



EUROJUST

# Consolidated Annual Activity Report 2025

JUNE 2026



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## List of Acronyms

<b>AI</b> Artificial Intelligence	<b>ERA</b> Academy of European Law
<b>AMLA</b> EU Authority for Anti-Money Laundering and Countering the Financing of Terrorism	<b>EU</b> European Union
<b>AOD</b> Authorising Officer by delegation	<b>EUDA</b> The European Union Drugs Agency
<b>AWP</b> Annual Work Programme	<b>EUIPO</b> European Union Intellectual Property Office
<b>CAAR</b> (Consolidated) Annual Activity Report	<b>eu-LISA</b> EU Agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice
<b>CATS</b> Coordinating Committee in the area of police and judicial cooperation in criminal matters	<b>EuroMed</b> Euro-Mediterranean Partnership
<b>CEPOL</b> European Union Agency for Law Enforcement Training	<b>EUROPOL</b> European Union Law Enforcement Agency
<b>CIC</b> Core International Crimes	<b>FTF</b> Foreign Terrorist Fighters
<b>CICED</b> Core International Crimes Evidence Database	<b>FRA</b> European Union Agency for Fundamental Rights
<b>CJEU</b> Court of Justice of the EU	<b>Frontex</b> European Border and Coast Guard Agency
<b>CM</b> Coordination Meeting	<b>FTE</b> full-time equivalent
<b>CMS</b> Case Management System	<b>IAC</b> Internal Audit Capability
<b>COPEN</b> Working Party on Cooperation in Criminal Matters	<b>IAS</b> Internal Audit Service
<b>COSI</b> Standing Committee on Operational Cooperation on Internal Security	<b>ICC-OTP</b> International Criminal Court Office of the Prosecutor
<b>CTR</b> European Judicial Counter-Terrorism Register	<b>ICF</b> Internal Control Framework
<b>DCJ</b> Digital Criminal Justice	<b>ICPA</b> International Centre for the Prosecution of the Crime of Aggression against Ukraine
<b>EAW</b> European Arrest Warrant	<b>ICT</b> Information and Communication Technology
<b>ECA</b> European Court of Auditors	<b>IMPNA</b> National Authorities Against Impunity
<b>ECRIS-TCN</b> European Criminal Records Information System	<b>JCP</b> JIJs Collaboration Platform
<b>EDPS</b> European Data Protection Supervisor	<b>JHA</b> Justice and Home Affairs
<b>EIO</b> European Investigation Order	<b>JIT</b> Joint investigation team
<b>EJCN</b> European Judicial Cybercrime Network	<b>KPI</b> Key Performance Indicator
<b>EJN</b> European Judicial Network	<b>MAS</b> Multi-Annual Strategy
<b>EJOCN</b> European Judicial Organised Crime Network	<b>MASO</b> Multi-Annual Strategic Objective
<b>EJTN</b> European Judicial Training Network	<b>MFF</b> Multi-Annual Financial Framework
<b>EJR</b> Eurojust Regulation	<b>MLA</b> Mutual Legal Assistance
<b>EMAS</b> EU Eco-Management and Audit Scheme	<b>OLAF</b> European Anti-Fraud Office
<b>EMPACT</b> European Multidisciplinary Platform against Criminal Threats	<b>SAA</b> Strategic Action Area
<b>ENPE</b> European Network of Prosecutors for the Environment	<b>SIAP</b> Strategic Internal Audit Plan
<b>EPAC/EACN</b> European Partners against Corruption	<b>SLA</b> Service Level Agreement
<b>EPPO</b> European Public Prosecutor's Office	<b>SNE</b> Seconded National Expert
	<b>TE-SAT</b> EU Terrorism Situation and Trend Report
	<b>UNODC</b> United Nations Office on Drugs and Crime
	<b>WBCJ</b> Western Balkans Criminal Justice

## Management Board's Analysis and Assessment

The College of Eurojust takes note of the Administrative Director's Consolidated Annual Activity Report (CAAR) 2025, including the Eurojust Final Accounts 2025. The College takes note of the Administrative Director's Declaration of Assurance thereto.

In assessing the CAAR 2025, the College of Eurojust makes the following observations:

- Eurojust has successfully achieved the objectives foreseen in the Annual Work Programme (AWP) 2025, with most of the Annual Objectives having been fully implemented as planned;
- Eurojust achieved 77% of relevant and measurable 2025 Key Performance Indicators (KPIs), and made progress towards achieving its multi-annual (2025-2027) KPIs;
- The number of cases referred to Eurojust remained high. In 2025, 13 946 cases were handled; 8 364 cases were ongoing from previous years, reflecting the sustained assistance required over years by many of the increasingly complex investigations Eurojust supports;
- Eurojust organised 656 Coordination Meetings and 16 Coordination Centres;
- Eurojust supported 412 Joint Investigation Teams, a 11% increase compared to 2024;
- All Internal Control Framework Principles are present and functioning;
- No critical findings were highlighted by internal or external auditors;
- Eurojust achieved a rate of 99.97% budget execution, over a EUR 69.9M budget.

The College acknowledges the commitment of the organisation and its staff in adapting to a changing environment and resource constraints, and for continuing to seek efficiency gains to implement the Annual Work Programme 2025.

The College of Eurojust notes that the Administrative Director has no reservations for the presentation of the annual accounts for the financial year 2025 to the Discharge Authority.

Based on the above observations, and in accordance with Article 48 of the Financial Regulation applicable to Eurojust, the College of Eurojust takes note of the Administrative Director's CAAR 2025. The CAAR 2025 and its annexes shall be sent to the European Parliament, the Council, the European Commission and the Court of Auditors.

The Hague, 9 June 2026

A handwritten signature in blue ink, appearing to read "M. Schmid", with a horizontal line extending to the right.

Michael Schmid,  
President of Eurojust

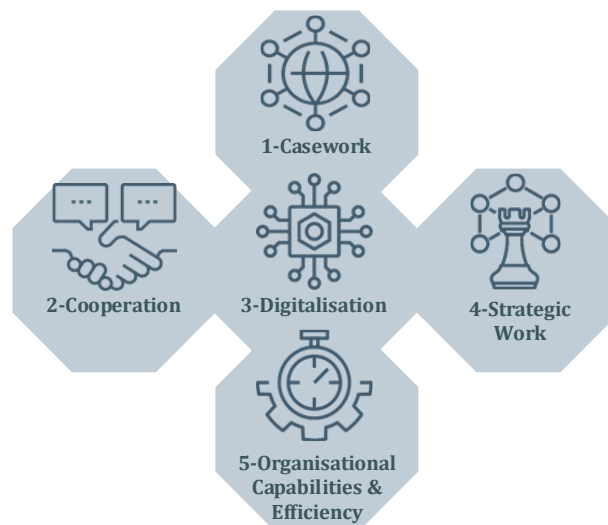
## Executive Summary

Eurojust, the European Union Agency for Criminal Justice Cooperation, serves as the central hub for prosecutors and judges tackling serious cross-border crime. By providing specialized expertise and operational support, Eurojust ensures that national borders do not hinder the pursuit of justice.

Under the [Multi-Annual Strategy \(MAS\) 2025-2027](#), Eurojust is guided by its:

<b>Mission</b>	As the European Union's (EU) hub for judicial cooperation, Eurojust delivers hands-on support to prosecutors and judges working together in the fight against cross-border crime.
<b>Vision</b>	Relying on its unique expertise, partnerships and modern digital tools, Eurojust ensures that national borders are no obstacle to prosecuting crime and getting justice done.

This strategy is structured around five Multi-Annual Strategic Objectives (MASOs) and their corresponding Strategic Action Areas (SAAs)



As the first roadmap under the MAS 2025-2027, the AWP 2025 serves as the basis for this report. The following sections detail the execution of the 2025 budget, staffing policies, internal control implementations, and progress against established KPIs.

The [Eurojust Regulation](#), reinforces Eurojust's successful core concept of supporting the national authorities in their investigations and prosecutions. The National Members, serving their national authorities in criminal judicial cooperation matters, provide strategic guidance and participate actively in the operational and policy activities linked to the mandate of Eurojust. In 2025, the 76 National Members, Deputies and Assistants were supported by 287 staff<sup>1</sup>. Eurojust

<sup>1</sup>Headcount of temporary staff, contract staff and seconded national experts on 31/12/2025, including six appointments made under article 38(2) of the Eurojust Financial Regulation, four cost-free SNEs and offers sent. The number does not include contract staff funded under Denmark's financial contribution to Eurojust.

achieved 77%<sup>2</sup> of the 2025 KPIs, and made a steady progress towards achieving its multi-annual KPIs.

As the **EU's hub for judicial cooperation**, Eurojust supported prosecutors and judges working together in the fight against cross-border crime. Casework remained high with 13 946 cases, including 64 own initiative cases. In total, **656 coordination meetings** and **16 coordination centres** were organised. Eurojust supported **412 Joint Investigation Teams**, facilitated the execution of **457 European Arrest Warrants** and enabled the use of **1 751 European Investigation Orders**. In addition, Eurojust continued improving the **Core International Crimes Evidence Database**, to store, preserve and analyse core international crimes evidence and handled more than 70 cases related to core international crimes.

Eurojust enhanced its **operational and strategic cooperation with partners in the Area of Freedom, Security and Justice** through a strong collaboration with the Justice and Home Affairs Agencies and by supporting and enhancing its cooperation with various judicial practitioner networks. Eurojust registered four cases towards the **European Anti-Fraud Office**, opened six cases involving the **European Public Prosecutor's Office**, and collaborated with the **European Union Law Enforcement Agency** on 36 cases, 131 coordination meetings, 51 JITs and four coordination centres.

Eurojust's **international cooperation** was strengthened with the conclusion of working arrangements with Egypt, South Korea, the Dominican Republic, Paraguay and Uruguay. By the end of 2025, Eurojust had contact points in 82 countries worldwide as well as with three regional organisations. In addition, 381 new cases owned by third countries were opened in 2025 alone. Eurojust continued supporting the implementation of a number of **externally funded projects** such as Euro-Mediterranean Partnership Justice Project, the Western Balkans Criminal Justice Project, the SIRIUS project and the National Authorities against Impunity project.

During the year, Eurojust continued the implementation of the new Eurojust **Case Management System**, and the new **JITs Collaboration Platform**, and worked closely with eu-LISA and the European Commission towards fulfilling its role as the contact point for third countries and international organisations regarding the **European Criminal Records Information System – Third Country Nationals** requests in the context of criminal proceedings. At the same time, it continued to maintain and improve its existing operational systems, took steps towards exploring the possibilities of integrating artificial intelligence in its work and fulfilled its obligations towards the [Cybersecurity Regulation](#).

The positioning as the **EU centre of expertise in cross-border judicial cooperation** was reinforced by Eurojust's active participation to EU bodies' working parties and expert groups, and through its deliverables in crime priority areas. Eurojust's visibility was increased across all communication channels, fostering a richer understanding of Eurojust's contribution to improving the internal security in the EU and the quality of judicial cooperation.





Eurojust continued to seek **efficiency gains** by actively optimising its services, processes, tools and resource allocation. By the end of the year, Eurojust achieved a 99.97% implementation of its 69.9M budget, and a 99.6% implementation of its Establishment Plan.

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<sup>2</sup> The percentage has been calculated over the 2025 KPIs that were relevant and measurable and possible to assess.

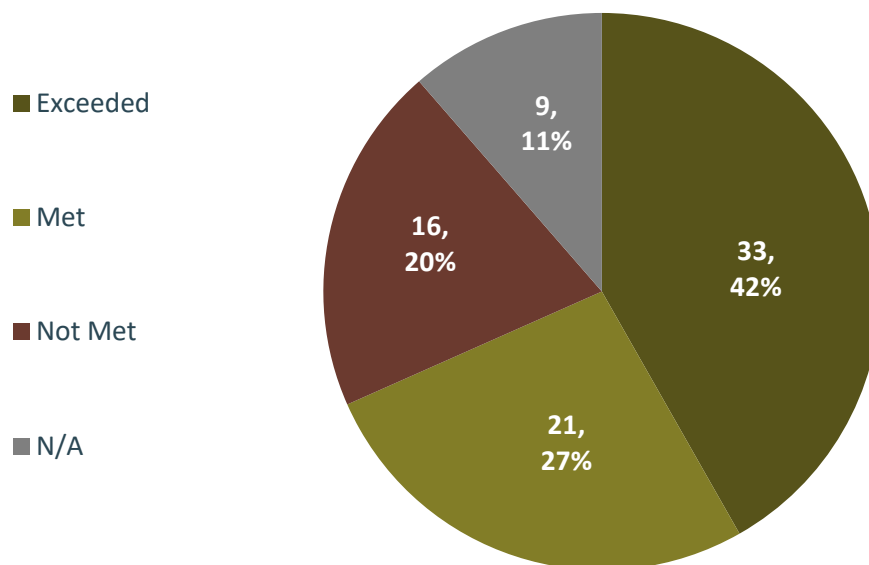
## Part I. Achievements of the year

This section provides an overview of the main achievements under each MASO and the progress on the related KPIs. The 2025 KPIs have been assessed as follows:

Key performance indicators		
Exceeded	Actual/Target <b>more than 100%</b>	
Met	Actual/Target <b>between 90% and 100%</b>	
Not met	Actual/Target <b>less than 90%</b>	
N/A	Not measurable/relevant or, no target/baseline set	

### 2025 AWP KPIs

The progress towards achieving the 79 KPIs defined in the AWP 2025 is as follows:

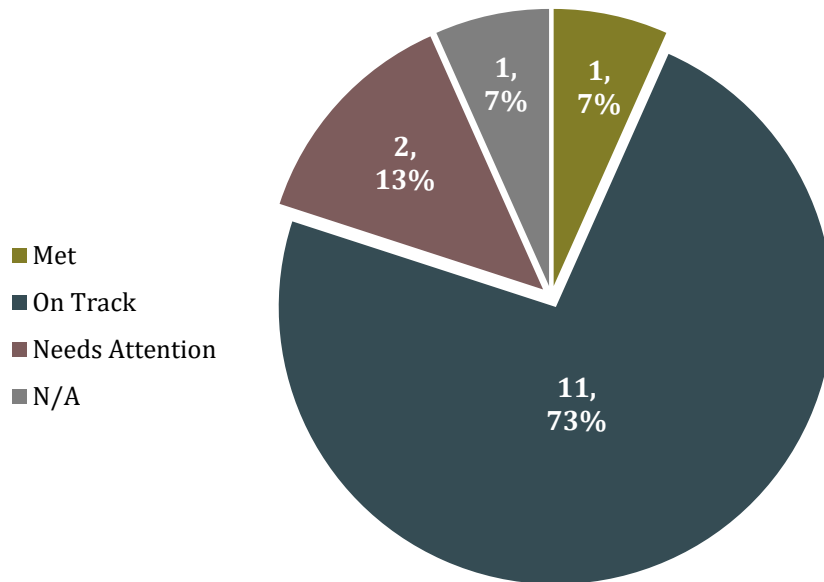


- 70 of the AWP KPIs (89%) were measurable and relevant during 2025;
- 4 KPIs related to the external communication activities and the number of requests related to “*hit/no-hit*” were measured for baselining purposes only;
- 21 KPIs achieved their target, and 33 KPIs exceeded it; and
- 16 KPIs did not meet the target, primarily due to external factors.

More details on the 2025 KPIs can be found in the following sections.

### MAS 2025-2027 KPIs<sup>3</sup>

Eurojust assesses the achievement of each MASO through monitoring and reporting on annual basis the progress of specific KPIs per SAA. Eurojust defined 15 KPIs in the MAS 2025-2027. The progress for the MAS KPIs is as follows:



- All KPIs were measurable and relevant;
- 1 KPI already met the target;
- 11 KPIs are on track to meeting their targets at the end of the reporting period;
- 2 KPIs need attention; and
- 1 KPI was not assessed.

More details on the progress of the multi-annual KPIs can be found in the following sections.

<sup>3</sup> The baseline and target refer to the average per annum in the periods 2019-2023 and 2025-2027 respectively.

## Multi-annual strategic objective 1: Casework

*Casework forms the core of Eurojust's mandate. With every new case comes a new opportunity to hold criminals responsible for their actions and bring justice to their victims*

### Action area 1 (a) – Swift and qualitative response to Member States' requests for support

KPI	Satisfaction level of the Eurojust support to coordination meetings
Source of data	Feedback forms from national authorities participating in CMs (satisfaction levels 1-4)
Baseline 2019-2023	3.55
Target 2025-2027	(≥) 3.73
2025 progress	3.79
Assessment	On track

KPI	Number of JITs receiving operational support
Source of data	Annual statistics
Baseline 2019-2023	269
Target 2025-2027	(≥) 282
2025 progress	412
Assessment	On track

#### Activity 1.1 – Provide comprehensive and tailor-made operational and legal expertise to referred cases <sup>4</sup>

##### Objective 1.1.1 – Improve dynamic and quality support to increased referral of complex cross-border crime cases

In 2025, Eurojust successfully delivered on its full mandate to fight all serious cross-border crimes, handling almost 14 000 cases. The Agency contributed to the arrest or surrender of more than 4 443 suspects and the seizure and/or freezing of criminal assets worth close to EUR 1.2 B. Eurojust also contributed to the seizure of drugs worth EUR 31.4 B.

Reflecting the growing scale of the challenge, the criminal investigations handled by Eurojust in 2025 involved over twice as many victims as in the previous year. These impressive operational outcomes<sup>5</sup> are the result of cross-border cooperation between judicial authorities enabled by Eurojust, in close cooperation with all actors in the criminal justice chain.

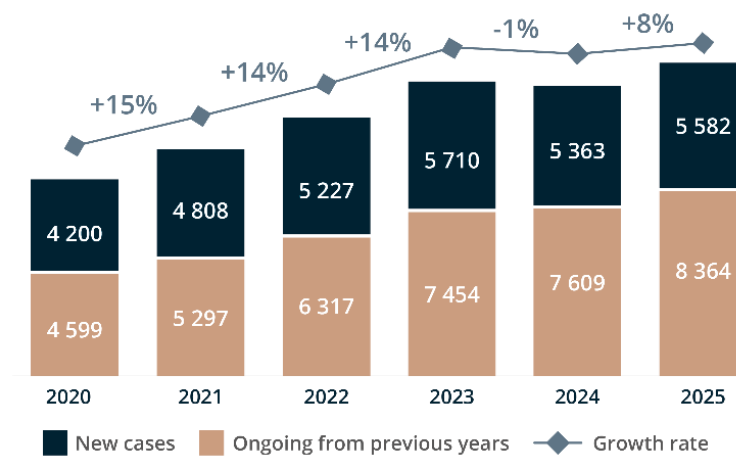
<sup>4</sup> In accordance with Articles 2(1) and (3), 4(1)(a), (b),(c), (f) and (i), 5(2)(a), (b) and (c) and 60(4) of the EJR.

<sup>5</sup> It should be noted that these outcomes were also achieved through cases that were opened before 2025 and were included in the reporting on operational outcomes in Eurojust's 2024 Annual Report. The outcomes of these cases are included again for 2025 reporting purposes, since the cases were still ongoing.

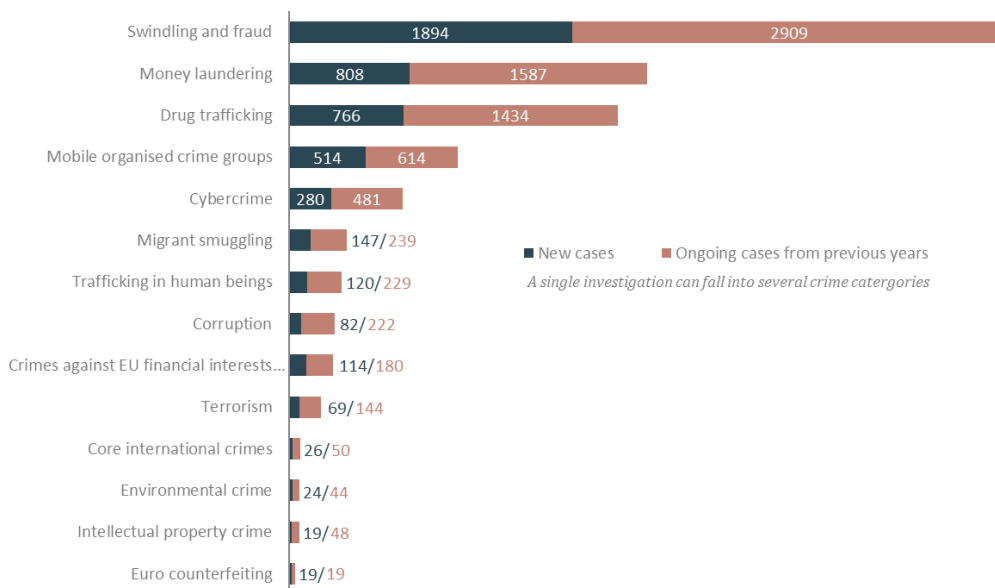
### Case workload

Since 2020, Eurojust’s case workload has increased by almost 60%, with the Agency handling approximately 8 800 cases in 2025 compared to nearly 8 300 cases from previous years continued to receive legal, analytical, logistical and financial support from the Agency. A total of 957 operational deliverables in support to cases were drafted, including conclusions, analyses, legal notes, case notes, JIT advice, etc. The high number of ongoing cases reflects the sustained assistance required over the years by many of the increasingly complex investigations Eurojust supports.

