



eu-LISA

Sustainability Report 2024

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Introduction

Nowadays, addressing sustainability issues is of critical importance, especially in the context of achieving the objectives of the **European Green Deal**.¹ To that end, organisations engage in sustainability reporting the **voluntary disclosure of environmental, social and economic performance indicators** that provide a systematic overview of their operational impact.

As a proactive instrument, these reports also include action plans, mitigating measures and practices to reduce any negative impacts, and modernise systems that are found to be unsustainable. In the long term, this reporting provides a framework for the systematic monitoring of implementation and progress tracking, while also identifying areas for further improvement.

In general, sustainability reporting focuses on the following core domains:

- **Governance:** This domain analyses the organisation's leadership, internal controls, audits, ethical conduct, anti-corruption measures, stakeholder engagement, and compliance with laws and regulations. It also evaluates governance frameworks that support transparency and accountability.
- **Economic:** This domain examines the organisation's financial sustainability and contributions to economic development. Key areas include economic performance, community investments, infrastructure development, procurement practices that support sustainable supply chains, and measures to ensure ethical and anti-corrupt financial operations.
- **Environmental:** This domain outlines how an organization manages its environmental impact, including greenhouse gas emissions, energy consumption, materials and resource use, water management, supply chain sustainability, waste reduction, and climate adaptation strategies.
- **Social:** This domain focuses on relationships with management, staff, suppliers, and customers, while also considering all communities affected by the organisation's operations. Key areas include diversity, equity, and inclusion, labor practices such as fair wages and employee well-being, human rights, health and safety, community engagement, and assessing the organization's impact on local and global communities.

As a public entity, eu-LISA is committed to promoting sustainability in line with its responsibilities to society and future generations. This is the **Agency's second sustainability report**, published alongside the Consolidated Annual Activity Report. For 2024, eu-LISA has **expanded the scope** of its reporting to cover additional environmental, social, and economic aspects, reinforcing its commitment to transparency and continuous improvement.

¹ For more on the **European Green Deal**, please visit the dedicated websites of the **European Commission** and **Council of the EU**.



Sustainability reporting framework

Following a review of commonly used sustainability frameworks, eu-LISA adopted the **Global Reporting Initiative² (GRI)** Standards, widely regarded as the global best practice, and recommended for public institutions by the Performance Development Network (PDN) of the EU Agencies Network (EUAN).

The GRI framework enables organisations to systematically disclose the material topics, related impacts, and management approaches in a transparent and stakeholder-focused way. GRI allows for two reporting approaches: *in accordance with* or *with reference to* the Standard.

Since eu-LISA is still at the beginning of its sustainability reporting journey, the **2024 report is presented with reference to GRI standards**, focusing only on the topics for which the Agency has reliable data.

eu-LISA's Sustainability Report 2024

01 Covering the period from **1st of January to 31st of December 2024**, this sustainability report does not apply sector-specific GRI standards. The content is presented in a narrative format, complemented by a GRI content index in Annex 1 that maps the disclosures to relevant standards and supporting documentation.

In the recent years, eu-LISA has taken actions to step up its sustainability efforts by implementing various measures to optimise resource use and reduce negative impacts, while also improving its financial performance, stakeholder engagement and fostering diversity.

Our future plans

Moving forward, the Agency aims to gradually expand the scope of disclosed information and has started preparations for collecting additional data in order to present a more comprehensive overview in the future. This sustainability report is prepared with reference to the GRI standards, and eu-LISA will continue to report in alignment with these standards on an annual basis.

² Global Reporting Initiative (GRI) Standards. For more, see www.globalreporting.org.

GRI content index

| | |
|--------------------------------|--|
| Statement of use | eu-LISA has reported in accordance with the GRI Standards for the period from 1 January 2024 to 31 December 2024 |
| GRI 1 used | GRI 1: Foundation |
| Applicable GRI Sector Standard | There are NO specific applicable GRI Sector Standards |
| GRI Standard / other source | Disclosure |

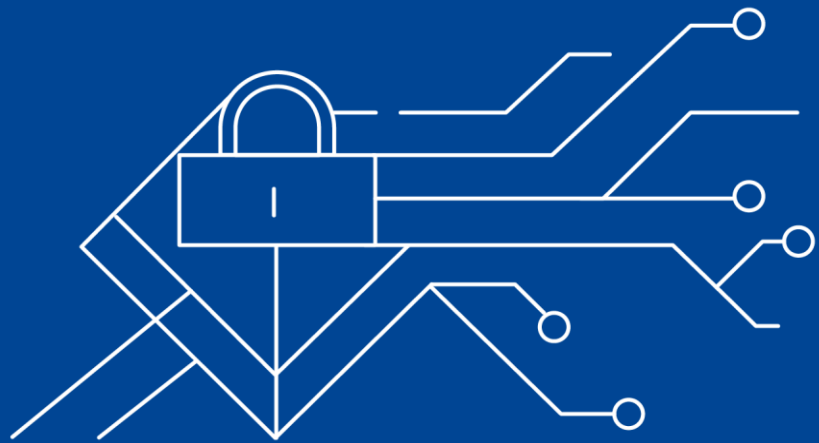
| GRI Standard | Disclosure | Information sources |
|-----------------------------|--|---|
| General Disclosures | | |
| GRI 2 General Disclosures | 2-1 Organisational details | <ul style="list-style-type: none"> · See paragraphs 02, 03, 04 and 05 · eu-LISA establishing Regulation 2018/1726, Articles 1 and 17 · eu-LISA website – Who We Are · eu-LISA website – Legal Basis · eu-LISA Strategy 2021-2027 |
| | 2-2 Entities included in the organisation's sustainability reporting | <ul style="list-style-type: none"> · eu-LISA Establishing Regulation 2018/1726, Articles 17 · eu-LISA website – Who We Are |
| | 2-3 Reporting period, frequency and contact point | <ul style="list-style-type: none"> · See paragraphs 01 · eu-LISA establishing Regulation 2018/1726, Article 19(1) |
| | 2-6 Activities, value chain and other business relationships | <ul style="list-style-type: none"> · eu-LISA website – Activities · eu-LISA website – Partners · eu-LISA Single Programming Document 2025-2027 |
| | 2-7 Employees | <ul style="list-style-type: none"> · See paragraphs 05, 06 · Eu-LISA CAAR 2024 – Cap. 2.5. Human resources management |
| | 2-9 Governance structure and composition | <ul style="list-style-type: none"> · See paragraphs 07 and 08 · eu-LISA website – Organisation · eu-LISA establishing Regulation 2018/1726, Article 18 · Annual Assessment of the Internal Control Framework 2024 – Control environment (Component 1)³ |
| | 2-10 Nomination and selection of the highest governance body | <ul style="list-style-type: none"> · eu-LISA establishing Regulation 2018/1726, Article 20 |
| | 2-11 Chair of the highest governance body | <ul style="list-style-type: none"> · eu-LISA establishing Regulation 2018/1726, Article 21 · eu-LISA Management Board Rules of Procedure, Article 2 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | <ul style="list-style-type: none"> · eu-LISA establishing Regulation 2018/1726, Article 19 |
| | 2-13 Delegation of responsibility for managing impacts | <ul style="list-style-type: none"> · eu-LISA establishing Regulation 2018/1726, Article 24 |
| | 2-15 Conflicts of interest | <ul style="list-style-type: none"> · See paragraphs 09 · Staff Regulations of Officials of the European Union and the Conditions of Employment of Other Servants · eu-LISA establishing Regulation 2018/1726, Article 48 |

³ Internal document.

| | | |
|-------------------------------------|--|---|
| | | <ul style="list-style-type: none"> · eu-LISA Management Board decision on “Rules for the Prevention and Management of Conflict of Interest for staff members” and “Rules for the Prevention and Management of Conflict of Interest - Management Board, Programme Management Boards and Advisory Groups” |
| | 2-16 Communication of critical concerns | <ul style="list-style-type: none"> · eu-LISA CAAR 2024 – 2.1. Management Board · eu-LISA CAAR 2024 – 3.1. Effectiveness of the Internal Control Framework |
| | 2-23 Policy commitments | <ul style="list-style-type: none"> · See paragraphs 22 and 47 |
| | 2-29 Approach to stakeholder engagement | <ul style="list-style-type: none"> · See paragraphs 10, 10, 12, 13, 14, 15, 16 and 17 · Industry Roundtable events: GOING TO THE CLOUD event report and ARTIFICIAL INTELLIGENCE event report · EU Innovation Hub for Internal Security · eu-LISA website - Partners |
| Material Topics | | |
| GRI 3 Material Topics | 3-1 Process to determine material topics | <ul style="list-style-type: none"> · See paragraphs 18 |
| | 3-2 List of material topics | <ul style="list-style-type: none"> · See paragraphs 19 |
| | GRI 3-3 Management of material topics | <ul style="list-style-type: none"> · See paragraphs 20, 21, 22, 23 and 24 |
| ECONOMIC TOPICS | | |
| GRI 201 Economic Performance | 3-3 Management of material topics | <ul style="list-style-type: none"> · See paragraphs 20, 24 · eu-LISA website - Finance |
| | 201-1 Direct economic value generated and distributed | <ul style="list-style-type: none"> · See paragraphs 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35 and 36 · eu-LISA establishing Regulation 2018/1726, Article 46(3). |
| | 201-2 Climate-related risks and opportunities | <ul style="list-style-type: none"> · See paragraph 34 |
| | 201-4 Financial assistance received from government | <ul style="list-style-type: none"> · eu-LISA Single Programming Document 2024-2026 – Annex III. Financial resources for 2024-2026 · eu-LISA CAAR 2024 – Annex II. Statistics on financial management |
| GRI 203 Indirect Economic Impacts | 3-3 Management of material topics | <ul style="list-style-type: none"> · See paragraphs 43 |
| | 203-1 Infrastructure investments and services supported | <ul style="list-style-type: none"> · See paragraphs 43, 44 and 45 |
| | 203-2 Significant indirect economic impacts | <ul style="list-style-type: none"> · See paragraphs 37, 38, 39, 40, 41 and 42 · Discover eu-LISA |
| GRI 204 Procurement Practices | 204-1 Proportion of spending on local suppliers | <ul style="list-style-type: none"> · See paragraphs 46 |
| GRI 205 Anti-corruption | 3-3 Management of material topics | <ul style="list-style-type: none"> · See paragraphs 09 · eu-LISA Anti-fraud Strategy 2022-2024 · Staff Regulations of Officials of the European Union (EUSR) and Conditions of Employment of Other Servants of the European Union (CEOS), TITLE II – Rights and obligations of officials, Article 22a |
| | 205-2 Communication and training about anti-corruption policies and procedures | <ul style="list-style-type: none"> · eu-LISA Anti-fraud Strategy 2022-2024 |
| ENVIRONMENTAL TOPICS | | |
| GRI 301 Materials | 3-3 Management of material topics | <ul style="list-style-type: none"> · eu-LISA CAAR 2024 – Annex VII. Environment management |

