

# 2025 — 2026 WORK PROGRAMME OF THE EU AGENCIES NETWORK





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## I. Introduction

The European Union Agencies Network (EUAN) was established in 2006 with a view to explore synergies, share collective experiences and knowledge, and ultimately support the EU Agencies deliver their mandates and provide added value to the EU citizens. It is important to convey the view that EU Agencies complement the important role of EU institutions under the Treaty.

EUAN is currently composed of 52 Agencies and Joint Undertakings (JUs). Its decision-making and strategic bodies are the Assembly of the Heads of Agencies and the Assembly of the Heads of Resources. The main task of the Coordinating Agency is to elaborate the annual priorities of the Network and coordinate its work throughout the year in reference.

From 1 March 2025 to 28 February 2026, the European Union Agency for Cybersecurity (ENISA), the EU decentralised Agency based in Athens, will coordinate the work of EUAN. ENISA is the Union's Agency dedicated to achieving a high common level of cybersecurity across Europe. Established in 2004 and strengthened by the EU Cybersecurity Act of 2019, ENISA contributes to EU cyber policy, enhances the trustworthiness of information and communication technology products, services and processes with cybersecurity certification schemes, cooperates with Member States and EU bodies, and helps Europe prepare for the cyber challenges of tomorrow.

ENISA will closely work with the EUAN Steering Board that is composed of the former coordinators – the European Institute of Innovation and Technology (EIT), the European Union Agency for Law Enforcement Training (CEPOL) and the upcoming Coordinating Agency – European Labour Authority (ELA), along with the Single European Sky ATM Research 3 Joint Undertaking (SESAR JU), representing the JUs, and the Community Plant Variety Office (CPVO), representing the small-sized Agencies. Together they will implement the new EUAN governance model that has been adopted in 2024 by the Heads of Agencies.

According to the newly adopted EUAN governance model, the work of EUAN work is conducted under three Pillars, namely: Budget, Finance and Planning (Pillar 1), HR and legal (Pillar 2) and Policy Support (Pillar 3). The Agencies and the JUs work together across several areas of common interest under the various pillars, primarily - but not exclusively - in Sub-Networks (SNs), as well as their respective Working Groups (WG) and Task Forces (TF). The Brussels-based EUAN Shared Support Office (SSO) assists the EUAN bodies in their daily work.

This Work Programme (WP) is embedded in the EUAN Multiannual Strategy 2021-2027, and builds on the achievements of the former Chairs - EIT and CEPOL. The WP also integrates the new EUAN governance model, reflecting the relevant pillar work programs and the actions flagged by their related SNs. The WP preparation has been coordinated with EIT, CEPOL and ELA, as well as the three appointed Pillar Coordinators (PCs), to ensure alignment with the different actions and continuity in the implementation of the EUAN multi-annual strategy.

In line with the Terms of Reference (ToR) of the EUAN, the Coordinating Agency submits this WP for endorsement by the Assembly of the Heads of Agencies.

## II. Priorities 2025 – 2026

The Network’s Multiannual Strategy for 2021-2027 sets out the overarching priorities which aim at setting EUAN as:

- a role model for administrative excellence, and
- a valued institutional partner.

While the strategic priorities of EUAN remain intact in the current EU Multiannual Financial Framework (MFF)<sup>1</sup>, there is also a need to adjust to the European Commission’s priorities for 2024-2029<sup>2</sup> and to the future of EU competitiveness as reflected upon in the 2024 “The future of European competitiveness” report by Mario Draghi<sup>3</sup>. In this emerging context and in anticipation of the post-2027 MFF, the revision of the EUAN Multiannual Strategy beyond 2027 should also be considered.

Against this background, this WP further implements the EUAN Strategy for 2021-2027 by focusing on the following ongoing tasks and reinforced priorities:

### ***Good governance***

- 1) Implement the new EUAN governance framework through administrative excellence, including agile and forward-looking decision making, inclusive and transparent cooperation, and a stable and supportive SSO.
- 2) Increase efficiency and cost-effectiveness in Agencies and JUs through aligned policy support, outreach and communication joint initiatives, as well as the implementation of shared services, to the extent possible and agreed.

### ***Valued institutional partner***

- 3) Maintain and expand the EUAN sphere of influence through proactive and visible interaction, especially in the context of the post-2027 MFF, involvement in policy cycle, resource flexibility and adherence to performance compliance.
- 4) Empower the EU to address current and future challenges within the context of the geopolitical landscape and the Commission’s priorities.