The 2025 casework is summarised below:



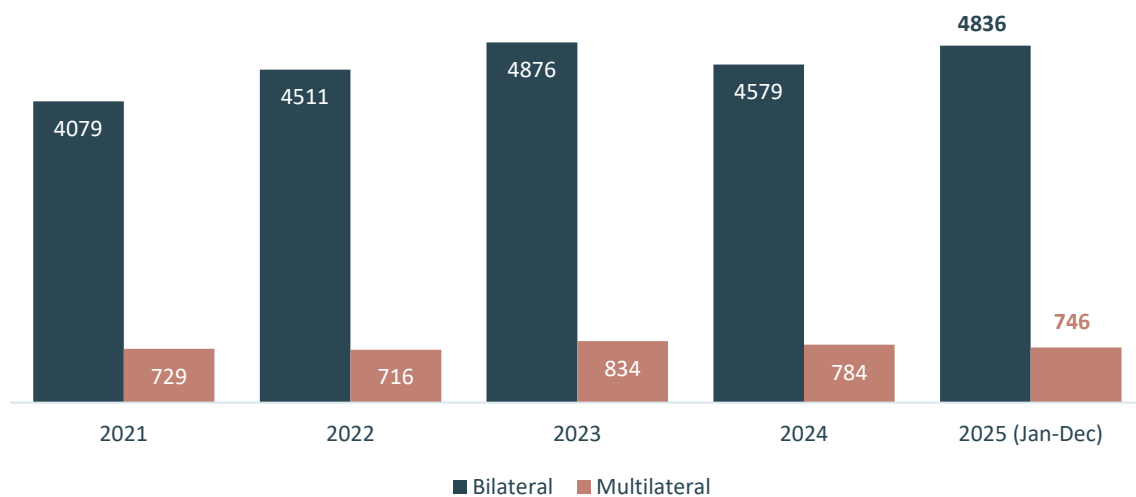
The overview of cases by crime type is presented below:



The top three crime types handled by the Agency in 2025 continued to be swindling and fraud, drug trafficking and money laundering. Two thirds of all cases that Eurojust worked on in 2025 involved one of these crime types. This continues an obvious trend that has been present in Eurojust's casework consistently since 2020 (and before): the overwhelming majority of cases include these crime types, very often in combination with others. Following this group, organised crime (on average in this period present in 7.8% of the cases open in the year), cybercrime (4.4%), trafficking in human beings (3%) and migrant smuggling (2.9%) are present in significant numbers.

Sheer numbers however do not determine the importance of acting against a particular crime type: terrorism, core international crimes or environmental crimes, albeit only present in low numbers on the chart, have significant impact on the security of Europeans and are therefore just as important to investigate.

The overview of bilateral and multilateral cases was as follows:



The Operations Manual, the practical guide for Eurojust's operational work, constitutes the standard common practice to follow when dealing with cases opened at Eurojust. By creating homogenous working methods, it guides and inspires the execution of operational matters at Eurojust, increasing the quality of support to national authorities. The Operations Manual is a living document that is continuously updated to take into account any developments. In 2025, the Operations Manual was enriched by a new chapter on the role of the Networks' Secretariats and the European Judicial Cybercrime Network (EJCN) Support Team, in support of the operational work of Eurojust (Chapter 13a). Technical updates of four other chapters took place and substantial updates for the chapters linked to confidentiality, disclosure, cooperation with Denmark, third countries and international organisations were initiated.

### ***Coordination meetings and centres***

Eurojust offers national authorities [coordination meetings](#) and [coordination centres](#) as dedicated and unique tools to achieving successful prosecutions and ensuring justice is done.

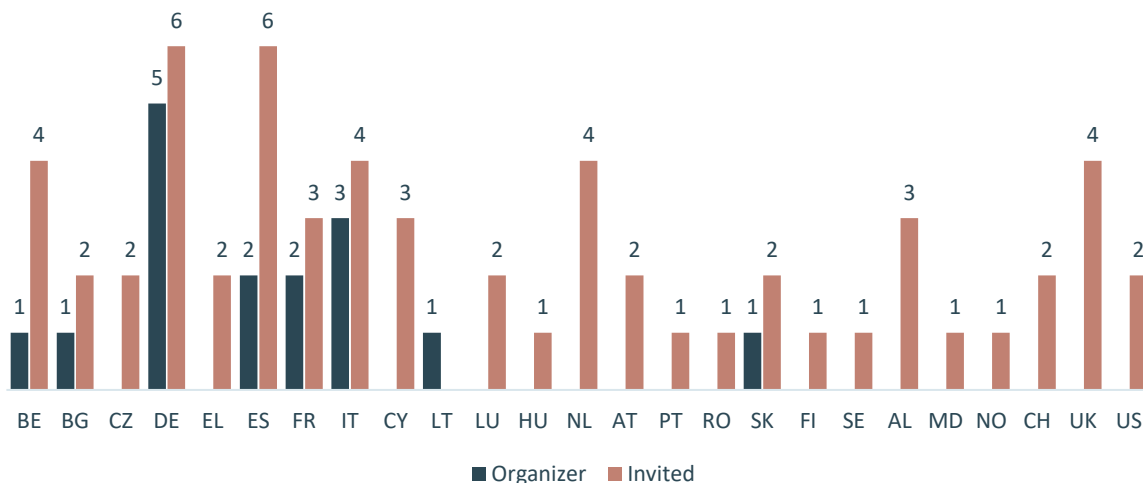
In cross-border investigations, Eurojust organises coordination meetings to bring together the judicial and law enforcement authorities of involved countries. The meeting provides an opportunity to share information and agree on the methods of cooperation and next steps in coordination of investigations and prosecutions. This can include supporting the execution of mutual recognition instruments or Mutual Legal Assistance (MLA) requests, setting up joint investigation teams or planning a joint action day. Coordination meetings are held at Eurojust's premises or via secure videoconferencing, and are fully supported by Eurojust's expertise, budget (e.g. funding for travel costs) and infrastructure, making the resolution of legal and practical issues easier. These activities are enabled by dedicated logistical, security and technical support, ensuring secure environments, participant management, and operational continuity.

The number of coordination meetings facilitated by Eurojust each year has increased steadily over the past five years, with a total of 656 coordination meetings organised in 2025. Economic crimes accounted for the highest number of coordination meetings (258), followed by drug trafficking (119) and cybercrime (102).

Coordination centres enable real-time monitoring of joint action days targeting criminal organisations, during which arrests, searches, interviews of suspects and witnesses, seizures of evidence and freezing of assets are executed in several countries simultaneously. The centres are set up in dedicated rooms equipped with state-of-the-art technology and virtually via videoconferencing to ensure swift judicial coordination and the exchange of information and evidence between all involved national authorities in a secure environment.

16 coordination centres were set up at Eurojust in 2025, half of them tackling economic crimes. This amount fluctuates every year as the need for coordination centres depends on the maturity of cases and operational constraints.

The table below provides an overview of involvement in coordination centres per country:



### ***European Arrest Warrant***

Judicial authorities in EU Member States are increasingly turning to Eurojust for expertise and assistance in the execution of European Arrest Warrants (EAW). In 2025, 1 038 Eurojust cases (including 457 new and 581 ongoing ones from previous years) involved EAWs. The overall

number of cases involving EAWs handled by the Agency in 2025 was approximately 6% higher than in the previous year.

Year	New cases involving EAWs	Article 16 FD (multiple requests) - in new cases	Article 17 FD (time limit exceeded) - in new cases
2020	548	4	72
2021	487	5	10
2022	505	5	11
2023	450	6	13
2024	446	7	12
2025	457	7	20

Eurojust continued to provide support and advice to national authorities across the full life cycle of the EAW, from drafting to the execution phase. Eurojust can support or provide advice on:

- swift transmission of information;
- competing EAWs and preventing the issuance of competing EAWs;
- interpretation of the Court of Justice of the EU (CJEU) case-law on the EAW;
- communication in ongoing criminal proceedings (e.g. postponement or temporary surrender);
- application of grounds for refusal and possibility of re-issuing EAWs;
- choice of judicial instrument;
- consultation procedure for extradition requests regarding EU citizens to third countries;
- drafting and transmission of return guarantees, assurances on prison conditions or medical treatments; and
- application of the specialty rule, prior to or after surrender.

Practitioners approached the Agency when requests for additional information were urgent (for example in view of upcoming court hearings) or when direct contact with the executing authorities failed. Eurojust facilitated the swift transmission of lacking information regarding such EAWs.

Another important role Eurojust can play is advising on competing EAWs and supporting follow-up questions (e.g. in relation to consent to subsequent surrender). In its coordination meetings, the Agency can also prevent the issuance of competing EAWs. In 2025, Eurojust issued seven formal *Advices on competing EAWs* in accordance with Article 16(2) EAW Framework Decision and the Eurojust [Guidelines for deciding competing requests for surrender and extradition](#).

Eurojust continues to assist the national authorities with the correct application of the CJEU's case-law (e.g. on prison conditions or in absentia). The Agency monitors the case-law of the CJEU and publishes a regular report including the newest developments.

Two judgments the CJEU delivered in 2025 resulted from cases supported by Eurojust, namely *Sangas*<sup>6</sup> on the statute-barred refusal ground and *C.J.*<sup>7</sup> on the relationship between the EAW and the Framework Decision on the Transfer of Sentenced Persons. The legal questions respectively at stake in these cases reflect recurrent issues that arise in multiple Eurojust cases.

The Agency examined the speciality rule in a questionnaire to all Member States in 2025 to prepare streamlined, accessible and operational information for practitioners on how this principle is being applied in the Member States.

As in previous years, only a small number of Member States notified Eurojust of cases where they cannot observe the time limits and the reasons for this non-observance (Article 17 EAW Framework Decision). The number of cases concerning competing EAWs for which Eurojust's support is requested (Article 16(2) EAW Framework Decision) also remains limited.

### ***European Investigation Order***

The European Investigation Order (EIO) has become an integral part of the EU judicial cooperation and Eurojust's work since the transposition deadline for the Directive passed in May 2017. During 2025, Eurojust continued to provide support and advice to national authorities throughout the life cycle of the EIO, from the drafting to the execution phase. 6 711 Eurojust cases, including 2 751 new cases involved a European Investigation Order, a close to 7% rise from the previous year. While in 2020, a little over one third of Eurojust cases involved an EIO, this ratio rose to close to half by 2025, showing that Eurojust's support is getting more and more important for this instrument.

Year	New cases involving EIOs	Ongoing cases involving EIOs	TOTAL
2020	1757	1346	3103
2021	2316	1958	4274
2022	2718	2714	5432
2023	2984	3334	6318
2024	2676	3626	6302
2025	2751	3960	6711

<sup>6</sup> C-481/23

<sup>7</sup> C-305/22

Eurojust assisted in obtaining clarifications or additional information prior to the execution of an EIO or, where the provided information was not sufficient, even before transmission to executing authorities.

Eurojust also facilitated the execution of several urgent EIOs, where its role was key due to the imminent need for action. In multilateral cases, the Agency ensured coordination between the execution of different EIOs (together with other judicial cooperation instruments such as freezing orders and EAWs) in several Member States.

Eurojust supported cases where legal or practical issues arose, in particular:

- the hearing of suspects and the applicable formalities and procedural guarantees, which may differ across the Member States;
- interception of telecommunications, subject to very different conditions and procedures across Member States; and
- the use of technical devices tracking movements and recording sound and images (e.g. bugging a car), which are not clearly regulated in the EIO Directive and thus create many issues in practice, especially the possibility of an ex-post authorization.

Throughout 2025, Eurojust continued to examine legal issues with the interception of telecommunications and other surveillance measures, to provide streamlined information on the fundamental legal requirements applicable in other jurisdictions concerning such measures. Similarly, Eurojust worked on the admissibility of evidence transmitted via EIOs, in particular data obtained from encrypted communication networks (e.g. SkyECC and EncroChat), by monitoring relevant national case-law and advising national authorities.

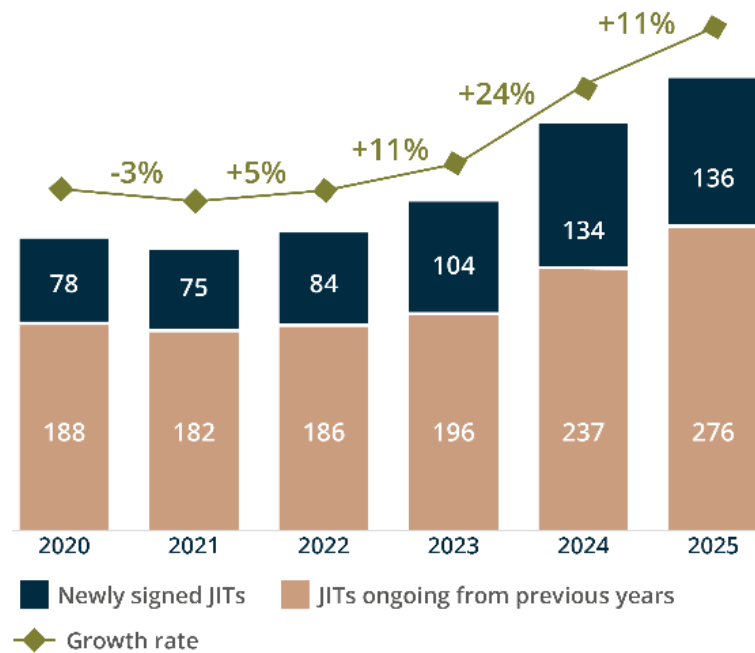
As a result of years of monitoring, Eurojust published the first comprehensive [overview of CJEU case-law on the EIO](#) in 2025, offering a structured and accessible reference tool for legal practitioners and judicial authorities. The report will be regularly updated.

Based on the recommendations in the final report on the 10<sup>th</sup> round of mutual evaluations on the EIO, the Commission started work on the potential revision of the EIO Directive. Eurojust contributed to this at every step of the process in 2025, participating in expert group meetings and at the High-Level Forum on the Future of EU Criminal Justice, both organised by the Commission. Eurojust also contributed a written position to the targeted consultation by the Commission in November.

### ***Joint investigation teams***

Joint investigation teams (JITs) are an advanced tool for judicial cooperation supported by Eurojust. In 2025, the Agency supported 11% more JITs than in 2024, continuing the rising trend from previous years. Eurojust facilitated 412 JITs throughout the year, approximately one third of which were newly signed in 2025.

JITs were used in several major cross-border cases involving both EU Member States and third countries. The newly signed JITs in 2025 covered a wide range of crime types: the largest number of JITs were established to tackle drug trafficking (33) and money laundering (28).

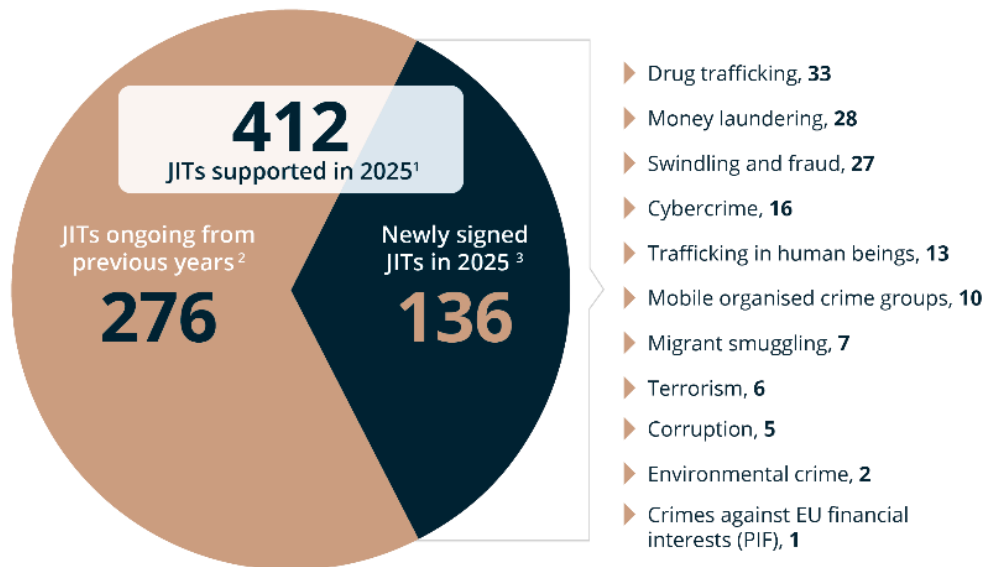


Eurojust funded close to half of the 412 JITs supported by the Agency in 2025. During the year, the JITs Network Secretariat received 403 funding applications and awarded 365 grants under the standard funding scheme and 25 grants under the urgent funding scheme.

Through these grants, Eurojust provided financial support to 199 active JITs (75 of these JITs were established in 2025). The JITs Funding Programme budget for 2025 was EUR 2.1 M.

The increase in the number of submitted funding applications (by almost 15% from 2024) and in the amounts requested (more than 20%) shows that financial support is crucial for the functioning of JITs. Most of the awarded grants were spent on translation and interpretation, as well as the purchase of equipment.

The Claims Module, an online tool for submission of JITs funding reimbursement claims, continued to be successfully used in 2025 and will be the only method to submit reimbursement claims and extension requests from 2026.



<sup>1</sup> Eurojust support to JITs includes financial and operational support.

<sup>2</sup> As of January 2026. Due to the ongoing nature of the cases, these figures may change after the reporting period.

<sup>3</sup> A single JIT can deal with more than one crime type.

In 2025, the [Fifth JITs Evaluation Report](#) was published, based on 67 completed JIT evaluations. The findings show that the early involvement of Eurojust and the timely agreement on the scope of the JIT remain key factors for smooth cooperation, particularly in cases involving several parallel national investigations. The evaluation found that challenges related to:

- the exchange and use of evidence;
- the coordination of investigative measures, and
- the alignment of prosecution strategies

become more pronounced in multilateral JITs. It also shows that the use of seconded members, regular coordination meetings, and early discussion of jurisdictional issues helps mitigating these risks.

Throughout 2025, the JITs Network Secretariat continued to contribute to training activities for JIT practitioners at both EU and regional level, including together with Eurojust's Western Balkans Criminal Justice Project (WBCJ).

### ***Asset recovery, freezing and confiscation***

In 2025, Eurojust supported 723 cases in connection with Regulation 2018/1805 on the Mutual Recognition of Freezing and Confiscation Orders. The Agency's support to these cases resulted in the seizure or freezing of close to EUR 1.2 B in criminal assets.

Eurojust provided crucial support in cases with the following recurrent issues:

- additional information to allow the execution of the freezing/confiscation certificate;
- coordinate execution of freezing orders on a specific date, jointly with other coercive measures;
- restitution of frozen assets to victims in another country; and
- cooperation with non-EU Member States.

In September 2025, Eurojust published a [Casework Report on Regulation 2018/1805 on the Mutual Recognition of Freezing and Confiscation Orders](#). This report, the first of its kind, offers practical guidance for national authorities, highlighting both the progress made and the remaining challenges in the application of the Regulation.

The report's main finding is that the Regulation is widely used in practice and has significantly improved judicial cooperation. However, its use is not yet fully effective, and a number of legal and practical challenges remain, for example with divergent national rules and the design of the standard forms. Eurojust's support to resolve such issues, especially in complex cases, can be instrumental.

### ***Resolving conflicts of jurisdiction***

As part of its mission to coordinate investigations into serious crime, Eurojust often assists national authorities in the areas of conflicts of jurisdiction and transfer of proceedings, as well as with cases involving potential *ne bis in idem* issues. These issues are likely to arise if parallel investigations take place in two or more Member States, unless there is cross-border coordination. Eurojust helps facilitate preliminary contacts and consultations between competent authorities, coordinate their actions, encourage and expedite the exchange of information, and advise on which jurisdiction is the better placed to prosecute in the best interest of justice.

In 2025, the Agency continued to support national authorities to prevent and resolve conflicts of jurisdiction and to prevent *ne bis in idem* issues. In particular, Eurojust facilitated the consultations among national authorities in at least 601 cases of parallel proceedings, in application of *inter alia* Framework Decision 948/2009 on conflicts of jurisdiction, by organizing coordination meetings and providing advice to reach a consensus on which jurisdiction is best placed to prosecute a specific case. It also facilitated the transfers of criminal proceedings and transfers of evidence from one jurisdiction to another. A significant number of these cases were related to investment fraud, perpetrated online by organised criminal groups active in several countries with thousands of victims located worldwide. Eurojust's assistance can be essential in cases like this to coordinate the judicial response.

Eurojust also worked on preparing for the entry into force of the 2024 [Regulation on transfer of proceedings in criminal matters](#), so that the Agency can better assist national authorities when the Regulation will become applicable in 2027. This exercise will continue in 2026.

### ***Core international crimes (CIC)***



In 2025, Eurojust handled more than 70 cases, marking a 24% increase from the previous year. Sweden, followed by Belgium, was the EU country that initiated the most CIC cases at Eurojust in 2025, while Serbia was the third country that owned the highest number of CIC cases. A total of 10 countries owned new CIC-related cases in 2025. Italy, Austria and Croatia were the most frequently requested countries to assist in transnational CIC cases at the Agency in 2025. Serbia was the third country most frequently requested to assist in such cases, followed by the United Kingdom. A total of 14 were requested to assist in CIC-related cases in 2025.

The CIC cases supported by Eurojust concerned war crimes, crimes against humanity, and genocide, with some also linked to terrorism, crimes against life, limb or personal freedom, and drug trafficking. Eurojust supported national authorities through facilitating the exchange of documents, as well as EIOs and mutual legal assistance and extradition requests. Some complex CIC cases required multifaceted support from Eurojust, such as the organisation of multiple coordination meetings and the provision of legal and analytical assistance. Eurojust also made use of its own-initiative mandate in this crime area.









### ***JIT investigating alleged core international crimes committed in Ukraine***

Since the outbreak of the war, Eurojust has played a central role in supporting accountability for crimes committed in Ukraine. Updates in 2025 included:

- The Eurojust-managed [International Centre for the Prosecution of the Crime of Aggression against Ukraine \(ICPA\)](#) was extended with a EUR 5M contribution from the European Commission, ensuring the continuation of national investigations and laying the groundwork for a future Special Tribunal;
- Over 10 000 evidence files from 17 countries stored in the Eurojust hosted [Core International Crimes Evidence Database \(CICED\)](#);
- 63 analytical/legal advice reports produced; and
- A new translation tool introduced in CICED which is significantly accelerating the evidence analysis and searches in the database.