| | | |
|---|--|--|
| | 301-1 Materials used by weight or volume | · See paragraphs 48 |
| GRI 302 Energy | 3-3 Management of material topics | · eu-LISA CAAR 2024 – Annex VII. Environment management |
| | 302-1 Energy consumption within the organization | · See paragraphs 49, 52 and 53 |
| | 302-4 Reduction of energy consumption | · See paragraphs 49 and 53 |
| GRI 303 Water and Effluents | 3-3 Management of material topics | · eu-LISA CAAR 2024 – Annex VII. Environment management |
| | 303-5 Water consumption | · See paragraphs 52 and 53 |
| GRI 305 Emissions | 3-3 Management of material topics | · eu-LISA CAAR 2024 – Annex VII. Environment management |
| | 305-1 Direct greenhouse gas (GHG) emissions | · See paragraphs 50, 52 and 53 |
| GRI 306 Waste | GRI 306-2 Management of significant waste-related impacts | · See paragraphs 51 · EU regulations on the disposal of electronic waste |
| | GRI 306-3 Waste generated | · eu-LISA CAAR 2024 – Annex VII. Environment management · See paragraphs 52 and 53 |
| GRI 307 Environmental Compliance | GRI 307-1 Non-compliance with environmental laws and regulations | · See paragraphs 54 |
| SOCIAL TOPICS | | |
| GRI 401 Employment | 3-3 Management of material topics | · eu-LISA CAAR 2024 – 2.5. Human resources management · Staff Regulations of Officials of the European Union (EUSR) and Conditions of Employment of Other Servants of the European Union (CEOS), TITLE I - General provisions |
| | 401-1 New employee hires and employee turnover | · See paragraphs 55, 56 and 57 · eu-LISA CAAR 2024 – 2.5. Human resources management |
| GRI 403 Occupational Health and Safety | 3-3 Management of material topics | · See paragraphs 58 |
| | 403-1 Occupational health and safety management system | · See paragraphs 59 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | · See paragraphs 60 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | · See paragraphs 61 |
| | 403-5 Worker training on occupational health and safety | · See paragraphs 62 |
| | 403-6 Promotion of worker health | · See paragraphs 58 |
| GRI 404 Training and Education | GRI 404-2 Programs for upgrading employee skills and transition assistance programs | · See paragraphs 64, 65 |
| GRI 405 Diversity and Equal Opportunity | GRI 405-1 Diversity of governance bodies and employees | · See paragraphs 66 |
| GRI 413 Local Communities | 413-1 Operations with local community engagement, impact assessments, and development programs | · See paragraphs 67 |

GENERAL DISCLOSURES



GENERAL DISCLOSURES

Organisational Profile

02 The **European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice** (eu-LISA) was established to provide a long-term solution for the operational management of large-scale IT systems, which are essential for the implementation of the EU's border management, internal security, asylum and migration policies.

03 The Agency's **official seat** is in Tallinn, Estonia. The operational management of the systems is performed at the **operational site** in Strasbourg, France. The **technical backup site** is located in St Johann im Pongau, Austria. In addition, eu-LISA has a **Liaison Office** in Brussels, Belgium. eu-LISA's mission is to enhance Europe's security through technology, striving to deliver high-quality, efficient services and solutions. The Agency aims to align technological capabilities with the evolving needs of the EU and its Member States while establishing itself as a recognized and trusted partner in **driving digital transformation in the Justice and Home Affairs domain**.



MISSION

We aim to support the EU and the Member States in their efforts to keep Europe open and secure through advanced technology



VISION

We strive to provide innovative and practical solutions for the EU's evolving needs while driving digital transformation in the area of justice and home affairs



CORE VALUES

ACCOUNTABILITY: deploying a robust governance framework, cost-efficient operations and sound financial management

TRANSPARENCY: engaging in continuous dialogue with key stakeholders to define eu-LISA's long-term development strategy

EXCELLENCE: having the right organisational structure, processes, and people to ensure service continuity and quality of tools provided to the Member States

CONTINUITY: making the best use of expertise, knowledge and investments provided by the Member States, and their continued development

TEAMWORK: empowering each team member to make the best use of their knowledge and experience, contributing to shared success

CUSTOMER FOCUS: ensuring that eu-LISA's activities are always aligned with the needs and demands of its stakeholders



HEADQUARTERS
TALLINN,
ESTONIA



OPERATIONAL SITE
STRASBOURG,
FRANCE*



BACKUP SITE
ST. JOHANN IM PONGAU,
AUSTRIA



LIAISON OFFICE
BRUSSELS,
BELGIUM

* The development and operational management of the e-CODEX is in Tallinn, Estonia.

05 Our value chain connects us to various **stakeholders**, primarily **EU institutions, Member States** and **technology providers**, ensuring that our operations are aligned with the highest standards of data protection, transparency, and sustainability. By fostering strong business relationships and maintaining a robust value chain, we contribute to the overarching policy priorities of the European Commission, promoting a safer and more integrated European Union.

06 The Agency's staff comprises professionals from various EU Member States, offering a **multicultural and inclusive work environment** that fosters creativity and innovation. The Agency promotes equal opportunities, professional development, and employee well-being, ensuring our staff are empowered and motivated. By investing in its employees, it aims to improve operational efficiency.

Governance

07 eu-LISA's **Governance Structure** is designed to ensure transparent, accountable, and effective oversight of the Agency's operations. It is composed of several interlinked bodies, each with a distinct role in supporting strategic decision-making, operational management, and expert consultation.

- **Management Board**

The Management Board serves as the Agency's highest decision-making body. It is composed of representatives from the EU Member States, the European Commission, and Schengen Associated Countries - namely Switzerland, Iceland, Norway, and Liechtenstein. In addition to its members, the Board also welcomes observers from other key EU bodies, including Eurojust, Europol, Frontex, and the European Public Prosecutor's Office (EPPO). This body is responsible for ensuring that eu-LISA fulfils its statutory obligations efficiently and cost-effectively while remaining aligned with its long-term strategic goals. The Board plays a crucial role in shaping the direction of the Agency and supervising its overall performance.

- **Executive Director**

The Executive Director is entrusted with the day-to-day management of the Agency. Acting under the authority of the Management Board, the Executive Director ensures that eu-LISA's mission and strategic objectives are implemented effectively, in full compliance with the Agency's legal mandate.

- **Advisory Groups**

Advisory Groups are thematic expert panels made up of specialists from EU Member States and other EU Agencies. These groups offer focused technical guidance on issues related to the operation and development of large-scale IT systems. Their input informs the decision-making processes of both the Management Board and the Programme Management Boards.

- **Programme Management Boards (PMBs)**

PMBs are temporary governance structures set up to oversee the planning, design, and development of major projects. These boards ensure that project implementation aligns with the Agency's strategic vision and operational requirements, while maintaining a structured and accountable process during critical phases of system development.

08 The governance structure of eu-LISA is anchored by its **Management Board**, which serves as the Agency's highest decision-making body. This Board is composed of representatives from the EU Member States, the European Commission, and Schengen Associated Countries, reflecting a comprehensive and inclusive approach to governance. In addition to full members, the Board also includes observers from key EU bodies such as Eurojust, Europol, Frontex, and the European Public Prosecutor's Office (EPPO), further enriching the expertise and perspective brought to the table.

Members of the Management Board act in their official capacities as representatives of national administrations or EU institutions, which ensures a high level of independence in exercising their oversight responsibilities. This structure promotes transparency, balanced decision-making, and alignment with the broader objectives of the European Union.

Gender diversity is reflected in the current leadership, with Mr. Rene Vihalem of Estonia serving as Chairperson and Ms. Hanna De Backer of Belgium as Deputy Chairperson, as of June 21, 2024. This balanced representation supports eu-LISA's broader commitment to inclusivity and equal opportunities in governance.

Board members are typically senior officials with **considerable experience** and specialised knowledge in fields central to eu-LISA's mandate, ranging from large-scale information systems and data protection to

justice and home affairs. Their collective competencies are vital to guiding the Agency's strategic direction and ensuring effective governance over its complex operational landscape.