### ***Cybersecurity***

- 5) Assist Agencies and Joint Undertakings to implement the EU Regulation (EU, Euratom) 2023/2841 on Cybersecurity for Union entities.
- 6) Strive to integrate cybersecurity as a cross-cutting theme across key EUAN pillars and Sub-networks.

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<sup>1</sup> [https://commission.europa.eu/strategy-and-policy/eu-budget/long-term-eu-budget/2021-2027/documents\\_en](https://commission.europa.eu/strategy-and-policy/eu-budget/long-term-eu-budget/2021-2027/documents_en)

<sup>2</sup> [https://commission.europa.eu/priorities-2024-2029\\_en](https://commission.europa.eu/priorities-2024-2029_en)

<sup>3</sup> [https://commission.europa.eu/topics/strengthening-european-competitiveness/eu-competitiveness-looking-ahead\\_en#paragraph\\_47059](https://commission.europa.eu/topics/strengthening-european-competitiveness/eu-competitiveness-looking-ahead_en#paragraph_47059)

## Strategic Priority 1: EUAN as role model for administrative excellence

### Key objective 1.1: Increase the efficiency of Agencies and JUs through sharing of services, best practices and pooling of tasks and capabilities

The Agencies and JUs seek to continuously increase their efficiency with the goal of better serving the EU citizens and providing value for appropriations received. Efficiency gains can be achieved via knowledge sharing, best practices and shared services across all EUAN pillars, SNs and TFs.

Building on the work accomplished in the recent years, in 2025 EUAN aims at **putting shared services into practice** through tangible actions, including quick wins, and mid-term planning. It also strives to further support knowledge sharing via **common repositories** of tools and information, as well as numerous **workshops and trainings**, with a particular **focus on cybersecurity** and the implementation of Regulation (EU, Euratom) 2023/2841.

Deliverables	Expected outcome	Lead
<p><b>Facilitating shared services amongst EUAN members</b></p> <ul style="list-style-type: none"> <li>Outcomes and lessons learned from the Shared Services Pilot Project in the fields of HR, procurement and cybersecurity</li> <li>Follow up on options available to shared accounting and procurement services</li> <li>Support the work of the ongoing WGs and TFs in the field of HR, especially as regards shared talent pools, inclusivity and equal opportunities and streamlined mobility skills</li> <li>Explore the possibility of a joint service for investigations (“IDOC for Agencies”) to support with administrative inquiries and disciplinary proceedings</li> <li>Support for other shared resources and services, such as shared meeting space upon availability etc.</li> </ul>	<p>Better preparedness and administrative excellence in the field of HR, procurement, cybersecurity</p> <p>Enhanced service provision in procurement and exploration of additional accounting services</p> <p>Enhanced service provision, promoting future proof staff across EUAN members</p> <p>Joint services for better value resource utilization and development of expertise</p> <p>Resource savings in meetings and small-scale events by reutilizing idling meeting capacity</p>	<p>Steering Board /SSO/ Volunteering agencies</p> <p>Pillar 1, Chairs of TFs/WGs (IAAN, NAPO)</p> <p>Pillar 2, Chairs of TFs/WGs (HR)</p> <p>Steering Board /SSO/ Volunteering Agencies</p>



<p><b>Sharing knowledge among Agencies</b></p> <ul style="list-style-type: none"> <li>Regular workshops, fora and trainings across all Pillars and WGs (in line with Pillars/SNs/WGs planning).</li> <li>Provision and maintenance of sharing of best practices and common repositories to address horizontal needs of Agencies/JUs, such as in SUMMA implementation, SPD/CAAR templates, legal resources, greening package.</li> </ul>	<p>Capacity building and resource sharing, facilitating the execution of tasks in all areas</p> <p>Streamlined processes and harmonised approaches across Agencies</p>	<p>All Pillars, Chairs of SN/WGs</p> <p>All Pillars, Chairs of SN/WGs</p>
<p><b>Implementing Cybersecurity Regulation 2023/2841 for Union entities</b></p> <ul style="list-style-type: none"> <li>Explore shared services offering of CERT-EU (on the basis of the CERT-EU/ENISA pilot and lessons learned)</li> <li>Cooperate with the Interinstitutional Cybersecurity Board (IICB) on agendas and timelines, EUAN representation in IICB</li> </ul>	<p>Resource savings and better preparedness</p> <p>Established process of internal consultation and coordination of EUAN positions in the IICB</p>	<p>CERT-EU, ENISA/ Steering Board, Pillar 3 (ICTAC) Coordinating Agencies, SSO &amp; appointed representatives</p>

**Key Performance Indicators (KPIs)**

- Number and type of activities implemented in the Shared Services Pilot Project on HR, Procurement and Cybersecurity;
- Number of agencies where shared services are availed with an action plan in the next two years within the Network;
- Maintain an effective and inclusive process in the consultation of the Network members by the IICB representatives and the agreement on common EUAN positions to be represented in the IICB.

