLS and the second ESJS, to generate new evidence on



the implications of digital technologies and digital working methods for task automation, skills formation and skills mismatch. This work will also look at organisational HR and skills strategies and the interrelationships between workplace practices, digital and green technology implementation, and skills development, utilisation and (mis)matches.

- (186) To better understand the challenges of adopting and diffusing AI in European organisations, Cedefop will synthesise and widely disseminate the outcomes of its comprehensive – quantitative and qualitative – **AI skills research**. The 2024 **European AI Skills Survey** ⁽²⁹⁾ focused on measuring the EU workforce's AI skills gaps and its readiness to adopt and integrate AI in workplaces. The survey data and empirical findings will be combined with in-depth expert insights from dedicated AI foresight exercises with leading technology specialists, HR managers and social partners in three sectors: the automotive industry, geriatric nursing and the creative industries.
- (187) Building on its analyses of the **impact of digitalisation on jobs and skills**, Cedefop will use its survey data sources, including results from its second ESJS and the AI Skills Survey, to further refine the focus of the third ESJS. In 2026, Cedefop will start

⁽²⁹⁾ Cedefop's AI Skills Survey complements Cedefop's second ESJS, which focused on the technological upskilling of workers. The AI Skills Survey involved interviews of a representative sample of EU workers in 11 Member States to learn more about the use of AI, skills gaps, perceptions, attitudes, wage premiums and other aspects related to the diffusion of AI tools in workplaces.



developing the concept and survey instrument for the third ESJS. The latter will aim to strike a balance between ensuring continuity with earlier waves and addressing emerging issues, trends and challenges with high policy relevance, focusing in particular on the interaction between new digital technologies (including AI), skills and labour productivity.

(188) Cedefop will continue its in-depth analysis of the **ETLS**. Focused on training and a range of other forms of learning at and for work, this Cedefop survey generates novel and policy-relevant insights into how to shape, facilitate and accelerate upskilling and reskilling. In 2026, Cedefop will engage with its main stakeholders to disseminate and elaborate on the main survey findings. It will also engage with the research and policy community to reflect on the implications of the surveys' findings for EU education and training policy.

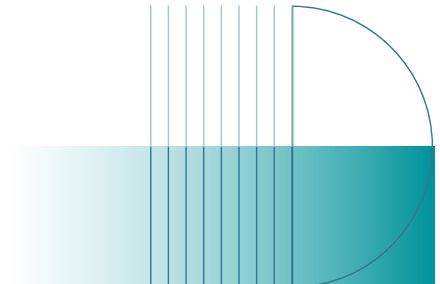
(189) Building on Cedefop's revamped **Matching skills online tool**, which contains information from over 100 skills-matching initiatives from the EU-27, Cedefop will aim to extend its exploratory work on investigating the **effectiveness of skills mismatch policies**. Relevant Member States will be identified to carry out case studies to analyse skills-matching policies in terms of the policy relevance, time frame, data availability, robustness and external validity of the approach implemented. Social partners will be invited to contribute their expertise. Pending the viability of the project, the outcome of the analysis is expected to inform policy learning initiatives involving Cedefop stakeholders.

(190) In 2026, Cedefop will continue using the latest **Skills forecast database** update to reflect on long-term labour market trends in Europe and beyond. A policy scenario will be launched to provide macro-insights into the impacts of implementing policies that underlie and stimulate European competitiveness.

(191) The **short-term skills anticipation system**, launched by Cedefop in 2024, provides regular, short-term projections of employment by occupation and Member State. In 2026, results from the short-term skills anticipation system will be used to enrich Cedefop's forecast and complement Cedefop's existing suite of tools for skills intelligence and OJA analysis. Cedefop will continue disseminating skills intelligence to provide users with meaningful insights into the labour market, skills and VET trends and anticipation. The Skills Intelligence online tool will be updated to offer richer information to users.

3.2.3.2. **Providing policy-relevant skills intelligence on jobs and skills driving the green and digital transitions**

(192) Following the pilot work on shaping next-generation skills intelligence in the past few years, Cedefop will continue mapping **labour and skills bottlenecks related to the digital and green transitions** and the opportunities VET may offer to help address them. By providing sound insights into what the twin transitions mean for the worlds of work and learning, Cedefop will support policymakers, social partners and other stakeholders in strategic sectors in shaping upskilling and reskilling,



designing career transition options and mainstreaming HR practices that support people in developing their skills.

(193) Following the 2024 co-organisation of a TES for social partners with Eurofound and several other agencies, Cedefop will continue exploring opportunities for mutually beneficial cooperation and tapping synergies with partner and other agencies in areas where research findings can complement or strengthen one another. In 2026, Cedefop will again team up with Eurofound to organise the 2026 TES, also supported by the ETF and EU-OSHA. The 2026 TES will zoom in on the role of social dialogue in the digital and AI transitions – a thematic entry point that will facilitate discussions on socioeconomic challenges, including competitiveness, workforce ageing and securing skills for quality jobs.

(194) Cedefop will continue to place a special focus on **jobs and skills for the green transition**, reflecting EU priorities. In 2026,

Cedefop's Green Observatory will be further upscaled to respond to a growing demand for 'green' skills intelligence. **Cedefop's Green Observatory** will continue to focus on exploring sectors, occupations and skills that are central to the green transition and job mobility towards key 'green' sectors and occupations. Cedefop will also continue exploring the links between trends in skills for the green transition and VET provision. Qualitative research approaches will be used to shed light on trends that cannot reliably be assessed with quantitative information. When relevant, Cedefop will engage with EU and national stakeholders to understand their information needs.

OPERATIONAL ACTIVITY 3:**INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE FOR LEARNING AND TRANSITIONS**

2026 ACTIVITY FOCUSES

- Using skills research and policy analysis to produce new evidence on the green and digital transitions
- Using skills research and policy analysis to produce skills intelligence on the implications of the demographic challenge in sectors and occupations
- Analysing labour market and skills trends, labour and skills shortages, skills gaps and skills mismatches to inform EU VET and skills policy
- Exploring skills governance improvements for the Czech, Estonian and Italian skills intelligence ecosystems
- Synthesising insights from Cedefop's first AI Skills Survey and dedicated AI skills foresight exercises
- Disseminating the main insights from Cedefop's first ETLs
- Analysing EU OJAs and producing skills intelligence relevant to the twin transitions
- Updating the Skills Intelligence online tool
- Disseminating skills intelligence that meets the needs of national, regional and sectoral stakeholders via Cedefop's web portal

Activity objectives

- To provide evidence supporting VET and skills policy ambitions with a view to ensuring a qualified workforce and its continuous and effective skilling in light of the green and digital transitions and other developments shaping the future of work and learning, mainly the demographic challenge
 - To promote policy implementation through practices that facilitate upskilling and reskilling in alignment with changing skills needs, EU competitiveness and preparedness challenges, labour market transitions, and skills matching and utilisation
-

 OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE FOR LEARNING AND TRANSITIONS

Expected results – 2026 outcomes

- New knowledge and evidence provided on:
 - how EU adult workers learn in workplaces and what factors may spur their continuous participation in learning
 - the EU workforce’s AI skills gaps and its readiness to effectively adopt and integrate AI technologies in workplaces
 - how the green and digital transitions, the demographic challenge and policy choices change sectors and jobs and reshape skills needs
 - skills intelligence to support policymakers and other stakeholders in addressing critical labour and skills shortages and reinforce European economic competitiveness and preparedness
 - greening VET through activities under the Green Observatory
 - future labour shortages across Member States
- Monitoring and analysis of policies and practices provided on:
 - the European digital agenda and European Green Industrial Deal
 - OJA markets in Member States
- Knowledge brokering on:
 - state-of-the-art skills anticipation methods/approaches to benefit sectoral actors, social partners, employment services and guidance counsellors

Indicators: see corporate indicators (Section 2.1 and Annex XIV)

2026 main output

- Publication: *AI skills in European workplaces – Sectoral and synthesis reports*
 - Publication: *Learning in European workplaces – More evidence from Cedefop’s European Training and Learning Survey*
 - Publication: *Insights into European labour market trends based on OJA analysis*
 - Event: research-to-policy dialogue about workplace learning and training
 - Online: regular updates and new data insights on skills intelligence
 - Web tools: Skills intelligence, Skills forecast and Green Observatory updates
-

OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE FOR LEARNING AND TRANSITIONS

2026 targets

- Develop comprehensive insights into skills-related factors enabling or inhibiting AI adoption and diffusion in organisations
 - Understand how EU adult workers learn at work and what key drivers may spur their continued upskilling and reskilling
 - Map critical labour and skills shortages and skills gaps that are slowing the twin transitions and develop skills intelligence and evidence-based conclusions to support addressing them
 - Develop advanced insights into the impact of technological change by using Cedefop surveys (the second ESJS, the AI Skills Survey, the ETLS)
 - Engage researchers and policymakers to strengthen the contribution of OJA data to VET and skills policies
 - Carry out advanced labour market and skills analysis focused on the green and digital transitions
 - Upscale and expand Cedefop's Green Observatory
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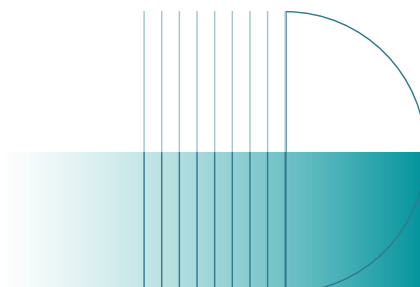
2026 resources

29.9 full-time equivalents – includes indirect staff full-time equivalents

EUR 6.12 million total ABB resource allocation – Title 3 operational budget is EUR 1.37 million ⁽³⁰⁾

Corresponding ABB activity: Informing VET and skills policies

⁽³⁰⁾ In 2024, Cedefop changed its budget nomenclature to streamline and simplify the structure of its budget. Chapters 32 (Skills and labour market) and 34 (Learning and employability) have been merged; therefore the budget allocated to operational activities 2 and 3 is reported in Chapter 32.



3.2.4. Communication and dissemination

- (195) Cedefop's communication focuses on actively engaging with its stakeholders by fostering open communication channels and collaborative partnerships to drive collective impact.
- (196) The communication approach aligns with DG Employment, Social Affairs and Inclusion's communication unit and, where relevant, with other EU agencies, especially Eurofound, the ETF, EU-OSHA and the ELA. An integrated communication approach will ensure high efficiency and maximum outreach to European citizens.
- (197) Cedefop's **web portal** will be driven by a coherent and consistent editorial approach based on key messages and narratives to further disseminate the Agency's research and work as a hub for information on current and future themes related to VET, learning and skills.
- (198) Cedefop will focus on 'making scientific research and its dissemination accessible to all levels of society, amateur or professional.' Cedefop publications will continue to be included in the repository of the Publications Office. Research data will also be reviewed and prepared for publication on data.europa.eu to 'give access to and foster the reuse of European open data'.
- (199) Work and investments on internal communication will continue, as outlined in Cedefop's strategy.
- (200) A new overarching communication strategy will be finalised, based on the building blocks developed in 2024–2026, which include internal communication, social media, a thematic campaign approach, dissemination guidelines and a stakeholder engagement strategy.

TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION

2026 ACTIVITY FOCUSES

- Organising increased outreach in the Member States, wider VET community and European landscape
 - Effectively engaging stakeholders and targeting specific communication to specific audiences
 - Responding swiftly to newly emerging communication channels and changing user behaviour/expectations
 - Implementing the building block strategies on stakeholder engagement, dissemination, social media and internal communication
 - Developing the new overarching communication strategy
-

Activity objectives

- To provide relevant and up-to-date information to Cedefop's stakeholders in formats serving their needs and fostering their engagement
 - To strategise key messages and narratives to acknowledge the Agency as the authoritative source of information on VET, skills and qualifications
-

Expected results – 2026 outcomes

- A rise in the profile and attractiveness of VET in the EU
 - Increased outreach and engagement, with communication targeted to the information needs of the Agency's key stakeholder groups
 - Interactive relationship building with the VET community in the Member States, social partners, researchers, experts and learners in VET
 - Authentic, reliable and accessible records of the organisation, meeting legal obligations
 - Mapping and piloting of approaches to open science to increase the dissemination of Cedefop's scientific evidence
 - Increased information sharing and cooperation within the Agency in line with the internal communication strategy
-

Indicators: see corporate indicators (Section 2.1 and Annex XIV)

TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION**2026 main output**

- Online publishing: develop key messages and narratives to further engage stakeholders
- Media and news: enhance and streamline a thematic campaign-based approach through storytelling, developing digital and audiovisual communication
- Dissemination: expand the outreach of Cedefop's research by making its publications and datasets available in the European scientific hubs
- Stakeholder events: enhance Cedefop's stakeholder engagement by organising interactive virtual and physical events
- Interinstitutional collaboration: link Cedefop communication activities to joint initiatives with DG Employment, Social Affairs and Inclusion, the ETF, Eurofound, EU-OSHA and the ELA
- Internal communication: follow up actions and further develop products in line with the internal communication strategy

2026 targets

- Release the new overarching communication strategy based on the building blocks developed in 2024 and 2025
- Further enhance stakeholder engagement in line with the relevant programme
- Ensure Cedefop's knowledge base is effectively disseminated and contextualised by developing engaging key messages and narratives

2026 resources

16.6 full-time equivalents – includes indirect staff full-time equivalents

EUR 2.11 million total ABB resource allocation – Title 3 operational budget is EUR 0.5 million

Corresponding ABB activity: Communication and dissemination



3.2.5. Resources and support

- (201) Cedefop will continue to implement its HR and climate neutrality strategies. In 2026, the Agency will start the implementation of a **new ICT and digitalisation strategy**. With these transversal strategies, Cedefop aims to modernise and digitise the whole organisation, attract and manage talents and encourage flexible and smart working conditions for all staff, while reducing the Agency's environmental impact.
- (202) The new ICT strategy for 2026–2028 will focus on completing the harmonisation of the Agency's corporate information technology (IT) solutions with those of the Commission and other EU agencies, while minimising home-grown systems and on-site infrastructure and investing in AI technologies for productivity enhancements. Moreover, the Agency will enhance cybersecurity measures and governance to comply with the Cybersecurity Regulation and adapt to an ever-evolving cyber-threat landscape.
- (203) In parallel, Cedefop will continue to deploy projects in line with its rolling HR strategy to attract, retain and develop talents while fostering the wellbeing of staff. In 2026, the Agency will implement its **plan for fostering gender and geographical balance**, designed and adopted in 2025.
- (204) Following the 2025 Staff Engagement Survey, Cedefop will implement follow-up actions to address the identified areas of development, using a bottom-up, participatory approach.
- (205) Cedefop will continue its journey towards climate neutrality by implementing a comprehensive **decarbonisation strategy and**

roadmap, namely the staged deployment of a comprehensive set of measures to reduce the direct and indirect carbon emissions of the Agency by 2030. This includes energy-efficiency investments in infrastructure and other types of measures across the Agency and its operations, aiming to combine sustainability with efficiency and modernisation. The introduction of a car-pooling solution to reduce commuting to and from the workplace and the introduction of a carbon budget to monitor and reduce carbon dioxide emissions linked to travelling exemplify this. Moreover, since 2025, Cedefop has operated under the environment management system EMAS).

- (206) Finally, thanks to a temporary reinforcement of its EU subsidy, the Agency will continue to implement projects aiming to renovate and refurbish its premises. In particular, the Agency will proceed with **energy-saving** projects such as ensuring the external thermal insulation of the building and starting the replacement of the heating and cooling system with heat pumps.

TRANSVERSAL ACTIVITY 2:

RESOURCES AND SUPPORT

Cedefop's Department for Resources and Support provides efficient and effective administration services (HR, finance and procurement, ICT, facilities and other general services) in support of the strategic and operational objectives of Cedefop. It develops and implements internal policies and procedures as required by the Staff and Financial Regulations. It develops tools to streamline administrative tasks, optimise organisational efficiency and ensure clear and accurate reporting. It supports the development and implementation of a coherent set of strategies for the Agency's corporate services.

ACTIVITIES ARE DISTRIBUTED ACROSS FOUR AREAS:

- HR provides a full range of centralised HR management services for Cedefop's staff and assists Cedefop's management in attracting, retaining and ensuring the professional development of qualified staff.
- Finance and procurement provides support in forecasting, implementing and monitoring budget appropriations and in designing, running and completing the required procurement and grant procedures in all fields of Cedefop's activity.
- ICT provides the underlying hardware, software, network infrastructure and enterprise services, as well as information systems, to support the Agency's core business. It supports cybersecurity and information security across the Agency.
- Facilities and general services ensures the maintenance and security of the building, while providing a range of general services to the Agency and its staff.

Activity objective

Cedefop aims to be acknowledged as a well-run organisation with efficient and compliant processes and a qualified and motivated staff in a nurturing environment.

Expected results – 2026 outcomes Efficient support services and good administrative practice followed through:	Outcome indicators	2026 targets
• Proper financial management	• Budget execution rate	• 98 % on total commitment and payment appropriations

TRANSVERSAL ACTIVITY 2:

RESOURCES AND SUPPORT

	• Average period for payments of invoices	• 28 days
• Timely availability of well-trained and qualified staff – Cedefop's HR scoreboard indicators	• Timeliness and duration of selection procedures	• On average 60 working days between deadline for applications and date of job offer
	• Percentage of the establishment plan filled (including ongoing procedures)	• 95 %
	• Percentage of execution of the learning and development budget	• 95 %
	• Average duration in grade across grades	• Equal or above years prescribed in the General Implementing Provisions
	• Gender balance	• 60/40 for either gender
	• Geographical balance	• No nationality exceeds more than 50 % of all staff
	• Age distribution; tenure in the organisation	• Not applicable
	• Turnover rate	• 5 % of staff

TRANSVERSAL ACTIVITY 2:

RESOURCES AND SUPPORT

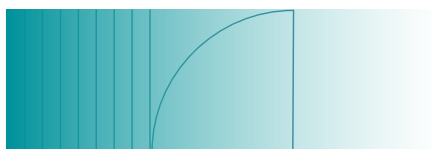
	Percentage of staff members who participated in awareness-raising initiatives on ethics, integrity, conflict of interest or fraud in the past three years	80 %
Secure IT infrastructure based on user requirements	Availability of core ICT external systems (web access, email, telecommunications)	97 %
	Availability of core ICT internal systems (e.g. enterprise resource planning systems)	95 %

2026 main output

- Cybersecurity and information security, cloud-based and Commission-provided corporate solutions and the alignment of ICT systems with other EU institutions
- Climate neutrality measures and investments in line with Cedefop's strategy and roadmap to 2030
- Renovation and refurbishment of the building
- Follow-up actions related to the 2025 Staff Engagement Survey

27 full-time equivalents and EUR 2.45 million (redistributed across operational activities in the ABB)

NB: The target will be progressively revised in the future and efforts will be made to rebalance the staff population, particularly in the AD category and the management team.