Indicators	Baseline	Target	Result	Progress	Source of data
Number of case referrals from Member States <sup>8</sup>	5 334	≥ ↑ 15%	5 167		Monthly OS
Number of case referrals from countries with a Liaison Prosecutor	351	≥ ↑ 10%	381		Monthly OS

<sup>8</sup> Including Denmark, despite the country's decision to opt-out from the Eurojust Regulation.

Number of coordination meetings	577	≥ ↑ 15%	656		Monthly OS
Numbers of coordination centres	21	≥ ↑ 10%	16		Monthly OS
Level of satisfaction of coordination meetings / coordination centres participants regarding Eurojust's operational support	90%	≥ 90%	93%		Quarterly KPI Report
Percentage of cases in priority crime areas	76%	≥ 2024 result	73%		Monthly OS
Number of CIC cases	15	≥ 2024 result	26		Monthly OS
Number of deliverables in support of casework <sup>9</sup>	1 013	≥ ↑ 10%	957		Quarterly KPI report
Number of new JITs supported	94	≥ 2024 result	136		Monthly OS
Percentage of new JITs that are funded	54.3%	≥ 2024 result	55%		Monthly OS

### Objective 1.1.2 – Support and strengthen judicial cooperation on CIC, mainly through collecting, preserving and analysing evidence data

The Core International Crimes Evidence Database (CICED) is a unique, tailor-made judicial database set up by Eurojust in 2023 to preserve, store and analyse evidence of CIC. CICED's centralised approach supports national and international investigations by shedding light not only on individual offences, but also unveiling the systemic actions behind them.

CICED consists of three components:

- a safe digital data transmission method;

<sup>9</sup> This KPI includes conclusions of coordination meetings, coordination centre related products, as well as case notes and legal opinions.

- secure data storage; and
- advanced analysis tools.

CICED currently contains more than 10 000 files related to alleged war crimes committed in Ukraine, and submitted by 17 countries since February 2023. The CICED team is analysing evidence and assists with designing prosecutorial strategies.

In 2025, the CICED team produced a total of 63 analytical / legal advice reports, either in response to a Request For Information (RFI) or as Own Initiative. These reports were shared with the concerned National Desk or Liaison Prosecutor Office.



Ongoing enhancements of the database aim to improve analysis, facilitate evidence sharing among stakeholders and streamline communication with national authorities. In 2025, the New CICED 4.2. working processes were designed to extend the CICED service to include optical character recognition capabilities and more efficient mechanisms to exchange evidence with internal (Eurojust National Desks) and external (National Authorities and Europol) stakeholders.

Eurojust continued working on the implementation of nine recommendations issued by the European Data Protection Supervisor (EDPS) in its opinion concerning CICED 4.2, received on 9 September 2024. The fifth prior consultation was submitted to the EDPS in October 2025 and Eurojust received a positive opinion in December, together with 11 recommendations.

Following the positive opinion of the EDPS, Eurojust initiated work on the final deployment in production. Expected benefits include:

- Centralised storage, enabling advanced analysis and strategic case-building;
- Interviewed witness tracking, helping in avoiding parallel investigations and re-victimisation; and
- Secure evidence storage provision outside conflict zones, to prevent loss and ensuring data integrity and consistency.

CICED will be integrated in the new CMS, as part of an updated holistic approach, developed under the Digital Criminal Justice (DCJ) Programme.

Indicators	Baseline	Target	Result	Progress	Source of data
Percentage of time that CICED is fully operational	100%	100%	100%		Quarterly KPI report
Number of evidence files processed through CICED	1 500	≥ 1 955	6 707		Quarterly KPI report

## Action area 1 (b) – Ability to act on own initiative and where prosecution on common bases is required

KPI	Number of cases opened on own initiative
Source of data	Annual KPI Dashboard
Baseline 2019-2023	10
Target 2025-2027	(≥) 10
2025 progress	28
Assessment	On track

### Activity 1.2 – Capitalise on new operational data analysis and cross-matching capabilities<sup>10</sup>

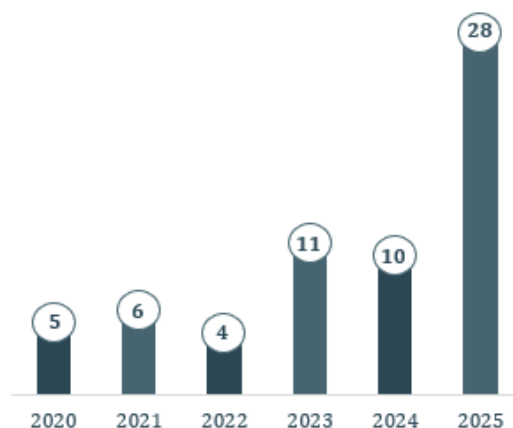
#### Objective 1.2.1 – Reinforce Eurojust’s ability to act on its own initiative and prosecution on common bases is required

#### *Own initiative cases*

In 2025, Eurojust adopted the Own initiative Action Plan 2025-2027, further developing the four building blocks of its previous Action Plan:

- awareness raising;
- operational work;
- tools and methodologies; and
- strategic work.

Based on this continuing work, 64 own initiative cases have been registered at Eurojust since 2020.



Special efforts were devoted to awareness raising among Eurojust’s operational partners and third countries. Eurojust also worked on reinforcing its internal workflows, which helped in the

<sup>10</sup> In accordance with Articles 2(1) and (3), 4(1)(c), 49(1), 50(5) and 51(2) of the EJR.

identification of the 177 own initiative actions. However, the limited resources of the agency, the increasing operational workload and the delay in launching the new CMS, have limited further developments in this area.

### ***European Judicial Counter-Terrorism Register***

Eurojust continued to cross-check information about judicial counter-terrorism proceedings transmitted in the framework of the European Judicial Counter-Terrorism Register (CTR) and supported several investigations and prosecutions on the basis of such information. Through the CTR, Eurojust helps EU Member States identify links with cases in other jurisdictions. As the CTR is integrated in the Eurojust CMS, the CTR data is cross-checked with all other information inserted in the CMS. This makes it possible to detect links with cases concerning terrorism and other crime types and trigger coordination, including through Eurojust own initiative actions.

### ***Sanctions evasion – Template on judicial proceedings***

In the field of EU sanctions evasion, Eurojust developed a template to be voluntarily populated with information transmitted by EU Member States and third countries on ongoing or concluded judicial proceedings against the listed entities. This reinforced support to EU Member States and third countries in their cooperation and coordination efforts related to criminal investigations, prosecutions and confiscation of criminal assets, allowed Eurojust to identify links between Member States that may, otherwise, not be visible at national level.

The criminal offences covered by this information comprise any criminal offence for which Eurojust is competent to deal with, in accordance with Article 3 of the Eurojust Regulation, as long as such offence can lead to confiscation measures, i.e. including violation of sanctions/restrictive measures.

Having such an overview of the ongoing or concluded judicial proceedings against the listed entities, places Eurojust in an ideal position to support judicial authorities in executing cross-border freezing, confiscation orders, requests, or any other type of decision or request for judicial cooperation or coordination.

### ***Data Cross-Checking***

During 2025, the regular Cross-Checking of Data on sanctioned entities continued. The list of individuals and companies sanctioned by the EU is systematically cross-checked against the data contained in Eurojust's CMS on a continuous basis. This ongoing monitoring process has proven instrumental in identifying critical connections between sanctioned entities and active judicial proceedings. Since the implementation of this cross-checking mechanism in March 2022, several significant links have been identified, confirmed, and acted upon by national authorities across Member States.

### ***Hit/no hit***

The “hit/no hit” manual process with Europol is operational since May 2023. The operational use by the Eurojust National Desks remains limited, and the data regularly submitted by Europol do

not trigger many hits in the CMS. A more targeted selection of operational data from Europol side was discussed with Europol in February 2025.

The “hit/no hit” manual process with the EPPO is operational since May 2024. The operational use on both sides is limited.

The Commission announced upcoming changes to the “hit/no hit” related provisions in the revision of the Eurojust and Europol regulations. The inclusion of Justice and Home Affairs (JHA) agencies and EU bodies in the new Commission concept of a Criminal Cross-Check Mechanism between Member States is under political discussion.

Indicators	Baseline	Target	Result	Progress	Source of data
Number of own initiative cases	10	≥ 2024 result	28		Quarterly KPI Report
Number of links reviewed/assessed through the CMS Link Review Profile	3 679	≥ 2024 result	5 198		Quarterly KPI Report
Number of entities in “hit/no hit” requests <sup>11</sup>	540	p.m.	1 033		Quarterly KPI Report

### Action area 1 (c) – Operational cooperation with the networks hosted and supported by Eurojust

KPI	Number of Eurojust-Networks joint products
Source of data	Annual KPI Dashboard
Baseline 2019-2023	14
Target 2025-2027	(≥) 10%
2025 progress	22
Assessment	On track

#### Activity 1.3 – Further support and develop synergies with practitioners’ networks<sup>12</sup>

##### Objective 1.3.1 – Reinforce operational actions and complementarity with judicial practitioners’ networks

During 2025, Eurojust supported and enhanced its operational and strategic cooperation as well as synergies, with a diverse set of judicial practitioners’ networks. Activities during 2025 include:

<sup>11</sup> Indicator added without target for baselining purposes.

<sup>12</sup> In accordance with Articles 4(1)(d), 20(3) and (7) and 48 of the EJR.

- **Subgroup of the Focus Group dedicated to the Western Balkans (July):** Members of the subgroup include EU Member States bordering the region and most Western Balkan countries. The goal of the subgroup is to create mutual trust, enhance cooperation and enable personal contacts in each participating country. A second face-to-face meeting took place in 2025 in Sarajevo in cooperation with Eurojust's Western Balkans Criminal Justice (WBCJ) project and the EU4FAST project. This meeting was the second of its kind and allowed prosecutors from EU Member States and all Western Balkans countries involved in the fight against migrant smuggling to discuss key developments and concrete operational cases. Furthermore, cooperation with Bosnian judicial authorities was enhanced, a significant development given the absence of a Liaison Prosecutor from Bosnia and Herzegovina posted to Eurojust.
- **Hosting the 4<sup>th</sup> meeting of the Focus Group of specialised prosecutors against Trafficking in Human Beings (September):** The meeting aimed to discuss the latest developments in the fight against human trafficking and exchanges on how to reinforce judicial cooperation and improve prosecution for trafficking in human beings.
- **Hosting the annual meeting on migrant smuggling (November):** Main topics included the criminalisation of migrants vs. investigations into organised crime groups, the use of covert measures and special investigative techniques in migrant smuggling cases. This meeting is also the annual meeting of the Focus Group of prosecutors against migrant smuggling.
- **Supporting the newly set-up [European network of national prosecutors responsible for hate crimes and criminalised hate speech](#) (December):** The network operates within the framework of the EU High Level Group on combating hate speech and hate crime. It works in close coordination with the Network of law enforcement contact points specialised in hate speech and hate crime, which was established by the Commission in parallel to ensure operational synergy and information exchange.

### **European Judicial Organised Crime Network (EJOCN)**

To strengthen the fight against organised crime and drug trafficking, in June 2024, the [Justice and Home Affairs Council](#) approved the establishment of the EJOCN. The EJOCN is a hub of specialised expertise that aims to facilitate exchanges of information and cooperation amongst judicial authorities dealing with organised crime, with the goal of improving strategic and operational results in the fight against organised crime. It also facilitates the exchange of best practices, knowledge and experience in the investigation and prosecution of organised crime.

In 2025, the EJOCN organised several meetings addressing crime priorities and judicial cooperation instruments including:

- **1<sup>st</sup> Plenary Meeting (19–20 March).** Participants gathered to discuss the functioning and working areas of the network, establish its immediate and long-term priorities, and build working relationships among its members. Chaired by the Polish Presidency, the event covered presentations on the latest casework and policy developments in the fight against organised crimes groups and drug trafficking, conducted workshops to establish the guidelines and work plan of the Network, and held a closed session for the exchange

- of non-personal operational information to share expertise among practitioners and enhance cooperation efforts.
- **EJOCN and EL PacCTO 2.0<sup>13</sup> bi-regional meeting (29–30 September).** The event, which was attended by prosecutors from EU and Latin American countries, aimed to share expertise and develop mutually supportive strategies to tackle drug trafficking via ports by organised criminal groups. The meeting enabled participants to engage in in-depth discussions on key operational and strategic challenges, such as controlled deliveries, illicit money flows, and the sharing of intelligence and spontaneous exchanges of information. Additionally, the event facilitated the strengthening of professional relationships among prosecutors across these two regions and paved the way for future collaboration, allowing them to explore new avenues for joint initiatives and cooperation. The event demonstrated the commitment of both regions to work together to address the global challenges posed by organised crime, and to develop effective common strategies to disrupt and dismantle criminal networks that operate across continents.
  - **2<sup>nd</sup> Plenary Meeting (29–30 October).** Participants gathered to discuss contemporary developments, build professional relationships and develop strategies to tackle organised drug trafficking and related prosecution challenges. Chaired by the Danish Presidency, the event addressed synergies with the other European Judicial Networks hosted at Eurojust, and featured case examples and thematic deep dives into evolving drug routes and encryption-related challenges. It also conducted practitioner workshops to foster peer-learning and collaboration and held an operational round table for the exchange of non-personal information to share expertise among practitioners and enhance cooperation efforts.
  - **Expert Webinar “International Drug Trafficking: Operational and Legal Challenges” (November).** In collaboration with the Maritime Analysis and Operation Centre (narcotics), the webinar provided an in-depth presentation outlining the contemporary operating methods, responses, and challenges faced in tackling maritime drug trafficking, based on insights gathered from the operational experience of the Centre.

The EJOCN held practitioner workshops and roundtables at its events to exchange expertise and gather practical experience on cooperation challenges and their solutions. Knowledge gathered was then shared among the network through meeting outcome reports and conclusions. In addition, the EJOCN collected practitioners’ input to contribute to the *Joint Eurojust – EJOCN position on the revision of the 2008 Framework Decision on Organized Crime*. The Network also joined EMPACT OA 2.8 *Cooperation EU-LATAM against drug trafficking* as a participant, which Eurojust is also co-leading.

Regarding external relations, the Network established relations with the Ibero-American Network of Anti-Drug Prosecutors (*Red de Fiscales Antidroga de Iberoamérica – RFAI*), by planning a joint initiative to support exchanges between the Network and EU practitioners on strategic and operational needs.

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<sup>13</sup> Europe Latin America Programme of Assistance against Transnational Organised Crime – Regional Programme to strengthen the strategic partnership on justice and security against organised crime between the European Union, Latin America and the Caribbean

### European Judicial Network (EJN)

The EJN assists judges and prosecutors with day-to-day cooperation on criminal justice matters worldwide, via a network of National Contact Points. The EJN holds at least three plenary meetings every year to allow networking amongst contact points and sharing experiences, particularly concerning the operation of the network and to provide a forum for discussion on practical and legal problems encountered by the Member States in the context of judicial cooperation.

In 2025, the EJN held three key meetings to strengthen judicial cooperation and address emerging legal challenges across the EU:

- **46<sup>th</sup> Regular Meeting (The Hague, 13 February)**: Hosted under the Polish EJN Presidency, 60 Contact Points discussed legislative developments and practical hurdles in videoconference hearings and non-conviction-based confiscations. The EJN Presidency Board, including future 2026 Presidencies (Ireland and Cyprus), met to steer the Network's strategic and administrative projects.
- **64<sup>th</sup> Plenary Meeting (Warsaw, 7–9 May)**: Organised under the Polish Presidency of the Council of the EU, this plenary gathered 140 Contact Points to debate the future of EU Criminal Justice. Discussions focused on fostering mutual trust and developing ambitious solutions for evolving judicial challenges.
- **65<sup>th</sup> Plenary Meeting (Copenhagen, 6–7 November)**: Held under the Danish Presidency of the Council of the EU, approximately 150 Contact Points focused on operational responses to organized crime, "crime-as-a-service," and the investigation of crypto assets.

Eurojust and the EJN continued working on joint projects throughout 2025. Most notably:

- Contribution to the joint Eurojust–European Institute for Gender Equality report on the European Protection Order (February).
- Attendance of Criminal Network Disruption Global Programme (CRIMJUST) meeting in Lima (February).
- Contribution to the study visit of the Swedish Prosecution Authority (February and May), and to the study visit of French magistrates (March and October).
- Contribution to the Eurojust Cybercrime Team meeting concerning the practical application of the evidence package (September).
- Joint contribution to the European Criminal Law Academic Network (ECLAN) Summer School (June), highlighting the practical collaboration between the EJN and Eurojust.
- Joint contribution as keynote speakers at the Annual Plenary Meeting held by the United Nations Office on Drugs and Crime (UNODC) on 11–12 September in Ashgabat, Turkmenistan.
- Joint contribution at the Camden Asset Recovery Inter-Agency Network (CARIN) Annual General Meeting (October) at Europol.
- Participation in the 19th EJCN Plenary Meeting (December), and providing stakeholders with updates, during the tour de table, on the implementation of the e-Evidence Package from a legal practitioners' perspective.

### Joint Investigation Teams (JITs) Network

Since it was established in 2005, the JITs Network has been pivotal in advancing cross-border collaboration by supporting practitioners and encouraging the use of JITs. Annual meetings provide a vital forum for JIT National Experts to discuss challenges and opportunities in international cooperation, while also sharing experiences and best practices.

The **21<sup>st</sup> Annual Meeting of the Network of National Experts on JITs (The Hague, 5–6 November)** brought together over 80 stakeholders, including 32 JIT National Experts and representatives from the European Commission, Europol, eu-LISA<sup>14</sup>, OLAF, and the International Criminal Court Office of the Prosecutor (ICC-OTP). Discussions centred on the implementation of the new JITs Collaboration Platform (JIT CP) and the evolving role of customs authorities in cross-border investigations. The Network formally adopted the revised **JIT Network Guidelines**, updated to reflect critical legal and operational shifts, most notably the adoption of the JIT CP Regulation and its accompanying implementing act.

The Network's Secretariat has been working on the updated draft provisions to the JIT Model Agreement, aligned with the requirements of the JITs CP Regulation. Drafting began in early 2025 in cooperation with the European Commission, and work continues in 2026.

The **Fifth JITs Evaluation Report** was presented to the Council of the EU Working Party on Cooperation in Criminal Matters (COPEN) on 30 June 2025 and subsequently published. This report presents lessons learned and best practices shared during 67 evaluations conducted by JIT practitioners between December 2022 and December 2024. The evaluations highlight the critical importance of the setting-up phase in ensuring the success of JITs. Early involvement of Eurojust proved pivotal in facilitating coordination among participating countries, clarifying objectives, and resolving legal and procedural differences. The report also focuses on Eurojust's experience with JITs set up in cybercrime cases and recent developments in the use of JITs. The findings emphasise the importance of adapting JIT practices to address increasingly complex and evolving criminal activities, which often involve multiple jurisdictions and sophisticated technologies. Finally, the report highlights the ongoing support provided by the WBCJ to JIT activities, as well as the development of a dedicated collaboration platform for joint investigation teams. During 2025, the JITs Network provided support to seven JIT Evaluation Meetings.

Throughout the year, the Secretariat supported a large number of trainings, study visits, and other events organised by Eurojust National Desks, WBCJ, the European Judicial Training Network (EJTN), the European Union Agency for Law Enforcement Training (CEPOL), the Academy of European Law (ERA), Europol, the ICC-OTP, the European Union Agency for Asylum Exclusion Network, the EU Home Affairs Programme in Kosovo, and the European Union Advisory Mission in Iraq.

In 2025, every second JIT award was granted to a JIT with participation of third countries. The biggest majority of JITs were signed with Ukraine (27), United Kingdom (20) and Albania (14). There were also JITs with overseas regions like Latin America (e.g. Brazil and Ecuador) and the United States of America. The Network welcomed Iceland as a new Observer State and the *Asociación Iberoamericana de Ministerios Públicos* as an Associated Partner, further strengthening the external dimension of the Network. The Network Secretariat expanded the collection of

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<sup>14</sup> EU Agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice.

national legislation on JITs with the addition of Moldova and Bosnia and Herzegovina. The Fiches are available on the JITs Restricted Area and the Eurojust Intranet.

### [Genocide Prosecution Network](#)

The Genocide Prosecution Network and Eurojust continued their close collaboration.

On 22 May 2025, Eurojust, the Genocide Prosecution Network, the European Commission and the Polish Presidency of the Council of the EU jointly marked the **10<sup>th</sup> EU Day Against Impunity** for genocide, crimes against humanity, and war crimes. The hybrid event gathered 175 representatives of judicial authorities, civil society and the diplomatic community at Eurojust's headquarters and online to discuss the protection of the independence and integrity of judicial authorities investigating and prosecuting CIC.

International judicial authorities are increasingly confronted with challenges such as sanctions, funding limitations, and lack of cooperation. These obstacles risk disrupting ongoing investigations and proceedings, ultimately undermining justice for the victims of some of the most heinous crimes. The opening remarks provided by Eurojust, the Polish Ministry of Justice and the European Commission, underscored the significance of international judicial institutions, including the ICC, in ensuring justice for core international crimes.

The **37<sup>th</sup> Genocide Prosecution Network Meeting (9–10 April)**, was convened under the Polish Presidency. The meeting was attended in-person by approximately 150 participants representing 26 Member States, six Observer States as well as relevant international organisations and civil society organisations. The meeting focused on the topic of the crime of genocide (origins, constitutive elements and contemporary developments). The meeting addressed legal and practical challenges to investigating and prosecuting genocide, with a focus on international and national practices. Expert speakers from national judicial authorities, international organisations, the academia and NGOs presented common legal, factual and practical issues arising from multiple situations, such as Syria/Iraq, Ukraine, Rwanda, Myanmar, and Gaza/Palestine. In addition, the Head of the National Centre for International Judicial Cooperation in Iraq presented the mission and background of the National Centre and expressed Iraq's commitment to enhance judicial cooperation with EU Member States. The Network plenary also adopted a new visual identity and official logo, and approved the change of its name to Genocide Prosecution Network.