**Key objective 1.2: Define the role and capacity of the Network to further develop expertise in sharing services, especially in view of EU green, digital and resilience priorities**

EUAN has already invested in gradually becoming greener and in supporting digitalisation across various services and sectors. While both these areas remain pertinent, there is also a need to align the Network’s activities with the new Commission priorities for 2024-2029, particularly to increase competitiveness and strengthen the defense and preparedness of the Agencies to react to crisis, while upholding democracy and the core European values. To this end, special focus has been given to **AI applications and cybersecurity**.

Deliverables	Expected outcome	Lead
<p><b>Sharing resources, capabilities and knowledge with special focus on AI</b></p> <ul style="list-style-type: none"> <li>Support the implementation of the AI Act and the collaboration with EDPS at the level of EUAN</li> <li>Develop, assess and maintain a repository of AI tools that can be shared among the agencies</li> <li>Coordinate on AI-driven solutions for HR and legal applications in line with relevant regulatory and ethical considerations, including in recruitment procedures, workforce planning, compliance monitoring and legal research</li> <li>Explore AI solutions and techniques in support of procurement procedures</li> </ul>	<p>Better preparedness and support in compliance and resource sharing.</p> <p>Support the Agencies' innovation with due respect to the EU legal framework, including on data protection and IPR</p> <p>New AI use cases in procurement of common interest identified</p>	<p>Steering Board, Pillar 3 (AI WG, ICTAC), SSO</p> <p>Pillars 2&amp;3, (HR, Legal, ICTAC, AI WG)</p> <p>Pillars 1&amp;3, (NAPO, ICTAC, AI WG)</p>
<p><b>Building capacity in cybersecurity</b></p> <ul style="list-style-type: none"> <li>Cybersecurity trainings and awareness raising on all Pillars and SNs, including technical exercises, combating misinformation and crisis communication campaigns, awareness raising-in-a-box tool.</li> <li>Promote cybersecurity as integral part of internal controls and resource planning</li> </ul>	<p>Awareness raising and capacity building in cybersecurity</p> <p>Indicators related to cybersecurity to be used as part of the internal controls' framework</p>	<p>ENISA/ Steering Board / Chairs of SN/WGs</p> <p>Pillar 1 (PDN)</p>
<p><b>Enhancing the greening of the Agencies</b></p> <ul style="list-style-type: none"> <li>Compile and maintain the greening database for use by all EU agencies</li> <li>Support twinning exercises on EMAS</li> <li>Explore the possibility for a common carbon footprint calculation method and reporting.</li> </ul>	<p>Support Agencies' greening initiatives and objectives, support the EMAS implementation across the Network</p>	<p>Pillar 3 (GN in collaboration with PDN)</p>

**Key Performance Indicators (KPIs)**

- A repository of AI tools available by Q4 2025;
- Number of cybersecurity trainings organised across different pillars;

- Number of Agencies measuring GHG emission using discussed methodologies and utilising support on EMAS.

### Key objective 1.3.: Implement under the ‘new normal’ modern and sustainable management methods and governance for the EUAN and for Agencies/JUs

The new EUAN governance structure, which is effective as from March 2025, seeks to enhance agile decision-making and strengthen cooperation, alike. In 2025, EUAN aims to facilitate and practically support the new structure, focusing especially on achieving **stronger synergies** within and across Pillars for the benefit of the Network. In addition, under the new and emerging geopolitical context, the Heads of Agencies shall consider the **revision of the multiannual EUAN work program 2020-2027**, to better align with the Commission’s priorities and future needs. In this context, the **role of the SSO** should be stabilised and reinforced.