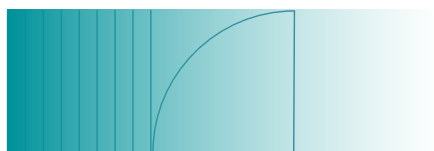


3.2.6. Flexibility

- (207) Cedefop aligns the planning of its activities with EU policymaking. In the event of new developments, Cedefop discusses and agrees with the Executive and Management Boards whether and how activities included in the work programme can be reprioritised, deprioritised and adjusted.
- (208) In general, Cedefop has the expertise, methodologies, infrastructure, tools and processes in place to adjust its activities to new requirements. Focusing, for instance, more on green skills in our LMSI work will require shifts in content, still to be analysed using methodologies and tools already in place and disseminated using our established channels.
- (209) To build in further flexibility and be able to adapt more swiftly to unforeseen developments of high policy relevance, Cedefop:
- (a) discusses activities of second-level priority in the planning stage of the single programming document / work programme, creating a *marge de manœuvre* that is agreed with the Executive and Management Boards, which will enable swifter adaptation should unforeseen developments occur and should the board agree that there is a need for reprioritisation;
 - (b) carries out systematic reviews of Cedefop's activities and output portfolio with a view to streamlining and focusing them further, thus increasing cost-effectiveness and flexibility in the work programme.

Abbreviations

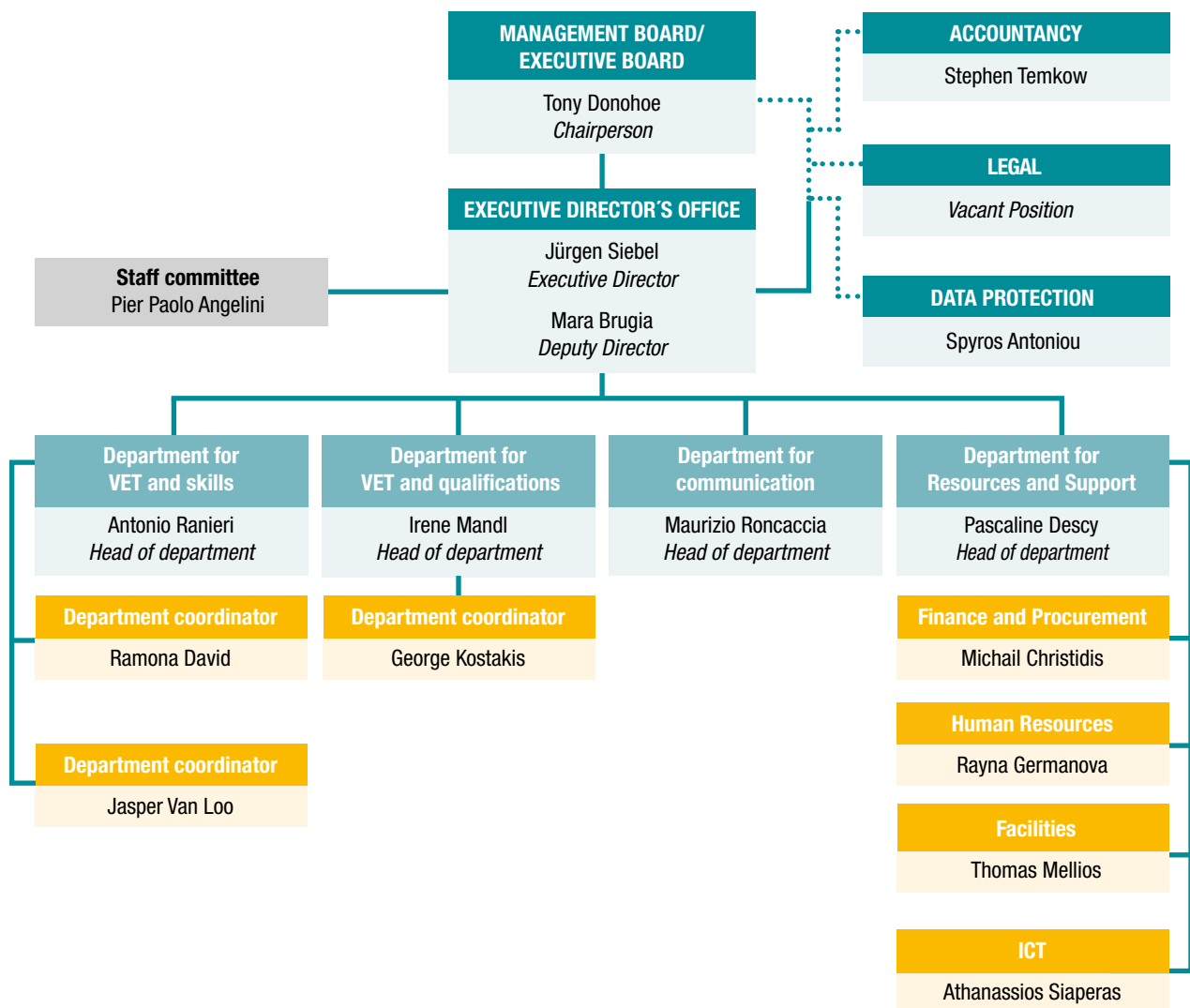
ABB	activity-based budget
ACVT	Advisory Committee on Vocational Training
AD	administrator
AI	artificial intelligence
AST	assistant
CA	contract agent
CAAR	consolidated annual activity report
Cedefop	European Centre for the Development of Vocational Training
CPD	continuous professional development
CVET	continuing vocational education and training
CVTS	Continuing Vocational Training Survey
DG	director-general
DGVT	director-general for vocational education and training
EFQEA	European framework for quality and effective apprenticeships
EFTA	European Free Trade Association
EIGE	European Institute for Gender Equality
ELA	European Labour Authority
EMAS	eco-management and audit scheme
ENISA	European Union Agency for Cybersecurity
EQF	European qualifications framework
ESCO	European Skills, Competences, Qualifications and Occupations
ESJS	European Skills and Jobs Survey
ETF	European Training Foundation
ETLS	European Training and Learning Survey
EUAN	EU Agencies Network
EUIBAs	European Union institutions, bodies and agencies
EU-OSHA	European Agency for Safety and Health at Work
Eurofound	European Foundation for the Improvement of Living and Working Conditions
GHG	greenhouse gas
HR	human resources
ICT	information and communications technology
ILA	individual learning account
IT	information technology
IVET	initial vocational education and training
MFF	multiannual financial framework
NEET	not in education, employment or training
NIP	national implementation plan



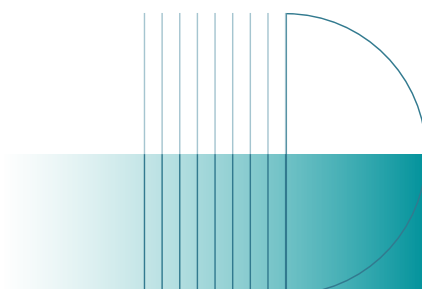
NQF	national qualifications framework
OECD	Organisation for Economic Co-operation and Development
OJA	online job advertisement
PLF	policy learning forum
PMS	performance measurement system
Skills-OVATE	Skills Online Vacancy Analysis Tool for Europe
SNE	seconded national expert
STEM	science, technology, engineering and mathematics
TES	tripartite exchange seminar
TVET	technical and vocational education and training
UNESCO	United Nations Educational, Scientific and Cultural Organization
VET	vocational education and training
VET-S	vocational education and training and skills development
WIH	Web Intelligence Hub

ANNEX I

2025 organisation chart



NB: Cedefop's departments (units) are depicted in blue. Cedefop's Accounting Officer and Deputy Accounting Officer report directly to the Executive Director's Office (administrative) and to the Management Board (functional). In accordance with Article 5(1)(m) of Cedefop's Founding Regulation of 16 January 2019 and Article 50 of Cedefop's Financial Regulation adopted by the Management Board on 16 July 2019.

Table 3. **Distribution of staff between departments (as of 31 December 2024)**

Entity	Officials	TA	CA	SNE	Total
Executive Director's Office		8.2	1		9.2
Department for VET and Skills		28	3		31
Department for VET and Qualifications	2	14	3	5	24
Department for Communication	2	10	5		17
Department for Resources and Support, including:	1	2			3
<i>Finance and procurement</i>		6.8	2		8.8
<i>HR</i>		5	1		6
<i>Facilities and general support services</i>		2.6	3.4		6
<i>ICT</i>	1	2.4	3.6		7
Total	6	79	22	5	112

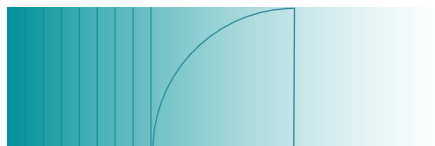
NB: TA, temporary agent; CA, contract agent; SNE, seconded national expert.

ANNEX II

Resource allocation per activity in 2026-2028

	Year <i>n</i> (2025)			Year <i>n</i> +1 (2026)		
	TA	CA and SNE (FTE)	Budget allocated (EUR)	TA	CA and SNE (FTE)	Budget allocated (EUR)
Shaping VET and qualifications	32.5	10.4	6 754 209	32.5	10.4	6 865 359
Valuing VET and skills	23.2	7.4	6 121 003	23.2	7.4	6 221 732
Informing VET and skills policies	22.7	7.2	6 121 003	22.7	7.2	6 221 732
Communication and dissemination	12.6	4.0	2 110 691	12.6	4.0	2 145 425
TOTAL	91.0	29.0	21 106 906	91.0	29.0	21 454 248

NB: FTE, full-time equivalent; TA, temporary agent; CA, contract agent; SNE, seconded national expert. The resource allocation per activity contains information on how human and financial resources are allocated to the operational activities of Cedefop detailed in the annual work programme. Additional activities beyond the scope of the work programme entrusted to Cedefop by means of contribution agreements and other funding reported in Title 4 of the budget (expenditure) are excluded from the resource allocation.



	Year <i>n</i> + 2 (2027)			Year <i>n</i> + 3 (2028)		
	TA	CA and SNE (FTE)	Budget allocated (EUR)	TA	CA and SNE (FTE)	Budget allocated (EUR)
Shaping VET and qualifications	32.5	10.4	7 095 130	32.5	10.4	7 141 689
Valuing VET and skills	23.2	7.4	6 429 962	23.2	7.4	6 472 156
Informing VET and skills policies	22.7	7.2	6 429 962	22.7	7.2	6 472 156
Communication and dissemination	12.6	4.0	2 217 228	12.6	4.0	2 231 778
TOTAL	91.0	29.0	22 172 282	91.0	29.0	22 317 779

2026-2028 financial resources

Table 4. **Revenue**

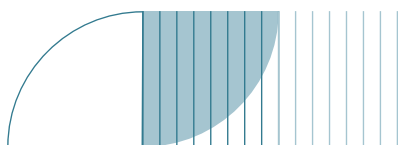
General revenue

REVENUE	<i>n</i> (2025) Revenue estimated by the agency	<i>n</i> + 1 (2026) Budget forecast
EU contribution (including EFTA contributions)	21 046 905	21 394 248
Other revenue	560 000	646 871
Total revenue	21 606 905	22 041 119



REVENUE	General revenue (EUR)						
	Executed <i>n</i> - 1 (2024)	Estimated by the agency <i>n</i> (2025)	<i>n</i> + 1 (2026)		VAR <i>n</i> + 1 / <i>n</i> (2026/2025)	Envisaged <i>n</i> + 2 (2027)	Envisaged <i>n</i> + 3 (2028)
			Agency request	Budget forecast			
1. REVENUE FROM FEES AND CHARGES	0	0	0	0	0.00 %	0	0
2. EU CONTRIBUTION	19 676 343	20 486 606	21 297 288	20 850 288	1.78 %	21 543 533	21 693 003
• of which assigned revenues deriving from previous years' surpluses	305 945	404 190	245 737	245 737	TBC	TBC	TBC
3. NON-EU COUNTRIES' CONTRIBUTIONS (incl. EFTA and candidate countries)	685 679	560 299	594 194	543 960	- 2.92 %	568 749	564 775
• of which EFTA	685 679	560 299	594 194	543 960	- 2.92 %	568 749	564 775
• of which candidate countries	0	0	0	0	0.00 %	0	0
4. OTHER CONTRIBUTIONS	0	500 000	0	586 871	17.37 %	489 059	0
• of which contribution agreements and ad hoc grants	0	500 000	0	586 871	17.37 %	489 059	0
5. ADMINISTRATIVE OPERATIONS	0	0	0	0	0.00 %	0	0
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	60 000	60 000	60 000	60 000	0.00 %	60 000	60 000
7. CORRECTION OF BUDGETARY IMBALANCES	0	0	0	0	0.00 %	0	0
Total Revenue	20 422 022	21 606 905	21 951 482	22 041 119	2.01 %	22 661 341	22 317 778

NB: EFTA, European Free Trade Association; TBC, to be confirmed; VAR, variance.



Additional EU funding: grant contributions and service-level agreements

REVENUE (EUR)	<i>n</i> (2025)	<i>n</i> + 1 (2026)
	Revenue estimated by the Agency	Budget forecast
TOTAL REVENUE	560 000	646 871

REVENUE	Additional EU funding: grant contributions and service-level agreements (EUR)						
	Executed <i>n</i> - 1 (2024)	Estimated by the agency <i>n</i> (2025)	<i>n</i> + 1 (2026)		VAR <i>n</i> +1 / <i>n</i> (%)	Envisaged <i>n</i> + 2 (2027)	Envisaged <i>n</i> + 3 (2028)
			Agency request	Budget forecast			
Additional EU funding stemming from grants (FFR Art. 7)	0	0	0	0	0.00	0	0
Additional EU funding stemming from contribution agreements (FFR Art. 7)	0	500 000	0	586 871	17.37	489 059	0
Additional EU funding stemming from service-level agreements (FFR Art. 43(2))	60 000	60 000	60 000	60 000	0.00	60 000	60 000
Total	60 000	560 000	60 000	646 871	15.51	549 059	60 000

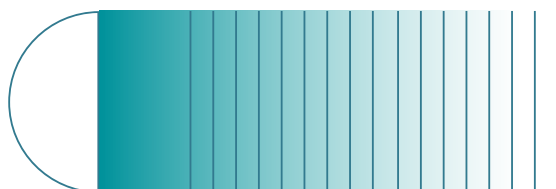
NB: FFR, Framework Financial Regulation; VAR, variance. The amount reported in the row 'Additional EU funding stemming from contribution agreements' refers to agreements signed with the European Commission for specific projects detailed in Annex XII, managed as external assigned revenue (i.e. they are not voted by the Budgetary Authority, but received from other entities for the execution of contribution agreements). They will be monitored and reported separately from the Agency's budget under a new expenditure heading, Title 4 'Other operational activities'. The amount of EUR 60 000 stems from a service-level agreement signed with EIGE for the provision of accounting services. This type of revenue is reported in the table of general revenue under heading '6. Revenues from services rendered against payment' and is incorporated into the Agency's annual budget (Titles 1, 2 and 3).



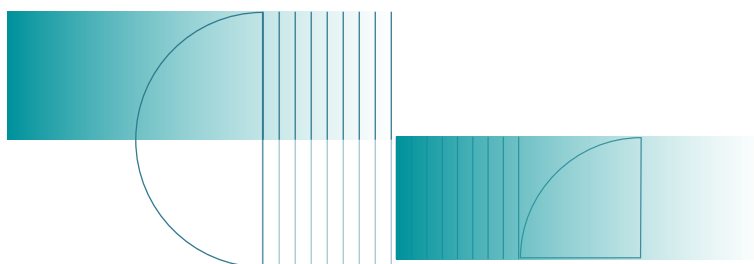
Table 5. **Expenditure**

Expenditure	<i>n</i> (2025)		<i>n</i> + 1 (2026)	
	Commitment appropriations (EUR)	Payment appropriations (EUR)	Commitment appropriations (EUR)	Payment appropriations (EUR) ⁽¹⁾
Title 1 – staff expenditure	14 044 000	14 044 000	14 694 348	14 694 348
Title 2 – infrastructure and operating expenditure	2 317 500	2 317 500	2 447 900	2 447 900
Title 3 – operational expenditure	4 745 405	4 745 405	4 312 000	4 312 000
Total expenditure (EU contribution and own revenues)	21 106 905	21 106 905	21 454 248	21 454 248
Title 4 – other operational activities (external assigned revenue: additional subsidies from contribution agreements)	500 000	500 000	586 871	586 871
Total expenditure	21 606 905	21 606 905	22 041 119	22 041 119

⁽¹⁾ Payment appropriations for the year may be revised during the financial year in question, by means of an amending budget, according to the actual payment obligations for the year.