The **38<sup>th</sup> Genocide Prosecution Network Meeting (19–20 November)**, was convened under the Danish Presidency. The meeting was attended in-person by 150 participants representing 23 EU Member States and five Observer States, and international organisations and civil society organisations. The meeting focused on the use of new technologies in the investigation and prosecution of core international crimes. Participants discussed the varied use of open-source intelligence in combination with other sources of evidence such as geolocation, drones, 3D modelling, satellite imagery and digital landscape assessment. Exchanges further underlined the increasing role of automation tools in managing data, and the need for technical knowledge, legal insight and practical application in order to ensure the effective integration of such tools. With the support of the National Authorities Against Impunity (IMPNA) Project, the Network members welcomed a delegation of West African practitioners from The Gambia, Guinea and Senegal. The

delegation shared their national practices in investigating and prosecuting international crimes and expressed interest in exploring further avenues for judicial cooperation and peer-to-peer exchanges of expertise with European counterparts.

The Genocide Prosecution Network Secretariat, with the support of Eurojust, published its new report on [Cumulative prosecutions of foreign terrorist fighters for core international crimes and terrorism-related offences: an analysis of selected jurisprudence](#) in September 2025. The report emphasises the importance of prosecuting Foreign Terrorist Fighters (FTFs) for both terrorism-related offences and core international crimes to achieve full accountability. It provides practitioners with practical guidance and key legal insights from leading jurisprudence, while also serving as a resource for academics and other professional in the field. Although its primary focus is on FTFs and female returnees linked to the Islamic State of Iraq and Syria, the findings can also be applied to other contexts where terrorist groups are also armed groups party to a non-international armed conflict.

The Genocide Prosecution Network Secretariat regularly updates its searchable [database of selected judicial decisions on CIC](#). Launched in November 2024, the database gathers key decisions from EU Member States focused on war crimes, crimes against humanity, genocide, as well as other concurrent crimes such as terrorism related offences. When official translations cannot be provided by National Authorities, unofficial English translations are provided courtesy of the Genocide Prosecution Network Secretariat and Eurojust. Furthermore, with the support of the IMPNA Project, decisions are also now being translated into French, Arabic and Spanish.







### ***[European Judicial Cybercrime Network \(EJCN\)](#)***

Established in 2016, the EJCN plays a vital role in fostering cooperation and knowledge-sharing among practitioners specialising in countering cybercrime, with the goal of increasing the efficiency of investigations and prosecutions. With the support of Eurojust, the EJCN works to enhance cooperation between national authorities, addressing the borderless nature of cybercrime and the challenges it poses. The EJCN gives input to Eurojust's Cybercrime Judicial Monitor, covering legislative developments in the areas of cybercrime, cyber-enabled crime, crypto assets and electronic evidence.

The **18<sup>th</sup> Plenary Meeting (28–29 April)**, brought together 60 participants from 32 countries. Prosecutors and judges across the EU are grappling with new legal problems and grey areas, such as cooperating with service providers that hold crucial electronic evidence, seizing cryptocurrencies under the control of crypto assets service providers or addressing the complex phenomena of cyber-enabled terrorism. The meeting addressed these challenges head-on, featuring discussions on key topics such as artificial intelligence (AI), crypto assets, the e-evidence package, and terrorist networks operating online. The meeting included presentations on case studies, including the criminal use of malicious Large Language Models and the abuse of stablecoins, highlighting the evolving nature of cyber threats. A restricted session on the second day allowed participants to share updates on national legislations, judgments, and cases.

The **19<sup>th</sup> Plenary meeting (4–5 December)**, brought together 62 experts from 26 countries to discuss critical topics, including cyberattacks on critical infrastructure, AI, and data retention. The meeting took place against a backdrop of increasing concern about the potential impact of cyberattacks on critical infrastructure, and the need for a coordinated response to mitigate these threats. Participants explored ways to enhance cooperation and coordination in the fight against

disinformation and hybrid warfare, and to promote the use of innovative technologies, such as AI, to support the work of judicial authorities. A key aim of the meeting was to facilitate the sharing of knowledge and best practices among participants, and to identify areas for future collaboration and mutual support. The network's members recognised that the current threat landscape demands a paradigm shift in the way judicial authorities collaborate and share intelligence in order to stay ahead of cybercriminals.

Indicators	Baseline	Target	Result	Progress	Source of data
Number of cases referred from/to the EJN	94/341	(≥) 96/290	67/264		Annual KPI Report
Number of joint products with EJN Secretariat	7	(≥) 2024 result	13		Quarterly KPI Report
Number of joint products with JIT Network Secretariat	2	(≥) 2024 result	5		Quarterly KPI Report
Number of joint products with Genocide Network Secretariat	4	(≥) 4	4		Quarterly KPI Report
Number of joint products with EJCEN support team	7	(≥) 2024 result	5		Quarterly KPI Report
Percentage of JIT evaluation meetings supported	100%	(≥) 2024 result	100%		Quarterly KPI Report

<sup>15</sup> The KPI is assessed based on a new methodology and therefore the target set in the AWP is not relevant.

<sup>16</sup> The KPI is assessed based on a new methodology and therefore the target set in the AWP are not relevant.

## Multi-annual strategic objective 2: Cooperation

*Close cooperation with stakeholders from within the EU and beyond is a key component of Eurojust's success*

### Action area 2 (a) – Cooperation with JHA partners




KPI	Number of cases involving EPPO, Europol, Frontex and OLAF
Source of data	Annual statistics
Baseline 2019-2023	58
Target 2025-2027	(≥) 87
2025 progress	43
Assessment	Needs attention

#### Activity 2.1 – Further develop cooperation with JHA partners<sup>17</sup>

##### Objective 2.1.1 – Strengthen cooperation with the EPPO, Europol, Frontex and OLAF

Operational and strategic cooperation with European JHA partners is crucial to maintain and strengthen the area of freedom, security and justice. Throughout 2025, Eurojust continued to collaborate closely with the JHA agencies and the EU institutions, contributing judicial expertise in the common fight against cross-border crime. The Agency handled a significant number of cross-border cases with Europol, as well as a smaller number of cases with the EPPO and OLAF.

The cooperation with partners on new cases in 2025 is outlined below:

EU body	Cases	Coordination meetings	Coordination centres	JITs
 Europol	36	131	4	51
 EPPO	6	2	0	2
 OLAF	4	6	0	2

#### *Cooperation with the European Public Prosecutor's Office (EPPO)*

Eurojust continued working together with the EPPO in a limited number of cases, giving the complementary nature of the mandates. The EPPO participated in two JITs and two coordination meetings.

Eurojust's focus in 2025 remained on identifying new areas where the Agency can enhance its support to the EPPO, including PIF investigations with an organised crime component and cooperation with non-EU countries. A good example of this cooperation is the preparation of a

<sup>17</sup> In accordance with Articles 2(1) and (3), 4(1) (g) and (h), 49(4) and (5), 50(1) and (4) and 51(2) and (3) of the EJR.

working document to be used as reference for JIT agreements between the EPPO and national authorities of non-participating Member States and of third countries.

Eurojust agreed to finance JITs established between the EPPO and a non-participating Member State in the EPPO or a third country, or both, in particular providing funding for:

- costs incurred by the national authorities of an EPPO participating Member State, supporting the EPPO's investigation; and
- costs incurred by European Delegated Prosecutors in the course of a JIT.

A Service Level Agreement is currently being drafted by Eurojust and the EPPO, and the Terms and Conditions of the JITs Funding Programme will be updated accordingly.

Eurojust also agreed to finance the costs of European Delegated Prosecutors for attendance at Eurojust coordination meetings and Eurojust coordination centres, and the rules applicable to Eurojust meetings will be revised accordingly to reflect this change.

The agencies also worked together on the European Commission's project on "EU anti-fraud in Ukraine", linked to the Ukraine Facility (2024-2027), and participated, together with Europol and OLAF in the kick-off meeting of the Judicial Focus Group on Money Laundering and Asset Recovery. In addition, the EPPO was admitted as an Associate Partner of the EJOEN, and has participated in its two plenary meetings.

As of May 2024, a "hit/no hit" mechanism is operational (pilot phase) to identify possible matches of data held in the CMS of Eurojust and the EPPO and, if need be, to start a follow-up procedure for further information exchange and cooperation. However, in 2025, no requests for cross-checking were submitted. In light of the limited added value of the mechanism, the Eurojust/EPPO Liaison Team agreed to organise strategic information exchange sessions, taking turns to present to each other new trends and *modi operandi*, which will eventually trigger new cases and operational cooperation. A first session took place in January 2026 at Eurojust with EPPO presenting the role of Chinese criminal networks in Europe.

### ***Cooperation with the European Union Law Enforcement Agency (Europol)***

In 2025, Eurojust continued its close operational collaboration with Europol, which resulted in Europol's participation in 130 coordination meetings, 51 JITs and four coordination centres, providing valuable support and expertise to complex investigations.

The joint operational platform, a mechanism enabling information exchange in accordance with existing legal frameworks and personal data rules, was approved by the EDPS in December 2025, enabling its imminent operational launch. This new cooperation tool will allow the regular cross-checking of data contributed by judicial and law enforcement authorities in specific, pre-identified core international crime cases.

Europol and Eurojust also worked together at strategic level. A working group was established to prepare the deployment of Eurojust's single point of contact to Europol, the new agreed institutional structure that will articulate our cooperation and information exchange. The two agencies launched [phase III of the SIRIUS project](#) to enhance cross-border access to electronic evidence. Furthermore, cooperation continued in the framework of the [EU Innovation Hub for](#)

Internal Security. Eurojust participated in the Hub's activities and projects as an observer, and actively contributed to the work of the Encryption and Artificial Intelligence clusters.

Eurojust has solidified the judicial backbone of migrant smuggling investigations through its close cooperation with the European Migrant Smuggling Centre (EMSC) through regular bilateral meetings and participation in the Europol Joint Liaison Task Force. Thanks to Eurojust's membership and active participation in bi-weekly meetings, the judicial component of migrant smuggling and human trafficking cases has been secured. As a result, the information flow and operational cooperation between Eurojust and Europol has significantly increased and ultimately strengthening judicial support in migrant smuggling cases at judicial level. The entry into force of the 2025 amendment to the Europol Regulation (Regulation - EU - 2025/2611 - EN - EUR-Lex) opens up new opportunities for cooperation, in particular through the deployment of a Eurojust representative to the Centre.

Collaboration with the European Cybercrime Centre (EC3) remained a priority, through regular meetings and participation in the Joint Cybercrime Action Taskforce weekly meetings. Eurojust's active involvement reinforced the judicial dimension of complex cybercrime investigations and enhanced information exchange and operational cooperation with Europol, thereby strengthening judicial support in cybercrime cases. At the strategic level, the Eurojust Cybercrime Working Group and Centre's leadership maintained close contacts and exchanged updates on matters of mutual interest.

Eurojust continued to cooperate with Europol's European Counter Terrorism Centre (ECTC) and the European Financial and Economic Crime Centre (EFCECC) to enhance the complementarity of the support to investigations and prosecutions provided by the two agencies in accordance to their mandates.

Eurojust provided its contribution to the EU Terrorism Situation and Trend (TE-SAT) Report 2025 prepared by Europol. The Eurojust contribution included statistical information on convictions and acquittals for terrorist offences, case illustrations and information on amendments to the terrorism-related legislation in EU Member States. Furthermore, Eurojust is a permanent member of the TE-SAT Advisory Board, a body of experts consulted on the content and methodology of the report.

During the year, both agencies continued to exchange data on JITs, and consulted each other in situations when a possible risk of double funding was identified. In cooperation with Europol, the JITs Network Secretariat continued working on a practical fact-sheet explaining the complementarities between Operational Task Forces and JITs, with the aim of providing clear and user-friendly guidance to practitioners, that will be finalised in 2026.

### ***Cooperation with the European Anti-Fraud Office (OLAF)***

Eurojust and OLAF continued the implementation of their working arrangement, through regular meetings of the liaison team and a workshop aimed at enhancing cooperation with a particular focus on food fraud cases. The implementation of the working arrangement has resulted in an increase in the number and complexity of the joint cases, mainly in new crime areas such as environmental crime, including the participation of OLAF in coordination meetings and JITs. In particular, six cases were registered at Eurojust towards OLAF, as opposed to four in 2024. At the

same time, the participation of OLAF in Eurojust coordination meetings also increased with six coordination meetings organised in 2025, while only five took place in 2024.

In November, the agencies co-organised a training aiming at enhancing the knowledge of their respective mandates and exploring further avenues for cooperation such as food fraud. The bi-annual in-person consultations of the respective liaison teams were supplemented by ongoing communication through electronic and telephonic channels.

In addition, in March, Eurojust hosted the Eurojust/OLAF exchange programme.

### ***Cooperation with the European Border and Coast Guard Agency (Frontex)***

Following the negative opinion from the EDPS on the implementing rules on processing of personal data by Frontex, the negotiation of a working arrangement remained suspended during 2025.

Eurojust supported several Joint Action Days organised by Frontex, such as Danube 10, SEE 2025 and Stopover 4.

### ***EMPACT (European Multidisciplinary Platform against Criminal Threats)***

In 2025, Eurojust continued contributing to the EMPACT Operational Action Plan on High-Risk Criminal Networks, which aims to identify and investigate high-value targets. Eurojust continued to co-lead four operational actions under this EMPACT priority in 2025, supporting the activities of judicial and law enforcement authorities against organised criminal networks. Due to the poly-criminality associated with High-Risk Criminal Networks, the operational actions addressed a wide range of crime areas. An important strategic goal within this priority was to strengthen the intelligence picture of the most threatening networks, with support from Europol.








Eurojust was actively involved in EMPACT Operational Action Plan on Online Fraud Schemes. In the framework of EMPACT crime priority MTIC fraud, Eurojust led, together with Sweden (Swedish Economic Crime Authority), Finland (Finnish Customs) and Europol (AP MTIC), Operational Action (OA) 2.3 for the fourth and final year of the 2022-2025 policy cycle. OA 2.3 related to intangible goods and services and involved participants from tax authorities, law enforcement, judicial authorities from 23 Member States and third countries as well as CEPOL, DG Taxud, OLAF, EPPO, Europol and Eurojust. As the link between law enforcement and judiciary needs to be further strengthened, it was decided that in the upcoming policy cycle, Eurojust will co-lead the follow up Operational Action 5.2. "Building knowledge on investment fraud".

Applying a multidisciplinary approach and having participants from various horizons (tax, law enforcement, judiciary, EU agencies, the Commission) most definitely enabled to bring the exchange of experience to a higher level and brake down some pre-conceived ideas on how to cooperate with one another at national and international level.

Eurojust continued to be actively involved in EMPACT Operational Action Plan on Migrant Smuggling, ensuring the judiciary is represented. Eurojust is participating in nearly all operational actions and even co-leading 11 operational actions, which aim to improve international cooperation.

Throughout the year, Eurojust also actively contributed to the two drug-related Operational Action Plans of EMPACT by representing the judicial cooperation perspective in a significant number of Operational Actions.

At the same time, the Agency was preparing for the new EMPACT Cycle (2026-2029) where Eurojust will continue its support and co-lead an action focusing on the judicial cooperation with Latin American countries, making use of its strong network with third-countries.

Indicators	Baseline	Target	Result	Progress	Source of data
Number of new or revised cooperation instruments with main JHA partners <sup>18</sup>	2	(≥) 2024 result	2		Quarterly KPI Report
Number of cases or requests for support received from the EPPO	15	(≥) 2024 result	6	 <sup>19</sup>	Quarterly KPI Report
Number of cases with Europol	40	(≥) 2024 result	36		Monthly OS
Number of coordination meetings with Europol	96	(≥) 2024 result	131		Monthly OS
Number of coordination centres with Europol	8	(≥) 2024 result	4	 <sup>20</sup>	Monthly OS
Number of EMPACT Operational Actions (co)led by Eurojust	13	(≥) 2024 result	17		Quarterly KPI Report
Percentage of EMPACT Operational Action Plans in which	100%	100%	100%		Annual KPI report

<sup>18</sup> Including the EPPO, Europol, Frontex and OLAF.

<sup>19</sup> KPI was not met due to external factors outside Eurojust's control.

<sup>20</sup> Idem.

Eurojust participates					
Number of cases with OLAF	2	(≥) 2024 result	4	●	Monthly OS

### Objective 2.1.2 – Enhance effectiveness in criminal justice cooperation through joint initiatives with JHA and other relevant partners

#### *Cooperation with training partners*

Eurojust promoted training initiatives organised by the European Union Agency for Law Enforcement Training (CEPOL) with national authorities, and by providing speakers for the courses throughout the year. Eurojust further closely cooperated with the European Judicial Training Network (EJTN) and the Academy of European Law (ERA), providing support to their trainings. In particular, Eurojust's expert speakers participated in nine CEPOL trainings, in six ERA trainings and in 14 EJTN events. In total, Eurojust accepted 29 training requests from ERA, the EJTN and CEPOL.

#### *Cooperation with EJTN*

The EJTN is an EU-wide platform to promote training and knowledge-sharing among judicial professionals of the Member States. It facilitates long-term traineeships at the Eurojust National Desks in order to be actively involved in its daily work, in particular in operational work dealing with operational cases under the supervision of the National Member.

The EJTN organised long-term traineeships at the National Desks of Eurojust, enabling participants to take part in their everyday activities, and especially in operational work under the guidance of the National Member.

In October, a two-day study visit was organised at Eurojust with 35 EJTN participants, which focussed on cybercrime, money laundering, asset recovery and economic crimes, drug trafficking and trafficking in human beings.

#### *Cooperation with the EU Agency for Fundamental Rights (FRA)*

Highlights of the joint actions and cooperation between Eurojust and FRA in 2025 include:

- First bilateral meeting between Eurojust's President and FRA's Director;
- Eurojust's participation in the Steering Committee for FRA's project on violence and related human rights abuses against women fleeing the war in Ukraine;
- Eurojust participation at several expert meetings and workshops, including:
  - o Access to data in criminal investigations – encryption workarounds
  - o Expert meeting on victims of online fraud
  - o FRA/Commission 'Charter Xchange' event

- FRA participation and chairing of two panels in Eurojust's 2nd annual symposium on victims' rights; and
- FRA publication of two reports with Eurojust's contributions:
  - o ['Digitalising justice: A fundamental rights-based approach'](#)
  - o ['Regulating online terrorist content – Balancing public safety and fundamental rights'](#)

### ***Cooperation with the Authority for Anti-Money Laundering and Countering the Financing of Terrorism (AMLA)***

Formal negotiations for a working arrangement with the newly established AMLA started in 2025. Once fully operational, AMLA will become an important partner and their involvement in operational matters is expected to increase in the upcoming years.

### ***Cooperation with the European Union Drugs Agency (EUDA)***

Following the revision of the mandate of EUDA, Eurojust started informal contacts in order to enhance institutional and operational cooperation. The analytical tools and information hosted by EUDA can be of benefit for the judicial authorities seconded at Eurojust and could also trigger strategic discussions on the judicial response to new threats and trafficking methods.


### ***Justice and Home Affairs (JHA) Agencies Network***

Throughout 2025, Eurojust continued to participate in the JHA Agencies Network. Eurojust contributed to the implementation of the network's 2025 work programme, with activities focusing on fundamental rights in relation to artificial intelligence, digitalisation, innovation, outcome-driven and adaptive planning, as well as the EU Internal Security Strategy.

Joint activities included the following publications:

- An [updated joint paper on JHA agencies' contribution to EU Solidarity with Ukraine](#), covering the period February 2024-February 2025;
- [JHA agencies joint statement on the occasion of the 25<sup>th</sup> Anniversary of the Charter of Fundamental Rights of the European Union](#); and
- [Justice and Home Affairs agencies and the Charter of Fundamental Rights of the EU: selected highlights](#).

Indicators	Baseline	Target	Result	Progress	Source of data
Number of new or revised cooperation instruments with other JHA	2	(≥) 2024 result	1	●	Quarterly KPI Report

partners <sup>21</sup> and EU bodies					
Number of shared initiatives <sup>22</sup> with other agencies in the framework of the JHA agencies' network	34	(≥) 2024 result	30		Quarterly KPI Report

## Action area 2 (b) – Cooperation with third countries and international organisations

KPI	Number of cases involving third countries and international organisations
Source of data	Annual statistics
Baseline 2019-2023	1 072
Target 2025-2027	(≥) 1 126
2025 progress	1 104
Assessment	On track

### Activity 2.2 – Implement multi-annual strategy and other initiatives for cooperation with third countries and international organisations <sup>23</sup>

#### Objective 2.2.1 – Strengthen cooperation with third countries and international organisations, including acting as ECRIS-TCN contact point and engaging with practitioner networks in key geographical areas

In 2025, Eurojust strengthened its international partnerships and operational reach. It welcomed the conclusion of the cooperation agreement between the EU and Lebanon, while negotiations led by the European Commission continued with several other countries. The Agency also signed new strategic working arrangements with Egypt, South Korea, the Dominican Republic, Paraguay and Uruguay. Previously established working arrangements continued to deliver tangible results, with the number of judicial assistance requests channelled through Eurojust in 2025 more than tripling compared to 2024.

By the end of 2025, Eurojust had contact points in 82 countries worldwide as well as with three regional organisations. Contact points can facilitate or coordinate the execution of hundreds of requests for judicial cooperation either from EU authorities to third countries or vice-versa, without the exchange of operational personal data. As an example, in 2025 the number of these requests from Latin American contact points of Eurojust increased fivefold.