Deliverables	Expected outcome	Lead
<p><b>Putting the new governance model into practice:</b></p> <ul style="list-style-type: none"> <li>• Support coordination of all sectoral initiatives within and across EUAN Pillars, especially in the context of deployment of AI applications, cybersecurity and preparation for the post-2027 MFF</li> <li>• Report on outcomes, lessons learned and opportunities ahead</li> </ul>	<p>Robust and streamlined governance, with transparent responsibilities and tasks</p> <p>Improved exploration of synergies and cross-fertilisation on horizontal issues</p>	<p>Steering Board, All Pillars, SN/WG Chairs, SSO</p> <p>Steering Board, Pillars Chairs, SSO</p>
<p><b>Reviewing of the EUAN Multiannual Strategy</b></p> <ul style="list-style-type: none"> <li>• Strategy review and/or kickoff of the development of the new EUAN Multiannual Strategy 2028-2034</li> </ul>	<p>Adjusted Multiannual Strategy responding to updated challenges</p>	<p>Heads of Agencies, Steering Board</p>
<p><b>Developing the SSO service capability</b></p> <ul style="list-style-type: none"> <li>• Reflect further on the SSO purpose and role as a representation office and central services office</li> </ul>	<p>Increased synergies and efficiencies with Agencies</p> <p>Clear responsibilities and operating model are agreed upon with a medium-term implementation roadmap</p>	<p>Steering Board, Heads of Agencies,</p>

### Key Performance Indicators (KPIs)

- Evaluation/lessons learned after one year of implementation of the new model;
- The EUAN Multiannual Strategy for 2021-2027 is reviewed and/or the kickoff for the new strategy is commenced;
- SSO development plan is prepared in dialogue with the Network’s Members and endorsed.



## Key objective 1.4. Increase the attractiveness of the Agencies and Joint Undertakings as employers

As flexibility and work-life balance remain priorities for job applicants, Agencies/JUs are challenged when seeking to attract, recruit and retain talent. Moreover, Institutions are under pressure to seek geographical balance amongst their staff. In addition, and within boundaries permitted, continued focus on **flexibility, diversity and inclusion**, as well as on a better **geographical balance** will remain part and parcel of the EUAN's agenda.

Deliverables	Expected outcome	Lead
<p><b>Advancing the diversity and inclusion agenda</b></p> <ul style="list-style-type: none"> <li>Diversity and Inclusion Action Plan implemented at EUAN Agencies and JUs level, focusing on psychological safety at work</li> <li>Raise awareness of the need to provide a reasonable work environment for staff with special needs due to visible or invisible disabilities</li> </ul>	<p>Enhanced D&amp;I, psychological safe environment, good corporate culture</p> <p>The Agencies will move towards a more diverse and inclusive labor force.</p>	<p>HoA, HoR / SSO/ WG D&amp;I HCIN</p>
<p><b>Fostering EUAN staff exchange (short-term) and inter-agency mobility (medium/long-term)</b></p> <ul style="list-style-type: none"> <li>Encourage EUAN staff exchange program through an awareness campaign sharing previous good practices</li> <li>Share lessons learned from different exchange programs</li> <li>Information on inter-agency mobility within the EUAN</li> </ul>	<p>Increased inter-agency mobility and continue encouraging staff exchanges, raising trust and collaboration amongst Agencies and JUs</p>	<p>HoHR / HoR / HoA / SSO/ HCIN</p>
<p><b>Increasing the outreach on EUAN job vacancies</b></p> <ul style="list-style-type: none"> <li>Share best practices for reaching a better geographical balance based on experience of advanced Agencies and the Commission action plans on geo-balance</li> <li>Improved information on EUAN website supporting the outreach and promotion of EUAN</li> <li>EUAN participation at the EU Job Marketplace led by the HRT program of the Commission</li> </ul>	<p>Visibility and reputation of Agencies/JUs is increased</p>	<p>HoHR / HoR / SSO/ HCIN</p>

### Key Performance Indicators (KPIs)

- EUAN participating at the first interinstitutional Ethics Day on 10<sup>th</sup> April in Brussels;
- D&I Award ceremony during October 2025 meeting of Heads of Agencies;
- Two staff exchanges within the scope of the EUAN Staff Exchange Programme.

## Strategic Priority 2: EUAN as a valued institutional partner

### Key objective 2.1: Strengthen the strategic image, reputation, and level of intervention of the Network and the EU Agencies/JUs vis-à-vis the EU institutions

The Network aims to enhance the strategic image, reputation, and advocacy efforts on behalf of the EU Agencies and JUs, particularly in their engagement with EU institutions. Building on the progress of recent years, this goal will be achieved through refined **communication strategies**, **upgraded tools**, and **consistent representation efforts**. The overarching objective is to establish the EUAN as a central and reliable partner within the EU institutional framework.