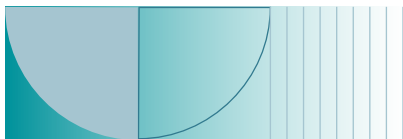
Expenditure	Commitment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2024)	Budget <i>n</i> (2025)	Draft budget <i>n</i> + 1 (2026)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2027)	Envisaged in <i>n</i> + 3 (2028)
			Agency request	Budget forecast			
Title 1 – staff expenditure	13 527 202	14 044 000	14 364 902	14 694 348	4.63 %	14 860 382	15 113 078
11 Salaries and allowances	12 576 751	12 951 000	13 294 900	13 595 000	4.97 %	13 779 800	14 030 500
of which establishment plan posts	10 867 490	11 164 000	11 452 200	11 565 000	3.59 %	11 819 800	12 036 500
of which external personnel	1 709 261	1 787 000	1 842 700	2 030 000	13.60 %	1 960 000	1 994 000
12 Expenditure relating to staff recruitment	213 160	230 000	235 000	230 000	0.00 %	235 000	235 000
13 Mission expenses	21 390	30 000	35 000	35 000	16.67 %	35 000	36 000
14 Socio-medical infrastructure	236 512	240 000	248 000	260 000	8.33 %	248 000	248 000
15 Training	72 118	100 000	100 000	100 000	0.00 %	100 000	100 000
16 External services	395 692	473 000	438 500	461 100	– 2.52 %	449 100	449 100
17 Receptions and events	11 579	20 000	13 502	13 248	– 33.76 %	13 482	14 478
Title 2 – infrastructure and operating expenditure	2 047 187	2 317 500	2 810 400	2 447 900	5.63 %	2 618 700	2 321 600
20 Rental of buildings and associated costs	849 833	722 000	739 000	739 000	2.35 %	756 000	770 000
21 ICT	1 018 870	1 060 000	1 327 300	1 211 800	14.32 %	1 078 600	1 033 500
23 Current administrative expenditure	174 884	204 000	205 100	205 100	0.54 %	210 100	214 000
24 Postage/telecommunications	3 600	4 000	4 000	4 000	0.00 %	4 000	4 100
27 Building upgrade investments for 2025–2027 (1)	0	327 500	535 000	288 000	– 12.06 %	570 000	300 000



Expenditure	Commitment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2024)	Budget <i>n</i> (2025)	Draft budget <i>n</i> + 1 (2026)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2027)	Envisaged in <i>n</i> + 3 (2028)
			Agency request	Budget forecast			
Title 3 – operational expenditure	4 847 633	4 745 405	4 776 180	4 312 000	– 9.13 %	4 693 200	4 883 100
30 Transversal activities	295 111	418 600	465 320	420 000	0.33 %	456 500	473 900
32 Skills and labour market	2 337 711	2 072 900	2 071 330	1 870 000	– 9.79 %	2 035 900	2 144 400
33 VET systems and institutions	1 652 830	1 656 200	1 655 510	1 495 000	– 9.73 %	1 627 000	1 674 300
35 Communication	561 981	597 705	584 020	527 000	– 11.83 %	573 800	590 500
Title 4 – other operational activities	0	500 000	0	586 871	17.37 %	489 059	0
40 Contribution and cooperation agreements	0	500 000	0	586 871	17.37 %	489 059	0
Total expenditure	20 422 022	21 606 905	21 951 482	22 041 119	2.01 %	22 661 341	22 317 778

(¹) New chapter introduced in 2025 for the appropriations earmarked for building upgrade investments in 2025–2027.

NB: VAR, variance



Expenditure	Payment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2024)	Budget <i>n</i> (2025)	Draft budget <i>n</i> + 1 (2026)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2027)	Envisaged in <i>n</i> + 3 (2028)
			Agency request	Budget forecast			
Title 1 – staff expenditure	13 444 109	14 044 000	14 364 902	14 694 348	4.63 %	14 860 382	15 113 078
11 Salaries and allowances	12 576 751	12 951 000	13 294 900	13 595 000	4.97 %	13 779 800	14 030 500
- of which establishment plan posts	10 867 490	11 164 000	11 452 200	11 565 000	3.59 %	11 819 800	12 036 500
- of which external personnel	1 709 261	1 787 000	1 842 700	2 030 000	13.60 %	1 960 000	1 994 000
12 Expenditure relating to staff recruitment	190 210	230 000	235 000	230 000	0.00 %	235 000	235 000
13 Mission expenses	27 815	30 000	35 000	35 000	16.67 %	35 000	36 000
14 Socio-medical infrastructure	223 088	240 000	248 000	260 000	8.33 %	248 000	248 000
15 Training	120 053	100 000	100 000	100 000	0.00 %	100 000	100 000
16 External services	294 607	473 000	438 500	461 100	– 2.52 %	449 100	449 100
17 Receptions and events	11 585	20 000	13 502	13 248	– 33.76 %	13 482	14 478
Title 2 – infrastructure and operating expenditure	1 809 804	2 317 500	2 810 400	2 447 900	5.63 %	2 618 700	2 321 600
20 Rental of buildings and associated costs	719 059	722 000	739 000	739 000	2.35 %	756 000	770 000
21 ICT	932 087	1 060 000	1 327 300	1 211 800	14.32 %	1 078 600	1 033 500
23 Current administrative expenditure	156 655	204 000	205 100	205 100	0.54 %	210 100	214 000



Expenditure	Payment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2023)	Budget <i>n</i> (2024)	Draft budget <i>n</i> + 1 (2025)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2026)	Envisaged in <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
24 Postage/telecommunications	2 003	4 000	4 000	4 000	0.00 %	4 000	4 100
27 Building upgrade investments for 2025–2027	0	327 500	535 000	288 000	– 12.06 %	570 000	300 000
Title 3 – operational expenditure	5 656 676	4 745 405	4 776 180	4 312 000	– 9.13 %	4 693 200	4 883 100
30 Transversal activities	218 415	418 600	465 320	420 000	0.33 %	456 500	473 900
32 Skills and labour market	3 071 945	2 072 900	2 071 330	1 870 000	– 9.79 %	2 035 900	2 144 400
33 VET systems and institutions	1 681 873	1 656 200	1 655 510	1 495 000	– 9.73 %	1 627 000	1 674 300
35 Communication	684 443	597 705	584 020	527 000	– 11.83 %	573 800	590 500
Title 4 – other operational activities	0	500 000	0	586 871	17.37 %	489 059	0
40 Contribution and cooperation agreements	0	500 000	0	586 871	17.37 %	489 059	0
Total expenditure	20 910 589	21 606 905	21 951 482	22 041 119	2.01 %	22 661 341	22 317 778

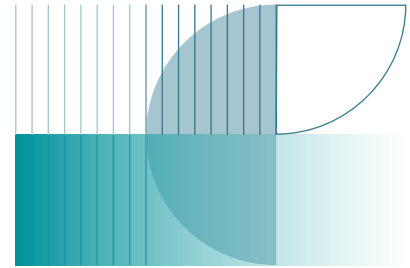


Table 6. Budget out-turn and cancellation of appropriations

Calculation of budget out-turn (EUR)

Budget out-turn	<i>n</i> – 4 (2021)	<i>n</i> – 3 (2022)	<i>n</i> – 2 (2023)	<i>n</i> – 1 (2024)
Revenue actually received (+)	18 538 589	18 468 380	20 152 134	21 462 568
Payments made (–)	– 17 580 672	– 17 102 388	– 19 040 129	– 20 199 777
Carry-over of appropriations (–)	– 879 615	– 1 172 755	– 790 538	– 1 083 358
Cancellation of appropriations carried over (+)	77 236	67 297	39 292	54 691
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	39 277	45 708	43 368	11 524
Exchange rate differences (+/–)	– 858	– 297	63	89
Adjustment for negative balance from previous year (–)	0	0	0	0
Total	193 957	305 945	404 190	245 737

ANNEX IV

Human resources – quantitative

Table 7. **Staff population and its evolution: overview of all categories of staff****A. Statutory staff and SNEs**

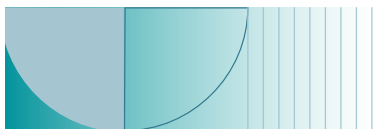
HR	Year <i>n</i> - 1 (2024)			Year <i>n</i> (2025)	Year <i>n</i> + 1 (2026)	Year <i>n</i> + 2 (2027)	Year <i>n</i> + 3 (2028)
Establishment plan posts	Authorised budget	Actually filled as of 31/12 <i>n</i> - 1 ⁽¹⁾	Occupancy rate (%)	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
ADs	52	50	96	53	55	55	55
ASTs	39	37	95	38	36	36	36
ASTs/SCs	0	0	0	0	0	0	0
Total establishment plan posts	91	87	96	91	91	91	91

External staff	FTE corresp. to authorised budget	Executed FTE as of 31 December <i>n</i> - 1 (2024)	Execution rate %	Headcount as 31 December <i>n</i> - 1 (2025)	FTE corresp. to authorised budget	Envisaged FTE	Envisaged FTE
CAs including short term	25	22	88	22	25	25	25
SNEs	4	5 (2)	100	5 (2)	5 (2)	5 (2)	4
Total external staff	29	27	93	27	29	29	29
Total	120				120	120	120

⁽¹⁾ In line with previous years, posts offered are considered posts filled.

⁽²⁾ One of the SNEs is cost free.

NB: FFTE, full-time equivalent; SC, secretary.



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

HR	Year <i>n</i> (2025)	Year <i>n</i> + 1 (2026)	Year <i>n</i> + 2 (2027)	Year <i>n</i> + 3 (2028)
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
CAs	5	2	0	0
SNEs				
Total	5	2	0	0

C. Other staff

Structural service providers	Actually filled as of 31 December <i>n</i> – 1 (2024)
Security	5.5
ICT	3.72
Maintenance	2.5
Cleaning	4
Medical officer	0.1
Total	15.82

Interim workers	Actually filled as of 31 December <i>n</i> – 1 (2023)
Number	2

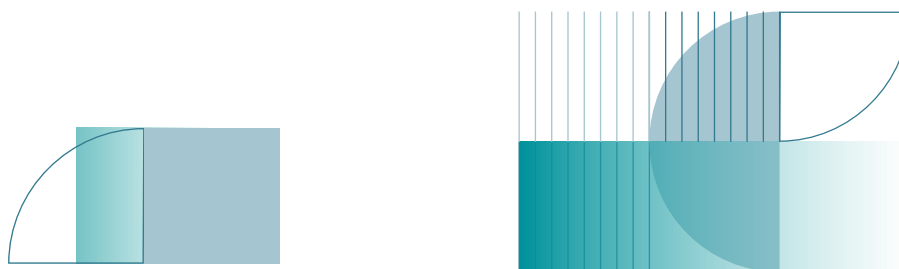
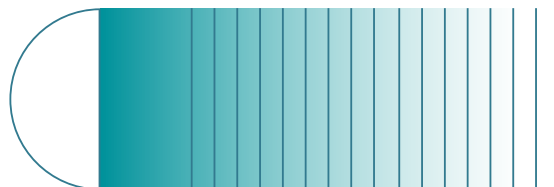
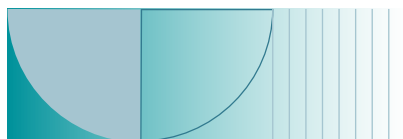


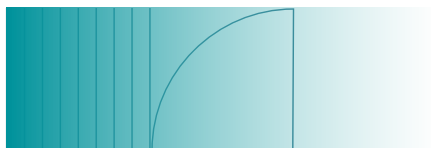
Table 8. Multiannual staff policy plan: years $n + 1$, $n + 2$ and $n + 3$

Function group and grade	Year $n - 1$ (2024)				Year n (2025)		Year $n + 1$ (2026)		Year $n + 2$ (2027)		Year $n + 3$ (2028)	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16												
AD 15		1		1		1		1		1		1
AD 14		2		2		2		3		3		3
AD 13		2		2		2				2		2
AD 12	1	5		4		5		5		3		3
AD 11		3		3		3		6		6		6
AD 10		7		7		8		5		9		9
AD 9		7		7		6		7		5		5
AD 8		3		3		2		2		1		1
AD 7		6		6		11		12		18		18
AD 6		12		12		10		14		7		7
AD 5		3		3		3						
AD total	1	51		50		53		55		55		55
AST 11		1		1		2		2		2		2
AST 10	1	2	1	2	1	1	2	1	2	1	2	1
AST 9	1	2	1	2	1	2	2	1	2	3	2	3
AST 8	4	2	4	2	4	2	2	4	2	9	2	9
AST 7		10		10		11		11		4		4
AST 6		5		5		7		6		8		8
AST 5		6		6		4		3		1		1
AST 4		3		2		2		1		2		2
AST 3		2		1		1		1				
AST 2												
AST 1												
AST total	6	33	6	31	6	32	6	30	6	30	6	30



Function group and grade	Year <i>n</i> - 1 (2024)				Year <i>n</i> (2025)		Year <i>n</i> + 1 (2026)		Year <i>n</i> + 2 (2027)		Year <i>n</i> + 3 (2028)	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC total												
Total	7	84	6	81	6	85	6	85	6	85	6	85
Grand total	91		87		91		91		91		91	

NB: SC, secretary.

Table 9. **External personnel: contract agents, including short-term**

CAAs	FTE corresponding to the authorised budget $n - 1$ (2024)	Executed FTE as of 31 December $n - 1$ (2024)	Headcount as of 31 December $n - 1$ (2024)	FTE corresponding to the authorised budget n (2025)	FTE corresponding to the authorised budget $n + 1$ (2026) ⁽¹⁾	FTE corresponding to the authorised budget $n + 2$ (2027)	FTE corresponding to the authorised budget $n + 3$ (2028)
Function group IV	8	7	7	8	8	8	8
Function group III	4	3	3	5	5	5	5
Function group II	11	10	10	10	10	10	10
Function group I	2	2	2	2	2	2	2
Total	25	22	22	25	25	25	25

Seconded national experts

SNEs	FTE corresponding to the authorised budget $n - 1$ (2024)	Executed FTE as of 31 December $n - 1$ (2024)	Headcount as of 31 December $n - 1$ (2024)	FTE corresponding to the authorised budget n (2025)	FTE corresponding to the authorised budget $n + 1$ (2026)	FTE corresponding to the authorised budget $n + 2$ (2027)	FTE corresponding to the authorised budget $n + 3$ (2028)
Total	4	5	5 ⁽²⁾	5 ⁽²⁾	5 ⁽²⁾	5 ⁽²⁾	4

⁽¹⁾ Subject to the outcome of the planned exceptional procedure in line with Article 10 of Decision Cedefop/DGE/40/2019, the distribution of CAs among function groups may need to be adjusted.

⁽²⁾ One of the SNEs is cost-free.

NB: FTE, full-time equivalent.

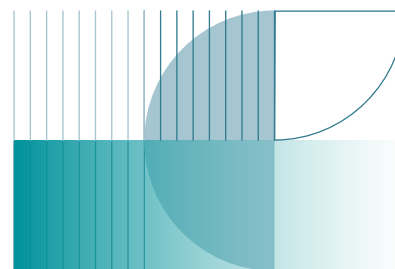


Table 10. **Recruitment forecasts for year n + 1 (2026) following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)**

Job title in the Agency	Type of contract (official, TA or CA)		TA/official (function group / grade of recruitment)	CA (recruitment function group (I, II, III or IV))
	Due to expected retirement/mobility	New post requested due to additional tasks	Internal (brackets) and external (single grade) expected at time of publication	
Expert in operational department	TA		AD 5–7	

NB: TA, temporary agent. Number of inter-agency moves from and to the Agency: all 2f TA vacancy notices are also published as inter-agency vacancies, but, as recruitment is based on merit, it is not possible to make predictions regarding inter-agency mobility.

ANNEX V

Human resources – qualitative

A. Recruitment policy

Implementing rules in place

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

B. Appraisal and reclassification/promotions

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9563	X		
Reclassification of CA	Model Decision C(2015)9561	X		
Probationary period, management trial period and annual appraisal of the Executive Director of Cedefop	Commission Decision C(2024)2132 final of 27 March 2024	X		

NB: TA, temporary agent; CA: contract agent.-

Table 1. **Reclassification of temporary agents / promotion of officials**

Grades	Average seniority in the grade among reclassified staff						
	Year <i>n</i> - 4 (2021)	Year <i>n</i> - 3 (2022)	Year <i>n</i> - 2 (2023)	Year <i>n</i> - 1 (2024)	Year <i>n</i> (2025)	Actual average over five years	Average over five years (Annex IB of the SR)
AD 5		4.7	2	2.9	2.9	3.1	2.8
AD 6	3	4	2.5		3.0	3.1	2.8
AD 7	3	3	2.5		2.5	2.8	2.8
AD 8	3	3	2.3	3	2.6	2.8	3
AD 9			4	3.8		3.9	4
AD 10	4		3.5	5		4.2	4
AD 11	3.3			3		3.2	4
AD 12		4		3		3.5	6.7
AD 13	5					5	6.7 ⁽¹⁾
AST 1							3
AST 2		22.9			2.7	12.8	3
AST 3			5.8	2		3.9	3
AST 4	2.9	3.3	2.8	5.6	2.0	3.3	3
AST 5	3.7	4.3	4	2.5		3.6	4
AST 6	3.5	4.3		2.5	3.1	3.4	4
AST 7				3.3	3.0	3.2	4
AST 8	4.3	3		5		4.1	4
AST 9			4				n/a
AST 10 (senior assistant)		2.4				2.4	5 ⁽¹⁾
AST/SC 1							4
AST/SC 2							5
AST/SC 3							5.9
AST/SC 4							6.7
AST/SC 5							8.3

⁽¹⁾ Small groups (fewer than three staff members reclassified over five years)..

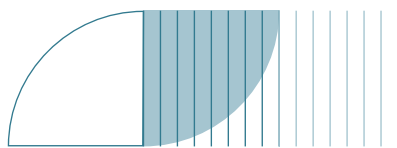
NB: SC, secretary; SR, Staff Regulations.



Table 12. **Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1 January n – 2 (2023)	Staff members reclassified in n – 1 (2024)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	2			Between 5 and 7 years
	15	1			Between 4 and 6 years
	14	1	1	2.7	Between 3 and 5 years
	13				Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10				Between 5 and 7 years
	9	1			Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	1			Between 6 and 10 years
	5	2			Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

NB: CA, contract agent.