The Management Board's composition also ensures strong **stakeholder representation**. By bringing together voices from across Member States and European institutions and integrating the insights of observers from relevant EU agencies, eu-LISA strengthens its accountability, builds trust, and promotes cooperation in the implementation of its mission.

Ethics and Values

09 **Ethical conduct** and the promotion of shared values are central to eu-LISA identity and mission as a European Union Agency. The commitment to upholding the highest standards of integrity, accountability, and transparency underpins all of the Agency's activities and guides its decision-making at every level. In 2024, eu-LISA continued to strengthen its ethical culture and embed its values across the organisation, while supporting the broader objectives of good governance, trust in public institutions, and respect for fundamental rights.

eu-LISA adheres to the principles laid out in the *Staff Regulations of Officials of the European Union* and the *Conditions of Employment of Other Servants*, including the obligations concerning impartiality, loyalty, discretion, and professional integrity. The Agency's internal **Code of Conduct** serves as a guiding document for both staff and contract agents, outlining expectations for ethical behaviour and professional responsibility. The Code is regularly reviewed and updated to reflect evolving standards and emerging challenges.

eu-LISA operates a **zero-tolerance policy** towards fraud, corruption, and other forms of misconduct. The Agency's Anti-Fraud Strategy, aligned with the European Commission's guidelines and the European Anti-Fraud Office (OLAF), addresses risks in light of new operational challenges and emerging technologies.

To prevent and handle **conflicts of interest**, the Agency has instituted comprehensive measures, including strict disclosure requirements, clear procedures for addressing potential conflicts and a [public transparency register](#) for high level meetings with economic operators. This ensures decisions are made with integrity and transparency, safeguarding the Agency's mission and maintaining public trust. By managing conflicts of interest, the Agency upholds ethical standards and reinforces our commitment to responsible governance.

In line with its role in supporting the implementation of EU justice and home affairs policies, eu-LISA places a strong emphasis on **fundamental rights, equality, and respect for diversity**. These principles are integrated into our system development life cycles, procurement criteria, and operational protocols.

In 2024, eu-LISA took further steps to foster inclusion and fairness, including:

- The continued implementation of the Diversity and Inclusion Action Plan.
- Tailored training on unconscious bias and inclusive communication.
- Promoting work-life balance and mental well-being through flexible working arrangements and internal support campaigns.

Stakeholder Engagement

10 eu-LISA actively engages with a diverse network of **internal and external stakeholders**, including its staff, contractors, EU institutions, Member States, and national authorities operating JHA systems. The Agency is committed to strengthening and expanding these relationships, fostering collaboration with EU Member States and Associated Countries, EU institutions, EU agencies, international organizations, academia, research institutions, non-governmental organizations, and the media.

11 In 2024, eu-LISA continued to implement a structured approach to collaborative activities **to improve the management of stakeholders and their demands** in order to evolve from a service provider position to a business partner. This involved following an established business relationship management model comprising three interconnected processes: business relationship management, demand

management, and requirements management. Through these measures, eu-LISA aimed to establish accountability, control, and mutual understanding for the purposes of fostering efficient and productive relationships with stakeholders, while also building trust and mitigating ambiguity. As a result, the interaction with the Agency's external and internal stakeholders, and also governance bodies, is articulated at strategic and tactical levels, ensuring that eu-LISA (as service provider) understands the requirements and demands of its stakeholders, and delivers services that meet their needs, to the extent possible. This approach also ensures that the stakeholders understand the feasibility of specific demands or requirements and also constraints related to service delivery. Additionally, it is important to ensure that stakeholders understand the nature and impact of requested services that the Agency has foreseen for the delivery of those services.

12 As part of its ongoing engagement with stakeholders, the Agency conducts an **Annual Customer Satisfaction Survey** to assess end-user experience with the justice and home affairs (JHA) systems. The results for 2024 reaffirmed strong stakeholder confidence, with **97.8%** of respondents expressing satisfaction with overall system operations. Satisfaction rates per system were SIS (97.0%), VIS (96.0%), and Eurodac (99.0%). These results reflect the Agency's commitment to continuous dialogue with stakeholders to ensure high-quality, reliable, and secure IT systems that support European security and mobility. Feedback from these surveys informs operational improvements and enhances service delivery, reinforcing stakeholder trust and engagement.

13 Throughout 2024, **eu-LISA chaired the Advisory Groups for new JHA systems** in development, including EES, ETIAS, Interoperability, ECRIS-TCN and JITs collaboration platform, while also providing support to respective Boards at higher governance levels. Together with the Commission, eu-LISA also chaired the Carriers Working Group, ensuring that the passenger carrier industry (air, sea, land) was fully updated on all matters related to the preparations for launching EES and ETIAS. Going forward, this approach will be applied also for future development projects, such as Advance Passenger Information (API), EU-VAP and Digital Travel Application (DTA) regulations.

14 As part of its stakeholder engagement practice, eu-LISA organises **Industry Roundtable events**. The eu-LISA Industry Roundtable brings together representatives of Member State authorities, EU institutions and agencies, as well as industry, with the aim of discussing technological and organisational solutions to the capability gaps and operational challenges of practitioners in Member States operating in the JHA domain. In 2024, eu-LISA organised two Industry Roundtable events. The first event, which took place in Antwerp on 11-12 June, and organised in collaboration with the Belgian presidency of the Council of the EU, focused on the opportunities provided by cloud technologies. The second event, which was organised in collaboration with the Hungarian presidency in Budapest on 12-13 November 2024, explored the transformative potential of artificial intelligence in the JHA domain. To allow for engagement of a wider audience, both events were organised in a hybrid format.

15 Throughout 2024, eu-LISA continued its engagement in the **EU Innovation Hub for Internal Security**. The Hub is a forum to exchange information and engage in collaboration on innovation in internal security. To support the Hub in delivering its mandate, eu-LISA has seconded a member of its staff to the Hub secretariat and is actively involved in the work of the Hub's Steering Group. Within the Hub, eu-LISA is also leading the biometrics cluster that is currently focusing on the testing of biometric recognition systems. The Agency is also involved in other Hub's clusters, focusing on foresight, artificial intelligence and encryption.

16 In 2024, eu-LISA notably promoted stakeholder engagement and invested in outreach, through **corporate communication actions and initiatives**. The main focus was on highlighting the priorities of the eu-LISA Presidency of the Justice and Home Affairs Agencies Network and implementing a dedicated communication plan. In this regard, on a monthly basis, eu-LISA ran two dedicated social media awareness campaigns to provide visibility to the common priorities of the network under eu-LISA Presidency and promote the great cooperation within the nine-agency network. Various formats of online coverage were produced and disseminated about the 11 major meetings of the JHAAN Presidency. Additionally, visibility was given and information shared about 10 EU-wide social campaigns, including, among others, Digital Clean-up Day, Diversity and Inclusion Month and Health week.

17 In 2024, eu-LISA **revamped its corporate website**, transforming it into a more modern, user-friendly platform, designed to enhance communication with a diverse range of stakeholders and improve integration with social media. The upgrade was designed to bring the website up to date in terms of technology, security, performance and stability, as well as to include new features for the benefit of the stakeholders, such as newsletter subscriptions, machine translations and an overall improved visual look. The eu-LISA website is an important metric in the Agency's communication KPIs, set by management, which tracks its online presence and engagement. In 2024, the growth rate of the website's number of unique visitors was 19%, to over 180,000. Additionally, all social media platforms showed a remarkable growth of followers (22% on average, with LinkedIn as the top performer, with a 36% increase), indicating that the awareness-raising as well as communication actions and initiatives reached expanding groups of stakeholders and contributed to the increase of the number of followers across all **corporate communication platforms**.

| | |
|---|--|
|  Communication | <p>Awareness raising actions highlighting the priorities of the eu-LISA Presidency of the JHAAN:</p> <ul style="list-style-type: none">✓ 2 dedicated social media campaigns targeted at the priorities of the Presidency✓ Coverage on the 11 major meetings of the Presidency✓ Coverage on 10 EU-wide social campaigns✓ Corporate website revamp✓ 2024 unique web visitors +19%✓ 2024 social media followers +22% on average (X, Facebook, LinkedIn, YouTube) |
|---|--|

Reporting Practice & Management Approach

18 At this stage, eu-LISA has not conducted a formal materiality assessment to identify topics that substantively affect the Agency's ability to create value over the short, medium, and long term. The 2024 sustainability report focuses on disclosing the actions and achievements from the previous year based on **reliable data available**. While the Agency does not have a dedicated management approach to material topics at this time, we aim to report transparently on the initiatives and performance that align with our sustainability objectives and responsibilities.

19 While eu-LISA has not yet conducted a formal materiality assessment, the topics considered relevant for inclusion in this report are based on the **Agency's current focus and existing sustainability practices**. These topics include economic performance, indirect economic impacts, anti-corruption, materials, energy, greenhouse gas emissions, water and effluents, employment, occupational health and safety, training and education, and diversity and equal opportunity. These topics represent the areas where eu-LISA has available data and is actively engaged in sustainability-related activities. In the future, these topics may be refined and prioritized following a formal materiality assessment.

20 Currently, the Agency is focusing on **reporting the activities and outcomes** from the previous year, based on reliable data available for the selected topics. These topics are being managed through ongoing operational practices and are aligned with the agency's strategic goals.