<sup>21</sup> Excluding the EPPA, Europol, Frontex and OLAF.

<sup>22</sup> Including trainings, meetings and joint reports.

<sup>23</sup> In accordance with EJR Chapter V.

The involvement of Eurojust contact points does not allow for the exchange of operational information, including personal data, unless one of the situations in which such exchange had been enabled applies<sup>24</sup>. The Eurojust Data Protection Office received 66 requests from National Desks for an assessment of a transfer of operational personal data in a specific case to a third country without a cooperation agreement, an international agreement or an adequacy decision of the Commission based on the Law Enforcement Directive.

In 2023, Eurojust started working on the possible clauses that could be inserted in a JIT agreement with non-EU countries to ensure compliance with the requirements of the EU legal framework. The EDPS was informally consulted on the content, and the final draft being sent to the EDPS for a formal consultation in December 2023. The EDPS provided its opinion in November 2024, and work on the final text continued throughout 2025.

In 2025, Eurojust was also working on building a stronger relationship with organisations and countries in more distant regions, such as the National Centre for International Judicial Cooperation of Iraq (to enhance access to the evidence collected by UNITAD), with the Gulf Cooperation Council, the General Secretariat of the League of Arab States as well as the United Arab Emirates and China.

In December, Eurojust hosted a high-level meeting bringing together judicial authorities from over 50 jurisdictions across the EU, Latin America and the Caribbean, the Western Balkans, the Middle East and North Africa, as well as countries hosting a Liaison Prosecutor. Eleven countries from Latin America and the Caribbean, four from the Western Balkans and seven from the Southern Neighbourhood participated. With the active support of the WBCJ project, the event allowed for the signing of 17 Memoranda of Understanding between Latin American and Western Balkans partners a high-level discussion on JITs and on the globalisation of serious organised crime with a focus on drug trafficking. The added value of this event for the judicial authorities in Member States can be translated into numbers: over the course of three days, 82 operational bilateral and multilateral meetings took place between the authorities of the Member States and those of Latin America, the Western Balkans and the Southern Neighbourhood.

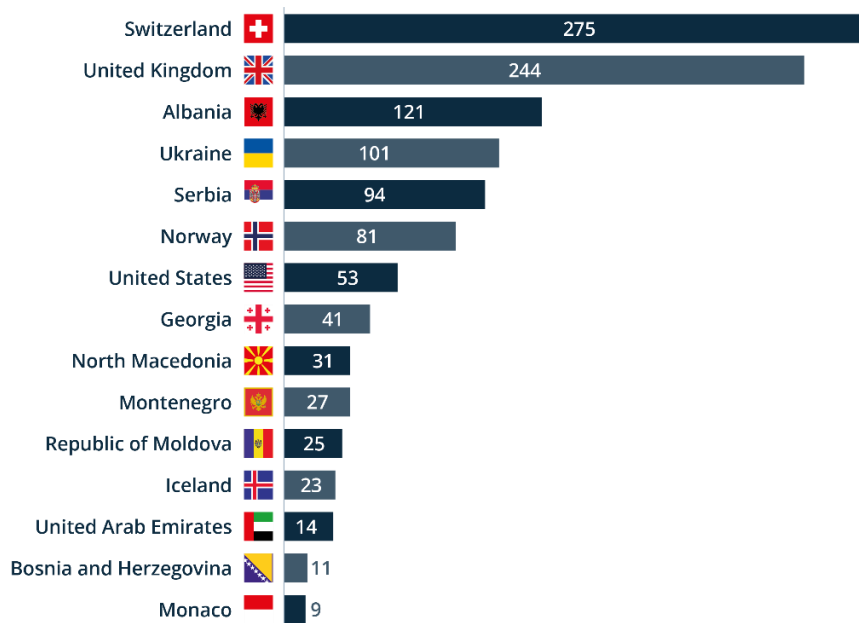
### ***Casework involving third countries***

Since 2020, about 20% of newly registered Eurojust cases involve a third country each year. Countries that posted a Liaison Prosecutor to Eurojust and which benefit from the possibility of systematic exchanges of personal data are on the top of the list of third countries involved in Eurojust cases: in 2025, for the first time in this period, Switzerland had the most involvement with 275 cases, followed by the United Kingdom, Albania and Ukraine.

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<sup>24</sup> I.e. international agreement, cooperation agreement concluded before 12 December 2019, adequacy decision, appropriate safeguards, derogations for specific situations.

The participation of third countries with an agreement on cooperation with Eurojust in cases in 2025 is presented below:



Liaison Prosecutors posted at Eurojust can open cases toward EU Member States and be invited to participate in cases of the Member States. In 2025, the 12 Liaison Prosecutors opened 381 new cases and had 814 open from previous years. Liaison Prosecutors frequently attend coordination meetings and coordination centres and participate in JITs.

### ***ECRIS-TCN***

The ECRIS-TCN Regulation 2019/816 establishes a centralised EU “hit/no-hit” central system to identify the Member State(s) holding information on previous convictions of third-country nationals. The new ECRIS-TCN information system will supplement the existing EU criminal records information system (ECRIS) with the data on non-EU nationals convicted in the EU. Once operational, it will allow Member States, and also Eurojust, to see whether other Member State(s) hold information on previous convictions of a non-EU national and therefore contribute to implementing the principle of mutual recognition of sentences and judicial decisions. Third countries and international organisations will not have direct access to the ECRIS-TCN database but may turn to Eurojust to process their ECRIS-TCN queries in accordance with the Member States consent as applicable.

During the year, Eurojust continued working closely with eu-LISA and the European Commission. Initially, Eurojust will use the eu-LISA technical solution to connect and query ECRIS-TCN<sup>25</sup>. Integration with the new CMS will be considered at a later stage. Testing is in progress and work has started on the data protection impact assessment and the security risk assessment.

<sup>25</sup> In accordance with Art 14 ECRIS-TCN Regulation.

For the implementation of Eurojust's contact point role for third countries and international organisations<sup>26</sup>, no technical solution will be provided by eu-LISA. In addition, Eurojust has not been granted any resources for this activity.

On 18 July 2025, Eurojust submitted to the EDPS a formal consultation regarding various data protection questions linked to the implementation of Article 17 of Regulation 2019/8164 (ECRIS-TCN Regulation) by Eurojust. The EDPS examined the Member States' and Eurojust's role under the ECRIS-TCN Regulation and concluded that 'due to Eurojust's limited role as a 'contact point' and due to the decision-making power and genuine control exercised by the Member States, Eurojust is to be considered as a processor and Member states as the controllers. Consequently, it is for the Member States to ensure that an appropriate legal basis exists for any international transfers under the applicable legal framework. The operational personal data of third country nationals can therefore be processed outside the CMS. Work has consequently resumed to ensure the timely implementation of this new task.

Indicators	Baseline	Target	Result	Progress	Source of data
Number of new or revised cooperation instruments with third countries and international organisations	21	≥ 2024 result	27	●	Quarterly KPI report
Number of cases involving third countries	1 046	≥ 2024 result	1 104	●	Monthly OS
Number of cases involving international organisations	46	≥ 2024 result	45	●	Monthly OS
Number of JITs involving third countries	125	≥ 2024 result	187	●	Monthly OS
Number of cooperation initiatives with Eurojust contact points in third countries	24	≥ 2024 result	28	●	Quarterly KPI Report

<sup>26</sup> In accordance with Art 17 ECRIS-TCN Regulation.

Percentage of ECRIS-TCN requests processed within the agreed response time <sup>27</sup>	N/A	p.m.	●	Quarterly KPI report
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## Action area 2 (c) – Externally funded projects for operational cooperation<sup>28</sup>

### Activity 2.3 – Implement externally funded projects for cooperation<sup>29</sup>

#### Objective 2.3.1 – Reinforce operational capabilities and/or cooperation with partners through external funding agreements

Eurojust's administrative services continued to support externally funded projects of a growing number and complexity. In 2025, these projects included EuroMed Justice, ICPA, National Authorities Against Impunity, SIRIUS and Western Balkans Criminal Justice. Such administrative services included budget planning, implementation and reporting, recruitment and other staff services, procurement, event organisation, missions, security and ICT support.

Eurojust intensified its efforts to harmonise the approach taken for each project and better embed all of them in the Agency's overall organisational structure and legal and financial framework, through for example trainings and onboarding of new project staff and preparation of new procedures and guidelines. Key milestones to this direction are the preparation of a new financial glossary and a new financial reporting manual/template for externally funded projects, regular updates in the guidelines for the external participants to ICPA and other externally funded projects' activities, as well as preparatory work for introducing a new yearly budget dashboard for externally funded projects as of 2025 financial year.

However, as in prior years, the agency's staffing constraints on the one hand and the particularities and different requirements of each project and funding agreement on the other hand have not allowed Eurojust to reach the initially envisaged and ultimately required harmonisation and synergies. This remains an area of particular concern for 2026 and onwards, especially in view of the agency's staffing outlook and MFF constraints.

#### **EuroMed (Euro-Mediterranean Partnership) Justice Project**

During the year, the EuroMed project organised two CrimEx meetings, two EMJNet meetings, the 6<sup>th</sup> Prosecutor General Forum and three ad hoc meetings concerning protection of cultural heritage and combatting its illicit trafficking, migrant smuggling, and money laundering investigations and asset recovery. In the margins of these events, 57 bilateral meetings took place

<sup>27</sup> Activity not started in 2025.

<sup>28</sup> For KPI progress, refer to the agreements for the funding and implementation of the respective external projects.

<sup>29</sup> In accordance with Article 60 of the EJR and Article 7 of the Eurojust FR.

and nine operational contacts were facilitated. In addition, the project adopted a strategy for 2025-2027

The project provides support to the negotiations for international agreement and working arrangements with following key milestones in 2025:

- Working Arrangement between Egypt and Eurojust, signed in April and a study visit organised in November;
- Visit of the Lebanon Ministry of Justice, in the context of the EU-Lebanon international agreement signature; and
- Support to the 10<sup>th</sup> round of negotiations and organisation of a study visit to the data protection authority in Rome for an Algerian delegation, in the context of the ongoing negotiations for an international agreement between the EU and Algeria.

### *Western Balkans Criminal Justice (WBCJ)*

The aim of the WBCJ Project is to strengthen cooperation within the Western Balkans and between the region and the European Union in the fight against organised crime and terrorism, using modern tools and instruments. Equipping Western Balkan partners with EU judicial cooperation tools and working methods - such as coordination meetings, coordination centres, and JITs - is essential for the successful outcome of cross-border investigations.

The project covers the following types of support:

- Expertise and best practices from Eurojust and EU member states on how to use tools and instruments for judicial cooperation;
- Direct funding for operational meetings and investigative activities among Western Balkan partners, both within and outside of JITs;
- Provision of modern ICT equipment such as secure mobile phones and laptops; and
- Translation and interpretation services.

In 2025, the number of requests submitted by the Western Balkan authorities and cases supported by the project doubled, amounting to 69 since the beginning of the project. Most of the requests have been for cases on drug trafficking, money laundering, money counterfeiting, and weapon trafficking. Western Balkan authorities mainly used the project's support for participating in coordination meetings, carrying out investigative measures, translations and purchasing of low-value equipment within JITs.

The project had a positive spill out effect on the number of cases registered at Eurojust involving Western Balkan authorities even when not supported by the project, with an increase from 502 to 800 between 2022 and the end of 2025. In some instances, cases initially supported by the project were eventually handled by Eurojust.

The project hosted 22 regional events, including conferences and peer-to-peer trainings for 345 Western Balkan investigators and prosecutors. These sessions highlighted Eurojust's expertise in areas like drug trafficking and cybercrime while promoting cooperation tools such as JITs.

Global collaboration was further expanded through two events in Lima (Peru) and at Eurojust. These efforts resulted in 50 bilateral meetings between Western Balkan and Latin American officials and the signing of 18 Memorandums of Understanding. Additionally, the project deepened ties with EU practitioner networks and various EU-funded initiatives focused on tackling serious organized crime.

### *The SIRIUS Project*

The SIRIUS project, co-implemented by Eurojust and Europol, is a central reference point for knowledge sharing on cross-border access to electronic evidence from service providers. Its core mission is to assist judicial and law enforcement authorities in retrieving electronic evidence stored by service providers for the purposes of criminal investigations and prosecutions. It offers a variety of services, such as guidelines, legal and policy reviews, trainings and tools via the SIRIUS platform on the Eurojust website. As the central hub for knowledge sharing on cross-border access to e-evidence, the project developed several [knowledge products and practical tools](#) and maintained its structured dialogue with service providers, enabling their direct contact with Eurojust.

In January 2025, the SIRIUS project entered phase III, which runs through December 2027. Building on six years of successful support to national judicial authorities and law enforcement agencies in the field of electronic evidence, this new phase had expanded the project's reach to include non-industrialized third countries. In line with its extended geographical scope, SIRIUS led or contributed to the development of several activities and written deliverables in 2025, in particular:

- **8<sup>th</sup> SIRIUS Advisory Board Meeting:** Hosted a hybrid event involving key partners such as the Foreign Policy Instruments of the European Commission, DG JUST, DG HOME, CEPOL, Council of Europe, UNCTED, UNODC etc.;
- **Regional Training & Awareness:** Conducted 10 training sessions—both virtual and in-person—for judicial and law enforcement officials from the EU and partner regions, including Armenia, the Western Balkans, and EuroMed countries;
- **Electronic Evidence Workshops:** Delivered nine practical sessions focused on the technical and legal processes for gathering electronic evidence from service providers;
- **MLA Webinar:** Partnered with the Canadian Central Authority to deliver a hybrid webinar on requesting Mutual Legal Assistance (MLA) in the context of digital electronic evidence for EU and SIRIUS third-country partners;
- **Online sessions with service providers:** organisation of online sessions with KODEX and Binance for members of national judicial and law enforcement authorities on procedures and tools for collection of data needed for criminal investigations from service providers;
- **Competent Authority Directory:** Development of a public directory of competent authorities, including new sections for those designated under the [Second Additional Protocol to the Budapest Convention](#);

- **Case studies:** Published two case studies focused on [extraterritorial production orders](#) (Article 18), specifically examining the Yahoo! and Skype legal cases in Belgium;
- **e-Evidence Guidelines (Upcoming):** Drafting SIRIUS guidelines for filling in the [European Production and Preservation Order Certificates](#) (EPOC and EPOC-PR), with a scheduled release in the **first half of 2026**;
- **2025 Electronic Evidence Situation Report:** Initiated groundwork for the *SIRIUS Electronic Evidence Situation Report 2025*, including interviews with selected service providers and dissemination of the SIRIUS surveys among national authorities; publication is expected in the **first half of 2026**;
- **Cybercrime Factsheets & Guides:** Released a factsheet on the [UN Convention against Cybercrime](#), updated the SIRIUS MLA guides for Canada and Ireland, published guidelines concerning the concept of service providers under key international legal frameworks on electronic evidence and contributed to the update of 15 service provider guidelines explaining the companies' procedures for law enforcement data requests;
- **Case-Law & Resources:** Created a case-law database for EU Member States' court judgments on the interpretation of third-country laws and conflicts procedures in situations of conflict of law, and released four editions of the SIRIUS newsletter; and
- **Country fiches:** Update of existing country fiches regarding the application of articles 18, 32 and 35 of the Budapest Convention on Cybercrime and publication of new country fiches for Japan.

### **National Authorities against Impunity project (IMPNA)**

The National Authorities Against Impunity Project (IMPNA) strengthens cooperation with non-EU countries and civil society to combat impunity for war crimes, genocide and crimes against humanity. The IMPNA project is funded by the European Commission's Directorate-General for International Partnerships and is co-implemented by Eurojust and the [Genocide Prosecution Network Secretariat](#) hosted at the Agency.

Their work in 2025 included:

- Engaging with over 250 civil society organisations from Africa, the Middle East, and Latin America in partnership with the Office of the Prosecutor of the International Criminal Court to gather feedback on [Guidelines to Document International Crimes Human Rights Violations for Accountability Purposes](#);
- Translating key CIC decisions under the [national jurisprudence database on core international crimes](#), expanding resources to practitioners globally; and
- Facilitating visits of Western African practitioners from Guinea, Senegal, and Gambia to Eurojust, along with the Dutch and French Prosecution Offices and Police specialised on international crimes.

### *International Centre for the Prosecution of the crime of Aggression against Ukraine (ICPA)*

The ICPA was launched at Eurojust in July 2023. It is funded by the European Commission's Service for Foreign Policy Instruments. ICPA participants coordinate their investigative and prosecutorial activities, relying on Eurojust's legal, technical and logistical support.

Phase I of ICPA was completed in November 2025, following two 6-month extensions, with a total project duration of 30 months.

In December 2025, it received an additional EUR 5M from the European Commission to continue supporting the national investigations into the crime of aggression related to the war in Ukraine. The continuation of the ICPA will ensure that the foundation is laid for the upcoming Special Tribunal for the Crime of Aggression against Ukraine. During a meeting in October 2025, Prosecutor Generals and other high representatives from the six countries participating in the ICPA emphasised their unwavering commitment to bringing justice to the victims. The funding received from the European Commission is essential to ensure that national investigations are aligned and justice can be served.

Eurojust continued reinforcing the ICPA collaboration Platform – used by ICPA participants to exchange documents and collaboratively work on cases deliverables – by introducing data labelling and reinforcing the security posture with an additional long term data backup implementation.

### *Intellectual Property Crime Project*

In 2025, Intellectual Property Crime activities centred on negotiating a new Service Level Agreement (SLA) between Eurojust and the European Union Intellectual Property Office (EUIPO) for 2026–2028. While an initial December 2024 proposal was rejected, subsequent high-level talks secured a 3-year staff secondment from EUIPO and annual funding of EUR 100 000 (2026), EUR 90 000 (2027), and EUR 80 000 (2028).

The final SLA was signed on January 16, 2026, and focuses on:

- **Strengthening the European Intellectual Property Prosecutors Network** Increasing Member State participation and fostering ties with international networks and external projects; and
- **Knowledge Sharing:** Collecting best practices and analysing national case law for the EUIPO case-law database.

## Multi-annual strategic objective 3: Digitalisation

*Eurojust will actively contribute to the EU's efforts to bring cross-border criminal justice cooperation up to state-of-the-art digital standards*

### Action area 3 (a) – ICT operational and cybersecurity capabilities

KPI	Percentage of actions timely implemented as per the Digital Criminal Justice programme plan
Source of data	Annual KPI Dashboard
Baseline 2019-2023	70%
Target 2025-2027	(≥) 80%
2025 progress	95%
Assessment	On track

#### Activity 3.1 – Further develop ICT operational capabilities<sup>30</sup>

**Objective 3.1.1 – Ensure Eurojust's active contribution to the Digitalisation of Justice to improve information exchange and interoperability, primarily through implementing and integrating its new CMS**

In 2025, Eurojust continued its efforts to implement the new CMS to address the successful implementation of the responsibilities allocated to the Agency by a number of externally developed projects (JITs Collaboration Platform, ECRIS-TCN and JUDEX) as well as the integration of “hit/no-hit” and CICED with the new CMS under the umbrella of the Eurojust Digital Criminal Justice (DCJ) Programme, including the enhancement of the underlying infrastructure necessary to support these projects. In addition, Eurojust continued to improve the performance and security of its infrastructure by upgrading and modernising its networking stack.

#### ***New Case Management System (CMS)***

The New CMS Project follows a phased implementation approach:

- **Phase 1 (January 2023 to May 2024)** focused on replicating the core functionalities of the current CMS into the new solution, including the European Judicial Counter-Terrorism Register (CTR).
- **Phase 2 (ongoing)** targets the delivery of an operational CMS in alignment with the Eurojust Regulation (EJR) and it has been split in three projects: 2.1, 2.2 and 2.3.
- **Phase 3 (future)** will involve the integration of the new CMS with other externally developed systems, and envisioned DCJ solutions.

In February 2025, the implementation of 2.1 Project was completed with the delivery of a proof of concept with a total budget of EUR 1 M. From a technical perspective, the proof of concept serves to complete the in-detail review of the architecture design of the solution, considering ICT Security and data protection requirements. From a functional perspective, it provides the model

<sup>30</sup> In accordance with EJR Chapter VI; as well as Articles: 23; 24; 25 and 80.

related to visibility and sharing of data in the new CMS, in alignment with the EJR and data protection rules.

March 2025, marked the beginning of 2.2 Project, with a total budget of EUR 5M. This project is currently ongoing, and its scope covers the delivery of a CMS minimum viable product (MVP), including the functionalities of the current CMS, in addition to the requirements of the CTR Regulation. By the end of 2025, 83% of the system's capabilities was showcased with very positive impression on the stakeholders.

On 10 October 2025, the European Parliament and Council approved the targeted amendment to Article 80(9) of the Eurojust Regulation, extending the deadline for establishing the new CMS to 1 December 2027. This extension will provide critical time to finalise the EDPS consultation, complete ICT security assessments and ensure a comprehensive data migration, ensuring compliance with EU standards and operational readiness. It will also allow the team to optimise the system further and enhance functionality to ensure the new CMS is as robust, secure and user-friendly as possible. The Data Protection Officer of Eurojust is an active participant in the project workshops and discussions, ensuring that the data protection perspective is considered in the analysis of business processes and consequently in the design of the new solution.

In parallel to the legislative process, in 2025, the DCJ Programme Steering Committee convened multiple times to discuss status, risks, planning, scope, budget, resources, quality and communication. Eurojust provided budgetary and financial management services to the DCJ Programme, by supporting the multi-annual planning, implementation and reporting of the differentiated appropriations used. As in 2024, the new CMS development project continued to face changes and difficulties with the planning of payment appropriations. The budgetary performance was however improved through the non-automatic carry-over of 2024 payment appropriations (February 2025) and an amending budget (October 2025) – in agreement with the Commission – reducing the 2025 payment appropriations.