C. Gender representation

Table 13. **Data on 31 December $n - 1$ (2023): statutory staff (only officials, TA and CA)**

Staff		Official		Temporary		CAs		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD)			18	42.9	3	23.1	21	35.6
	Assistant level (AST and AST/SC)	4	100	24	57.1	10	76.9	38	64.4
	Total	4	100	42	100	13	100	59	100
Male	Administrator level (AD)			30	81.1	4	44.4	34	70.8
	Assistant level (AST and AST/SC)	2	100	7	18.9	5	55.6	14	29.2
	Total	2	100	37	100	9	100	48	100
Grand total		6		79		22		107	

NB: SC, secretary; TA, temporary agent; CA, contract agent.

Table 14. **Data regarding gender evolution of the middle and senior management over five years**

	$n - 5$ (2020)		$n - 1$ (2024)	
	Number	%	Number	%
Female managers	2	33.3	2	33.3
Male managers	4	66.7	4	66.7

NB: As of October 2025, Cedefop has achieved full gender balance in the management team.



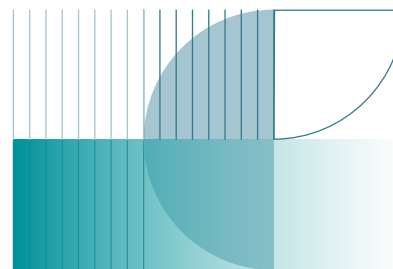
D. Geographical balance

Explanatory figures to highlight nationalities of staff (split by AD/CA in function group IV and AST/CA in function groups I, II and III)

Table 15. **Table at 31 December n – 1 (2024): statutory staff only (officials, TAs and CAs)**

Nationality	AD + CA FG IV		AST / AST/SC + CA FG I / CA FG II / CA FG III		Total	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST or AST/SC and FG I, II and III categories	Number	% of total staff
AT	1	1.8	1	1.9	2	1.9
BE	1	1.8	4	7.7	5	4.7
BG	1	1.8			1	0.9
CY	1	1.8			1	0.9
CZ	1	1.8			1	0.9
DE	2	3.6	4	7.7	6	5.6
DK			2	3.8	2	1.9
EL	24	43.6	31	59.6	55	51.4
ES	4	7.3	1	1.9	5	4.7
FR			5	9.6	5	4.7
IT	11	20	2	3.8	13	12.1
LT	1	1.8			1	0.9
LV	3	5.5			3	2.8
NL	1	1.8			1	0.9
PL	2	3.6			2	1.9
RO	1	1.8	1	1.9	2	1.9
SE			1	1.9	1	0.9
SK	1	1.8			1	0.9
Total	55	100.0	52	100.0	107	100.0

NB: FG, function group; SC, secretary TA, temporary agent, CA, contract agent.

Table 16. **Evolution of the most represented nationality in the Agency over five years**

Most represented nationality	n - 5 (2020)		n - 1 (2024)	
	Number	%	Number	%
EL	50	47.1 %	55	51.4 %

E. Schooling

Agreement in place with the European school(s) N/A				
Contribution agreements signed with the Commission on type I European schools	Yes		No	X
Contribution agreements signed with the Commission on type II European schools	Yes		No	X
Number of service contracts in place with international schools	1			
Description of any other solutions or actions in place: 15 contracts with private schools (1 German, 13 Greek, 1 French)				

NB: Cedefop provides financial support for schooling for children of Cedefop staff members as a measure of a social nature due to the absence of a European school in Thessaloniki.

Environment management

Context of the Agency and its environmental management strategy

As part of its core business, Cedefop support the European Green Deal and the implementation of the policy objectives linked to the green transition. To do so, the Agency maps developments in the area of 'skills for green jobs'. This includes the development of scenario analysis and foresight exercises on the impact of the greening of the economy and relevant policies on the labour market, and targeted analysis covering specific sectors and/or occupations.

Working at the interface of VET and the labour market, Cedefop contributes directly to the UN's sustainable developments goals 4 (quality education) and 8 (decent work and economic growth).

Moreover, Cedefop has pledged to become climate neutral by 2030. With that in mind, it has devised a climate neutrality strategy and roadmap towards 2030.

Sustainability reporting

Since 2024, Cedefop has published its annual sustainability report in line with the Global Reporting Initiative standard and based on a structure agreed at the EUAN level. It covers social, economic and environmental topics that are material for the Agency. Cedefop's sustainability reporting is annexed to the consolidated annual activity report (CAAR).

Overview of the Agency's environmental management system

The Agency is committed to preventing pollution, complying with all environmental legislation and EU directives relating to environmental aspects, and continuously improving its environmental performance.

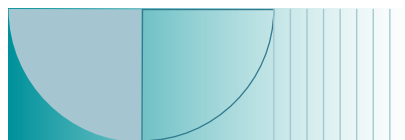
To drive and monitor its environmental performance, Cedefop decided to implement an environmental management system complying with the requirements of the EMAS Regulation. Cedefop's environmental management system focuses on:

- reducing carbon emissions to air;
- reducing energy, fossil fuel and water consumption;
- encouraging the responsible use of resources;
- reducing the amount of waste generated;
- promoting sustainable, local food and reducing food waste;
- greening events;
- promoting sustainable behaviours among employees and visitors;
- applying green procurement procedures;
- supporting biodiversity protection.

Environmental aspects, indicators and targets

Under EMAS, Cedefop monitors the following environmental aspects:

- use of water,
- energy consumption – consumption of electricity,
- emissions to air,
- waste generation,



- use of resources,
- biodiversity.

Detailed information on the Agency's environmental performance, indicators and targets can be found in Cedefop's annual EMAS environmental statement.

Actions to improve and communicate environmental performance

Cedefop's EMAS environmental action plan for 2024–2026 and climate neutrality roadmap set out objectives, actions and targets to be implemented during this period. These include:

- monitoring emissions in all scopes;
- monitoring water use for building and irrigation purposes;
- ensuring the further insulation of the building;
- providing guidance and internal policies for staff to reduce the carbon footprint of their travel;
- providing guidance and internal policies on greening events;
- promoting carpooling for staff commuting;
- implementing food waste reduction measures;
- implementing sustainable procurement policies and procedures;
- extending IT equipment's lifespan from five to six years.

Detailed action plans to improve and communicate the Agency's environmental performance are included in Cedefop's annual EMAS environmental statement, climate neutrality strategy and roadmap.

Building policy

		1	2
Building name and type		Cedefop building	Cedefop Liaison Office
Location		Thessaloniki Europe 123, Thessaloniki, Greece	Hosted by DG Employment, Social Affairs and Inclusion at Rue du Commerce / Handelstraat 46, 1000 Brussels
Surface area (m²)	Office space	4 550	
	Non-office space	2 523	
	Total	9 565 (incl. land)	
Rental contract	Rent (EUR/year)	N/A	N/A
	Duration of the contract	N/A	
	Breakout clause: Y/N	N/A	
	Conditions attached to the breakout clause (if applicable)	N/A	
Host country (grant or support)		The building was built and donated by the Greek state	
Building value (EUR) as of 31 December 2020		1 661 624	

Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education/ day care
In accordance with Article 21 of Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019, Protocol No 7 on the privileges and immunities of the European Union in the annexes to the Treaty on European Union and the Treaty on the Functioning of the European Union applies to the Agency and its staff. The Greek government and Cedefop signed a seat agreement on 24 November 2021, which was ratified by Greek Law 5050/2023 on 15 September 2023, entered into force on 6 October 2023 and is applicable to Cedefop and its statutory staff.	In accordance with Article 21 of Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019, Protocol No 7 on the privileges and immunities of the European Union in the annexes to the Treaty on European Union and the Treaty on the Functioning of the European Union applies to the Agency and its staff. The Greek government and Cedefop signed a seat agreement on 24 November 2021, which was ratified by Greek Law 5050/2023 on 15 September 2023, entered into force on 6 October 2023 and is applicable to Cedefop and its statutory staff.	• Financial support for pre-school attendance (DIR 2012/219) • Cover of English schooling fees on a case-by-case basis for staff subject to criteria related to the continuity of schooling and previous education (Internal Decision 2014-08) • Financing of the International Baccalaureate (Internal Decision 2015-02) • Increased financial support for primary and secondary schooling of children of staff members in Thessaloniki (Internal Decision 2016-06)

Evaluations

Evaluation policy

Cedefop's revised evaluation policy was adopted by the Executive Director on 14 November 2019 ⁽³¹⁾.

Cedefop follows the European Commission's guidelines for evaluation ⁽³²⁾ and applies evaluation requirements and EU guidelines from a multiannual perspective to implement a coherent set of evaluation activities.

The Agency's commitment to evaluation is supported by the implementation of its PMS, which underpins and supports the programming cycle by informing evaluations where appropriate.

Evaluation and control activities undertaken by Cedefop include:

- (a) *ex ante and ex post evaluations;*
- (b) *ex -post controls of payments;*
- (c) *ex -post controls of payments of ReferNet grants;*
- (d) *ex -post controls of procurement procedures;*
- (e) *ex -post controls of recruitment procedures;*
- (f) *the review and validation of the local accounting system.*

Ex-ante and ex post evaluations

In accordance with Article 29 (1) of Cedefop's Financial Regulation of 16 July 2019, Cedefop undertakes *ex ante* and *ex-post* evaluations of programmes and activities that entail significant spending.

All proposals for programmes or activities for which the overall estimated expenditure exceeds EUR 500 000 are subject to an *ex ante* evaluation.

Programmes or activities for which the resources mobilised exceed EUR 500 000 may also be subject to *ex post* evaluation. The number of *ex post* evaluations is limited to a maximum of three per year.

The selection of the activities to be evaluated annually is based on a thematic approach, intended to identify relevant activities that attracted the focus in previous years' programming documents and in which the Agency invested significant financial resources and HR to achieve the objectives set.

Evaluation of such activities enables the Agency to improve future decision-making on where to place its focus and how to better achieve the required results.

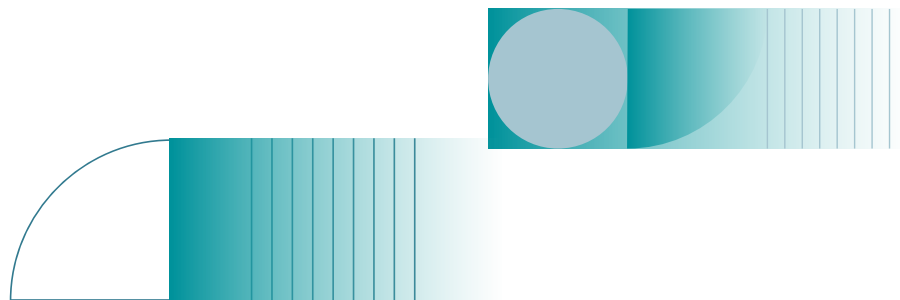
Ex-post controls of payments

Ex-post controls on payments are conducted annually to check that the following internal control objectives are met: compliance with Cedefop's Financial Regulation, operational efficiency and accurate reporting.

A sample of five payments is selected from a list prepared by the Accounting Officer. The sample selection is commensurate with the size and complexity of the underlying transactions.

⁽³¹⁾ RB(2019)01501 of 14 November 2019 – DIR 12/2019.

⁽³²⁾ [European Commission. Good administration.](#)



Ex-post controls of payments of grants

Ex-post controls of ReferNet grants are carried out on a sample of supporting documents relating to the grant agreement.

Ex-post controls of procurement procedures

Ex-post controls of procurement procedures are conducted to ascertain that procedures are correctly implemented and comply with applicable provisions. Cedefop conducts ex post controls on a sample of procurement procedures (maximum three per year).

Ex-post controls of recruitment procedures

Ex-post controls of recruitment procedures are conducted to ensure that all reported declarations of interest and confidentiality notes by selection panel members are in place and adequately and consistently assessed. Cedefop conducts this ex post control starting in the first quarter of year n on selection procedures that took place in the year n – 1.

Review and validation of accounting support system

The review and validation determine whether (a) the internal control system for the accounting support system ⁽³³⁾ is working as intended and (b) there have been material changes since the previous validation, either in the systems or in the control environment, which would warrant a reassessment of their adequacy.

The objective is to check whether the internal control systems implemented in the accounting support system produce information that is accurate, complete and timely, with a view to drafting the annual accounts and producing reliable reporting, both for management and for regulatory compliance purposes.

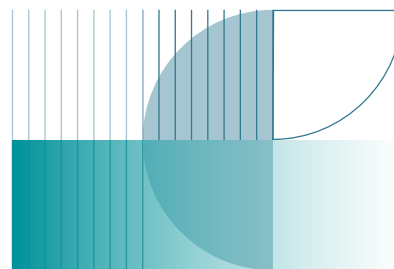
External evaluation

Pursuant to Article 27(2) of the Agency Founding Regulation (³⁴), external evaluations of Cedefop are conducted every five years by external evaluators on behalf of Cedefop's parent DG (DG Employment, Social Affairs and Inclusion).

The most recent external evaluation of the four agencies under the remit of DG Employment, Social Affairs and Inclusion started in October 2022 and covered 2017–2022. As the previous one did, it assessed Cedefop individually and from a cross-cutting perspective vis-à-vis the other agencies as regards their relevance, effectiveness, efficiency, coherence and EU added value. Cedefop actively contributed to the evaluation throughout the process in close cooperation with the other agencies, the Commission and the external evaluators contracted by the Commission. The contractors'

⁽³³⁾ FlowForma workflow management system.

⁽³⁴⁾ [Regulation \(EU\) 2019/128 of the European Parliament and of the Council of 16 January 2019 establishing a European Centre for the Development of Vocational Training \(Cedefop\) and repealing Council Regulation \(EEC\) No 337/75.](#)



[final evaluation report](#) – which Cedefop received on 18 April 2024 – points to a positive picture for Cedefop under all evaluation criteria. The related [Commission staff working document](#) was published on 27 September 2024. As a result, Cedefop prepared a follow-up action plan covering Cedefop-specific and cross-agency recommendations, which was endorsed by the Management Board on 12 May 2025 and subsequently sent to DG Employment, Social Affairs and Inclusion (see Annex XV). Actions addressing the cross-agency recommendations were shaped – and implementation will be monitored – jointly with the other DG Employment, Social Affairs and Inclusion agencies. Progress on the implementation of the agreed actions was reported to the Management Board at its meeting in October 2025.

Follow-up and monitoring of evaluations

Cedefop closely follows up on evaluations and audits recommendations. The findings of evaluation activities are compiled by the internal control coordination team. A consolidated action plan is prepared by the Internal Control Coordinator and is available to all staff on the agency's intranet. Progress in implementing agreed actions is tracked using the 'degree of implementation' methodology.

Outcomes of evaluations and controls are presented regularly to the Executive Board, the Management Board and the European Commission ⁽³⁵⁾ and in the CAAR.

⁽³⁵⁾ In line with Article 11(5)(k) of Cedefop's Founding Regulation.

Strategy for organisational management and internal control systems

Internal control standards have been in place in Cedefop since 2009. The agency revised its internal control framework in 2019 to align it to the European Commission's own revised framework, basing it on the highest international standards set by the Committee of Sponsoring Organizations' framework ⁽³⁶⁾.

Shifting from a compliance-based to a principle-based approach, Cedefop's revised internal control framework, adopted by the Management Board on 9 January 2019 ⁽³⁷⁾, is structured around five components: control environment, risk assessment, control activities, information and communication, and monitoring activities. Each component consists of several principles, with 17 in total.

The internal control framework is designed to provide reasonable assurance regarding the achievement of the five objectives set in Article 30 of Cedefop's Financial Regulation, namely the:

- (a) effectiveness, efficiency and economy of operations;
- (b) reliability of reporting;
- (c) safeguarding of assets and information;
- (d) prevention, detection, correction and follow-up of fraud and irregularities;
- (e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes and the nature of the payments concerned.

The indicators of the revised internal control framework are monitored regularly and reported by the Internal Control Coordinator (ICC) in the CAAR.

Effectiveness, efficiency and economy of operations

To measure performance, Cedefop developed in 2009 a PMS that helps evaluate and manage its impact, efficiency, effectiveness and relevance. The PMS uses three types of results – output, outcome and impact – to measure performance in relation to its multiannual objectives (see Annex XIV).

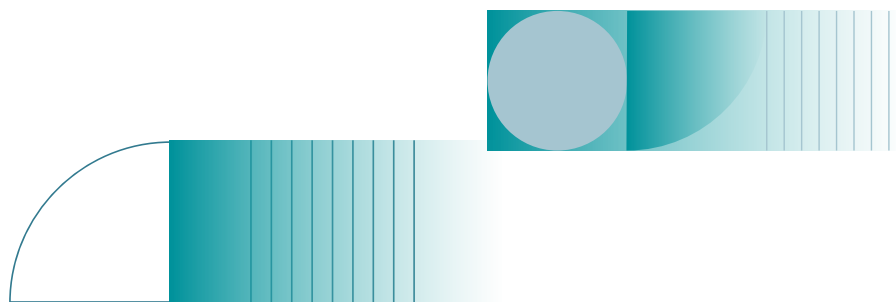
Reliability of reporting

Cedefop has developed a comprehensive set of processes and documents to plan and report reliably on the implementation of its work programmes and the deployment of its human and financial resources.

- (a) The Executive Director, Deputy Director and heads of departments meet weekly to discuss strategic matters, monitor developments in all operational and support activities and take decisions on issues related to financial and HR management; activities, including the outreach involvement of management and experts; and the day-to-day management and administration of the Agency. Follow-up actions are reviewed at each meeting.

⁽³⁶⁾ The committee's internal control integrated framework is available at <http://www.coso.org>, accessed on 13 November 2019.

⁽³⁷⁾ RB(2019)00008.