21 As part of its commitment to sustainability, eu-LISA **continuously monitors and manages** key environmental impacts, including energy use, greenhouse gas emissions, and the consumption of water, gas,

and materials. At the same time, it places a strong focus on identifying the related risks and opportunities. By actively engaging with these dynamics, the Agency supports informed decision-making and advances more sustainable operational practices. This approach enables to anticipate challenges, mitigate negative impacts, and seize opportunities for environmental improvement, aligned with both the Agency's strategic goals and the EU's broader sustainability objectives.

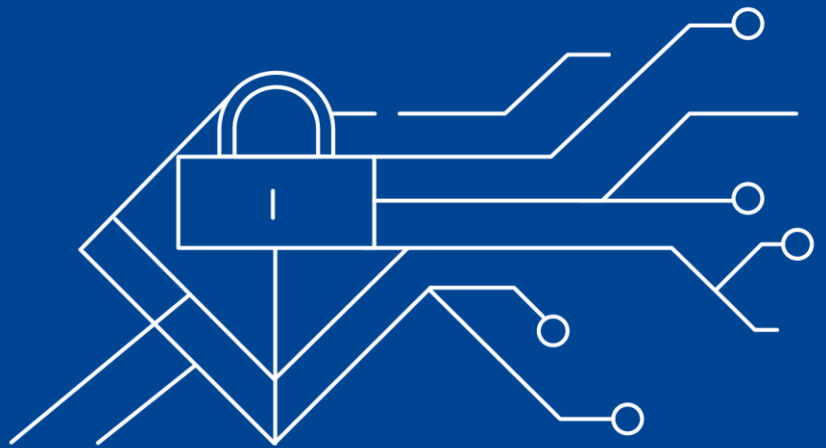
22 eu-LISA is dedicated to upholding the highest standards of sustainability, ethics, and good governance in line with EU values and international frameworks. The Agency is committed to:

- **Sustainability and Environmental Responsibility:** Implementing an EMAS-aligned environmental management system is a strategic step towards achieving carbon neutrality by 2030. eu-LISA actively incorporates environmental commitments into its policies and practices, guided by the EU Green Deal and Sustainable Development Goals (SDGs). The Agency has taken significant steps to obtain EMAS registration, where this process is still ongoing. Indeed, in december 2024, eu-LISA environmental statement for performance 2023 was verified by external audit.
- **Human Rights and Ethical Standards:** The Agency integrates respect for fundamental rights into all activities, ensuring compliance with EU data protection and ethical principles. It prioritizes equity, inclusivity, and diversity across its workforce and operations.
- **Commitment to Quality and Efficiency:** As part of its governance framework, eu-LISA has implemented the Common Assessment Framework (CAF), a European quality management system. In 2023, the Agency adopted the two-year CAF improvement Plan and committed itself to implement the actions stemming from the self-assessment and endorsed by the Agency's management. In 2024, following an external review and assessment, eu-LISA obtained earned the *CAF Effective User certificate*, highlighting its dedication to continuous improvement in quality and performance. In 2024, the Agency continued implementing the action plan.
- **Engagement with Stakeholders:** eu-LISA fosters collaboration with Member States, EU institutions, and other stakeholders to promote trust, transparency, and shared responsibility in achieving its objectives.

23 In 2024, eu-LISA established its **priorities for the coming years, as part of a strategic action plan** which focus on ensuring the efficient operation and implementation of EU JHA information systems, strengthening compliance and internal controls, fostering staff engagement and talent retention, preparing the Agency for the future through infrastructure modernization and strategic partnerships, and consolidating governance and stakeholder relationships to ensure effective collaboration and sustainable growth. To drive progress on these priorities, concrete actions are being implemented and regularly monitored by the Management Committee and Management Board.



ECONOMIC TOPICS



ECONOMIC TOPICS

Economic Performance

24 eu-LISA is committed to **sound financial management**, ensuring the efficient use of resources to support its mission. The Agency continuously assesses and addresses material economic topics through strategic planning, robust financial oversight, and transparent reporting. eu-LISA publishes an annual activity report, which provides an overview of the work done throughout the year, as well as information on both the institution's finances, and its management and staff. This report is public and available on the Agency's webpage.

Direct economic value

25 In 2024, eu-LISA focused on **strategic investments and initiatives** aimed at enhancing operational efficiency, driving economic performance, and ensuring responsible budget management, reinforcing its commitment to quality, sustainability, and optimised resource use while delivering clear value to stakeholders.

26 In support of its **operational efficiency**, the Agency implemented cross-functional squads working with **an agile delivery model** to deliver critical projects and further reduce dependency on external contractors. In 2024, the Agency initiated the development of the new Eurodac as a pilot, signalling a shift from being solely a service provider to becoming a true business partner to Member States. Additionally, eu-LISA launched the Software Factory initiative to standardise agile and internal iterative software development, improving production speed and cost-efficiency.

27 The Agency also made progress in **digital transformation and internal process optimisation**. A study was launched to assess how digitalisation could support and manage internal processes more efficiently. Multiple internal workflows and IT tools were digitalised to reduce administrative burden and facilitate staff work. For instance, human resources management saw the digitalisation of personal files (now available in Sysper), digitalisation of appraisal and probation reporting, and an overall streamlining of the appraisal process.

28 To further enhance **operational service tools and system monitoring**, eu-LISA introduced a demo of its new event management system for real-time incident handling across all systems and infrastructures—aimed at reducing response times and accelerating issue resolution. In parallel, the implementation of a new ticketing system (ServiceNow - SNOW) was launched to improve customer experience and allow for more efficient and cost-effective issue management.

29 **Digital tools and virtual collaboration** remained essential to achieving operational efficiencies. To minimise mission-related expenditures and reduce the environmental footprint of operations, the Agency consistently relied on videoconferencing tools for internal coordination, inter-agency exchanges, and meetings with the European Commission. This shift continues to yield significant cost savings, while also enhancing responsiveness. Additionally, training activities for Member States were delivered primarily online (96%). Most materials used are reusable, thus reducing both delivery costs and the workload for eu-LISA and enabling savings for Member States by lowering participation time and travel costs.

30 To enhance cost-effectiveness in **recruitment and workforce management**, the Agency gained additional efficiencies through shared procurement for the publication of vacancy notices and the exchange of established reserve lists of successful candidates. In parallel, eu-LISA continued the revision of its sourcing strategy to improve allocation of external support services based on actual needs. Particular focus was placed on regaining control of critical functions—such as engineering and contract management—to better define interoperability architecture and system requirements. A new framework contract for sourcing interim support was also launched to ensure sound budget execution and a clearer overview of available human resources.

31 Ensuring **resilience and operational continuity** is a key priority in supporting the Agency's mission-critical activities. Business continuity and disaster recovery planning are integral components of the Agency's risk management framework, enabling the identification and mitigation of potential disruptions to operations. eu-LISA integrates continuity planning to address risks posed by environmental, technological, and operational challenges. These measures not only safeguard the Agency's resources but also ensure the uninterrupted delivery of services to stakeholders, even in the face of unforeseen events. In October, the **Security and Business Continuity Exercise 2024** was held at eu-LISA, organised by the Security Unit with support from key stakeholders, including ENISA and representatives of SIS, VIS, Eurodac, and EES systems. The exercise focused on testing Internal Escalation Procedures through a full-day simulation involving over 80 participants and more than 500 incident injects. Findings from the exercise enhance preparedness, strengthen resilience, and support eu-LISA's commitment to sustainability and operational continuity in delivering reliable services.

32 eu-LISA's commitment to sustainability is exemplified by its headquarters in Tallinn, Estonia, which operates in an **energy-efficient smart building**, boasting innovative energy-saving solutions. The floor heating system utilises heat from the server room following weather conditions, LED lighting is controlled by a central building management system and plants are strategically placed to maintain indoor air quality, eliminating the need for additional humidifiers and air cleaners. In 2021, the building was recognised with the European Public Sector Award (EPSA) for its green and sustainable infrastructure, and was cited as an example of green public administration.

33 To further enhance service delivery and prioritize staff well-being, the preparation of a new building in Strasbourg, named Aspire, marks a significant step forward in creating a modern, efficient, and supportive working environment. This facility is designed to meet the evolving needs of staff by offering **improved working conditions**, including state-of-the-art office spaces, ergonomic furniture, and dedicated areas for collaboration and innovation. Aspire reflects the organization's commitment to fostering employee satisfaction and productivity, while also supporting its strategic goals of delivering high-quality services through an empowered and motivated workforce.

34 Environmental risks and opportunities directly influence the Agency's long-term economic resilience, with key risks as well as significant opportunities identified in line with the GRI standard:

 **Key Environmental Risks:**

- **Climate change impacts:**
 - Increased frequency of heatwaves, making data centre cooling more energy-intensive
 - Natural risks including floods (FR) and potential long-term submersion (EE)
- **Political uncertainty** on environmental priorities due to leadership changes
- **Budget limitations** at EU level may restrict environmental improvements
- **Staff resistance** to new environmental practices and mobility guidelines
- **Technological challenges** in integrating environmental aspects into new infrastructure projects
- **Legal risks** such as not meeting the French tertiary decree target (–40% by 2030)

 **Opportunities for Improvement:**

- **Policy and strategic alignment:**
 - Endorsement of the **EUAN Charter on Climate Neutrality for 2030**
 - Estonian Environmental Strategy 2030 encouraging system-wide improvements
- **Regulatory leadership:**
 - Be an environmental frontrunner with **EMAS registration**
 - Apply **Green Public Procurement** strategies in new projects
- **Operational actions:**
 - Perform energy audits to improve building performance
 - Implement environmental considerations early in the project lifecycle (e.g. ICPE, IOTA)
- **Site-specific progress:**
 - Brussels premises BREEAM-certified and sharing best practices
 - Tallin site adopting new environmental management practices

- **Behavioural and social change:**

- Adoption of greening guidelines for staff mobility
- Enhanced internal communication to support environmental awareness

35 eu-LISA allocated resources towards enhancing its quality management system, including continuous implementation of the the **Common Assessment Framework (CAF)**, mentioned above,. This has not only improved the operational efficiency but has also been recognised with a prestigious European quality management certificate 'CAF Effective User' for our systematic approach and commitment to continue investing in further improvements. The eu-LISA Quality Board continues to monitor the delivery of the two-year CAF Improvement Plan and to reinforce our commitment to excellence, ensuring the highest standards of quality are upheld across all activities.