Deliverables	Expected outcome	Lead
<p><b>Strengthening information sharing, communication and collaboration</b></p> <ul style="list-style-type: none"> <li>• Develop a content strategy for the EUAN website</li> <li>• Develop a collaborative digital workspace for the EUAN members</li> <li>• Revamp the EUAN narratives and key messages</li> <li>• Revise the EUAN visual identity and reflect upon the suitability of development of a Social Media strategy of the Network</li> </ul>	<p>Increased outreach to the wider public, improved perception of Agencies' and JUs' added value to EU institutions and citizens</p> <p>Exhaustive repository of documents and an interactive digital workspace that facilitates exchange among and across EUAN bodies and representatives</p> <p>Simplified messages that support the EUAN positioning towards decision-makers</p> <p>Increased EUAN branding to reinforce its reputation and legitimacy as key EU institutional partner</p>	<p>Steering Board, SSO, Pillar 3 (HCIN)</p> <p>SSO, Pillar 3 (HCIN)</p> <p>Steering Board, SSO, Pillar 3 (HCIN)</p> <p>Steering Board, SSO, Pillar 3 (HCIN)</p>
<p><b>Defining a EUAN crisis management framework</b></p> <ul style="list-style-type: none"> <li>• Propose a crisis communication framework for the agencies</li> </ul>	<p>A framework covering the basic principles and rules on communication and collaboration in times of crisis</p>	<p>Steering Board, SSO, Pillar 3 (HCIN, EU-ANSA)</p>

<p><b>Streamlining EUAN representation at the EU institutional working group level</b></p> <ul style="list-style-type: none"> <li>Strengthen the representation of EUAN members within the (inter-)institutional landscape, i.e. Staff Regulations Committee, interinstitutional Working Groups of the CPQS, IICB, etc.</li> </ul>	<p>Enhanced and more impactful Agencies/JUs' representation in relevant EU institutional groups and fora</p>	<p>HoRs, HoAs, Steering Board, SSO, EUAN representatives</p>
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**Key Performance Indicators (KPIs)**

- Roll-out of a collaborative space across all EUAN members by Q4 2025;
- Updated visual identity guidelines by Q3 2025;
- Propose a crisis communication framework for the agencies by Q4 2025.

**Key objective 2.2: Develop the Network to be a trusted partner of the EU institutions**

The key focus of this item concerns the post-2027 MFF and the establishment of the relevant Network's position. Relations building with EU institutions in terms of service provision are also important and ensuring that the Network is included in relevant discussion fora.

Deliverables	Expected outcome	Lead
<p><b>Positioning and raising EUAN profile</b></p> <ul style="list-style-type: none"> <li>Introduce the Network and its members to new EU decision makers and showcase Agencies role and value</li> <li>Participate in and contribute to the biannual internal network meetings of the COM representatives in Agencies'/JUs' Management Board</li> <li>Contribute to the regular exchanges with the European Parliament and Council in the framework of the annual budget and budgetary discharge</li> </ul>	<p>Better visibility of Agencies perceived as reliable partners and centers of knowledge</p> <p>Stronger EUAN role as the first point of contact for the Institutions on horizontal matters</p> <p>Agencies' views and concerns are timely and efficiently conveyed to institutional partners</p>	<p>Steering Board/SSO in lead, All Pillars</p> <p>Steering Board, SSO</p> <p>Steering Board, SSO</p>
<p><b>Raising EUAN strategic policy matters with the EU institutions</b></p> <ul style="list-style-type: none"> <li>Address centrally managed program and a potential revision of the Staff Regulation and share Networks views and input to the upcoming MFF negotiations</li> </ul>	<p>EUAN perceived as a partner in the revision of the legal framework</p>	<p>Steering Board, SSO</p>

<ul style="list-style-type: none"> <li>• Provide constructive input to EU institutions on the proposed founding act for new Agencies in the making</li> </ul>		
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### Key Performance Indicators (KPIs)

- Introductory and follow-up meetings with the ECA Member, Director-General of HR and BUDG and key MEPs are held;
- Commissioner for Budget and HR participates in the annual EUAN meeting;
- An institutional event marking the 50 Year Anniversary of the creation of decentralised Agencies (CEDEFOP and Eurofound) is organised in the margin of the EUAN October meetings;
- Chair represents the EUAN in the EP and Council in the framework of the annual budget and discharge hearings.