- (b) The Executive Director, Deputy Director, heads of departments and services, budget correspondents and selected experts meet in performance monitoring meetings three times per year. In these meetings, systematised reports on financial issues (budget implementation, procurements) and HR developments and monitoring reports on performance and achievements compared with the planned objectives are discussed. Achievements are monitored through the performance indicators and targets set in the annual work programme. These meetings also aid strategic considerations and opinion exchanges on policy issues, planning and other operational and organisational issues.
- (c) A budgetary review is conducted in September to discuss in detail progress on the implementation of the budget and the work programme and to agree on corrective actions as necessary. The finance service coordinates with the budget correspondents assigned to each department for the regular monitoring of the budget throughout the year.
- (d) The annual report and the CAAR are discussed with the Executive Board and the Management Board, in addition to the regular reporting to the boards on the results of audits and evaluations, budget implementation and transfers of appropriations. Executive Board and Management Board members are systematically informed of changes that may occur in the implementation of the work programme by way of a dedicated tabular implementation report, which is a standing item in the agenda of each meeting.

Safeguarding of assets

Regarding the safeguarding of assets and reliability of financial records, regular controls and checks are in place. Procedures and record keeping are designed to provide assurance that:

- (a) transactions are executed in compliance with management's (delegated) authorisation;
- (b) transactions are recorded as necessary to permit the preparation of financial statements in conformity with the Agency's Financial Regulation and to maintain accountability for assets;
- (c) access to assets is restricted through the hierarchical structure of verifications and in line with the Financial Regulation;
- (d) the recorded value of assets is compared with existing asset checks (e.g. inventory controls and bank reconciliations) at reasonable intervals.

Prevention, detection, correction and follow-up of fraud and irregularities – anti-fraud strategy

Cedefop adopted its first anti-fraud strategy, a policy on the prevention and management of conflicts of interest, and an internal procedure on reporting on irregularities in 2014. The agency's anti-fraud strategy ⁽³⁸⁾ and guidelines for reporting on potential conflicts of interest in selection and recruitment

⁽³⁸⁾ Adopted by the Management Board on 28 January 2019 – RB(2019)00110.



processes were updated in 2019 ⁽³⁹⁾. On 2 October 2019, the Management Board adopted new rules on the prevention and management of conflicts of interest for Management Board members, independent experts, SNEs and other staff not employed by Cedefop ⁽⁴⁰⁾.

The action plan of the anti-fraud strategy is being implemented and regularly followed up. The anti-fraud strategy was revised in 2023 and adopted by the Management Board in March 2024.

Risk management

Risk assessment and management has been an integral part of Cedefop's planning and reporting processes since 2006 and is governed by the updated implementation guidelines Cedefop adopted on 2 October 2019 ⁽⁴¹⁾.

The scope of Cedefop's implementation guidelines extends to internal risk assessment and management, including fraud risks as outlined in Cedefop's revised anti-fraud strategy.

The identification of risks ⁽⁴²⁾ is performed at the project level, the ABB activities level and the strategic and organisational levels. Identified risks are assessed based on their potential impact on the organisation (on a scale of 1 to 5) and the likelihood that risks will materialise (on a scale of 1 to 5). Multiplication of the two indicators provides the risk level. Risks for which residual risk levels amount to 15 or higher become part of the risk management plan and are closely followed up by management. Residual risks are a result of the assessment of the original risk levels and the impact of mitigating actions.

Only critical risks, as identified and assessed by Cedefop's management, appear in the Single programming document. All risks are reported in the Risk Registry under the supervision of the Internal Control Coordinator.

⁽³⁹⁾ RB(2019)00472.

⁽⁴⁰⁾ RB(2019)01326.

⁽⁴¹⁾ RB(2019)01339.

⁽⁴²⁾ A risk is defined as '[a]ny event or issue that could occur and adversely impact the achievement of the Commission's political, strategic and operational objective. Lost opportunities are also considered as risks' (implementation guidelines, p. 5).

2026 procurement plan

Article 72 of Cedefop's Financial Regulation provides that a budgetary commitment must be preceded by a financing decision, with the exception of administrative expenditure. It further stipulates that Cedefop's annual and multiannual work programmes included in the Single programming document will be equivalent to a financing decision for the activities it covers.

The global budgetary envelope reserved for procurement (funding operational activities), under Title 3 of the 2026 annual budget, is EUR 3 222 154. The global budgetary envelope reserved for grants, following calls for proposals with a view to signing specific grant agreements with ReferNet partners for 2026, is set at EUR 940 000.

To ensure efficient and agile functioning of the agency by allowing adjustments to the work programme in the course of its implementation – as long as these changes do not significantly affect the nature of the activity and the objective of the work programme and do not imply a modification of the financing decision in line with the requirements of the flexibility clause – the Management Board decided on 9 April 2019 to delegate the power to make non-substantial amendments to the Executive Director ⁽⁴³⁾. In compliance with Article 3 of the Management Board decision, and in the event of substantial amendments made to the work programme (i.e. if a new activity is added, or changes significantly affect the nature of an activity or the objective of the work programme and/or imply a modification of the financing decision ⁽⁴⁴⁾), the Executive Director is requested to seek the approval of the Management Board.

Flexibility clause

Cumulated changes to the global budgetary envelope of the financing decision not exceeding 20 % of the total amount of the financing decision will not be considered substantial within the meaning of Article 32(3) of the Cedefop Financial Regulation, where those changes do not significantly affect the nature of the actions and objectives of the work programme. If changes significantly affect the nature of the actions and objectives of the work programme (e.g. insertion of a completely new activity), this change is always **substantial** and requires a modifying financing decision, no matter the amount concerned.

The implementation of the financing decision is subject to the availability of the appropriations provided for in the draft general budget of the EU for 2025, following the adoption of that budget by the budgetary authority or as provided for in the system of provisional 12ths.

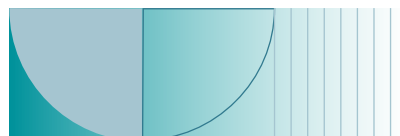
⁽⁴³⁾ Article 2 of Decision RB(2019)00530; non-substantial changes are those with an overall total value of less than 20 % of Cedefop's budget.

⁽⁴⁴⁾ For example, in the case of the increased scope of Cedefop's integrated monitoring of the Council recommendation on VET and the Osnabrück Declaration, Cedefop requested prior approval from the Executive Board.

ANNEX XII

Plan for grant, contribution or service-level agreements

Agreement	Short description	Counterpart	Start date	Duration (months)	Total amount (EUR)	CAs or interim required for the action (in FTE)
Contribution agreements						
Skills governance in Estonia	Strengthening of skills forecasting and the skills governance system in Estonia	DG Structural Reform and Support	December 2024	24	500 000	1
Skills governance in Czechia and Italy (under negotiation)	Strengthening of skills forecasting and the skills governance system in Czechia and Italy	DG Structural Reform and Support	TBC	TBC	TBC	TBC
European Skills and Vocational Training Week	Organisation of the European Skills and Vocational Training Week campaign, promoting the upskilling and reskilling of adults, VET and apprenticeships and engaging with existing and new stakeholders	DG Employment, Social Affairs and Inclusion	August 2025	36	1 956 237	2–3



Agreement	Short description	Counterpart	Start date	Duration (months)	Total amount (EUR)	CAs or interim required for the action (in FTE)
Service-level agreements						
Accounting services	Provision of accounting services to another Agency	EIGE	November 2023	12 (renewable automatically)	60 000	—
Study on VET attractiveness	Investigation of the factors influencing the attractiveness of VET, especially related to shortage occupations, and identification of strategies, good practices and key data to enhance and measure their appeal and attractiveness	DG Employment, Social Affairs and Inclusion	July 2025	18	350 000	—

NB: FTE, full-time equivalent; TBC, to be confirmed.

Strategy for cooperation with non-EU countries and/or international organisations

While Cedefop's core business focuses on Member States, exchanging knowledge and experiences with international organisations working in the area of VET, skills and qualifications around the world is a strategic approach consistently developed over the years to widen Cedefop's global view and improve its capacity to address EU challenges.

Cooperation with several international organisations, including the International Labour Organization, the Inter-American Development Bank, the OECD, UNESCO / International Project on Technical and Vocational Education, and the World Bank, has been developed along two main lines, namely:

- (a) promoting partnership and the exchange of expertise and information about VET, skills and qualification policies and practices;
- (b) exploring opportunities offered by emerging collaborative technologies and platforms to facilitate the exchange of practices and enhance cooperation between different parts of the organisations on specific areas of work.

Working together with international organisations has offered Cedefop opportunities for improving efficiency through economies of scale and/or scope in carrying out both research projects and external public initiatives while avoiding duplication of work ⁽⁴⁵⁾.

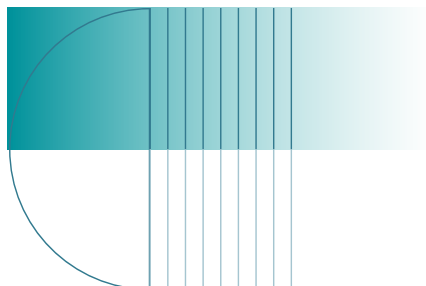
Cooperation also increased the effectiveness of Cedefop's work, for instance in terms of widening the geographic coverage of studies and comparative analysis beyond the EU scope, deepening the understanding of specific themes through methodological and scientific knowledge exchanges, validating research findings, and broadening the audience when it comes to the organisation of joint events.

In 2026–2028, Cedefop will continue to improve its cooperation with relevant international organisations with a view to:

- (a) promoting partnership and exchange of expertise and information about VET, skills and qualification policies and practices;
- (b) exploring opportunities offered by emerging collaborative technologies and platforms to facilitate exchange of practices and enhance cooperation between different parts of the organisations on specific areas of work.

Cedefop will also consider the option of setting up cooperation clusters and bilateral agreements with selected international organisations to strengthen collaboration on scientific issues of common

⁽⁴⁵⁾ This is to be read in connection with Article 2.2 of Regulation (EU) 2019/128 of 16 January 2019 providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council.'



interest, to ensure consistent approaches and further support the EU policy agenda in the area of VET, skills and qualifications. In accordance with Article 29 of the Founding Regulation, any such working arrangement will be subject to the authorisation of the Management Board and approval of the Commission.

In consultation with the ETF, Cedefop will continue to consider requests from non-EU countries for exchanges of knowledge and experience and to facilitate such requests provided they have the potential to increase Cedefop's expertise in areas for which it is competent and do not interfere with it carrying out its core tasks.

Cedefop performance indicators

Organisational impact

Evaluative approach: external evaluation, analysis of a set of outcome indicators, and user feedback surveys. The qualitative analysis included in Cedefop's annual reports shows its alignment with and contributions to policy

Outcome indicators

Mandates and assignments given to Cedefop in policy documents

Cedefop's contribution to the preparation of policy documents

- a. contribution to EU policy documents
- b. contribution to policy documents of international organisations

Cedefop's contribution to meetings that inform policies and their implementation

Cedefop's success in facilitating policy learning

Citations of Cedefop's work in policy documents of

- a. EU institutions
- b. international organisations

Downloads of Cedefop publications

Mentions of Cedefop publications/studies/analyses in academic literature

Satisfaction with Cedefop's online interactive tools

Mobilisation of Cedefop's stakeholders to act as information multipliers

Quality and expected impact of events organised by Cedefop

Website traffic

Take-up of Cedefop's work on social media

Key performance indicators for the Executive Director

Engagement of Cedefop staff members

Cedefop's consultation with key stakeholders ⁽¹⁾

Timely submission of the work programme

Rate of implementation of commitment appropriations (budget execution)

Rate of outturn (payment appropriations)

Rate of payments completed within the legal/contractual deadlines

Rate of accepted audit recommendations implemented within agreed deadlines

Percentage of establishment plan filled

⁽¹⁾ The term 'key stakeholders' refers to the members of Cedefop's Management Board representing the three groups, that is, social partners, governments and the Commission.



Output indicators

Number of Cedefop publications

Number of meetings/events organised by Cedefop

Number of policy learning activities organised by Cedefop

Number of Cedefop's press releases

Number and types of visitors at Cedefop events

Environmental indicator

Action plan as a follow-up to the Commission staff working document on DG Employment, Social Affairs and Inclusion agencies' external evaluation

(a) Lessons learned for individual agencies – recommendations addressed to Cedefop only

REC #	Cedefop-specific recommendations	Actions	ho	Timeline
Rec. 20	Cedefop could explore how to increase user numbers, for example in academia and with VET providers	Cedefop will release a dissemination strategy whose implementation will increase the presence of the Agency's digital material in academia, VET providers and more generally among all stakeholders. Additionally, Cedefop's new social media strategy will also contribute to further increase the Agency's outreach.	DCM	Starting point: DI2 (solution conceptualised) Target date for DI3 (release of the dissemination and social media strategies): 30/04/2025 Target date for DI4 (starting date for the implementation of the dissemination and social media strategies): 01/06/2025 Target date for DI5 (assessment of impact by analysing the relevant figures collected over one year): 01/06/2026
Rec. 21	Cedefop working arrangements with the Management Board could benefit from being reviewed to increase efficiency and effectiveness, including a clearer orientation of agenda items towards policy topics rather than administrative matters	Building upon the Commission's proposal (October 2024) for an alternative schedule of EB meetings, Cedefop developed a revised proposal which was discussed at the December 2024 EB meeting. The EB concluded that the discussion on the frequency of EB meetings should continue and asked Cedefop to prepare a proposal for the MB meeting in October 2025. Cedefop specific actions are: (i) reducing the number of EB meetings to 3 per year; (ii) to the extent possible considering the functions of the MB outlined in Article 5.1 of Cedefop Founding Regulation, pursue an appropriate balance in the agendas of EB and MB meetings between content and administrative matters.	DIR	Starting point: DI2 (solution conceptualised) Target date for DI3 (Fully-fledged proposal for alternative EB meetings schedule and agenda discussed and agreed by the Management Board): 31 October 2025 Target date for DI4 (Alternative EB meetings schedule implemented): 31 January 2026 Target date for DI5 (assessment of benefits and lessons learned): 31 January 2027

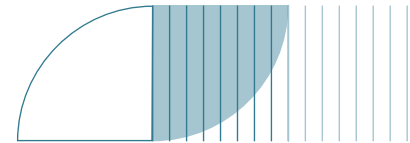


REC #	Cedefop-specific recommendations	Actions	ho	Timeline
Rec. 22	Cedefop could cooperate and align with other agencies on KPIs	(i) Continue to cooperate with other agencies and exchange on KPIs in the context of the EU agencies Performance Development Network (PDN). The agencies' PDN working group is focusing on the analysis of KPIs used by agencies and Joint Undertakings with the objective to enhance the process performance practices and update the already available KPIs handbook. Collection of KPIs from EU agencies was performed through a survey that took place in January 2024. The survey's objective was to provide a reasonable set of indicators to measure and report on performance of an Agency to its stakeholders and the outside world. Based on practices already in place across agencies, the list of indicators is meant to be used as an inspirational tool.	DCM	Starting point: DI 3 (solution implementation planned in detail) Target date for DI4 (Updated KPIs handbook): 30/06/2025 Target date for DI5 (Assessment of the KPI handbook): 31/12/2026
	introduce a KPI on a quantitative work programme delivery that would be reported on in agency annual reports	(ii) Set in motion a smart indicator on quantitative work programme delivery as a new PMS indicator included in the annual reporting exercise. Cedefop will pilot a smart quantitative KPI in consultation with other agencies. Cedefop will assess to what extent the new KPI is an added value for Cedefop's existing performance measurement system.	DCM	a. Target date for DI 1 b. (Identify appropriate smart pilot KPI): 31/01/2026 Target date for DI2 (Initiate consultations on smart pilot KPI): 30/06/2026 Target date for DI3 (Establish new pilot KPI): 31/01/2027 Target date for DI4 (Implementation of the pilot KPI): 31/12/2027 Target date for DI5 (Evaluation of the pilot KPI): 31/12/2028



REC #	Cedefop-specific recommendations	Actions	ho	Timeline
Rec. 23	Evidence from stakeholder survey suggests that Cedefop could consider providing more possibilities for stakeholders, outside the management board, to provide input on its activities (e.g. VET providers), and explore how to improve the extent to which its services correspond to the needs of its stakeholders	(i) Building upon the stakeholders' analysis preliminary work, Cedefop will perform a stakeholder mapping exercise which will serve as a basis for the coming stakeholders' programme. The activity is also part of the Cedefop@50 strategic initiative	DCM	Starting point: DI2 (solution conceptualised) Target date for DI3 (Stakeholders mapping ready): 01/03/2026 Target date for DI4 (stakeholders' programme: tailored communication actions and initiatives to further engage identified stakeholders): 30/06/2026 Target date for DI5 (evaluation of the stakeholders' engagement programme): 30/06/2027
		(i) Cedefop will design a user satisfaction survey to understand how its outputs and services are perceived and used, i.e.: publications, online tools, interactive databases, peer learning activities and networking capacity. The survey will address all the Agency stakeholders, including Management Board members.	DCM	Starting point: DI1 (problem identified) Target date for DI2 (Design Cedefop's users satisfaction survey): 30 September 2025 Target date for DI3 (Launch of Cedefop's users satisfaction survey): 30 November 2025 Target date for DI4 (Analysis of Cedefop's users satisfaction survey): 30 June 2026 Target date for DI5 (survey findings analysed and reported to management): 31 July 2026

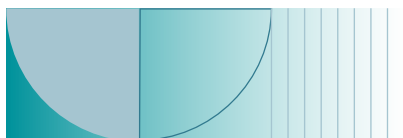
NB: KPI, key performance indicator; Rec., recommendation; DI, degree of implementation methodology. DI 1-The problem is identified; DI 2-A Possible solution (the action) is chosen from a list of options; DI 3-The solution (the action) is fully described, including resources, time, and budget; DI 4-The solution (the action) is fully implemented (go-live); DI 5-The solution (the action) is effective in solving the initial problem. The action is closed.