36 Finally, in the field of **innovation and emerging technologies**, eu-LISA conducted an internal mapping of generative artificial intelligence (AI) use cases. The objective was to identify how AI could support corporate and operational activities by automating repetitive or low-value tasks, enabling staff to concentrate on higher-value work.

Indirect Economic Impacts

Significant indirect economic impacts

37 Through its mandate and core operational activities, eu-LISA contributes significantly to the **internal security of the Schengen area** and facilitates **freedom of movement** for European citizens by providing advanced solutions to emerging threats while upholding high standards of data protection and operational efficiency. To that end, eu-LISA's work takes guidance from the **Commission's strategy for the Schengen area**, which aims to fortify and improve the resilience of the the world's largest free movement area. In principle, all JHA information systems operated by eu-LISA serve as compensatory measures to facilitate free movement within the Schengen area.

38 The ability to respond to continuously evolving security threats - including terrorism, organised crime and cybercrime - relies on the timely and comprehensive exchange of information between relevant national and European authorities, best facilitated by modern IT systems. eu-LISA has been entrusted with the management of three **large-scale IT systems** that constitute the cornerstones of the Schengen architecture:

- the **Schengen Information System (SIS)** enhances security by enabling real-time exchange of alerts for law enforcement and border management authorities on missing and wanted persons and objects, to combat cross-border crime and terrorism
- the **Visa Information System (VIS)** facilitates the efficient and secure processing of visa applications, ensuring a streamlined and harmonized common visa policy across Member States
- **Eurodac** supports the common asylum policy by helping determine which EU country is responsible for processing an asylum application, reinforcing fairness and efficiency in migration management.

CORE BUSINESS SYSTEMS AVAILABILITY

SIS central system availability **99.78%**

VIS central system availability **99.92%**

Eurodac central system availability **99.91%**

AVAILABILITY OF THE CENTRAL SYSTEMS SIS - VIS - Eurodac



39 Moreover, eu-LISA is currently **developing several new IT systems** (e.g. EES, ETIAS and ECRIS-TCN and others) that will further enhance its contribution to border control, internal security and migration management by strengthening the EU's external borders, while also facilitating international travel/tourism to Europe. In addition to new IT systems, eu-LISA is also developing an overarching **interoperability architecture** for the EU's justice and home affairs (JHA) domain. Once operational, this will enable a more coordinated and data-driven approach to safeguarding the internal security of the Schengen Area, by facilitating real-time information exchange, supporting risk-based border checks, and improving cross-border cooperation among law enforcement authorities across EU Member States..

40 **Biometrics** are an integral part of the EU IT systems managed by eu-LISA, contributing to both enhanced security and smoother mobility within the Schengen area. Today, Eurodac and VIS store fingerprints for identification, while their respective evolutions, foresees as well the storage of facial images for identification purposes. Since 2018, it is possible to store in SIS fingerprints and facial images for identification purposes. SIS also allows the storage of finger-marks, palm-prints and DNA for the investigation of serious crimes and cases of missing persons. When it enters into operation, EES will store both fingerprints and face images for identification purposes, while ECRIS-TCN will use fingerprints for identification and facial images for confirming identity. In addition, the interoperability components, that bridge the different systems, will also make extensive use of biometric technologies. Through biometrics, the interoperability of the systems managed by eu-LISA is expected to deliver several **improved services and values** to its users, in support of the dual goal of **enhancing security while facilitating freedom of movement within the Schengen space and travel**:



For travellers coming to Schengen, it will improve their travel experience by making border crossings faster and more seamless, through the use of biometric-enabled equipment such as self-service kiosks and Automated Border Control gates, as well as providing the possibility of remote pre-enrolment to the systems.



For citizens, the inclusion of biometric recognition across the systems will facilitate identification and support bona fide citizens, increasing internal security by combating identity fraud, illegal migration and trafficking of human beings, at the same that it enhances fight against serious crime and terrorism.



For border guards and law enforcers, it will help streamline manual processes and enable them to focus on their most critical tasks and risk analysis.

41 In 2024, **eu-LISA's leadership of the Justice and Home Affairs Agencies' Network (JHAAN)** played a pivotal role in fostering collaborations that strengthened the EU's operational infrastructure in border management, security, and migration. In line with the priorities of the Trio Presidency formed with CEPOL and EUAA for 2022–2024, eu-LISA's own 2024 Presidency emphasized broad and inclusive topics that would benefit the entire Network. Key areas of focus included **digitalization, security, resilience**, and advancing the implementation of the **EU Green Deal**. In this regard, eu-LISA led relevant events such as the **Workshop on Greening** (19 November 2024, Strasbourg) and the **Lunch Talk on Energy Efficiency of Buildings** (11 September 2024, online). These efforts ultimately enhanced cross-agency coordination and communication among experts, and contributed to greater efficiency and resilience across the nine EU JHA agencies. The greening dimension was also highlighted in presentations to the European Parliament and to the Council. For more details, please refer to the **JHAAN Presidency page** on eu-LISA's website.



42 In addition to developing and managing large-scale IT systems in the Justice and Home Affairs (JHA) domain, eu-LISA plays a key role in training national IT experts, law enforcement officers, border officials, as well as judicial and migration professionals across Europe. As part of its significant indirect impacts, **Building Capacity Through Training Programs for Member States** plays a key role in eu-LISA's mission to enhance the effective use of its large-scale IT systems. These programs ensure the optimal operation of systems such as SIS, VIS, Eurodac, EES, and ETIAS in the Member States. Delivered through a combination of classroom sessions and e-learning, these training activities empower Member State personnel with the knowledge and skills necessary to operate these systems effectively.

In 2024, in addition to its existing rich library of content, eu-LISA delivered **29 new training activities**, engaging more than **4,100 participants** from across the EU – the highest figure recorded to date. Also contributed to **16 JHA training sessions** in collaboration with partner agencies, demonstrating the increasing relevance of digital learning resources. With an **87% satisfaction rate**, these initiatives demonstrate eu-LISA's commitment to fostering skills development and strengthening the implementation of EU security, migration, and justice policies.



These efforts **support EU Member States and institutions** in operating essential IT systems for border management, justice, and internal security. eu-LISA facilitates international police cooperation, visa processing, migration management, asylum applications, and criminal records handling, helping national authorities work more efficiently.

While eu-LISA's core mission is focused on security and border management, these IT systems have **broader sustainability implications** for Member States. This impact includes:

- Reducing administrative burden and improving efficiency in border control and visa processing.
- Enhancing digital resilience and secure data exchange, minimizing security risks and cyber threats.
- Optimizing IT infrastructure for energy efficiency, reducing the environmental footprint of large-scale systems

Infrastructure investments and services supported

43 The Agency recognizes the importance of its indirect economic impacts. Through its operations and partnerships, eu-LISA plays a key role in developing **infrastructure and services** that bolster security, justice, and migration management. These efforts strengthen the operational capabilities of EU agencies, delivering long-term benefits to Member States and citizens, and fostering a more efficient and resilient European Union.

44 In the coming years, eu-LISA's essential role in the sustainable functioning of the Schengen Area is set to expand, alongside its increasing contribution to the delivery of political and operational priorities in the Justice and Home Affairs (JHA) domain. To meet the growing demands of new JHA initiatives and the evolving requirements of existing IT systems, eu-LISA has worked on an **increase of its system hosting capacities** through modernising the hosting approach of large-scale IT systems and through the increase of Agency's data centres capacity.

In 2023 the Agency triggered a **Smart Hosting** Initiative to modernise the hosting approach of large-scale IT systems, by using new technologies and by leveraging suitable services available on the market. Throughout 2024, the Agency continued in this initiative and managed to build internal capability and also define Agency's approach regarding the use of cloud for Large-Scale IT systems through the **Cloud Strategy**, adopted by the management Board at the beginning of 2025.

45 The Agency has also launched the **Capacity Increase Programme**, a strategic initiative aimed at enhancing its data processing and storage capabilities to support the European Union's JHA IT systems. This programme focuses on upgrading critical infrastructure, expanding data centre capacities, and ensuring the resilience and availability of essential IT systems, thereby providing a strong foundation for eu-LISA to continue supporting Member States effectively.

The Capacity Increase Programme coordinates three interrelated infrastructure projects at the Strasbourg operational site:

- **The second Extension Project:** This project addresses the long-term computing capacity and office space needs to support future operational growth. In 2024, eu-LISA finalized the preliminary studies, defined the construction programme, prepared technical specifications for the tender, and established the related financial budget. The project is now on hold for implementation.

- **The modular Data Centre 2 (MDC2) Project:** Designed to meet short- and mid-term computing capacity requirements through a modular approach, this project is in the execution phase. By the end of 2024, most infrastructure modules were delivered and installed, with ongoing work on cabling, fencing, and the integration of a backup power generator. The project remains on track, with completion expected by mid-April 2025.