## ***JUDEX***

In December, 2025, the Commission CTR Implementing Regulation and Annexes relating to Art. 22a(1) and (3) of the EJR were adopted and published in the [Official Journal of the EU](#). As of January 2028<sup>31</sup>, all secure digital communication and data exchanges between national authorities and Eurojust will transition to JUDEX, supported by the e-CODEX infrastructure. The existing communication channels may remain in use until JUDEX becomes operational for Eurojust and competent national authorities.

To achieve this, Eurojust has launched a dedicated JUDEX project with three key objectives:

- Functional Alignment: Ensure JUDEX meets all Eurojust operational needs for exchange with competent national authorities;
- Technical Integration: Establish a secure connection to the e-CODEX infrastructure; and
- Collaboration with the new CMS: Work closely with the new CMS project team to design a system integration that aligns with Eurojust's broader ICT architecture.

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<sup>31</sup> In accordance with Art 80(10) EJR.

### **JITs Collaboration Platform (JITs CP)**

The new Regulation establishing the JITs CP entered into force in June 2023. This digital platform aims at supporting the functioning of JITs and will allow for easy and secure communication between JIT partners and efficient exchange of information and evidence. The platform, , is being designed, developed and will be hosted by eu-LISA.

Under the JITs CP Regulation, Eurojust has two key responsibilities:

- Making the necessary technical arrangements to enable Eurojust access to the platform; and
- Enabling the connection between the JITs CP Centralised Information System and the JIT Funding System to facilitate the transfer and display of funding-related data in the platform.

To tackle these tasks effectively, Eurojust launched a dedicated project in January 2025. The JITs Network Secretariat continued to contribute to the legal, technical and operational preparations for the platform, including the establishment of the connection between the platform and Eurojust's JITs Funding System – to exchange funding-related data – and defining its future role in providing business support to users once the platform becomes operational. Additionally, Eurojust has made the necessary arrangement for the establishment of the VPN foreseen for the exchange of data.

In parallel to the technical process, the JITs Network Secretariat, together with Eurojust, continued to work with the European Commission and eu-LISA for the preparation of the training schedule and materials. In September 2025, the JITs Network Secretariat successfully organised three information sessions to raise awareness and provide a focused and practical overview of the JITs Collaboration Platform, tailored to the roles of Eurojust National Desks and relevant staff members.

Due to several outstanding issues, eu-LISA has postponed the entry into operation of the JITs Collaboration Platform, initially planned for 7 December 2025. Work on the project is therefore continuing throughout 2026.

In addition, Eurojust continued its participation at the EU Innovation Hub for Internal Security.


### ***Artificial intelligence (AI)***

Regarding the field of AI, Eurojust initiated a project to explore and integrate AI into the Agency's work, aiming at enhancing operational efficiency, improving case analysis and decision support, strengthening technological readiness, and increasing productivity and supporting administrative work, while ensuring alignment with the MASO. The project's objectives are:

- Map the potential use and benefits of AI at Eurojust;
- Develop an Acceptable Use Policy for Generative AI tools;
- Ensure AI literacy;
- Streamline representation to external fora;

- Define an AI strategy;
- Map AI Tools for use at Eurojust;
- Strategic direction for potential AI functionalities in the CMS and CISED;
- Establish an AI Governance framework; and
- AI mapping at Member State level.


On 16 December 2025, the 'Eurojust AI Adoption Strategy' was adopted and the AI Literacy programme was launched early in 2026. The Acceptable Use Policy for Generative AI and the AI Governance framework will follow in 2026.


Indicators	Baseline	Target	Result	Progress	Source of data
Percentage of actions planned for 2025 related to the implementation of the new CMS	75%	(≥) 80%	95%		Quarterly KPI Report

### Objective 3.1.2 – Enhance support to casework and judicial practitioners through existing ICT systems and operational data reporting solutions

Eurojust continued improving its existing systems, through the implementation of improvements to the JITs Funding system, supporting the operational processes, and ensuring its core business tools are fully functional and enhanced. The JITs Funding Claims Module (part of the JITs Funding Portal and System) was further developed in 2025 to introduce new functionalities. The Claims Module will be solely used for submission of reimbursement claims and grants' extensions as of 2026. Furthermore, there were improvements on the features and infrastructure of the EJNI Website, which was further supported through evolutive maintenance activities and the implementation of new features.

In addition, Eurojust took the necessary actions to ensure that the current CMS remains fully functional and operational until its replacement.

Indicators	Baseline	Target	Result	Progress	Source of data
Percentage of ICT operational initiatives implemented in line with the work plan	80%	(≥) 80%	95%		Quarterly KPI Report

set by governing bodies <sup>32</sup>					
Percentage of time that current CMS is fully operational	100%	100%	100%		Quarterly KPI Report

### Activity 3.2 – Further develop cybersecurity capabilities<sup>33</sup>

#### Objective 3.2.1 – Strengthen cybersecurity posture and resilience

[Regulation 2023/2841](#) laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union ('Cybersecurity Regulation') came into effect in January 2024, and defined a series of implementation deadlines in 2025 for all Union entities. The implementation of the Cybersecurity Regulation was further defined in guidelines developed by CERT-EU and approved by the Inter Institutional Cybersecurity Board.

Eurojust successfully met all deadlines defined in the Regulation and the implementation guidelines. In doing so, Eurojust:


- Developed a Cybersecurity Governance, Risk Management and Control Framework;
- Carried out an initial cybersecurity review;
- Drafted an initial cybersecurity plan;
- Carried out a maturity assessment;
- Carried out an organisation-wide cybersecurity risk assessment;
- Approved a final cybersecurity plan for 2026;
- Carried out specialised cybersecurity trainings to a majority of the National Desks; and
- Set-up informal "Cyber Cafés" to keep Eurojust post-holders abreast of developments.

Several technical projects were undertaken to improve the cybersecurity posture of Eurojust. Being aligned with the maturity assessment and the cybersecurity plan, these projects allowed for an immediate closure of gaps identified through the maturity assessment. These projects included the improved security measures that were introduced through the planned Windows 11 migration, expanding the capacity of the SOC and improved vulnerability management capacities. Eurojust worked to further improve its business continuity by preparing a specific Business Continuity Plan for National Desks. Furthermore, a table top exercise was carried out for middle managers.

Over 25 ICT Security assessments were carried out on new projects or ICT tools that were considered for implementation during 2025, in accordance with the ICT Security Risk Management Framework. In addition, hundreds of suspicious emails and documents were analysed for potentially malicious content and network activities are continuously tracked for potential malicious events.

<sup>32</sup> For ICT operational initiatives not in scope of the DCJ programme/projects and as prioritised by College Board for Casework Related ICT Projects.

<sup>33</sup> In accordance with EJR Articles: 2(1) and (3); 4(1)(a), (b), (c), (d), (f), (i) and (j); 22(a) and (b); 23; 30; 35; 52; 54(a); 58; 60(4); 76; 80(8); as well as EJR Annex II points 1(n) and 2(f).

Indicators	Baseline	Target	2024 result	Progress	Source of data
Percentage of actions planned for 2025 for the adoption of the new cybersecurity plan implemented on time	N/A	100%	100%		Annual KPI Report

## Multi-annual strategic objective 4: Strategic work

*Unique strategic insights and achievements strengthen Eurojust's role as the EU's centre of expertise in cross-border judicial cooperation.*

### Action area 4 (a) – Expertise sharing with EU bodies and judicial practitioners

KPI	Percentage of prioritised products on judicial cooperation instruments and priority crime areas delivered
Source of data	Annual KPI Dashboard
Baseline 2019-2023	81%
Target 2025-2027	(≥) 85%
2025 progress	84%
Assessment	On track

KPI	Number of serviced stakeholder requests for strategic contributions
Source of data	Annual KPI Dashboard
Baseline 2019-2023	200
Target 2025-2027	(≥) 220
2025 progress	274
Assessment	On track

#### Activity 4.1 – Collect, analyse and disseminate best practices and lessons learned from casework<sup>34</sup>

##### Objective 4.1.1 – Enhance Eurojust's retention of knowledge and expertise to support judicial practitioners and EU strategic initiatives in the JHA area

In 2025, Eurojust continued to regularly participate to EU bodies' working parties and expert groups with a total of 29 contributions. The Agency adopted a new Outreach Strategy to modernise and enhance coordination in the way the Agency liaises with the EU institutions. Eurojust also establish a more structured link to Council working parties and expert groups, with regular participation of Eurojust in matters related to criminal justice cooperation.

Overall, Eurojust made 41 publications, mainly targeted towards practitioners, in different formats, including:

- six reports on national and EU legislation or case-law;
- three reports on analysing case work;
- five reports on Eurojust work in terms of planning and reporting; and
- three guidelines for practitioners;
- 13 factsheets and leaflets;

<sup>34</sup> In accordance with Articles 5(2) (j) and 68; 67 of the EJR.

- 26 new videos on the Eurojust YouTube channel.
- two infographics;

In total, 188 new documents were added to the internal Knowledge Management Interface.

The College Working Groups continued to monitor judicial cooperation issues based on Eurojust casework, including through retention of knowledge from cases, and produce strategic deliverables. The list of reports, guidelines and analyses drafted by the responsible Eurojust working groups is as follows:

### ***Judicial Cooperation Instruments Working Group***

The Working Group advanced several key initiatives and publications:

#### **Case-Law and Reports**

- Published reports for the Council (COPEN) on surrender and extradition meetings with the United Kingdom and the United States of America.
- Released a comprehensive public overview of case-law for the EIO and updated the EAW overview to include 92 judgments.
- Launched an operational topic on the EAW speciality rule (due Q1 2026) and published the first joint casework report on the Freezing and Confiscation Regulation.
- Updated the topic to include new contributions, as well as revised information from several countries that amended their earlier replies following the CJEU's EncroChat judgment.

#### **Policy & Legislative Contribution**

- Represented Eurojust in Commission meetings focused on integrating the agency into decentralized ICT systems for the EAW, EIO, and Freezing and Confiscation instruments.
- Contributed to the "Lisbonization project" regarding conflicts of jurisdiction and participated in the first meeting of the Judicial Focus Group on Asset Recovery and Money Laundering.
- Prepared the Eurojust position on the revision of the EIO Directive and remote participation at trial, together with the Victims' Rights Working Group.
- Participated in two Commission expert meetings aimed at discussing possible targeted amendments to the EIO Directive and new provisions allowing for cross-border remote hearings via video conference.

#### **Network Collaboration**

- Partnered with the JITs Network Secretariat to address data protection in third-state exchanges, the JITS CP and the Working document for JIT agreements with EPPO involvement.

### ***Economic Crime Team Working Group***

In 2025, Eurojust expanded its role in the global anti-corruption landscape. The Agency joined the European Partners against Corruption and the European Contact-Point Network against Corruption (EPAC/EACN) and the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE) as an observer. Notably, Eurojust hosted the 24<sup>th</sup> EPAC/EACN Annual Professional Conference and General Assembly in November, which included a high-level meeting co-chaired by the President of Eurojust.

Additional actions include:

- **European Commission Engagement:** The Eurojust President delivered a keynote at the third plenary of the EU Network Against Corruption in October.
- **Anti-Fraud Architecture:** Following the Commission's July 2025 White Paper on the topic, Eurojust's Economic Crime Team participated in a High-Level Forum on the Future of EU Criminal Justice.
- **Audit Consultations:** The ECT provided expert input for an audit conducted by the European Court of Auditors regarding cooperation between EU bodies in the fight against fraud.

### ***Environmental Crime***

In 2025, Eurojust expanded its strategic footprint in environmental justice by becoming an official Observer in EnviCrimeNet, complementing its long-standing role as observer within the European Network of Prosecutors for the Environment (ENPE).

Key activities throughout the year included:

- Participating in seven Operational Actions under the 2024–2025 EMPACT Environmental Crime Operational Action Plan. This included the global operation CUSTOS VIRIDIS against waste and pollution crimes, where Eurojust delivered two specialized webinars on judicial cooperation tools.
- Taking part in the 4<sup>th</sup> and 5<sup>th</sup> EU-US Liaison Meetings on Environmental Crime.
- Contributing to the EU Wildlife Trade (CITES) Enforcement Group by attending its 48<sup>th</sup> and 49<sup>th</sup> meetings and providing input to the *Progress Report for 2024 on the implementation of the EU Action Plan Against Wildlife Trafficking*.
- Attending the 1<sup>st</sup> meeting of the Waste Shipment Enforcement Group led by OLAF, with the participation of DG ENV and national environmental agencies and law enforcement authorities.
- Serving as a key speaker at the *Four Networks' Conference* (in collaboration with the professional networks of practitioners dealing with environmental crime IMPEL, EnviCrimeNet, ENPE, and EUFJE).
- Participating at an Environmental Crime Directive workshop organised by the ENPE.

During the year, Eurojust provided input to the following external projects:

- Public consultation on a new policy to advance accountability for environmental crimes under the Rome Statute (requested by ICC-OTP).

- Discussions of the open-ended intergovernmental expert group on crimes that affect the environment, in view of the possible additional protocol to the UN Convention against transnational organised crime, dedicated to environmental crime (requested by UNODC).
- Support to the project *Earth Observations against Environmental Crimes* devoted to the research into possibilities to use satellite images for environmental crime investigations (requested by the *Istituto Affari Internazionali*, under the assignment of the European Space Agency).

### ***Money counterfeiting***

Throughout 2025, Eurojust maintained its active role in the Euro Counterfeiting Experts Group, attending its 97<sup>th</sup>, 98<sup>th</sup>, and 99<sup>th</sup> meetings. Strategic contributions included supporting the Pericles IV Programme seminar on building Ukraine's institutional capacity to protect the euro, and presenting as a speaker at the International Seminar on Money Counterfeiting hosted by the Banque de France and the Central Bank of West African Countries. Eurojust continued maintaining contacts with the Europol's Analysis Project (AP) SOYA and participated as a speaker at the 22nd AP SOYA Annual Expert Meeting.

### ***Money laundering and Asset recovery***

Key activities included:

- Continuous support and advice to national authorities across the full life cycle of the asset recovery process, from tracing, freezing, confiscating and disposal of assets, including issues with the application of the Regulation on Mutual Recognition on Freezing Orders and Confiscations;
- Monitoring the relevant case law of the CJEU;
- Publication of the [\*Report on Regulation 2018/1805 on the mutual Recognition of Freezing and Confiscation Orders\*](#) – jointly with the JCI Working Group. This is the first Eurojust casework report on the practical implementation of this new instrument since its entry into application. It is intended to support national authorities in effectively applying the Regulation and in recovering the proceeds of transnational crime, ensuring that crime does not pay. The report outlines key legal and practical challenges, shares best practices and highlights Eurojust's role in resolving these issues; and
- Holding the kick off meeting of the Judicial Focus Group on Asset Recovery and Money Laundering (October) – jointly with the JCI Working Group. The event brought together prosecutors, investigating judges and asset recovery specialists from all EU Member States, and was supported by observers and experts from key partners such as the European Commission, Europol, Interpol, MONEYVAL<sup>35</sup>, the EPPO, the Camden Asset Recovery Inter-Agency Network (CARIN) and the Anti-Money Laundering Agency (AMLA). The Group focuses on:

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<sup>35</sup> Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism.

- enhancing the effectiveness and coordination of judicial responses to money laundering and asset recovery cases, by fostering a deeper understanding of national legal systems, identifying operational and legal barriers, and promoting the exchange of best practices and case experiences;
- hosting regular meetings, thematic workshops and practitioner-driven discussions on emerging developments such as the use of virtual assets, third-party confiscation, management of frozen property, and cooperation with third countries; and,
- contributing to Eurojust's strategic and policy objectives including supporting the implementation of EU legislation in economic crime.

In 2025, Eurojust continued cooperation with the Europol Analysis Project (AP) ASSET RECOVERY and participated in the Asset Research & Seizure Enforcement Task Force (Project A.S.S.E.T.) led by Europol.

### ***Anti-Trafficking Team***

Throughout the year, Eurojust supported the Focus Group on Migrant Smuggling in its activities. Quarterly newsletters were sent out and the group provided valuable input to new Eurojust publications on migrant smuggling investigations. In the last quarter of 2025, a new leaflet on jurisdictional issues in international waters in migrant smuggling cases was published.

In addition, Eurojust published a leaflet on human trafficking for sexual exploitation and related crimes. The leaflet is based on Eurojust casework and discussions held within the Focus Group and aims to raise awareness of the challenges in judicial cooperation regarding legal qualifications and the interpretation of facts constituting the offence of human trafficking for sexual exploitation and related crimes.

### ***Victims' Rights Working Group***

Throughout the year, the Working Group focused on increasing internal awareness and strengthening external partnerships. Key highlights include:

- **EU Victims' Rights Platform:** Eurojust maintained active involvement in this platform, led by the European Commission's Coordinator for Victims' Rights.
- **European Protection Order Report:** In collaboration with the European Institute for Gender Equality, the group finalized a joint report on the European Protection Order. It was launched on **EU Victims' Day** (February 2025) alongside a practical summary leaflet for legal practitioners. The Working Group Conducted targeted activities to improve the dissemination of information and awareness regarding the use of European Protection Orders.
- **Second Victims' Rights Symposium:** Hosted a major event (2-3 April) which centred on the complex challenges of identifying and defining victims within cross-border investigations.

### ***Cybercrime Team Working Group***

Eurojust maintained its critical support for cases involving encrypted communication platforms, and actively contributed to the encryption and AI clusters of the EU Innovation Hub on Internal Security. In 2025, the Agency released the 10<sup>th</sup> edition of the *Cybercrime Judicial Monitor*.

Key milestones include:

- Jointly hosting a workshop with the Council of Europe on the [Second Additional Protocol to the Budapest Convention on Cybercrime](#) and serving as an observer in two T-CY plenary sessions;
- Organizing a high-level meeting (30 Sept – 1 Oct) to align Member States, service providers, and Eurojust on their respective roles within the EU e-evidence package; and
- Strengthening the EJCEN through facilitating two plenary meetings and providing ongoing support to its subgroups.

### ***Counter-Terrorism Team Working Group***

The Working Group continued overseeing the implementation and operation of the CTR. This included contributing to the European Commission's CTR Regulation Committee, established in May 2025, to develop JUDEX for digital information exchange between national authorities and Eurojust.

In November 2025, Eurojust hosted its annual Counter-Terrorism Meeting, bringing together global experts to address evolving threats. Key topics discussed included the definition of terrorism and new threats and trends. The meeting workshops focused on:

- Defining and supporting victims of terrorism;
- Securing electronic evidence from online service providers; and
- Addressing the recruitment of minors into terrorist and extremist activities.

Additionally, Eurojust published a booklet entitled '[Battlefield evidence – Key insights for judicial practitioners](#)'. Designed as a practical and easy-to-use tool, this booklet was created in response to the needs expressed by practitioners for further experience sharing and capacity building on this topic.

Eurojust presented and promoted its experience in supporting hate crime prosecutions within EU working groups. In support of the [Council of Europe's Counter-Terrorism Strategy \(2023–2027\)](#), Eurojust also provided input on various topics, including the prosecution of terrorist offenses committed during armed conflicts.





### ***Consultative Forum***

The 19<sup>th</sup> annual Consultative Forum of Prosecutors General of the EU Member States (October) was largely dedicated to the continued fight against organised crime. This included a discussion on the so-called *Crime as a Service* method, or putting up criminal activities for tender. A second major topic was the state of play on the ongoing judicial efforts regarding the war in Ukraine.

The forum was hosted by Eurojust and enabled the exchange of a wide range of information and best practices. It was chaired by the Deputy Prosecutor General of Poland and the Danish Director of Public Prosecutions, representing the two countries holding the EU Presidency in 2025.

### ***Retaining Knowledge Project***

On 27 May 2025, the Eurojust College approved a new knowledge retention methodology designed to expand expertise while providing high-level support to all Working Groups. The transition included assigning dedicated contact points to every National Desk and Liaison Prosecutor, followed by strategic meetings to align on workflows. Monthly team sessions were also established to discuss case related aspects, strategic improvements and outcomes. This approach led to a 70% increase in both knowledge retention cases and the drafting of Case Information Forms by year-end. A report detailing best practises, lessons learned and possible recommendations is scheduled for 2026.

Indicator	Baseline	Target	Result	Progress	Source of data
Level of satisfaction of Consultative Forum participants on logistical support and content	88%	(≥) 90%	88%		Annual KPI Report
Percentage of prioritised products in judicial cooperation and priority crime areas delivered according to the work plans set by College's operational working groups <sup>36</sup>	100%	100%	92%		Annual KPI Report
Number of operational topics on judicial cooperation issues	4	(≥) 2024 result	3		Quarterly KPI Report
Number of serviced stakeholders' requests for	279	≥ ↑ 10%	274		Bi-annual KPI report

<sup>36</sup> 2 Including reports, projects and meetings prioritised by the following College operational working groups related to Counter-Terrorism, Economic Crime, Anti-Trafficking, Cybercrime, Judicial Cooperation Instruments and Victim Rights.

strategic contributions <sup>37</sup>					
Percentage of cases for which strategic knowledge is retained	34%	(≥) 34%	N/A <sup>38</sup>	●	Quarterly KPI Report

## Action area 4 (b) – Corporate communication and outreach

KPI	Press coverage <sup>39</sup>
Source of data	Annual KPI Dashboard
Baseline 2019-2023	25 185
Target 2025-2027	(≥) 27 704
2025 progress	25 209
Assessment	On track

### Activity 4.2 – Communicate Eurojust’s successes and added-value to stakeholders<sup>40</sup>

#### Objective 4.2.1 – Effectively and efficiently use communication capabilities to support operational and strategic goals

The Agency continued to strengthen its visibility in the media and online, by sharing information on operational and institutional activities via a variety of channels. Through press releases, publications, social media posts, public events and the website, Eurojust is positioning itself as a crucial part in cross-border judicial cooperation and the European security architecture.