(b) General lessons learned for all agencies – recommendations addressed to all four agencies

REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Effectiveness						
Rec.1	Overall, the use of and the quality of the four agencies' outputs is high. However, communication and dissemination could be further improved to better reach target audiences. The agencies could: (i) produce more 'tailored' outputs; and	Exchange of practice/information: On how each agency follows up on the recommendation. Strategic cooperation: Coordination via exchange of draft Single programming documents and, where applicable, joint annual action plans. The EMPL agencies will continue the practice of organising joint events hosted by the EP on key EU policy priorities, as well as actively engage in the Joint Working Committee meetings hosted by DG EMPL. These general measures also cover the recommendations for which specific actions are defined below. Taking due account of their specificities, the agencies will explore the use of joint contractual instruments to enhance cost-effectiveness and outreach for communication actions.	2025 – 2026	(i) See Rec.20 and Rec.23	DCM	See Cedefop specific Rec.20 and Rec.23

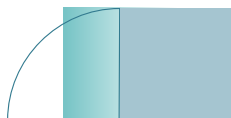
REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
	(ii) consider dedicating an appropriate level of budget and focus to the dissemination and communication activities			(ii) Cedefop already allocates a budget dedicated to communication and dissemination. In 2025, this corresponds to 12.5 % of Cedefop's operational budget (Title 3). Considering budget restrictions and the shrinking of Title 3, Cedefop's target is to maintain this share at best stable. communication and dissemination. In 2025, this corresponds to 12.5 % of Cedefop's operational budget (Title 3). Considering budget restrictions and the shrinking of Title 3, Cedefop's target is to maintain this share at best stable.	DIR	Rec.1 (ii) is considered implemented
Rec.2	The four agencies could explore how to better engage with the national level, developing a more targeted approach to awareness-raising and dissemination to better reach target audiences in Member States and the ETF partner countries	Exchange of practice/information: On how each agency follows up on the recommendation. Strategic cooperation: Coordination via exchange of draft Single programming documents and, where applicable, joint annual action plans. The EMPL agencies will continue the practice of organising joint events hosted by the EP on key EU policy priorities, as well as actively engage in the Joint Working Committee meetings hosted by DG EMPL.	2025 –Ongoing	(i) Cedefop's stakeholders are typically EU level. However, Cedefop has been engaging with national level stakeholders for many years. These include: Management Board members from the 27 EU Member states; ReferNet partners and national networks members; countries participating in the thematic reviews on apprenticeships, skills anticipation and matching, and upskilling pathways for low-skilled adults. Due to budgetary restrictions, only few country reviews can be produced. To tackle this restriction, Peer Learning Fora involving several countries together are held. This approach will continue. See SPD 2025–27. Dissemination efforts at national level will be further reinforced through the dissemination and social media strategies. (see <i>Cedefop specific Rec.20</i>)	DCM	See Cedefop specific Rec.20
				(ii) In the context of the user satisfaction survey design (see <i>Cedefop specific Rec.23</i> – action b), dedicated questions will address how to better engage with national level stakeholders.	DCM	See Cedefop specific Rec.23 – action b



REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.3	The four agencies contribute well to relevant EU political priorities and have incorporated the key EU themes into their work. The agencies could continue to ensure that: (i) they address key themes such as green and digital transitions; and	Within the Inter-Agency Group on Skills Mismatch, which includes Cedefop, ETF, and DG EMPL, ongoing work focuses on the impact of artificial intelligence on the world of work. A proposal to include Eurofound would enable a coordinated inter-agency approach.	2025 –Ongoing	(i) Green and digital transitions have been prominently considered in Cedefop's works for many years, as attested in its Single Programming Documents and annual work programmes. Cedefop continues to attach great importance to both topics as detailed in the SPD 2025–27 and draft SPD 2026–28. As attested by the outcomes of the annual portfolio review, green and digital transitions are prominently featured as strategic areas of expansion in need of new investment (see SPD 2025–27 and more specifically the work programme 2025 – section 3.2.3.2 and related fiche).	DSL	Rec.3 (i) is considered implemented
	(ii) outputs related to key themes are properly disseminated so that stakeholders are aware of the agencies' efforts in these areas			(ii) Green and digital transitions are prominently covered in Cedefop's SPDs and CAARs (e.g. CAAR 2024). Proper dissemination of Cedefop's outputs related to the key themes of green and digital transitions will be duly assessed in the user satisfaction survey (see Cedefop specific Rec.23 – action b and Rec.2 -action ii).	DCM	See Cedefop specific Rec.23 – action b



REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Efficiency						
Rec.4	There may be scope for the four agencies to further reduce their administrative burden and simplify processes. The agencies could: (i) examine how to further reduce their administrative burden on staff to maintain sustainable workload (e.g. further scope for cooperation and synergies between the agencies); and	The agencies recognise the importance of this recommendation and will establish a dialogue on the topic involving senior management and relevant expertise. The dialogue will focus on exchange of good practices in the area of efficiency – both in terms of measuring and achieving efficiency.	2025 –Ongoing	(i) Cedefop systematically seeks opportunities to reduce administrative burdens and simplify business processes. Specific actions are described in its dedicated Strategy for achieving efficiency gains (section 2.3 of the Single programming documents and reported upon in section II.6 of the CAARs). Examples of planned actions include: continuous collaboration with other agencies to achieve further efficiency gains through shared services (e.g. joint selections for profiles common across agencies); further use of Commission/interagency framework contracts; further investments in ICT and new technologies and adoption of the whole suite of Commission's systems; participation in selected inter-agency working groups to pool expertise, resources and best practice. Cedefop will continue examining how to further reduce administrative burdens and simplify business processes and report on the specific actions undertaken (cf. the respective SPD and CAAR).	DRS	Target date for DI5 (Evaluation of opportunities to reduce administrative burdens and simplify business processes in the context of the CAAR): Q1/N+1 Rec.4 is considered implemented (DI4).

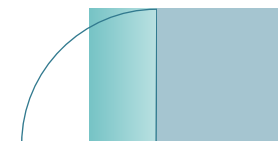


REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
	(ii) reduce the share of staff engaged in administrative activities and increase the share of staff focused on the agencies' operations			(ii) Continuous efforts are taking place in Cedefop to redeploy staff internally towards core business. This is demonstrated in the results of the job screening exercise which shows a consistent increase in staff allocated to core business and a reduction in staff allocated to administrative support and coordination since 2015. Cedefop aims at keeping the share of administrative staff, at best, stable considering the additional administrative requirements imposed by EU Regulations (e.g. Cyber-security) and the general regulatory framework.	DIR	Ongoing activity Target date for DI5: Q1/ N+1 in the context of the CAAR for year N
Rec.5	The four agencies could consider cutting costs and increasing cost-effectiveness by organising more hybrid or online meetings where possible, and without compromising the agencies' outreach/presence among stakeholders.	Exchange of practice/information: On how each agency follows up on the recommendation. Strategic cooperation: Coordination via exchange of draft Single programming documents and, where applicable, joint annual action plans. The EMPL agencies will continue the practice of organising joint events hosted by the EP on key EU policy priorities, as well as actively engage in the Joint Working Committee meetings hosted by DG EMPL.	2025 –Ongoing	Cedefop has been implementing targeted costs cutting actions and cost-effectiveness raising of its meetings and missions for a number of years to mitigate budgetary restrictions, reduce the Agency's carbon footprint and minimise environmental impact. Since 2024, Cedefop established a bold target to reduce mission/meetings costs. It achieved a 63.5 % reduction of missions' costs and a combined missions and meetings costs reduction of 48.8 % compared to 2019. Cedefop will continue to pursue the reduction of mission and meeting costs by 50 %, and implement an efficient combination of online, hybrid and physical events. After the necessary renovation of its meeting rooms, pending adequate budget reinforcement by the Commission, Cedefop may further increase the number and effectiveness of hybrid meetings taking place in its premises.	DRS	Rec.5 is considered implemented (DI4).



REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
	The agencies could also further prioritise activities and outputs, using transparent criteria agreed with their governance bodies			The development of the multi-annual and annual work programmes is a transparent and iterative process taking place in consultation with the Agency's Management Board. A systematic review of activities and outputs and a prioritisation exercise ('Portfolio review') take place annually. Executive and Management Boards members discuss a minimum of 4 draft versions of each Single programming document. They also conduct the portfolio review once a year. The MB is ultimately responsible for prioritising the activities and outputs and adopting the Single programming document.	DIR	Typical timeline: 1st draft SPD: December N – 2 EB meeting 2nd draft SPD: January N – 1 (endorsement by written procedure) Portfolio review and prioritisation exercise: summer N – 1 Extended EB meeting 3rd draft SPD: October MB meeting 4th draft SPD: December N – 1 EB meeting Final draft: December N – 1 (adoption by written procedure) Rec.5 is considered implemented (DI4).

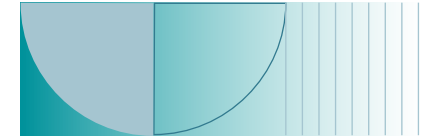
REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.6	Eurofound, Cedefop and EU-OSHA could consider how to address the balance between research needs and budgetary restrictions. They could explore additional funding possibilities, as was successfully done by the ETF while remaining within the scope of their mandates	Exchange of practice/information: On how each agency follows up on the recommendation. Strategic cooperation: Coordination via exchange of draft Single programming documents and, where applicable, joint annual action plans	2025 –Ongoing	As the EU agency on VET, skills and qualifications, Cedefop plays a pivotal role in addressing EU's challenges by way of its research and analysis to support Union policies. Lacking the resources required to respond adequately to policy and stakeholder demand, Cedefop proactively launched in October 2024 a new stakeholder-led strategic initiative – ‘Cedefop@50’ – to reinforce its unique value proposition as a relevant, leading, and sufficiently resourced partner in its field, as the EU Agency that turns labour-market and skills data, and policy analysis on VET and qualifications into actionable insights for policymaking. A key pillar of the initiative (the Operational toolbox) is already in place. It explores additional funding possibilities while remaining within the scope of Cedefop's mandate and crucial, growing role. Additional funding possibilities already in the pipeline include the following ad hoc projects: — Contribution Agreement ‘Skills & VET Week’ (DG EMPL) — Service Level Agreement ‘VET Attractiveness Study’ (DG EMPL) — Contribution Agreement ‘Skills Intelligence Estonia’ (DG REFORM) – already signed — Contribution Agreement ‘Skills Intelligence Italy & Czechia’ (DG REFORM) Already in the SPD 2025–27, a new Annex XII details the contribution and service-level agreements and related additional resources received. Starting with the SPD 2026–28 (to be adopted end 2025), a new budgetary Title IV was created to cover for ‘Other Operational Activities’. Title IV describes the additional funding linked to ad-hoc projects.	DIR	Starting point DI3 Target date for DI4 (SLAs and Contribution Agreements for ad hoc projects signed): Q4 2025-Q2 2026 Target date for DI5 (assessment and lessons learned from ad hoc projects): Q1 2027



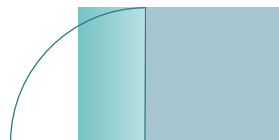
REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.7	The governance of the tripartite agencies offers significant advantages, such as representation, strategic direction, and knowledge-sharing facilitated by government and social partner representatives from all Member States. At the same time, due to their larger size, the agencies' management boards have relatively high operating costs, meetings tend to be long and complex to manage, decision-making can be challenging, and the overall management can be burdensome. Where deemed necessary, a case-by-case exploration of the governance arrangements could be carried out while giving due consideration to the importance of social dialogue and the role of social partners in tripartite agencies. In this context, the future results from the ongoing ELA evaluation could be considered, as relevant, taking also into account the different nature of the respective governance arrangements	The agencies will establish a dialogue on governance practices with a specific focus on the possibilities offered by new technologies to better engage while reducing costs.	2025 –Ongoing	See Cedefop specific Rec.21	DIR	See Cedefop specific Rec.21



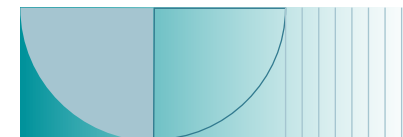
REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.8	While the four agencies' control mechanisms are effective and overall efficient, the agencies could review and significantly improve their monitoring systems, including KPIs, to properly assess the scale of success of their interventions, and to make the evaluations more useful in improving the agencies' performance. This could be achieved by: (i) defining SMART objectives; (ii) identifying meaningful KPIs to measure result achievement (iii) systematically setting targets for all KPIs; (iv) filling data gaps (v) further harmonising and aligning indicators across the agencies; and (vi) better monitoring of services / outputs use at national level. Moreover, the agencies could further streamline monitoring processes and tools (streamlining of reporting).	Continuing within the context of the EUAN Performance Development Network and between the four agencies to explore the possibilities and possible practices with regards to SMART objectives; measuring outcomes and impact, and monitoring of use of outputs at national level. Where relevant and feasible aim for further aligning monitoring processes and tools.	2025 – 2026	In the context of the PDN, the four agencies will explore the possibilities and possible practices with regards to SMART objectives; measuring outcomes and impact, and monitoring of use of outputs at national level. Where relevant and feasible, further aligning monitoring processes and tools will be considered. Exploration will include the following steps: — Assessment of existing control mechanisms — SMART objectives feasibility analysis — Definition of common KPIs for national outputs — Conceptualisation based on consultation and feedback (see <i>Rec.2</i> and <i>Cedefop specific Rec.22</i>)	DCM	Starting point: DI1 (Problem identified) Target date for DI2 (Assessment of existing control mechanisms) 30/09/2025 Target date for DI3 (SMART objectives feasibility analysis) 15/12/2025 Target date for DI4 (Definition of common KPIs for national outputs): 27/02/2026 Target date for DI5 (Conceptualisation based on consultation and feedback) 15/12/2026



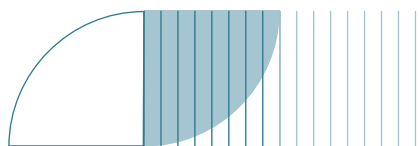
REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Coherence						
Rec.9	The agencies could continue to explore shared or central services, where this adds value. This covers functions such as HR, legal and IT, and more specialist and technical roles (such as cyber security, employment statistics, and labour market economics)	The agencies will jointly assess the feasibility and relevance of developing joint processes and/or sharing common services. This assessment shall include agencies outside the employment field where relevant and take due account of the work done in the Shared Services Working Group under EUAN.	2025 –Ongoing	Cedefop systematically explores the feasibility of sharing services in the HR, Legal and IT fields, including specialist and technical roles. In 2024, Cedefop enhanced synergies and shared services in the EU agencies' network (EUAN). In partnership with ENISA, it shared resources like legal expertise (till end 2024) and confidential counsellors (ongoing), while its ICT team collaborates with ENISA and CERT-EU on cybersecurity. A Service Level Agreement enables Cedefop to provide accounting services to EIGE, generating extra revenue for the Agency. Cedefop also continues its cooperation with ETF and uses EUIPO as a disaster recovery site for ICT systems. In 2025, Cedefop will explore with other EMPL agencies the possibility of organising joint selection procedures for profiles where workforce needs converge.	DRS	Target date for DI5 (Evaluation of shared services in the context of the CAAR): Q1/N+1 Rec.9 is considered implemented (DI4).



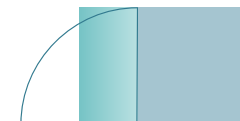
REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
				Cedefop is an active member of the EUAN task force on shared services and has taken a leading role to develop new shared services across agencies and JU in the field of personnel selection.	DRS	Cedefop aspires to use shared services in selection procedures as of January 2026 (DI4). Precise timetable will ultimately depend on EUAN. Starting point: DI1 (Problem identified): 10/2023 Target date for DI2 (solution conceptualised): 10/2025 Target date for DI3 (solution implementation planned in detail): upon decision by EUAN Heads of Resources Target date for DI4 (solution implemented): pending decision by EUAN Target date for DI5 ('solution impact established): pending decision by EUAN
Rec.10	The agencies could explore shared office space, using the Brussels Liaison Office, to contribute to both coherence and efficiency	The agencies have been offered to use the premises of DG EMPL for their BLO. EU-OSHA, ETF and Cedefop – in addition to ELA – have accepted the offer. Eurofound has some questions of technical matter open and once they are cleared, it will take the decision.	2025	Following the agreement with DG EMPL, Cedefop already uses DG EMPL premises for its Brussels Liaison Office.	DIR	Target date for DI5 (Evaluation of BLO premises arrangements in DG EMPL): 30/07/2026 Rec.10 is considered implemented (DI4).



REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.11	The agencies could continue to explore with the Commission those areas in which working together brings most added value to quality of outputs and stakeholders' use. These include cooperation between Eurofound and Cedefop on the European company survey, Cedefop and the ETF on VET policy monitoring, and Eurofound and EU-OSHA at the intersection of working environment, working conditions and occupational health and safety, including psychosocial risks and a focus on climate and environmental health issues.	Agencies will continue to explore areas in which working together brings most added value. In addition to existing cooperation, a potential area for cooperation involves working with enlargement and neighbouring countries to generate comparable data and, for enlargement countries specifically, to support their accession readiness. The agencies will consider the further use or adaptation of existing tools and methods in these countries, contingent on the availability of resources. These efforts would complement and be coordinated with individual initiatives carried out under schemes such as IPA III, Erasmus+, Talent Partnerships, among others.	2025 –Ongoing	Cedefop and DGEMPL systematically explore areas of collaboration. Stock-taking meetings are held three times per year between Cedefop Management and DGEMPL to discuss cooperation areas. A contacts list is also maintained, specifying DG EMPL and Cedefop contact persons for various policy areas and actions, governance, communication activities. Memoranda of Understanding and Framework Agreements for Cooperation with sister EU agencies are already in place and detailed in Cedefop's Single programming documents: — Framework Agreement for Cooperation between Cedefop and the ETF 2024–26 and Annual; Cooperation Plan 2025 — Memorandum of Understanding between Cedefop and Eurofound and Action Plan 2025; — Framework Agreement for Cooperation between Cedefop and EU-OSHA; — Memorandum of Understanding between Cedefop and ELA	DVQ DVS DCM	Target date for DI5 (Evaluation of the stock-taking meetings): Q4/2025 Target date for DI5 (cooperation agreements in the context of the preparation of the N+1 action plans): Q4/2025 Rec.11 is considered implemented (DI4).



REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.12	Better coordination could be needed between Cedefop, the ELA and Eurofound to avoid duplication and ensure completeness and consistency in areas concerning skills forecast and labour shortages, while joint products in this domain should be considered	Await outcomes of on-going external evaluation of ELA while continuing with exchange of draft Single programming documents and joint annual action plans where applicable. The action may involve ETF and EU-OSHA in addition to Cedefop and Eurofound.	2025	Skills forecast and labour and skills shortages are Cedefop's core business. Cedefop will continue its long-standing cooperation with Eurofound (see Memorandum of Understanding and Action Plan 2025) with respect to skills forecast and labour shortages. Avoidance of any duplication of activities in the identified fields of similar interest is foreseen in point 2.b. of the MoU. With respect to ELA, the agencies will continue exchanging draft Single programming documents and joint annual action plans. Currently, ELA uses Cedefop's resources for their annual publication about Labour Shortages and Surpluses. Cedefop also shares SkillsOVATE data processing and analysis capacities with ELA.	DVS	Target date for DI4 (consultation and stocktaking of exchange of data and expertise): 30/04/N Target date for DI5 (cooperation agreements in the context of the exchange of Single programming documents and preparation of the N+1 action plans): Q4/N
EU added value						
Rec.13	The agencies' visibility could be strengthened, notably vis-à-vis EU citizens, businesses at national level, other EU decentralised agencies, and NGOs. The agencies could, where resources permit, reach out to relevant NGOs as potential multipliers to increase the reach and dissemination of the agencies' outputs	Exchange of practice/information: On how each agency follows up on the recommendation. Strategic cooperation: Coordination via exchange of draft Single programming documents and, where applicable, joint annual action plans. The EMPL agencies will continue the practice of organising joint events hosted by the EP on key EU policy priorities, as well as actively engage in the Joint Working Committee meetings hosted by DG EMPL.	2025 –Ongoing	According to Cedefop's mandate, Cedefop target groups are policy makers and key stakeholders are represented in its Management Board. In addition, Cedefop explores means to widen its stakeholders further. Building upon the stakeholders' analysis preliminary work, Cedefop will perform a stakeholder mapping exercise which will serve as a basis for the coming stakeholders' programme. The activity is part of the Cedefop@50 strategic initiative. (See <i>Cedefop specific Rec.23</i>)	DCM	Starting point: DI2 (solution conceptualised) Target date for DI3 (Stakeholders mapping ready): 01/03/2026 Target date for DI4 (stakeholders' programme: tailored communication actions and initiatives to further engage identified stakeholders): 30/06/2026 Target date for DI5 (evaluation of the stakeholders' engagement programme): 30/06/2027



REC #	Recommendation addressed across the four agencies	Action(s) agreed across the four agencies	Timeline	Cedefop Action(s)	Who	Timeline
Rec.14	The agencies already work on ‘megatrends’ such as climate change and digitalisation. The agencies could also provide added value by also considering the implications of an ageing population <i>See Section 4.3.2.</i>	Strategic cooperation: Coordination during programming phase with exchange of draft Single programming documents and joint annual action plans where applicable. One of the joint actions is the Tripartite exchange seminar (TES) in 2026 led by a multi-agency working group.	2026	Coordination during programming phase with exchange of draft Single programming documents and joint annual action plans, where applicable. A Joint tripartite exchange seminar with a focus on megatrends (including ageing) will be organised in 2026. This is a multi-agency undertaking, led by Eurofound and Cedefop. Steps include: — draft set-up of Tripartite Exchange Seminar (TES) 2026; — Planning TES 2026 finalised; — TES 2026 and follow up completed.	DVQ DVS	Starting point: DI1 (Problem identified) 30/11/2024 Target date for DI4 (TES 2026 and follow up completed): 31/12/2026 Specific milestones to be identified within the multi-agency working group.

NB: KPI, key performance indicator; Rec., recommendation; SMART, specific, measurable, achievable, relevant and time-bound, DI, degree of implementation methodology. DI 1-The problem is identified; DI 2-A Possible solution (the action) is chosen from a list of options; DI 3-The solution (the action) is fully described, including resources, time, and budget; DI 4-The solution (the action) is fully implemented (go-live); DI 5-The solution (the action) is effective in solving the initial problem. The action is closed.

Cooperation between Cedefop and the ETF

Framework for cooperation in 2024-2026



CEDEFOP
European Centre for the Development
of Vocational Training

FRAMEWORK AGREEMENT FOR COOPERATION BETWEEN THE EUROPEAN CENTRE FOR THE DEVELOPMENT OF VOCATIONAL TRAINING (CEDEFOP)

AND THE

EUROPEAN TRAINING FOUNDATION (ETF)

FOR THE PERIOD: 2024-26

1. Background

Cooperation between the two Agencies as defined by formal agreements dates back to 1997. Over the years this cooperation has evolved to a more strategic partnership that enables the two Agencies to deepen and broaden their activities and further reinforcing synergy and complementarity. This cooperation has been broadened to include both core business and administrative services. Regarding the latter, cooperation has evolved from knowledge sharing to joint actions. Areas in focus include Human resources, procurement, IT and cybersecurity, greening and sustainability reporting.

In this regard, a triangular cooperation involving also the European Commission services has become more systematic. In particular, in areas where the EU angle needs to combine the international perspective, this cooperation proved to offer a more comprehensive support to policy shaping. With the expansion of EU candidate countries in the Eastern Partnership region, areas like monitoring and reporting on progress made by member states and candidate countries in the follow up to the Copenhagen Process, this cooperation is envisaged to continue delivering high quality joint findings.

Both Cedefop and ETF, as EU agencies, support the European Commission in the field of vocational education and training (VET) and human capital development in a lifelong learning context. The operations of Cedefop and ETF are governed by distinct mandates established by their (recast) Founding Regulations.

Cedefop's mission, according to its recast Founding Regulation ⁽¹⁾, is 'to support the promotion, development and implementation of the Union policy in the field of vocational education and training (VET) as well as skills and qualifications policies by working together with the Commission, Member States and social partners. To this end, enhance and disseminate knowledge, provide evidence and services for policy making, including research-based conclusions, and facilitate knowledge sharing among and between Union and national actors'.

According to its mandate, ETF supports the development of human capital in transition and developing

⁽¹⁾ <https://www.cedefop.europa.eu/en/about-cedefop/what-we-do/cedefop-regulation>



countries in the context of EU external relations policies. In this regard, ETF puts priority in the countries eligible for support under EC regulations (1085/2006 and 1638/2006) and other countries designated by decision of its Governing Board. The focus of ETF's work is to help partner countries in the lifelong development of individuals' skills and competences through the improvement of vocational education and training systems. Within this context the ETF provides expertise and policy advice to the European Commission and to partner countries to improve their human capital development.

Cedefop's multiannual objectives reflect the core functions of the Agency that focus on: (a) producing innovative and forward-looking research and policy analyses to inspire policy-making and implementation; (b) developing and maintaining the knowledge base and expertise at the interface of VET and the labour market; (c) sharing skills, VET and policy intelligence, data, information and tools, and facilitating policy learning and the building of partnerships; and (d) focusing communication on stakeholder engagement and outreach via events, social media, an interactive web portal and online data-visualisation tools.

The ETF carries out activities involving the EU services (European Commission: DGEMPL, DGNEAR, DGEAC, DGINTPA, DGHOM, DGJRC and the European External Action Service) and in support of the external relation programmes (IPA, ENPI, NDICI) in programming and project cycle; policy advice to partner countries on policy solutions appropriate to the problems they face and capacity building of key actors, including governments, in the field of education and training and employment. The ETF is mobilizing partners through a number of international networks and partnerships. The ETF also disseminates information on approaches and trends in vocational education reform being followed in the EU. The ETF is implementing projects in countries and regions outside the EU in areas of thematic expertise via extra-subsidy contracts with the EU.

Without prejudicing the distinctive mandates and functions of either Cedefop or ETF, the shared focus on different areas of vocational education and training and human capital development offers potential synergies through co-operation. Their institutional capacity and respective expertise in EU and non-EU systems of VET, skills, qualifications and human capital development provide a solid basis for cooperation that is beneficial for both EU member states and ETF partner countries.

Through knowledge sharing, joint presentations in international fora, and active participation in their respective activities, ETF and Cedefop deepen their expertise and ensure continued complementarity of activities, synergy and efficiency gains, also extending more recently to administrative services. Peer reviewing and peer learning also enhance the quality and added value of common or coordinated products – such as the Inventories assessing developments in National Qualifications Frameworks and validation of non-formal and informal learning, the Monitoring Framework of commonly agreed VET priorities under the Council Recommendation on VET and the Osnabrück Declaration or the guides for skills anticipation – while at the same time avoid overlaps.

2. Cooperation between Cedefop and the ETF in 2024 -26

In the context of their own institutional mandate and geo-political scope, Cedefop and ETF will continue their cooperation in the period 2024–26. With full respect to their mandates, the two Agencies will continue exploiting possibilities for further enhanced synergies. Cooperation will be expanded to cover both core business and central administrative services. Regarding the latter, cooperation has evolved from knowledge sharing to joint actions. This has been prompted by the higher demands in areas such as greening and



digitalisation and cybersecurity, and the opportunities that increased exposure to mutual practices has brought up. Moreover, the necessity to find efficiency gains and cost-effective solutions to cope with budget pressures is becoming compelling. The new framework includes, therefore a specific area of cooperation on central administrative services.

The two Agencies are committed to seek ways to expand and deepen cooperation, where appropriate, and in a cost-effective and efficient way.

Thus, Cedefop and ETF will focus cooperation in the following areas:

- Expertise sharing
- Production of common deliverables
- Sharing of networks, platforms and tools
- Central administrative services
- Communication campaigns

Expertise Sharing

The strength of both Agencies is their expertise in VET and human capital development. The expertise accumulation in both Agencies can be complementary to each other. Experts from both Agencies already cooperate closely in areas like policy monitoring, qualifications and work-based learning.

Cooperation in the development and implementation of the joint monitoring framework for the policy objectives and reform priorities under the Osnabrück Declaration and the VET Recommendation contributes to the support of policy and decision making in the Member States and candidate countries, help increase the transparency of VET systems and support comparative work on VET-related topics across countries.

Youth Guarantee schemes, being a priority for the Western Balkans and EU Neighborhood East and South, is an area where sharing experiences between the two Agencies is expected to contribute to the design and implementation of respective schemes in these countries.

On qualification and credential systems, including a focus on learning outcomes and validation of non-formal learning, cooperation will continue on EQF and NQF implementation. Both Agencies will prepare and publish (together with UNESCO) the biannual Global NQF Inventory and the International handbook on learning outcomes.

On work-based learning and work-placed learning, ETF and Cedefop will maintain continuous dialogue and discussion on apprenticeships and other forms of work-based learning. Both Agencies are members of the EC Expert Working Group on VET and the Inter-Agency Working Group on WBL.

On skills matching and anticipation and identification of skills needs, Cedefop and ETF will continue to engage experts to promote learning and knowledge sharing on topics related to skills anticipation/intelligence, with a special focus on skills for the green transition, digital skills needs, platform work and new forms of work and skills anticipation tools.



Production of common deliverables

The Agencies jointly prepare and disseminate findings and analyses in areas of joint interest. Cooperation is done on a geographical basis offering the opportunity to bring together findings from EU member states and beyond. Such an area is VET policy reporting as part of the implementation and monitoring of common VET priorities agreed at European level.

In addition, they will adapt their monitoring approach in line with the priorities defined in the Council Recommendation on VET, the updated European Skills Agenda and the Osnabrück Declaration. Cooperation includes the development of methodological approaches, preparation of joint background papers, reports and presentations in platforms like the ACVT and DGVET meetings.

In the framework of the implementation of the European Skills and Jobs Survey, ETF and Cedefop will jointly work on an analytical publication on emerging skills needs of workers, which will open relevant policy discussions on upskilling and reskilling.

Sharing of networks, platforms and tools

Already the two Agencies are involved in international platforms and networks offering a complementary evidence-based point of view on VET and human capital development. This cooperation will continue. Furthermore, the Agencies will engage each other in their own platforms and networks whenever relevant. Cedefop is regularly involved in sharing knowledge with the ETF Network of Experts (network of researchers).

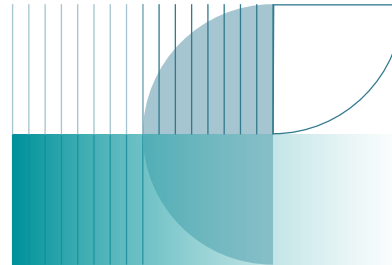
Central administrative services

ETF and Cedefop will continue sharing knowledge in areas of common interest and will explore concrete possibilities for joint actions. These will cover HR policies and practices (joint selections, sharing of reserve lists, staff exchange and development opportunities, etc.), procurement, IT and cybersecurity, greening and sustainable reporting, among others. Beyond knowledge sharing, ETF and Cedefop will strive to look for feasible solutions to increase the use of shared services and capabilities. This cooperation will build on the broader framework set by the EU Agencies Network and the on-going exchanges within Cluster agencies in specific fields.

Communication campaigns

The two Agencies will also strengthen cooperation in communication activities in EU initiatives where both Agencies are active, like the European Year of Skills.

Involvement of Cedefop and ETF experts in events and projects of mutual interest organised by both Agencies will continue. The two Agencies will continue exchanges and knowledge-sharing, including via two joint thematic meetings per year at Thessaloniki and Turin or virtually, to facilitate knowledge sharing and complementarity. The nature and format of these meetings will be agreed on an ad-hoc basis to better capture current developments in their domain of interest.



Cedefop and ETF will continue to cooperate, exchange methodologies and learn from each other on the implementation of their performance measurement systems.

3. Implementing the framework for cooperation

Communication between the two Agencies will remain open and continuous.

The two Agencies commit to deepen exchange of information on areas of common interest. Furthermore, they will cooperate and help one-another in implementing the recommendations stemming from the ongoing cross-cutting external evaluation.

Cedefop and ETF will implement this framework for cooperation through a joint annual work programme annexed to the Programming Documents of each Agency. The two agencies will provide a biennial report to the European Parliament on progress in the implementation of the framework for cooperation. This report will be included in the Consolidated Annual Activity Report of both Agencies.

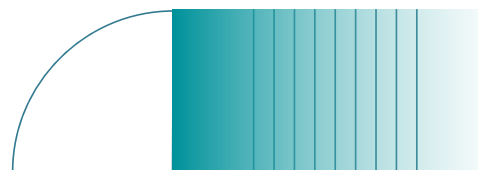
Strategic planning and coordination between the two Agencies will be led by the two Directors and maintained at management level.

The two Agencies will be invited and represented at each other's Management Board meetings as observers.

The framework for co-operation will be reviewed at the latest by Q3, 2026.

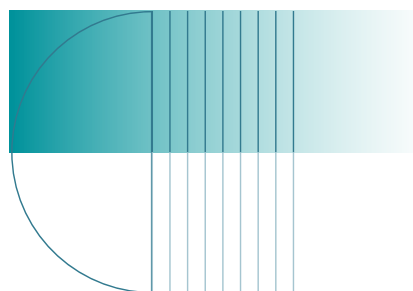

Pilvi Torsti
Director ETF


Jürgen Siebel
Director Cedefop



Cedefop – ETF Cooperation plan 2026

Topic	Collaboration
Qualifications development	Shared products (publications): - Co-design, development and production, (also with UNESCO) of the fifth edition of the Global NQF Inventory Joint advice to Commission: - Exchange of data and intelligence on qualifications systems and frameworks in the Advisory Group's sub-group on EQF to NQF comparison for 3rd countries Information-sharing, expertise exchange, peer learning: - Contribute to implementing EU priorities, in particular in micro-credentials, interoperable databases of qualifications, common European VET profiles, upskilling pathways, and international qualifications, use of ESCO and Europass in third countries
Skills matching and anticipation/identification	Network building and knowledge sharing: - Invitation of Cedefop's experts in the ETF's Skills Lab Network of Experts on new skills needs and skills anticipation - Regular communication and exchange on ongoing and new initiatives regarding skills demand and supply analysis, skills anticipation including use of Big Data in LMI
Effective/Innovative teaching and learning	Collaboration on social partners and civil society for VET Regular Exchange of input based on: - Collaboration on the development of Cedefop's methodology and digital skills taxonomy/framework within Cedefop's project "Mapping digital skills in initial VET curricula in eight EU MS" to include insights from up to three ETF partner countries / EU candidate countries - Collaboration in the framework of ETF's New Learning Club on Teacher Professional Development that includes members of both ETF partner countries and EU member states carrying out joint activities and policy briefs - On the development of Cedefop's online tool on learning outcomes (focus on teaching and learning)
Key and transversal competences in VET	- Regular expert exchanges and joint discussions with the Commission (EMPL, EAC, JRC, others) - ETF participation in the Cedefop advisory group on citizenship education in IVET - Sharing research methodology with ETF for a potential reuse in the candidate countries
Vocational Excellence	- Exchange of knowledge and expertise - Participation of ETF to the advisory group of Cedefop study on 'European VET for the 21st century: the balancing of excellence and inclusion' - Cedefop's participation in the Consultative and steering panel under the upcoming ETF – EC Contribution agreement on tools and services developed under the international dimension of vocational excellence - Cooperation within the frame of the IAG-TVET subgroup on the future of TVET - Cooperation under the Global VET Agenda within the Excellence Partnerships focus area



Monitoring and system performance	Copenhagen/Osnabruck/Herning process follow up – Reporting: - Continued cooperation for the preparation of the 2026 joint final report on the Osnabrueck monitoring findings - Cooperation in the development of the integrated monitoring tools, including reviewing and updating the thematic framework, for the national actions under the Herning Declaration and the VET Recommendation, in cooperation with DG EMPL - Joint participation and presentation of findings in the ACVT/DGVT meetings
Cooperating through the GLAD network	Collaboration on VET and LLL governance based on: - Collaboration on at least 1 joint thematic webinar through the GLAD network - Regular expert exchanges (e.g. thematic advice and peer reviews) on topics such as collaborative governance, financing and/or system reform
Knowledge sharing seminars	- Torino, June 2026 - Thessaloniki, December 2026
WBL	- Collaboration to prepare the new leaflet for the Inter Agency Working Group on WBL - Exchange on WBL indicators and Cedefop contribution to ETF leaflet on WBL data (e.g. examples from European database on apprenticeship schemes) - Work on EFQEA in EU member states and selected candidate countries in view of their participation in the Cedefop Policy Learning fora on apprenticeships
Central Administration Issues	Human resources: - Recruitment: explore opportunities for joint selection procedures; participation in selection boards - Share HR practices on selection and recruitment, traineeships, unconscious bias, wellbeing, diversity and inclusion, job architecture and career development tools, among others - Organise joint training sessions open to staff of both Agencies as appropriate Finance and Procurement: - Explore opportunities for joint procurements - Explore developments on AI and sustainability/green procurement - Migration to SUMMA: sharing lessons from ETF onboarding experience Digital transformation and cybersecurity: - Sharing expertise on organisational and technical implementation of the new Cybersecurity Regulation - Knowledge exchange on strategic approaches to digital transformation, data strategy & architecture, AI tools and IT operations - Sharing outcomes of ETF functional analysis of IT services - Document management: sharing ETF experience on use of ARES
Communication	- Keep regular meetings to identify opportunities to jointly promote content - Work on common campaigns to amplify reach out and engagement from different stakeholders - Involve ETF in communication activities related to the Skills and VET Week project - Share best practice and maximise impact avoiding duplication of similar content

Cooperation between Cedefop and Eurofound

Framework for cooperation



Memorandum of Understanding between the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Centre for the Development of Vocational Training (Cedefop)

1. This Memorandum of Understanding between Eurofound and Cedefop sets out to identify areas of close cooperation.
2. Purpose of the cooperation: the two Agencies have agreed to cooperate on selected areas with a view to:
 - a. Maximise synergies which can benefit both agencies and their stakeholders.
 - b. Avoid any duplication of activities in the identified fields of similar interest.
 - c. Share insights and seek synergies for optimising administrative services that support core business.
 - d. Learn from each other and transfer good practices.