- **The power and Cooling Capacity Increase Project:** This project focuses on upgrading the power and cooling systems to ensure sustainable and efficient operations in the mid-term. In 2024, detailed studies were conducted to assess the infrastructure needs, and the planning for the implementation phase has begun.

By the end of 2024, significant progress had been achieved across these projects, reinforcing the Capacity

Increase Programme's status as a high priority. This comprehensive initiative not only addresses current operational challenges but also positions eu-LISA to effectively support future demands while maintaining its commitment to sustainability, innovation, and operational excellence.

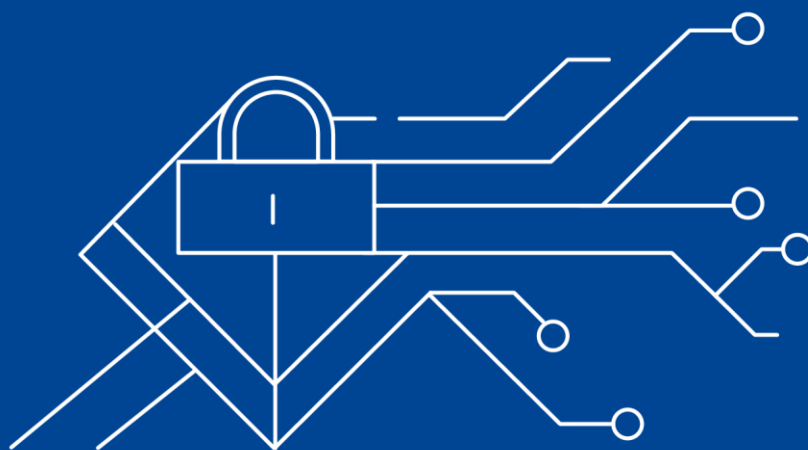
Procurement Practices

46 At eu-LISA, procurement plays a critical role in supporting the Agency's operations while fostering sustainable and inclusive economic practices. Guided by the European regulations and the principles of transparency, efficiency, and accountability, eu-LISA aims to ensure that its procurement decisions align with the **broader sustainability goals** and **contribute to local and regional environmental and social development**.

The Agency acknowledges the importance of considering the **sustainable impact of its procurement activities**, including prioritizing local suppliers whenever possible. By doing so, eu-LISA not only strengthens its relationship with local businesses but also enhances the resilience and sustainability of its supply chain by applying the Eco-Management and Audit Scheme (EMAS) instruments, joining procurement initiatives such as Green Public Procurement Helpdesk for EU Institutions and Bodies and following best procurement practices governing the EU industry.

In the area of **procurement and contract optimisation**, eu-LISA revamped its contracts monitoring tool into a one-stop-shop interface, improving control over contractual deadlines and facilitating internal information exchange. The Agency also joined the PPMT (Public Procurement Management Tool) for publishing notices in Tenders Electronic Daily and the Funding and Tenders Portal. Additionally, a formal Price Negotiation Process was adopted to strengthen control over the contractual lifecycle and improve the overall quality and cost-effectiveness of sourcing.

ENVIRONMENTAL TOPICS



ENVIRONMENTAL TOPICS

Our environmental policy

47 eu-LISA actively incorporates environmental sustainability into its **policies and practices**, guided by the EU Green Deal and Sustainable Development Goals (SDGs). The Agency has taken significant steps to obtain the EMAS certification, with an ongoing commitment to reducing environmental impacts and achieving climate neutrality.

eu-LISA adopted its **first environmental policy** (EMAS) in February 2022.

Through this policy, the Agency committed itself to:

- Improve energy efficiency
- Complying with relevant regulations
- Preserving natural resources and preventing pollution
- Developing environmental awareness training-communication
- Assessing the environmental performance

In 2024, the Agency established **15 new and ambitious objectives** for the 2024–2030 period, focusing on key environmental aspects such as energy, carbon footprint, procurement, awareness, projects, waste, and travel. For each objective, specific targets were defined to ensure measurable progress. To support their achievement, an updated **Environmental Action Plan** was developed and is monitored on a monthly basis. Once an action is completed, its effectiveness is assessed to ensure that the measures taken were appropriate and impactful.



Materials

48 As an agency primarily providing IT and administrative services, eu-LISA aims to provide transparency on the materials used in its day-to-day activities, aligned with its commitment to sustainability and minimizing environmental impact.

The following **materials**, which are integral to the Agency’s core operations, were measured and reported:

- **e-Waste** includes IT-related equipment such as servers, cables, computers, and other electronic components essential to the Agency’s technological infrastructure. In 2024, a total of 8.16 tonnes of e-waste was recorded - an increase of over 96% compared to 2023 - largely due to the removal of outdated computers and data centre equipment from storage.
- **Paper** refers to materials used for administrative tasks, including reports, documentation, and other paper-based activities. In 2024, paper consumption averaged 0.89 pages per employee per day—down from 1.54 pages in 2023 - marking a significant 42% reduction. This improvement reflects the effectiveness of eu-LISA’s paper reduction policies, which promote digital document management and discourage printing in favour of electronic formats. The shift toward digital workflows has not only enhanced operational efficiency but also contributed to the Agency’s broader environmental goals.
- **Office Waste** encompasses general waste generated from daily operations, including packaging and non-recyclable office supplies. In 2024, a total of 35.41 tonnes was recorded - a decrease of 66% compared to 2023. This reduction is attributed in part to a decrease in cardboard waste. It is also worth noting that in 2023,

estimates had to be used for recyclable mixed waste and household waste at the Strasbourg site due to incomplete data.

Energy

49 In 2024, eu-LISA advanced its commitment to **energy efficiency** through targeted technological upgrades and optimisation initiatives. At its headquarters in Tallinn, Estonia, a new **energy performance tool driven by artificial intelligence** was implemented in April to optimise electricity and heating consumption. This smart system enables dynamic regulation of the HVAC (Heating, Ventilation, and Air Conditioning) infrastructure based on external parameters such as temperature and air quality. In parallel, an **audit of energy-saving solutions** was finalised in March 2024, identifying key areas of high energy consumption and recommending actionable improvements. As a result, two quick-win measures were implemented: the enhancement of the existing automation system and the adjustment of equipment operating modes for HVAC systems, as well as the installation of aerator taps on all faucets to reduce water-related energy use.

Emissions

50 In 2024, eu-LISA **began measuring its direct greenhouse gas (GHG) emissions** as part of its commitment to environmental sustainability. This marks an important step toward understanding and addressing the Agency's environmental impact, aligning with the EU's climate goals and fostering responsible operational practices.







Waste

- 51** To reduce the environmental impact of waste, eu-LISA has implemented several **initiatives**:
- **e-Waste Recycling:** eu-LISA ensures the proper disposal and recycling of electronic equipment by working with certified e-waste recycling partners, complying with EU regulations on the disposal of electronic waste.
 - **Paper Reduction:** eu-LISA has implemented policies to reduce paper usage by promoting digital document management and minimizing printouts in favour of electronic formats.
 - **Waste Segregation:** Office waste is segregated into recyclable and non-recyclable categories, with an emphasis on increasing recycling rates within the office environment.

While these measures help to reduce waste, the Agency is continuously exploring new opportunities to minimize its environmental impact in this area. Future initiatives will focus on further optimizing waste management practices and adopting circular economy principles in line with the EU's sustainability goals.

Summary of environmental measurement results

52 eu-LISA regularly monitors its consumption and is keen to take various measures to reduce it. The Agency has analysed the consumption trends for 2024 versus 2023:

| Indicator | 2023 | 2024 | Indicator variance |
|--|--|--|--------------------------|
|  Electricity | Total 9018 MWh Tallinn, Estonia 750 MWh Strasbourg, France 724 MWh | Total 10387 MWh Tallinn, Estonia 799 MWh Strasbourg, France 787 MWh | +15.2% +6.5% +9.0% |
|  Heating | District Heating in Tallinn 187 MWh Gas office in Brussels, Belgiu 23.8 MWh | District Heating in Tallinn 161 MWh Gas office in Brussels, Belgiu 24.9 MWh | -14% +4.6% |
|  Paper | 1.54 pages/ employees | 0.89 pages / employees | -42% |
|  Emissions | 3507 tCO2e | 3781 tCO2e | +7% |
|  Waste | 173 kg/ employees | 79 kg/ employees | -54% |
|  Water | 4.1 m3/ employees | 5.3 m3/ employees | +29% |

53 The variations in environmental indicators observed in 2024 compared to 2023 are primarily driven by changes in infrastructure, equipment usage, and external factors such as weather conditions and data availability.

Electricity consumption increased overall by 15.2%, mainly due to the implementation of new equipment and operational changes across eu-LISA sites. At the **Tallinn** site, consumption rose by 6.5% due to the addition of IT equipment in server rooms, increased cooling requirements, and higher usage of EV chargers as the number of electric vehicles increased. At the **Strasbourg** office, electricity consumption increased by 9.0% due to the installation of new humidifiers, a dehumidifier, a power inverter, a mobile cooling unit, and a vending machine, as well as energy demand from the construction of the Modular Data Center 2, which began in October 2024. The **data center** recorded a 7.7% increase in consumption, mainly due to expanded server usage. Meanwhile, the **Illkirch office** saw an 11.3% rise, attributed to increased EV charger use and a colder climate, reflected in a 16% increase in heating-degree days. Electricity consumption in **Brussels** remained stable as it is estimated due to the shared office space.