Visibility in the media was maintained by publishing press releases, conducting interviews and organising press events. In particular, Eurojust:

- published 83 press releases;
- organised two media events;
- conducted 28 interviews; and
- handled 189 media inquiries.

This resulted in over 25 000 media mentions of Eurojust worldwide.

The Eurojust website remains the central hub for information on the Agency and key publications for judicial authorities. In 2025, the website had 511 954 visits, an increase of 1.29% compared

<sup>37</sup> Including contributions approved by the College (in different forms such as written contributions, replies to surveys or interviews), support to external projects and studies, contributions to CATS, COSI, COPEN, and LIBE (see [list of acronyms](#)), as well as working level contributions to institutional stakeholder requests in line with positions approved by the College.

<sup>38</sup> KPI no longer relevant following the closure of the agency project.

<sup>39</sup> Including print, broadcast and online press reports / articles referring to Eurojust.

<sup>40</sup> In accordance with Article 67 and 74(4) of the EJR.

to 2024. Work on revamp of the website was initiated and the new version is expected to go live in the last quarter of 2026.

Eurojust worked on creating engaging social media posts on operations and institutional updates. This led to a growing number of followers. In December 2025, Eurojust had:

- 68 480 followers on LinkedIn, an increase of 16.97%;
- 16 617 followers on X, an increase of 5.65%; and
- 1 284 followers on YouTube, an increase of 14.54%.





The average post engagement rate across all platforms was 6%.

In addition, the number of subscribers to the quarterly newsletter grew by 13% to 2 636.





To inform the general public about Eurojust's work, the Agency attended a number of public events. Most notably, Eurojust presented a workshop and had a stand at the European Youth Parliament that was organised in The Hague. Overall, 30 participants attended the workshop and over 250 visited the info market stand. Eurojust also had the opportunity to present its work to 200 visitors to Just Peace Open Day in The Hague.

Regarding the DCJ Programme Communication Strategy, the Agency leveraged a multi-channel communication plan – combining internal platforms (e.g. Eurojust Intranet, weekly newsletters) and external tools (e.g. promotional videos, social media channels). The Strategy ensures that key messages are delivered to the right audiences at the right time, increasing the Agency's outreach and raising awareness about the Programme and the new Eurojust tools and services to support Member States judiciary authorities, to be provided through new digital tools under development (e.g. new CMS, integration with JITs CP, service to Third Parties within ECRIS-TCN, access to JUDEX).

As in previous years, the Annual Report for the year 2025 was produced in hard copy, pdf, as well as in [digital format](#), offering a variety of further communication opportunities.

Indicator	Baseline	Target	Result	Progress	Source of data
Number of visits to the Eurojust website	489 713	≥ ↑ 15%	511 954		Quarterly KPI report
Press coverage <sup>41</sup>	26 754	≥ ↑ 10%	25 209		Quarterly KPI report
Number of Eurojust newsletter subscriptions	2 037	≥ ↑ 10%	2 636		Quarterly KPI Report
Number of Eurojust LinkedIn followers	49 226	≥ ↑ 15%	68 480		Quarterly KPI Report

<sup>41</sup> Including – print, broadcast and online – press reports/articles referring to Eurojust.

Number of Eurojust X followers	14 410	≥ ↑ 15%	16 617		Quarterly KPI Report
Number of external publications <sup>42</sup>	N/A	p.m.	41		Quarterly KPI Report
Engagement rate by impression of X publications <sup>43</sup>	N/A	p.m.	5.69%		Quarterly KPI Report
Engagement rate by impression of LinkedIn publications <sup>44</sup>	N/A	p.m.	8.97%		Quarterly KPI Report

<sup>42</sup> Including reports, infographics, factsheets and leaflets. As there is no sufficient historical data, Eurojust can make no future projection for these workload drivers and thus a “p.m.” entry is used.

<sup>43</sup> Indicator added without target for baselining purposes, so as to measure how many times people interact with a post (e.g. likes, comments, shares) compared to the post views.

<sup>44</sup> Idem.

## Multi-annual strategic objective 5: Organisational capabilities & efficiency

*Eurojust is a highly professional organisation, built on the principles of efficiency, strong organisational management and internal control, and reduced environmental impact.*

### Action area 5 (a) – Organisational efficiency

KPI	Ratio of new and existing cases over the number of staff and SNE <sup>45</sup>
Source of data	Annual KPI Dashboard
Baseline 2019-2023	41.3%
Target 2025-2027	(≥) 43.4%
2025 progress	49.3%
Assessment	On track

#### Activity 5.1 – Implement efficiency gains strategy<sup>46</sup>

##### Objective 5.1.1 – Further improve organisational efficiency and flexibility in meeting operational needs

Eurojust continued to review and assess its organisational processes to gain efficiencies, and took several steps to improve its ICT solutions to better support its processes.

Eurojust performed a number of financial process reviews and improvement proposals, as follow up to the overall business process review and transformation initiated in 2024. These covered a wide range of Eurojust's budget support and management services or processes, aiming to increase primarily their efficiency and thus improve the Agency's overall budgetary and financial performance. The most important of those process changes are summarised below:

- Preparation of a business-driven and long-term roadmap for further digitalising Eurojust's budgetary and financial processes, services and products (Finance Digitalisation Roadmap 2026-2035);
- Implementation of the financial workflows' revision project, with a number of delegation updates iteratively rolled-out during 2025 and a new ex ante process for approving new and/or deviating expenditure launched in January 2025;
- Revision of the budget transfer process resulting in a significant reduction in the total number of transfers (four compared to six in 2024) and in the total amount transferred (EUR 2.5M compared to EUR 3.5M in 2024);
- Alignment of College mission rules to those applicable for staff/SNEs<sup>47</sup>, and preparation for further alignment in 2026 to the new Commission missions guide provided to agencies in May 2025;

<sup>45</sup> Seconded National Experts.

<sup>46</sup> In accordance with Eurojust FR Chapters VI and VII.

<sup>47</sup> With one specific derogation for domestic missions.

- EJ MAP<sup>48</sup> system updates to implement changes stemming from the new COL mission rules and the 2025 Eurojust reorganisation, as well as a new electronic workflow for the ICPA external participant missions;
- A new more systematic approach for improving end-of-year budget forecasting and performance in the dynamic and operations-driven budget area of missions;
- Comparative analysis, concerning possible travel agency service models for Eurojust; and
- Specific initiatives to cover identified process documentation gaps in Eurojust's budgetary and financial processes, including regular updates to external participants' reimbursement guidelines for externally funded projects and ICPA participants, a new financial glossary and reporting manual/template for externally funded projects, and new financial procedures for Delegation Management, SUMMA<sup>49</sup> Access Management, Ceiling Management and Budget Transfers.

Due to workload and resource constraints, the Agency did not systematically follow up with the initially envisaged analyses and follow-up actions for further improving its timely payment statistics and non-compliance events. The notable improvements observed in both areas during 2025 were the result of the process changes implemented as of 2024.

Eurojust continued working closely with the Commission on the resolution of SUMMA issues and on system improvements aiming at efficiencies and simplifications. Internal awareness sessions were organised to ensure all financial actors are up to date with accounting transactions in the system. The Commission migrated to SUMMA in 2025, marking the end of the pilot phase.

To gain efficiencies in the area of recruitment and to ensure a better experience for applicants to Eurojust's vacancies, the Agency put in place a new e-recruitment tool. Since October 2025, Eurojust published 12 new vacancies via the new tool, covering both staff and trainee positions, attracting over 2 500 applications. The tool benefits both applicants and Eurojust staff involved in recruitment, by making the process clearer, faster and more transparent for everyone.

Applicants can now:

- Apply through a modern, intuitive interface, with clear step-by-step guidance;
- Save their application and return to it later, without losing progress;
- Track the status of their application at any time; and
- Receive automatic notifications as their application progresses in the recruitment process.

For Eurojust staff involved in recruitment, a new application tracking system offers:

- A single central workspace for vacancies, applications and communication with applicants;
- Quick creation and publication of vacancies, using streamlined templates and automated workflows that reduce manual work; and

<sup>48</sup> Eurojust Missions Approval and Planning tool.

<sup>49</sup> European Commission's next-generation corporate financial system.

- Searchable dashboards with real-time visibility of applicant progress at every stage.

In 2025, following the successful pilot implemented in 2024, the new Events Management tool – Stova – was rolled-out, fully replacing the outdated EventsForce. The new system brings a smoother experience for participants when registering to Eurojust meetings, through a more modern and user-friendly interface. It also reduces the manual work of the Events team in processing the registrations and in producing the necessary reports on the meetings.




More information on the state of play of the Eurojust strategy achieving efficiency gains can be found under [Part II. \(a\) 2.5 Strategy for efficiency gains](#).

Eurojust continued its efforts to strengthen internal communication. The internal weekly newsletter was sent to all post holders, sharing updates on activities happening across the organisations and any administrative matters concerning staff. Six all-staff meetings were organised to further update post holders on major developments in the Agency. The intranet was also re-vamped with a new design for the content pages.

All-staff workshops were held to evaluate and improve products and services for national desks. Additional workshops and consultations were conducted on the format of Eurojust’s flagship publication, the Annual report, and the Eurojust website.

The 2025 Staff Engagement Survey (SES) was launched in September 2025. The Survey was conducted by an external provider and included 58 closed questions that are standard across all EU Agencies, 20 Eurojust-specific questions, and two open-ended questions. The overall response rate was 71%, and the total staff satisfaction was measured at 57%, at the same level as in the previous SES, from 2023.

The results were presented to all staff in late autumn. Eurojust has been working on an action plan to address the main concerns raised in the survey and, in consultation with the Staff Committee, actions will be planned in 2026 to be implemented before the following SES, which will take place in 2027.

Indicator	Baseline	Target	Result	Progress	Source of data
Percentage of ICT projects initiated based on a business case or cost-benefit analysis	100%	100%	100%		Quarterly KPI report
Average cost of coordination meetings <sup>50</sup>	EUR 5.8 K	(≤) ↑15%	EUR 6.1 K		Quarterly budget dashboard
Percentage of staff satisfaction	57%	(≥) 80%	57%	 <sup>51</sup>	Annual survey

<sup>50</sup> Single average for all types of meetings (i.e. physical, hybrid, online), in EUR thousands.

<sup>51</sup> Target was too ambitious.

## Action area 5 (b) – Organisational management and internal control

KPI	Percentage of ICF principles present and functioning
Source of data	Annual KPI report
Baseline 2019-2023	100%
Target 2025-2027	100%
2025 progress	100%
Assessment	On track

### Activity 5.2 – Implement strategy for organisational management and internal control<sup>52</sup>

#### Objective 5.2.1 – Strengthen organisational management and internal control, enabling the College to focus on its operational tasks

#### **Internal Control Framework (ICF)**

The annual assessment of the implementation of Eurojust Internal Control Framework was carried out in 2026. The assessment concluded that all Internal Control Framework principles are present and functioning, albeit some minor deficiencies, for which corrective measures have been foreseen. More details on the assessment of Eurojust’s Internal Control Framework can be found under [Part III](#).

The Eurojust’s Anti-Fraud Strategy and Action Plan 2024–2027 was adopted by the Executive Board on 2 September 2024, and was being implemented throughout 2025. More details can be found in [Part III, 3.1](#).

#### **Financial workflows**

During the year, the Agency coordinated the introduction of a revised financial workflow, and introduced a new ex ante approval process for new or significantly deviating expenditure. Recurring staffing and workload constraints, as well as dependency on other organisational developments and decisions on responsibility changes, did not let Eurojust to finalise in 2025 its work on the revised financial workflows changes, deferring to 2026 the initially envisaged work for introducing a risk-based approach to financial processes, including possibly ex post controls.

Overall, the Agency successfully implemented its work plan and budget despite initial staffing and financial constraints. This was achieved by improving the internal fund transfer processes and by using established monitoring tools, such as quarterly KPI dashboards and non-compliance reports. To further enhance oversight, Eurojust also developed a new budget dashboard for externally funded projects, which will launch in 2026.

<sup>52</sup> In accordance with EJR Articles 5(1) and 16; Eurojust FR Article 30; and the College Decision 2019-16 of 10 December 2019 adopting a revised Eurojust ICF.

### ***Data protection***

In 2025, the Eurojust Data Protection Office received a total of 12 requests from data subjects: nine requests for access to personal data (among them, one also related to data portability), and three requests for erasure (among them, one also related to the right of restriction). Two of the requests concerned administrative personal data, seven requests referred to operational personal data and three requests concerned both. These figures represent a decrease in comparison to the 18 requests received in 2024 (six administrative and 12 operational requests).

### ***Cooperation with the EDPS***

As in previous years, Eurojust continued holding bi-monthly meetings with the EDPS.








On 26-27 May 2025, the EDPS carried out a targeted audit and on-site check at Eurojust. The on-site inspection took place on 26 May and concerned three complaint cases on data subject access requests. The targeted audit took place on 27 May and concerned the processing of special categories of operational personal data within CICED.

The EDPS carried out an audit on 10-11 June 2024 at Eurojust, focusing on the implementation of EDPS recommendations in regards to the prior consultations on CICED and the implementation of the EDPS recommendations in regards to Eurojust's activity recording tool (EJ ACT). The final report of the audit was received in May 2025 and included 31 recommendations to be implemented by Eurojust – 27 concerning CICED and 4 concerning EJ ACT. By the end of 2025, 17 out of the 31 recommendations had been implemented – 13 concerning CICED and 4 concerning EJ ACT.

In addition, during the year, Eurojust continued working on the implementation of the 24 recommendations included in the report of the EDPS inspection carried out in October 2021, received on 6 June 2023.

Indicators	Baseline	Target	Result	Progress	Source of data
Percentage of actions planned for the reference year to manage critical organisational risk <sup>53</sup> s implemented within set deadlines	N/A	(≥) 70%	100%	●	Annual KPI report
Percentage of actions planned for the reference year to address ICF	N/A	(≥) 70%	80	●	Annual KPI report

<sup>53</sup> As identified in the Eurojust Risk Management Register for the reference year.

deficiencies implemented within set deadlines					
Number of IAS <sup>54</sup> recommendations resulting from audits during the reference year	N/A <sup>55</sup>	(≤) 5	N/A	 <sup>56</sup>	Annual KPI report
Percentage of IAS recommendations implemented within set deadlines	100%	(≥) 90%	100		Annual KPI report
Number of ECA observations made regarding the reference year	3	(≤) 2	N/A	 <sup>57</sup>	Annual KPI report
Percentage of ECA observations implemented within set deadlines	N/A	≥ 90%	100%		Annual KPI report
Percentage of European Parliament discharge observations <sup>58</sup> implemented within set deadlines	N/A	≥ 80%	100%		Annual KPI report
Number of EDPS recommendations received for the reference year	33	≤ 9	31		Quarterly KPI report
Percentage of actions planned for the reference year	54%	≥ 80%	87.5%		Quarterly KPI report

<sup>54</sup> European Commission's Internal Audit Service.

<sup>55</sup> There was no IAS audit during 2023.

<sup>56</sup> KPI cannot be measured as no IAS audit took place in 2025.

<sup>57</sup> The ECA audit of the 2025 Eurojust accounts is still ongoing, and results are expected by the end of Q2 2026.

<sup>58</sup> As per the implementation of actions for the European Parliament observations on the discharge process 2021.

to address EDPS recommendations implemented within set deadlines					
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### Action area 5 (c) – Environmental impact


KPI	Number of environmental certifications acquired and maintained
Source of data	Annual KPI Dashboard
Baseline 2019-2023	0
Target 2025-2027	1
2025 progress	0
Assessment	Needs attention

#### Activity 5.3 – Implement environmental management strategy

##### Objective 5.3.1 – Reduce Eurojust’s carbon footprint and CO2 emissions

Eurojust continued working towards obtaining its first environmental certification. More information regarding the 2025 activities can be found under [Annex VII](#).

Additionally, Eurojust, through its procurement procedures, suppliers and contractors ensures the use of green technologies, more sustainable materials, recycling, promotion of electronic alternatives to paper, reducing waste and monitoring the energy and water consumption in order to reduce overconsumption.

Indicators	Baseline	Target	Result	Progress	Source of data
Number of environmental certifications achieved and maintained	0	1	0	 <sup>59</sup>	Annual KPI Report

<sup>59</sup> KPI was not met due to adjusted organisational priorities, stemming from a resources gap. Progress was however made during 2025.

## Action area 5 (d) – Revision of the Eurojust Regulation (EJR)


KPI	Percentage of actions timely implemented as per the action plan of the revised EJR
Source of data	Annual KPI Report
Baseline 2019-2023	100%
Target 2025-2027	100%
2025 progress	100%
Assessment	On track
KPI	Percentage of timely contributions to the EJR evaluation process
Source of data	Annual KPI Report
Baseline 2019-2023	100%
Target 2025-2027	100%
2025 progress	100%
Assessment	On track

### Activity 5.4 – Support process for amending the Eurojust Regulation and tasks<sup>60</sup>

#### Objective 5.4.1 – Ensure adequate support to the Eurojust Regulation evaluation commissioned by the Commission

Throughout 2025, Eurojust supported the external consultants and the Commission both on the Article 69 EJR evaluation and on the preparation of the impact assessment that will lead to the EJR revision. To that end, following the publication of the study and the Commission’s evaluation, a project was set up with two main phases:


- The 1<sup>st</sup> phase, completed in 2025, required developing an internal action plan identifying the internal changes that could be put in place to address the findings of the evaluation without requiring a legal amendment. A position of the College was adopted on the revision of the EJR.
- The 2<sup>nd</sup> phase, included engaging with the consultants and the Commission in the preparation of the impact assessment and the analysis of the implications of any EJR amendment.

Indicators	Baseline	Target	Result	Progress	Source of data
Percentage of contributions requested in 2025 as part of the EJR evaluation process submitted on time	100%	100%	100%		Quarterly KPI report

<sup>60</sup> In accordance with EJR Articles: 69; 80(9), (10) and (11).

### Objective 5.4.2 – Ensure timely implementation of legislative process outcomes affecting Eurojust tasks

Eurojust supported the Commission on the preparation of the implementing acts required under the CTR amendment and in particular, the semi-automated and structured transmission of CTR and Article 21 data to Eurojust as well as ensure close cooperation regarding the CMS amendment.

Indicators	Baseline	Target	Result	Progress	Source of data
Percentage of actions planned for 2025 as part of the EJR revision project implemented on time	100%	100%	100%		Quarterly KPI report

## Horizontal Objective: Provide effective and efficient recurring administrative services

### Activity – Provide recurring administrative services<sup>61</sup>




#### Objective– Provide effective and efficient recurring administrative services

To sustain its core operations, Eurojust relies on the seamless delivery of horizontal support activities, including administrative services, infrastructure management, and cross-cutting functions. In 2025, these services were provided both efficiently and effectively. Key technical milestones included the stable maintenance of ICT infrastructure and a successful organization-wide rollout of new laptops and mobile devices, which significantly enhanced staff productivity and mobility.

Legal and Financial Governance:








- **Compliance:** All litigation deadlines and public access to document requests (under Reg 1049/2001) were met in full.
- **Budgetary Growth:** For 2025, the budget reached EUR 69.9M after an amending budget incorporated bank interest and, following Commission MFF programming, the 2026 budget was increased to EUR 73.5M.
- **Financial Resilience:** Despite inflation-driven resource shortfalls, units optimized expenditures through a new ex-ante approval process and rigorous reprioritization.
- **Payment Efficiency:** Despite resource constraints affecting the 2024 late-payment action plan, coordinated efforts resulted in an 84.8% timely payment rate—nearing an all-time high for the agency.

Part 2.3 of this report and the annexed [2025 Report on Budgetary and Financial Management](#) provide further information on the Agency’s budgetary performance.

Indicator	Baseline	Target	Result	Progress	Source of data
Delay in submission of draft programming document <sup>62</sup>	0 days	0 days	0 days		Quarterly KPI report
Percentage of budget implementation	99.77%	(≥) 95%	99.97%		Quarterly budget dashboard
Rate of outturn	99.78%	(≥) 95%	99.97%		Annual budget dashboard

<sup>61</sup> In accordance with Article 60(4) of the EJR.

<sup>62</sup> In calendar days.

Percentage of cancellation of payment appropriations	0.5%	(≤) 5%	1.18		Annual budget dashboard
Percentage of payments executed within legal deadlines	50.1%	≥ 2024 result	84.8		Quarterly budget dashboard
Vacancy rate	1%	(≤) 2%	0.3%		Annual KPI report
Percentage of AWP KPIs achieved <sup>63</sup>	76%	≥ 2024 result	77%		Annual KPI report
Number of audit findings related to reliability of annual accounts	0	(≤) 1	0		Annual KPI report
Number of ECA audit observations related to legality and regularity of the transactions underlying the accounts	0	(≤) 1	N/A	 <sup>64</sup>	Annual KPI report
Percentage of ICT infrastructure components/assets replaced in line with multi-annual technical roadmap	100%	100%	100%		Annual KPI report

<sup>63</sup> This covers only the KPIs that remain relevant, measurable and possible to assess during the reference year.

<sup>64</sup> The ECA audit of the 2025 Eurojust accounts is ongoing, and results are expected by the end of Q2 2026.

## Part II. (a) Management

### 2.1 Management Board

The College of Eurojust held 25 meetings throughout the year.