It responds to article 2.5 (Cedefop) and article 2.4 (Eurofound) of their respective founding regulation¹.

3. The cooperation between Eurofound and Cedefop is informed by their respective tasks and objective as outlined in Chapter 1 of their founding regulation:
 - Eurofound's objectives is to provide the EU institutions and bodies, Member States and Social partners with support for the purpose of shaping and implementing policies for better living and working conditions, devising employment policies and promoting the dialogue between management and labour. To that end Eurofound conducts surveys in order to secure the continuity of comparative analysis of trends in living and working conditions, monitors labour market developments in the Union and conduct activities that that increase and disseminate knowledge. In Eurofound's data gathering and research, lifelong learning, knowledge co-creation and skills development play an essential role in understanding the development as well as needs of employment, labour markets, working conditions and living conditions.
 - Cedefop's objective shall be to support the promotion, development and implementation of Union policies in the field of vocational education and training as well as skills and qualifications policies by working together with the Commission, the Member States and the social partners. To that end Cedefop shall enhance and disseminate knowledge, provide evidence and services for the purpose of policy making, including research-based conclusions, and shall facilitate knowledge sharing among and between Union and national actors.
4. Both Agencies will appoint a main contact person to coordinate cooperation between the Agencies.
5. Both parties will, on a regular basis, in particular during the development of the programming document and detailed planning, consult each other and exchange views before finalisation. The exchange of programming documents should take place before the final draft is available. This consultation will be included in the timetable for drafting to allow for enough time to discuss and integrate the comments in the final document when appropriate.

¹ Regulation 2019/128, and 2019/127 of 16 January 2019 respectively.



6. The consultation should identify areas of strategic cooperation, areas of synergies, areas for exchange of information and areas where potential overlaps could arise in order to avoid them.
7. Based on the annual Work programme, an Annual action plan will be agreed between the two Executive Directors before 31 December via an exchange of letters. The Annual action plan will include a limited number of concrete activities for cooperation between the two Agencies. Staff involved and timetable will be identified for each action.
8. The Annual action plan will be monitored throughout the year. A mid-term review, initiated and coordinated by the main contact person from each agency, will take place half-way through the year.
9. Cedefop and Eurofound will also collaborate on a continuous basis to achieve further efficiency gains through shared services and capabilities such as for example inter-Agency joint procurements for services of common interest. The annual action plan may include priorities to be pursued to achieve particular efficiency gains.
10. Cedefop and Eurofound will cover their own costs arising from this cooperation as far as it is within the ordinary annual programming documents. In case of the development of a joint activity the arrangements on cost and ownership will be subject to a specific agreement.
11. Meetings will be organised at the following levels:
 - a. At general level, both Executive Directors or their representative will be invited, when relevant to attend each other's board meeting².
 - b. Experts and staff of both agencies will participate in the activities of expert and working groups, conferences and other meetings of the agencies where relevant.
 - c. Experts and staff will participate, where relevant, in the development of survey questionnaires and in various networks. Ad-hoc meetings or invitations may be extended to each other on specific subjects.
12. Both parties will nominate contact persons for the specified areas of similar interest.
13. This memorandum of understanding in no way affects the founding regulations establishing the two organisations.

This Memorandum of Understanding enters into force when duly signed by the Executive Directors.

Juan Menéndez-Valdés
Executive Director
European Foundation for the Improvement
of Living and Working Conditions
18/09/2020
Place: Dublin

Jürgen Siebel
Executive Director
European Centre for the Development of
Vocational Training
18/09/2020
Place: Thessaloniki

² In accordance with Art. 9.5 of the Rules of Procedure of Eurofound Management Board, representatives of other EU Agencies can participate in Board meetings where the MoU in force provides for their participation.



2025 Cedefop–Eurofound cooperation plan



Annex to the Memorandum of Understanding

between

The European Foundation for the Improvement of Living and Working Conditions (Eurofound)

and

European Centre for the Development of Vocational Training (Cedefop)

ACTION PLAN 2025

In accordance with Article 7 of the Memorandum of Understanding, and with regard to Recommendations 9-14 of the Commission's Staff Working Document on the Agencies external evaluation (reference 26/04/2019, ref. Ares (2019)2820794) on Reinforced cooperation, Eurofound and Cedefop have agreed the below action plan to cover the time period from January to December 2025.

Actions	Activities
Regular exchange of information on surveys and their development	• Surveys: Discussion at the Directorate and operational level to explore cooperation options and alternative funding options for the future surveys.
Participation in thematic activities	• Tripartite Exchange Seminar 2026 Preparatory work for the implementation of a joint Tripartite Exchange Seminar in 2026 involving other EU Agencies (for example, Eurofound, Cedefop, OSHA). The seminar core theme remains tripartite social dialogue. In 2025, the Agencies will participate fully in the preparatory work (for example, programme development, training of facilitators, selection process for participants). Resources to be allocated to the project, both staff and finances for training. The project will be part of each Agency's programming document in 2025 (for preparatory work) and 2026 (for the implementation of the seminar). • Cedefop contribution (authored chapter) to Eurofound report on 'Digital transition, job quality and workplace practices, including workers involvement, in SMEs' (publication planned for 2025) ➤ Cedefop and Eurofound will exchange updates on the findings of the following projects: ○ automation and artificial intelligence: investigating impacts on skills, ethics and 'tasks and organisation of work' which can trigger new skills requirements. This cooperation also involves exchanges on the literature review and concept paper. ○ changes in tasks and impacts on mobility and employment which can have impacts on skill levels. Input through experts workshops and commenting on draft research findings is foreseen.

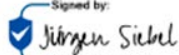


Actions	Activities
Information and communication activities	• Tripartite Exchange Seminar 2026- preparatory work for information and communication activities in 2026. • Joint virtual events as part of the Agencies' 50th anniversary. For example, one led by Cedefop and one by Eurofound with inputs of both in the programme (see examples of topics above) • Contribution to the five-agency event in the European Parliament (in case the EP employment committee requests that it takes place in 2025)
Other activities	• Explore options for cooperation using the potential of shared resources in strengthening and streamlining administrative processes • Ongoing exchange of info the Agencies' performance indicator methodologies • Exchange and building on good practices in internal control and risk management (including peer review) • Exchange on the actions stemming from the evaluation of the individual evaluation of each agency, and cross-cutting analysis as commissioned by DG EMPL and their recommendations.
Development of Annual Work Programmes	Exchange of draft work programmes before their approval by the respective Management Boards. Both Agencies will refer to each other's work and cooperation where appropriate.
Organisation of the annual consultation	Organisation of an annual meeting to discuss and assess progress on the above and other relevant issues.

On behalf of EUROFOUND Stavroula Demetriades has been nominated as the contact person for this Action Plan. Jasper Van Loo will be CEDEFOP's contact person.

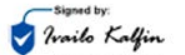
Agreed by both Agencies and signed:

for the European Centre for the Development of
Vocational Training (Cedefop)

Signed by:

2E5499E4114E43D...
Jürgen Siebel
Executive Director

22/11/2024

for the European Foundation for the Improvement of
Living and Working Conditions (Eurofound)

Signed by:

777CF4E8A8B84C4...
Ivailo Kalfin
Executive Director

21/11/2024

Cooperation between Cedefop and EU-OSHA

Framework for cooperation



Framework for cooperation between the European Agency for Safety and Health at Work (EU-OSHA) and the European Centre for the Development of Vocational Training (Cedefop)

1. This framework for cooperation between EU-OSHA¹ and Cedefop² aims at establishing effective arrangements to ensure synergies and complementarities between the two agencies, avoid duplication of activities and make a coordinated contribution, where relevant, to EU policy priorities and their implementation, in line with the mandates of the agencies.
2. EU-OSHA's objective shall be to provide the Union institutions and bodies, the Member States, the social partners and other actors involved in the field of safety and health at work with relevant technical, scientific and economic information and qualified expertise in that field in order to improve the working environment as regards the protection of the safety and health of workers.
3. Cedefop's objective shall be to support the promotion, development, and implementation of Union policies in the field of vocational education and training as well as skills and qualifications policies by working together with the Commission, the Member States, and the social partners.
4. It is in the public interest as well as in the common interest of both agencies to ensure effective and efficient cooperation in relation to the collection, analysis, and dissemination of information on the protection and development of skills of workers.
5. The scope of the cooperation may, where relevant, include but will not be limited to analysis of current trends in the world of work, the identification of related risks, the anticipation and foresight of corresponding challenges and opportunities, the development of digital tools and campaigns, and the development of OSH in vocational training. Cooperation may, where relevant, include but will not be limited to information and data exchange, exchange of experience and good practices, including research and publication activities, other capacity building activities, dissemination of public information and publications related to each other's activities, and invitations to meetings and conferences.
6. Both agencies will promote cooperation with each other. The agencies will exchange (drafts of) their single programming document to identify possible synergies and ensure necessary coordination.
7. Based on the single programming documents of the two agencies, a yearly meeting will take place to discuss and agree on a limited number of concrete activities for cooperation taking into account the availability of resources and other priorities. The relevant staff and the timetable will be identified for each of the actions agreed.

¹ Regulation (EU) 2019/126 establishing a European Agency for Safety and Health at Work (EU-OSHA)

² Regulation (EU) 2019/128 establishing a European Centre for the Development of Vocational Training (Cedefop)



8. Both agencies will keep each other informed about communication activities that concern the areas of interest outlined in this agreement.
9. The two agencies will exchange their expertise and best practices in administrative matters.
10. Both agencies will nominate main contact persons to coordinate cooperation under this framework. In addition, both parties may upon agreement appoint further contact points for specified areas of common interest where relevant.
11. The framework for cooperation in no way affects the regulations establishing the two agencies and is not intended to be legally binding. Each agency bears the costs arising from their cooperation, unless agreed otherwise by them.

William Cockburn
Interim Executive Director
European Agency for Safety
and Health at Work

Date: 20 SEP 2023

Place: BRUSSELS

Jürgen Siebel
Executive Director
European Centre for the Development
of Vocational Training

Date: 20 SEP 2023

Place: BRUSSELS

Cooperation between Cedefop and the European Labour Authority



Memorandum of Understanding Between the European Labour Authority (ELA) and the European Centre for the Development of Vocational Training (Cedefop)

1. This Memorandum of Understanding between ELA and Cedefop sets out to identify areas of cooperation.
2. Purpose of the cooperation: ELA and Cedefop (hereafter: the Parties) have agreed to cooperate on selected areas with a view to:
 - a. Maximising synergies which can benefit both Parties and their stakeholders.
 - b. Avoiding any potential duplication of activities in the identified fields of similar interest.
 - c. Learning from each other and possibly transfer good practices.

It responds to Preamble No 41 and Article 14 (for ELA) and Preamble No 7 and Article 2.4 (for Cedefop) of their respective founding regulations¹.

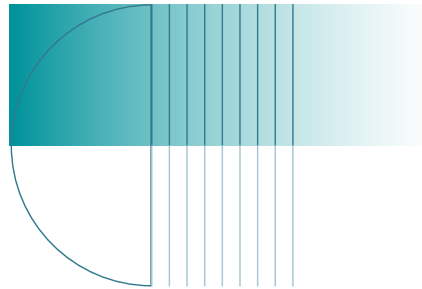
3. The cooperation between the Parties is informed by their mandates, tasks and objectives as outlined in their respective founding regulations:

ELA's objective is to contribute to ensuring fair labour mobility across the Union and assist Member States and the Commission in the coordination of social security systems within the Union. To that end, ELA shall facilitate access to information on rights and obligations regarding labour mobility across the Union as well as to relevant services; facilitate and enhance cooperation between Member States in the enforcement of relevant Union law across the Union, including facilitating concerted and joint inspections; mediate and facilitate a solution in cases of cross-border disputes between Member States; and support cooperation between Member States in tackling undeclared work.

Cedefop's objective is to support the promotion, development and implementation of Union policies in the field of vocational education and training as well as skills and qualifications policies by working together with the Commission, the Member States and the social partners. To that end, Cedefop works to enhance and disseminate knowledge, provide evidence and services for the purpose of policy making, including research-based conclusions, and facilitate knowledge sharing among and between Union and national actors.

4. Both Parties will appoint a main contact person to coordinate cooperation between them.

¹ Regulation (EU) 2019/1149 of the European Parliament and of the Council of 20 June 2019 establishing a European Labour Authority, amending Regulations (EC) No 883/2004, (EU) No 492/2011, and (EU) 2016/589 and repealing Decision (EU) 2016/344 (Text with relevance for the EEA and for Switzerland) and Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019 establishing a European Centre for the Development of Vocational Training (Cedefop) and repealing Council Regulation (EEC) No 337/75



5. The Parties will, on a regular basis, consult each other and exchange views on topics of strategic relevance for the two organisations. In particular, during the development of the respective programming documents a yearly meeting will take place to discuss possible initiatives for cooperation and exchange of information between the two Parties.
6. The consultation should focus on areas of relevance for exchange of information also in view of possible synergies and strategic cooperation. The possible cooperation may cover a range of topics or areas, such as skills and labour market trends, and cross-border labour mobility, including work-based learner mobility and job matching. The possible cooperation may involve a range of activities such as the organisation of communication initiatives and joint events, the sharing of data and/or analyses, the participation in expert meetings or workshops and the sharing of experience from specific activities or findings.
7. Both Parties will cover their own costs arising from this cooperation as far as it is within the ordinary annual programming documents. For additional activities requiring more resources, special agreement will be made.
8. Working meetings can be organised at the following levels:
 - a. At general level, the Executive Director or a representative of each Party can be invited, when relevant, to attend the board meeting(s) of the other Party as observer.
 - b. Experts and staff of both Parties will participate in the activities of expert and working groups of the Parties where relevant.
 - c. Experts and staff will participate, where relevant, in the development and implementation of agreed concrete cooperation projects. Ad-hoc meetings or invitations may be extended to each other on specific subjects.
9. This Memorandum of Understanding in no way affects the founding regulations establishing the two Parties.

This Memorandum of Understanding enters into force when duly signed by the Executive Directors.

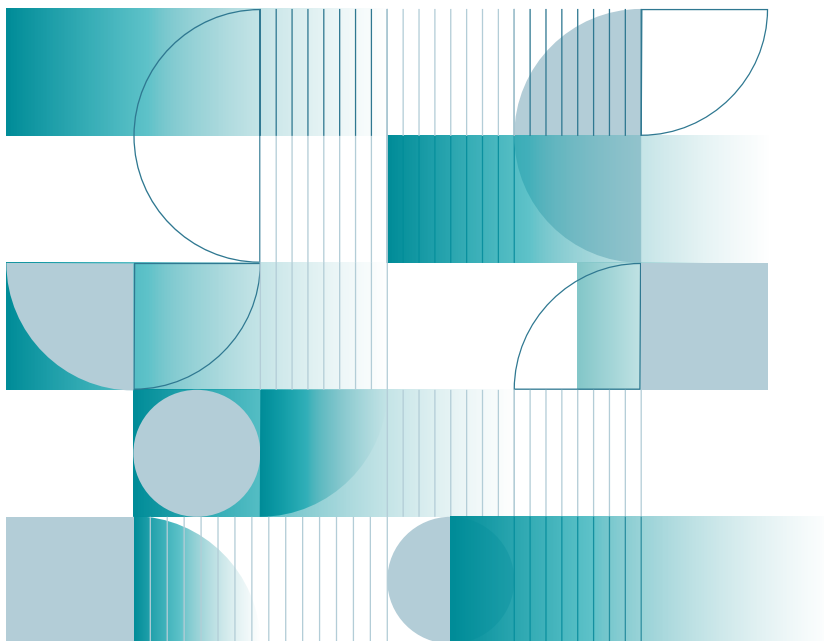
Jürgen Siebel
Executive Director
European Centre for the Development
of Vocational Training

Place: *Thessaloniki, 16/01/2023*

Cosmin Boiangiu
Executive Director
European Labour Authority

Place: *Thessaloniki*
16/01/2023

CEDEFOP	
Date: 16 JAN 2023	
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2026–2028

SINGLE PROGRAMMING DOCUMENT

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**CEDEFOP**

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