### Key objective 2.3: Effectively provide EU Agencies’/JUs’ specialised contribution to key policy priorities of the EU

EUAN seeks to continue the ongoing collaboration with Agencies and other partners in order to impact on shaping the foresight of the European Union and participate in relevant strategic discussions organised by the Commission. The Agencies expertise should be sought, channeled and considered to ensure good quality of legislative acts, before their adoption.

Deliverables	Expected outcome	Lead
<p><b>Fostering a greater involvement of Agencies/JUs in policy shaping, implementation and review</b></p> <ul style="list-style-type: none"> <li>• Contribute to the roll out of the COM priorities and its competitiveness agenda</li> <li>• Provide input to the review of the Commission’s services organisation</li> <li>• Collaborate with the Commission on the pre-enlargement screening of EU policies</li> </ul>	<p>Agencies/JUs expertise and knowledge is used to the maximum extent by the COM services and EU legislators</p> <p>Agencies assessment and constructive proposals conveyed and factored in the evaluation.</p>	<p>Heads of Agencies, Steering Board, Pillars, SSO</p> <p>Steering Board, Pillars, SSO</p>
<p><b>Contributing to strategic foresight activities</b></p> <ul style="list-style-type: none"> <li>• Participation in the next strategic foresight exercise if/when launched by the Commission</li> </ul>	<p>EUAN foresight contribution well reflected in the overall EU approach</p>	<p>Steering Board /SSO with support from EU-ANSA</p>

### Key Performance Indicators (KPIs)

- A workshop and a set of proposals to support the implementation of the Commission political priorities.

### III. Annexes

#### Annex I – List of abbreviations

AI	Artificial Intelligence
CEPOL	European Union Agency for Law Enforcement Training
COM	European Commission
D&I	Diversity and Inclusion
ECA	European Court of Auditors
EIT	European Institute of Innovation and Technology
ELA	European Labour Authority
EMAS	EU Eco-Management and Audit Scheme
ENISA	European Union Agency for Cybersecurity
EP	European Parliament
EUAN	EU Agencies Network
EU-ANSA	EU Agencies Network on Scientific Advice
GN	Greening Network
HCIN	Heads of Communication and Information Network
HoAs	Heads of Agencies
HoHRs	Heads of Human Resources
HoRs	Heads of Resources
IAAN	Inter-Agency Accountants' Network
IAAPN	Inter-Agency Appeal Proceedings Network
IALN	Inter-Agency Legal Network
ICTAC	ICT Advisory Committee
IICB	Inter-Institutional Cybersecurity Board
JUs	Joint Undertakings
KPIs	Key Performance Indicators
MFF	Multiannual Financial Framework
MS	EU Member states
NAPO	Network of Agencies Procurement Officers
PCs	Pillar Coordinators
SB	Steering Board
SN	Sub-Network
SSO	Shared Support Office of the EUAN
ToR	Terms of Reference
WP	Work Programme



## Annex II – Who is who

Not for publication

## Annex III – Indicative timelines and locations of on-site meetings

**Performance Development Network (PDN):** Athens, 12-13 June 2025

**Head of Communication and Information Network (HCIN):** Athens, 19-20 June 2025

**Inter-Agency Accountants' Network (IAAN):** Heraklion, 17-18 September 2025

**Working Group on AI:** Amsterdam, 18 -19 September 2025

**Network for Agencies Procurement Offices (NAPO):** Athens, 25-26 September 2025

**Information and Communications Technologies Advisory Committee (ICTAC):** Heraklion 22-23 September 2025 (tbc)

**Heads of HR (HoHR):** Brussels, October 2025 (tbc)

**Heads of Resources (HoR):** Brussels, October 2025 (tbc)

**Heads of Agencies (HoA):** Brussels, October 2025 (tbc)

**Inter-Agency Legal Network (IALN):** Heraklion, 6-7 November 2025

**Inter-Agency Appeal Proceedings Network (IAAPN):** November 2025 (tbc)

**Greening Network (GN):** Thessaloniki, November 2025 (tbc)

**EU Agencies Network on Scientific Advice (EU-ANSA):** Parma or Brussels, October/November 2025 (tbc)

**Heads of HR (HoHR):** Brussels, February 2026 (tbc)

**Heads of Resources (HoR):** Brussels, February 2026 (tbc)

**Heads of Agencies (HoA):** Brussels, February 2026 (tbc)



## Annex IV – EUAN governance