Heating consumption showed a mixed trend, with **district heating** at the Tallinn site decreasing by 14% due to a 9% reduction in heating-degree days and the improved efficiency of a heat exchanger system in the server rooms. Conversely, **gas consumption** at the Brussels office increased by 4.6%, likely due to fluctuations in operational needs.

Paper consumption decreased significantly by 42%, reflecting a shift toward digital processes and more efficient document management practices.

Emissions increased by 7%, reaching 3781 tCO₂e. This rise is mainly due to improved data availability for carbon footprint calculations, as the 2024 assessment included district heating for Tallinn and gas consumption for Brussels, which were not accounted for in 2023.

- **Scope 1** (direct emissions from gas consumption in Brussels) represents less than 1% of total emissions, down from 3% in 2023 due to improved refrigerant gas leakage estimations.
- **Scope 2** (indirect emissions from electricity and heating) accounts for 23% of emissions, reflecting the inclusion of district heating in calculations. To improve energy efficiency, an audit was conducted in Tallinn in 2024 to identify potential optimizations.
- **Scope 3** (indirect emissions from suppliers, commuting, and business travel) remains the largest contributor at 76%. The top three sources of emissions are IT hardware, fixed assets, and commuting/ travel. To mitigate this, eu-LISA launched a Green Public Procurement strategy, set to be formalized in 2025, and adapted greening rules for business travel. Additionally, the Agency discontinued thermal-powered shuttle services between Strasbourg and Illkirch in October 2024 and promoted eco-friendly commuting through bike rental initiatives in May and June.

Water consumption per employee increased by 29%, reaching 5.3 m³ per worker. This rise may be attributed to operational changes and higher occupancy rates at various sites.

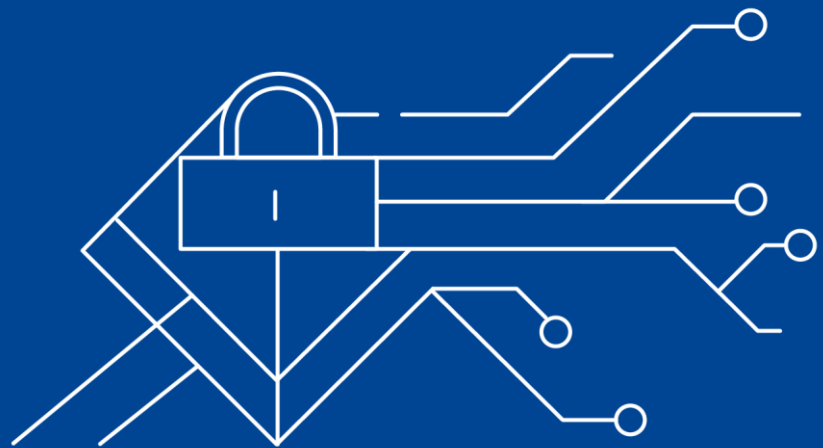
Waste generation per employee decreased significantly by 54%, primarily due to a reduction in cardboard waste and improved data accuracy for mixed and household waste at the Strasbourg site, where 2023 figures had been estimated due to data limitations.

Overall, while some indicators increased due to operational expansions and improved data collection, eu-LISA continues to implement measures to optimize energy efficiency, reduce waste, and lower its carbon footprint.

Environmental Compliance

54 eu-LISA maintains its commitment to environmental compliance through its **EMAS certification**, which ensures ongoing adherence to applicable environmental laws and regulations. No significant fines or sanctions for non-compliance were reported during the period.

SOCIAL TOPICS



SOCIAL TOPICS

Employment

55 eu-LISA is committed to fostering a **diverse and inclusive work environment** while ensuring compliance with EU employment standards. In 2024, the Agency employed **375 staff members** across its operational locations, including Tallinn (Estonia), Strasbourg (France), Brussels (Belgium), and other designated sites. The workforce comprises Temporary Agents, Contract Agents, Seconded National Experts (SNEs), and Interim Staff, reflecting the Agency's flexible and multidisciplinary structure. The gender distribution across eu-LISA stands at **66% male** and **34% female** employees. The Agency benefits from a multicultural workforce, with staff representing **25 different nationalities**, reinforcing its European identity and cross-border cooperation.

56 During 2024, eu-LISA welcomed **65 new employees** across different contract types, strengthening its operational and strategic capabilities. The Agency experienced an **employee turnover rate of 5.33%**, attributed to factors such as contract expirations, career transitions, and internal mobility within EU institutions.



57 The Agency offers **competitive remuneration, health insurance, pension contributions, and flexible work options**. Parental leave is provided under EU regulations, with a strong return-to-work rate. Employee growth is supported through training, mobility programs, and engagement initiatives. Future goals include enhancing workforce data collection, expanding well-being programs, and improving career development to ensure long-term stability.

Occupational Health and Safety

58 eu-LISA is committed to ensuring a safe and healthy work environment by preventing, assessing, and mitigating occupational risks while enhancing overall workplace well-being. The Agency's **Occupational Health and Safety (OHS) Management System** emphasizes the importance of health and safety for all staff and service providers, ensuring compliance with EU and national regulations.

59 eu-LISA's OHS framework is defined in its Occupational Health and Safety Management System including an OHS Policy, adopted 19 July 2023. It aligns with relevant EU and national regulations in Estonia, France, and Belgium and is built around four main pillars:

- **Compliance with Regulations:** Ensuring adherence to applicable health and safety laws and standards.
- **Risk Prevention:** Organizing and implementing measures to anticipate and mitigate workplace hazards.
- **OH&S Culture, Training, and Communication:** Promoting awareness and fostering a culture of safety through training and information-sharing.
- **Continuous Improvement:** Regularly assessing and enhancing OHS practices to maintain high standards of workplace safety

60 The Agency conducts regular risk prevention exercises to assess and mitigate OHS risks arising from daily activities. Staff and their representatives are actively involved in these processes. In 2024, **free osteopathy sessions** were provided to employees, promoting workplace well-being and reducing

musculoskeletal discomfort. In addition, **awareness sessions** on active work were conducted by an osteopath to educate employees on the importance of movement throughout the day and to introduce safe working practices.

61 OHS-related commitments and information are **communicated through multiple channels**, including on-premises displays, emails, and awareness sessions. Staff members are encouraged to consult and provide feedback on work environment matters affecting their health and safety.

62 To strengthen its internal OHS culture, eu-LISA **integrates health and safety** management into its operations by:

- Raising staff awareness on OHS matters
- Enhancing staff well-being programs
- Providing targeted training and development opportunities

In 2024, the Agency organized OHS **awareness sessions** on forklift training, well-being coaching, meditation, breathing exercises, and good posture at work, reinforcing its commitment to a safe and healthy workplace.

Mental Health and well-being

63 During 2024, eu-LISA has reinforced its **commitment to health, well-being, and sustainability** through a variety of impactful initiatives. In partnership with the Human Resources Unit and the **Mental Health and Well-being Programme**, the Agency launched activities that supported both **physical and mental health** in the workplace. These included ergonomic training, well-being coaching, fitness challenges, and cycling competitions, all designed to promote an active lifestyle, reduce stress, and strengthen community bonds.

A key highlight was the organisation of four **webinars on mental health and well-being**, which attracted a total of 166 participants. Additionally, 11 individuals participated in 37 individual counseling sessions, while 119 employees registered for the well-being mobile application, further emphasizing the agency's commitment to supporting its workforce. To encourage a healthy and active lifestyle, eu-LISA also brought an **exercise specialist on-site** to provide guidance on improving daily physical activity levels in the office.

Other health-related initiatives, such as 'Walking challenge', 'Velomai' and 'Au Boulot à Vélo' showcase the strong commitment of the Agency and its employees to **physical well-being, eco-friendly commuting and sustainability**. Additionally, these efforts have resulted in a **reduction of 8.5 tonnes of CO₂**, contributing to broader sustainability objectives. These accomplishments reflect eu-LISA's dedication to fostering a healthy, engaged, and sustainable work environment.

Walking Challenge 2024



eu-LISA proudly participated in the European Commission's **Walking Challenge** from 1 to 30 April 2024, promoting physical activity and a healthy lifestyle across all sites. Colleagues came together to walk, log their steps, share photos, and vote for their favorites, fostering a sense of community and well-being. eu-LISA reached the 1st place in this challenge, a remarkable achievement made possible by the dedication and enthusiasm of its staff.

Walking Challenge 2024 – Our Impact:

- 📍 Total Steps: 16 million
- 🌿 CO₂ Reduction: 1.5 tonnes
- 💧 Calories Burnt: 600,000 kcal

Beyond improving health, this collective effort had a tremendously positive environmental impact. To put this into perspective, **saving 1.5 tonnes of CO₂** through walking is equivalent to:

- ✓ Energy consumption of 2 of our servers running for 6 months
- ✓ 1,500 hours of cloud computing usage
- ✓ Energy needed to power 100 LED bulbs for 7 years
- ✓ Taking 30 cars off the road for a month
- ✓ Energy consumed by 7,500 smartphones charging overnight

Velomai 2024 – Cycling Towards a Greener Europe!



In May 2024, eu-LISA proudly joined the **Velomai 2024 challenge**, a European Commission initiative promoting sustainable transport, wellness, and community spirit. Colleagues across all sites dusted off their bicycles, participated in engaging activities, and contributed to a cleaner environment while boosting their physical and mental well-being.

The **Be Well Velomai programme** offered a variety of activities, from bike-buying advice and bicycle repair workshops to guided lunchtime rides, bringing together staff, friends, and family to embrace cycling as a way of life. This initiative supports the **European Green Deal** and the **European Declaration on Cycling**, helping reduce the carbon footprint, improve air quality, and promote healthier living.

Velomai 2024 – Our Impact:

- 🚲 Total Rides: 1,206
- 🌿 CO₂ Reduction: 2 tonnes
- 📏 Total Distance Covered: 8,435 km
- 💧 Calories Burnt: 210,870 kcal

Beyond individual health benefits, these collective efforts made a tangible environmental impact. To put it into perspective, **saving 2 tonnes of CO₂** is equivalent to:

- ✓ Powering 3 office servers for a year
- ✓ 2,000 hours of cloud computing usage
- ✓ Driving 40 cars off the road for a month
- ✓ Lighting 150 LED bulbs for 7 years
- ✓ Charging 10,000 smartphones overnight

At eu-LISA, cycling is more than just transportation - it's a step towards a healthier, happier, and greener future.

Au Boulot À Vélo 2024 – Cycling to Victory!



June 2024 marked the **15th anniversary** of the **City of Strasbourg Cycling Challenge**, and eu-LISA was excited to participate once again! Throughout the month, colleagues and contractors were encouraged to embrace cycling as a way to promote **sustainability, well-being, and community spirit**. eu-LISA proudly **took the 1st place in this year's challenge!** 🏆🚲

Au Boulot À Vélo 2024 – Our Impact:

- 🚲 Total Distance: 21,431 km
- 📍 Average Distance per Participant: 162 km
- 💧 Calories Burned: 767,250 kcal
- 📅 Total Trips: 2,307
- 🌍 CO₂ Saved: 5,028 kg
- 🛢️ Fuel Saved: 1,208 liters
- 💰 Cost Savings: €2,302

By choosing bicycles over cars, our community not only improved their health but also made a substantial environmental and financial impact. To put it into perspective, **saving 5 tonnes of CO₂** is equivalent to:

- ☒ Powering 4 office servers for a year
- ☒ Eliminating 50,000 km of car travel
- ☒ Saving enough energy to light 200 LED bulbs for a decade
- ☒ Reducing pollution equal to taking 50 cars off the road for a month

Training and Education

64 eu-LISA is committed to fostering a culture of **continuous learning and professional growth** to ensure its staff remain at the forefront of developments in technology, governance, and operational excellence. The Agency has implemented programs and initiatives to enhance employee skills and support career development, aligned with its strategic goals and evolving operational needs.

In 2024, eu-LISA offered a wide range of training activities and initiatives to enhance the agency capabilities, employee skills and competencies, and support to create a positive environment for evolution and change as follows:



Technical Trainings and Certification Programs: *Technical Trainings* focused on IT systems, cybersecurity, data management, and cloud technologies to ensure staff are equipped to handle complex systems and *Certification Programs* on IT Service Management (e.g. ITIL), and project management methodologies (e.g. SAFe Agilist 6.0).

In 2024, eu-LISA prioritized **upskilling** its workforce to address the challenges posed by new IT system implementations and operational expansions:

- Delivering over **300 hours of training** on cutting-edge IT technologies and methodologies.
- Promoting **inter-agency learning activities** - **136 staff members** participated in an overall of **317 courses**.

These training initiatives ensure that eu-LISA staff are not only well-prepared for their current roles but are also equipped with the knowledge and skills to address emerging challenges in technology, safety, and security.



Occupational Health and Safety (OHS) Training: Regular workshops and certifications to ensure workplace safety and emergency readiness.

These sessions also **highlighted** the benefits of active work and provided practical tips for staying active. **Approximately 200 attendees** participated in these initiatives.

Additionally, a **dedicated training session** was **conducted** for the project team involved in the **construction of the new modular data center**, ensuring they were informed about health and safety regulations, potential hazards, and key safety measures to follow on-site.



Environmental Awareness: Training programs to raise awareness about sustainability practices and the agency's environmental impact.

In 2024, an **EMAS awareness session** was conducted across all sites, attracting **210 attendees**, with a replay session available for broad access. Additionally, a **workshop on energy optimization** at both personal and professional levels was held for **20 participants**.

As part of its leadership in sustainability efforts, eu-LISA **chaired the JHAAN Greening Day 2024**, organizing two dedicated workshops:

- **Act Now!!! - A Climate Fresco Workshop**, highlighting the environmental and human impact of meeting societal needs.
- **How Does Our Brain Work? - A Workshop on Behavioral Change**, exploring the psychology behind adopting sustainable practices.



Security Training and Awareness: eu-LISA places strong emphasis on security awareness and training to ensure that staff remain vigilant against cybersecurity threats and adhere to best practices in protecting the Agency's digital and physical assets. A comprehensive range of initiatives was implemented in 2024, engaging employees across all sites.

- **Cybersecurity Awareness Training:** Mandatory courses educated staff on key security risks such as phishing attacks, data protection measures, and secure IT resource usage.
- **Security Briefings and Onboarding:** A total of 154 new colleagues (41 in Tallinn, 113 in Strasbourg) participated in security briefings, introducing them to eu-LISA's security culture, evacuation procedures, and best practices for identifying and mitigating risks. Cybersecurity-specific onboarding sessions were conducted in Tallinn, covering password management, safe internet use, and secure corporate device handling.
- **Security Corner:** A weekly awareness initiative in the Agency's internal newsletter, delivering security updates in an engaging format. In 2024, 46 Security Corner editions were published.
- **Security Debriefings:** Conducted for departing personnel to reinforce their continued responsibility in protecting eu-LISA's sensitive information.

Key Events and Initiatives:

- **European Cyber Security Month (ECSM):** This annual EU-wide initiative reached 500 employees across eu-LISA sites in October 2024, fostering a security-first mindset. Activities included:
 - Informative security posters and messages displayed across Agency sites.
 - Four weekly cyber quizzes, engaging an average of 14.5 employees per session.
 - 47 licenses assigned for the RangeForce online training platform, offering hands-on cybersecurity courses (27% of requests came from non-IT sectors).
 - Interactive competitions, including an intruder hunt.
 - Three expert-led **CyberTalks** with guest speakers from the European Commission's

Joint Research Centre and the Information Security Institute Cybernetica, focusing on AI and cybersecurity. These sessions engaged 67 employees on average, with a satisfaction rating of 9/10.

- A gamified interactive course on espionage awareness.

- Weekly security articles in the Security Corner section of the Agency's newsletter.

- **Security Talks:** Formal and informal discussions on cybersecurity topics. Formal CyberTalks were held as part of ECSM, while informal hybrid sessions took place before summer and Christmas holidays to reinforce safe digital practices at work and home.
- **Safer Internet Day** (February 6, 2024): Themed "**Together for a Better Internet**," this initiative promoted safe online practices for staff and their families, with guidance on cybersecurity for children.
- **Cybersecurity Learning Platforms:** The Security Unit provided access to RangeForce and Hack The Box training platforms to operational and technical colleagues, encouraging hands-on skill development in cybersecurity.

65 In 2024, eu-LISA continued its **internal mobility programme** and contributed to the **JHHAN staff exchange programme** to capitalise on the competencies of staff members and foster professional growth within the Agency. Holding the presidency of the **JHHAN** in 2024, eu-LISA played a key role in coordinating the **JHHAN staff exchange program**. As part of this initiative, **4 eu-LISA's staff members** were invited to join other agencies, while **eu-LISA hosted a total of 13 staff members from other agencies**, 10 in Tallinn and 3 in Strasbourg.

The revamped **internship programme** has been a success also in 2024 as we received more than 800 application for our three advertised calls. To attract more candidates with IT background the Agency reached out several universities offering technical studies. In 2024, **18 interns joined the Agency** on all eu-LISA sites (1 in Bruxelles, 8 in Strasbourg, 9 in Tallin) from 9 different EU countries.

Diversity and Equal Opportunity

66 eu-LISA continues to uphold the values adopted with the **EUAN Charter on Diversity and Inclusion (DEI)**. Since 2024, a corporate KPI on inclusion of under-represented gender in leadership positions allows us to further align with the goals set out in the Charter.

In 2024, eu-LISA received again a mention at the **EU Agencies Network (EUAN) 'Diversity and Inclusion Awards'** for the work on implementing initiatives outlined in its DEI Action Plan for 2023-2024.

In May, a workshop was organised for participants that had completed the **EUAN 12-Day Diversity Challenge**, to share valuable insights and ideas with the DEI team on diversity topics.

Corporate Social Responsibility initiatives **A Summer to Remember** and a Christmas donation campaign were carried out, donating resources to provide to those in need; with numerous colleagues contributing.

In September the role of **DEI Ambassador** was outlined to actively support the DEI team in creating a more inclusive and diverse working culture.

eu-LISA also hosted a DEI Workshop at the Tallinn Headquarters - the largest ever on-site **DEI Workshop for EU Agencies**, to which we received overwhelmingly positive feedback from participants and the results of which are being actively followed up in the participating institutions.

Throughout the year, there have been contributions to the internal newsletter by sharing relevant DEI insights and articles to **raise further awareness** with the staff.

Local Communities

67 As part of its corporate social responsibility efforts, eu-LISA **actively supported** local communities by **donating** refurbished and decommissioned laptops and IT equipment to **schools, other EU agencies, and the Estonian Defence League**.

Additionally, it **contributed** to **Bulgaria's charitable initiative, "Caps for the Future,"** by sending plastic

stoppers for recycling. The funds generated from this initiative were used to purchase and donate life-saving medical equipment for newborns, including incubators, vital sign monitors, inhalers, and ambulances for emergency neonatal care. These actions demonstrated eu-LISA's commitment to sustainability and social impact.

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