Noteworthy decisions include:

- The adoption of Eurojust draft single programming document for the period 2026-2028, including the estimate of revenue and expenditure for 2026, the quarterly estimate of cash payments and receipts for 2026, the draft establishment plan 2026 and the general guidelines to the budget 2026 (January);
- The adoption of the Eurojust Security Policy, following an EDPS recommendation, and aiming to aggregate all the existing security policies of the organisation (e.g. information security policy, access control policy, personal data breach policy) in a document that outlines Eurojust's high-level commitment to information security (March);
- Granting financial compensation to the Republic of Austria for the appointment of an additional assistant to the Austrian National Desk under Article 12 of the Eurojust Regulation and Council Implementing Decision (EU) 2019/2251 of 19 December 2019 on a mechanism for compensating the Member State whose national member is elected President of Eurojust (July);
- The adoption of an amending budget for 2025, following the Commission's approval to reduce payment credits related to the DCJ programme and JIT grants and to incorporate bank interest generated in the period 1 October 2024 – 30 September 2025 (October); and
- The adoption of the Eurojust single programming document for the period 2026-2028 and the budget and establishment plan for the financial year 2026 (November).

### 2.2 Budgetary and financial management

Eurojust's 2025 budget amounted to EUR 69.3M in Commitment Appropriations (CA) and EUR 69M in Payment Appropriations (PA).

This initial budget did not fully cover Eurojust's growing needs for human and financial resources, due to the Multi-annual Financial Framework (MFF) staffing constraints as well as the recurring and cumulative effect of the ever-increasing operational workload and high inflation.

With high inflation continuing to affect horizontally most budget areas, mainly building and interpretation services, salary indexation impacting staff and SNE remuneration and other new or increased operational expenditure, Eurojust experienced a number of shortfalls that either existed in the initial 2025 budget or emerged during the year.

As a first step, the Agency addressed these gaps through mitigation measures in the order of EUR 2M, including cost savings and deferral of certain expenditure, primarily concerning ICT infrastructure investments and corporate communication activities. Secondly, Eurojust managed

to cover the residual gaps through incorporating the bank interest for the period Q4 2024-Q3 2025 by means of an amending budget (EUR 0.6M), and optimised budget implementation through internal transfers (EUR 2.5M), which were significantly reduced compared to 2024 due to improvements in in-year budget monitoring.

This strategy enabled Eurojust to redirect funds for covering recurring shortfalls, mainly in staff salaries, and utilise any eventual surpluses for multi-annual investments, including e.g. targeted ICT infrastructure upgrades. At the end of 2025, Eurojust implemented 99,97% of its final budget of EUR 69.9M, with only EUR 23 K unused, and exceeded all budgetary KPIs. Therefore, as in prior years, no penalty will apply for the 2027 budget.

Title	Final budget (EUR)	Committed (EUR)	Committed/final budget (%)	Paid (EUR)	Paid/committed (%)
Title 1	38 324 539	38 323 852	100%	37 945 458	99.0%
Title 2	14 665 871	14 645 591	99.9%	11 552 340	78.9%
Title 3	16 939 217	16 936 909	100%	9 787 724	57.8%
Title 4 <sup>65</sup>	0	0	0.0%	0	0.0%
<b>Total</b>	<b>69 929 627</b>	<b>69 906 352</b>	<b>99.97%</b>	<b>59 285 522</b>	<b>84.81%</b>

Moreover, as part of the same amending budget and upon European Commission's confirmation, the Agency reduced by EUR 1.2M its payment appropriations related to the DCJ programme/projects and JIT grants<sup>66</sup> respectively due to payment schedule changes and observed difficulties in fully executing the PA initially available for 2025

Notwithstanding the above, due to the 2025 budget constraints, Eurojust was not able to invest further during the year in certain major priorities, such as its video-conferencing and audio-visual infrastructure, nor to alleviate further the existing staffing gaps<sup>67</sup>.

Eurojust's 2025 budget outturn increased by 89% as compared to 2024<sup>68</sup>. This mainly reflected a notable increase in the cancellation of prior year appropriations carried-over. However, at EUR 0,6 M, such cancellations' increase represents a marginal ratio of less than 1% of the total agency appropriations.

More information on the Agency's budgetary performance in 2025 can be found in the enclosed [2025 Report on the Budgetary and Financial Management](#).

<sup>65</sup> Title 4 covers expenditure related to operational projects based on agreements (external assigned revenue).

<sup>66</sup> Where Eurojust uses differentiated appropriations

<sup>67</sup> The agency primarily mitigated its 2025 staffing gaps through assigning negative priorities on certain activities of the 2025 annual work programme while still using Denmark's financial contribution for funding additional contract staff FTE.

<sup>68</sup> From EUR 484 718 in 2024 to EUR 914 653 in 2025

## Procurement

An overview of the 2025 procurement activities is presented below:

Type of procedure applied	# procedures resulting in contracts	Value (EUR)	% of total value of procedures
Open/restricted	8	23 537 000	98.46
Low / Middle Value	3	228 000	0.95
Competitive with negotiation/ competitive dialogue	0	0	0
Negotiated without prior publication of a contract notice based on points 11.1 (a) to (f) of Annex I of the FR	0	0	0
Negotiated without prior publication of a contract notice based on points 11.1 (g) and (i) of Annex I of the FR	0	0	0
Negotiated without prior publication of a contract notice based on points 11.1 (h), (j), (k), (l), and (m) of Annex I of the FR	1	140 000	0.59
<b>Total</b>	<b>12</b>	<b>23 779 000</b>	<b>100</b>

Pursuant to Article 74(10) of the Financial Regulation (FR) applicable to Eurojust, each authorising officer by delegation must draw up a list of the negotiated procedures under points 11.1 (a) to (f) of Annex I FR, i.e., negotiated procedures without publication of a contract notice and, if the trend shows a significant increase of this type of procedures, to report on measures taken to reverse such a trend.

In 2025, there were no negotiated procedures under points 11.1 (a) to (f) of Annex I FR.

### 2.3 Delegation & sub-delegation of the powers of budget implementation to Eurojust staff

The Administrative Director of Eurojust, acting as Authorising Officer, delegates his powers to Authorising Officers by Delegation (AOD). The delegation of powers, based on the Financial Regulation of Eurojust and the Eurojust Internal Control Framework, is appropriate to the importance and risks of the decisions to be taken and is used as a means to gain efficiencies where the risk is assessed to be low. The delegations are made without an end date but are revoked and/or amended whenever there is a need.

The list of budget lines delegated per financial actor is published on Eurojust's intranet. Following verification from the Budget, Finance and Planning Unit, the ex-ante checks are performed according to a check list for commitments and payments available to all staff with an AOD role. In addition, Eurojust keeps a log of identified non-compliance events.

## 2.4 Human resources management<sup>69</sup>

### *Establishment Plan*

In 2025, Eurojust had 246 temporary staff, 18 contract staff, and 24 SNE posts authorised.

During the year, 29 new staff joined Eurojust (17 temporary and 12 contract staff) and 12 SNEs. At the same time, 10 staff (8 temporary and 2 contract staff) and 12 SNEs left. In accordance with Article 38(2) of the Financial Regulation applicable to Eurojust, four temporary staff appointments have been made to offset the effects of part-time work that was on average 4.65 full-time equivalent (FTE) staff throughout the year.

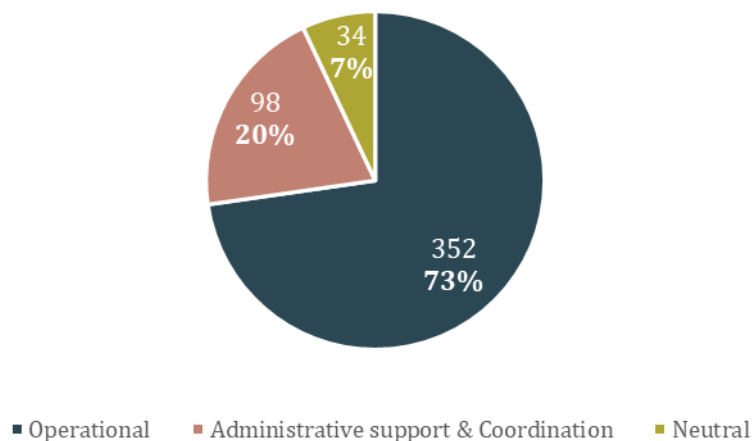
### *Vacancy rate*

The vacancy rate at year end was 0.4% (245 out of 246 posts were filled, including one offer letter sent), well within the maximum 2% target. The turnover rate of temporary staff was 3% and the average vacancy rate throughout the year was 2.78%.

### *Job Screening*

The 13<sup>th</sup> **job screening exercise** was conducted in January 2026, based on the Commission's methodology. In total, 484 jobs<sup>70</sup> were evaluated based on their organisational role, job title, job description and job purpose. The exercise resulted in the following categorisation of Eurojust jobs:

Job distribution per category



More information regarding the evolution of the job screening results can be found in [Annex IV](#).

<sup>69</sup> More information on Eurojust's staffing figures can be found in [Annex IV](#).

<sup>70</sup> The job screening exercise includes members of the National Desks (National Member, Deputy, and Assistant), Representatives, Participants, Liaison Prosecutors, Temporary and Contract staff, SNEs, external consultants, interns, and trainees present at Eurojust on 15 December 2025.

### ***Appraisal and reclassification***

The Annual Appraisal Exercise 2025 was launched on 8 January. 91.6% of appraisals were completed by the initial deadline and 97.9% by the end of the year, compared to 98.9% in 2024. The 2025 Reclassification Exercise was launched on 1 July, following the closure of the Appraisal Exercise. The Exercise was completed by 14 November and, in total, 52 staff were reclassified (18 Administrators (AD), 29 Assistants (AST) and 5 Contract Staff (CA)).

### ***Implementing rules***

During the year work was done towards the adoption of Commission Decision C(2025) 2495 final of 13 May 2025 on the general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations of Officials and on authorised travel.

The Agency, also made preparations to request derogation from the Commission on the Commission Decision C(2025)7357 of 6.11.2025 on the general provisions for implementing Article 27 of the Staff Regulations of Officials of the European Union and Article 12(1) of the Conditions of Employment of Other Servants of the European Union, with a view to adopting different rules and pending the finalisation of a model decision on this matter for agencies.

### ***Human Resources Policies***

In December 2022, Eurojust adopted a policy on sensitive functions, setting out how they are defined and managed. Eurojust's Internal Control Framework requires that Eurojust carries out risk identification and assessments, including with respect to assessing the potential for fraud, and puts in place control activities that contribute to the mitigation of risk to acceptable levels. The adoption of a policy on sensitive functions forms part of this internal control system, aimed at preventing fraud and corruption and protecting the European Union's interests.

This policy complements the Code of Conduct<sup>71</sup>, Eurojust's Competency Framework – which defines Eurojust's core values of ethics and integrity - and existing policies such as the Anti-Fraud Strategy<sup>72</sup> and Whistleblowing Guidelines<sup>73</sup>, with a view to upholding the highest standards of ethics at Eurojust.

The assessment of all posts was launched in 2025, following the reorganisation of the administration, with a pilot project, and will be finalised in 2026.

### ***Human Resources Strategy 2025-2027***

In December 2024, the Administrative Director approved the Eurojust Human Resources Strategy 2025-2027. The strategy is built around five main objectives: culture and well-being, talent management and employer branding, organisational transformation, automation and data, and providing HR core services with excellence. Deliverables during 2025 included:

- Implementation of the staff engagement survey action plan;
- Launch of an AI literacy package for all post-holders;
- Training of staff and managers in mental health matters;
- Supporting the reorganisation;

<sup>71</sup> Decision of the Administrative Director 2017-27 of 1 June 2017 adopting the Eurojust Code of Good Administrative Behaviour.

<sup>72</sup> Executive Board Decision 2020-7 of 15 June 2020 adopting Eurojust's updated antifraud strategy.

<sup>73</sup> College Decision 2019-2 of 29 January 2019 on Eurojust Guidelines on whistleblowing.

- Introduction of a new e-recruitment tool; and
- Organisation of three all-staff events.

### ***Gender representation***

On 31 December 2025, the male/female staff<sup>74</sup> ratio was 35%/65%, with women occupying 50% of Head of Unit and equivalent or higher positions. To further enhance the diversity of its workforce, Eurojust continues to encourage applications from male candidates.

## **2.5 Strategy for efficiency gains**

Eurojust continued enhancing its operational and administrative efficiency to maximise its impact and value for EU national authorities and citizens. Our efficiency strategy is based on a continuous review and optimisation of organisational processes, systems, and resource allocations. By refining these core functions, the Agency ensures that human and financial resources are managed effectively to fulfil the agency's mission and strategic goals.

In November, Eurojust adopted an action plan aiming to – fully or partly – address a number of the findings of the Commission's EJR evaluation report which require no prior legislative amendment. Actions were planned for the following areas:

- Internal organisation;
- Operational work;
- Cooperation with partners;
- Data protection; and
- Administrative matters.

By the end of the year, the Agency progressed on the following actions:

- Adoption of an Outreach Strategy to improve efficiency and consistency in strategic relations with partners and to establish coordinating structures within the Agency;
- Full implementation of the reorganisation of Eurojust's Administration;
- Set-up and monitoring of a new KPI to measure the number of complex cases supported by Eurojust;
- Initiation of a strategic reflection on the integration of support structures of judicial networks in Eurojust in the context of the EJR revision project;
- Creation of a new monitoring tool to review the implementation of the strategy on cooperation with international partners; and
- Acceleration of the deployment and use of digital tools to improve efficiency, e.g. e-signature, collaborative workspaces and video-conferencing.

Implementation of actions across all areas is ongoing during 2026, and progress will be reported in 2027.

In parallel, the Agency continued undertaking activities under the specific pillars of its efficiency strategy as outlined below.

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<sup>74</sup> Including staff working for externally funded projects hosted at Eurojust.

### ***Categorisation and prioritisation of activities and resources***

The Agency continued to categorise and prioritise activities and resources as part of the 2027-2029 planning cycle, with a steady focus on reinforcing core operational activities and limiting overhead ones, and aiming towards an efficient resource allocation, informed reprioritisation of activities in case of resource gaps, and flexible redeployment of resources when needed.

Conducted for the first time as part of the 2026 planning cycle and based on the new prioritisation method adopted by the College in 2024, the prioritisation of 2026 activities and resources informed the 2026 negative priorities of the Agency and enabled the smooth finalisation of the SPD 2026-2028 and budget 2026, in a very challenging resource-wise context.

### ***Activity Based Budgeting, Costing and Management***

Eurojust applies an integrated approach to planning and performance management, based on actual costs and results from past periods. The Agency took concrete steps to ensure the FTE/time recording against AWP by all staff and analysed variances between actual and planned (full-time equivalent) FTE allocations to refine staff planning. At the same time, the Agency continues to record and monitor the evolution of actual non-staff costs as compared to planned budget allocations.

Further improvements in the budget planning, implementation and reporting processes, as well as in the Agency's activity planning and KPI setting frameworks were identified as necessary steps to shift to a more integrated and effective Activity Based Management approach, but have been deferred due to resource constraints.

### ***Zero based budgeting***

The Agency continued to scrutinise its financial resources using a zero-based budgeting approach to ensure alignment with strategic priorities. Non-staff costs were categorised by their payment obligation—distinguishing between legal and non-legal requirements—and their variability (fixed vs. variable). By maintaining a multi-annual cost overview, the Agency recorded and analysed specific cost elements using previous findings as a baseline. Furthermore, an annual workload and cost-driver analysis was conducted to inform the 2027–2029 planning cycle.

### ***Strategic Workforce Planning***

In 2025, Eurojust continued to develop the strategic workforce planning function to ensure optimum allocation and flexibility of Eurojust's human resources. Frequent meetings with senior management were used to address and anticipate staffing issues and an annual HR Report and Dashboard ensured informed decision making.

Work continued on a revised staffing strategy, allowing Eurojust to proactively estimate, engage, develop and align its human resources with its evolving needs and strategic objectives.

As preparation for the 2027-2029 planning cycle, Eurojust conducted a zero-based review of (multi-)annual staffing needs including:

- Identifying activities that have been deprioritised due to lack of adequate staffing or new ones that could be undertaken if sufficient human resources become available;

- Current and future efficiency measures introduced or planned to cope staffing gaps;
- Estimating future staffing needs, after efficiency efforts have been exhausted;
- Refining resource planning and allocations based on actual time recording data;
- Assessing any risks and impact from not performing the planned activities if the gap is not bridged; and
- Identify alternative service models or reduced service levels for activities affected by staffing gaps.

The results of this internal assessment were included in Eurojust's 2027 draft budget request.

In addition, the Agency has been harmonising its job descriptions, aiming to improve internal mobility, and provide a clearer structure for career development to staff. Job descriptions are drafted by function area ensuring that roles can remain flexible and change depending on operational needs. The project is expected to be finalised in 2026.

### ***Organisational structure review***

In October 2025, Eurojust put in place a new organisational structure, aiming to strengthen the Agency's operational resilience and strategic readiness through a pragmatic and phased organisational evolution. The new structure aims to address today's most pressing structural and leadership needs, while laying a stable foundation for deeper transformation aligned with the Agency's long-term vision, regulatory developments, and future role in European judicial cooperation.

The reorganisation was planned to take place in two phases:

- Phase I (2025): Implementation of targeted modifications of Eurojust's internal administrative structures to address the most urgent structural, leadership, and people management needs, as well as to gain further efficiencies. The new structure aimed to enhance people management and clarify reporting lines, thereby improving the overall internal coherence of the management structure of the Administration. The targeted changes reinforced operational resilience and efficiency, while laying a stable and functional foundation for more comprehensive reforms in the future.
- Phase II (2026/2027): A reflection on the broader transformation will be initiated based on the long term (2035) vision for Eurojust. This broader organisational revision will also be informed by upcoming strategic developments such as the potential amendments to the Eurojust mandate following the EJR review, the upcoming impact of the DCJ project, the effect the new Case Management System will have on Eurojust's operational work, and the outcome of the new multi-annual financial framework for the Agency.

### ***Organisational process review and service optimisation***

Eurojust continued working on the development of new tools with the aim to increase efficiency of administrative and operational processes.

In the area of Human Resources, Eurojust continued with the **digitalisation of personal files**, a project foreseen to span throughout several years, expected to yield further efficiencies and continue driving process automation.

During the year, the Agency put in place a new **e-Recruitment tool** to manage external selections. The new system brings further automation and customisation possibilities, along with a modernised look and feel, strengthening the selection processes and decreasing lead time in filling in vacant posts.

Following the reorganisation of its structure, the Agency took steps towards establishing a unified **governance and mandate framework**, aiming to clearly define and align processes, roles, responsibilities and mandates across all administrative processes and entities, and to strengthen its internal workflows. The project is ongoing in 2026.

### ***Capitalising on shared services and technologies***

In 2025, Eurojust concluded two inter-institutional procurement procedures for which it acted as lead contracting authority.

Title	Contracting Authorities	Value (EUR)
Occupational Health Services	Eurojust/EUSPA	650 000
Landline, dark fibre, IP TV, UIFN and freephone	Eurojust/Europol	800 000

## **2.6 Assessment of audit and ex-post evaluation results**

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

#### ***Audit on Human resources management and ethics***

The audit on human resources management and ethics, foreseen in the Strategic Internal Audit Plan 2022 – 2024, was carried out during Q1 and Q2 2024. The resulting Final Audit Report was issued on 17 July 2024.

An Action Plan, submitted by the Administrative Director to the IAS in October 2024, was prepared to implement the three resulting Recommendations:

- Recommendation 1: Delays in the Appraisal process (Important)
- Recommendation 2: Planning and allocation of staff (Important)
- Recommendation 3: Staff Engagement Survey, HR Strategy and Internal Communication (Important)

At the beginning of 2025, the three Recommendations were open. Progress was made along the year and by 31 December 2025, Recommendation 2 was implemented, and considered closed by IAS. Progress was also made to implement the remaining Recommendations, which are expected to be closed early 2026.

### ***Strategic Internal Audit Plan (SIAP) 2026 – 2028***

Every three years, the IAS prepares a Strategic Internal Audit Plan for Eurojust. The 2026–2028 SIAP was finalized on July 14, 2025, following a comprehensive risk assessment conducted between March and April 2025. This assessment involved a desk review of regulations and policies, interviews with the Administrative Director and key staff, and an analysis of inherent risks across all administrative entities.

The IAS Director for EU Agencies formally presented the plan to the Eurojust College on November 4, 2025. The three primary audit topics identified are:

- Project governance and management in the development of the ‘new’ CMS;
- Digital information management framework; and
- Procurement and contract management.

While these topics are set, the Strategic Internal Audit Plan remains flexible. An annual risk assessment in Q3 2026 will allow for adjustments or the addition of new topics to address emerging risks. Currently, preparatory work for the first topic audit has begun, with a target completion date of December 2026.

### **2.6.2 Internal Audit Capability (IAC)**

Eurojust does not currently have an IAC. The IAS of the European Commission is the Agency’s internal auditor.

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

#### ***Audit of the Eurojust Accounts 2024***

The second mission to audit the 2024 Eurojust accounts took place between January-May 2025. The comprehensive audit, including extended requests for data and clarifications, resulted in four observations under the following topics:

- Payments under a framework contract for vehicle leasing were irregular (initially reported in 2020);
- Eurojust has not updated its business continuity plans since 2021, despite the fact that a number of important changes affecting resources and staff for key processes have occurred, including the introduction of SUMMA;
- Eurojust did not adopt a proper financing decision prior to launching procurement procedures for operational expenditure; and
- Eurojust experiences a significant number of late payments.

The Court’s Observations, together with the Eurojust Replies, were published in the [\*ECA Annual report on EU Agencies for the 2024 financial year\*](#). An extract of the results is presented below.

## **Our statement of assurance to the European Parliament and the Council – Independent auditor’s report**

### **Opinion**

**3.24.2.** Our audit approach, the basis for our opinion, the responsibilities of Eurojust’s management and of those charged with governance, and the auditor’s responsibilities for the audit of the accounts and underlying transactions, are all described in section 3.1. The signature on page 319 forms an integral part of the opinion.

### **3.24.3. We have audited:**

(a) the accounts of the European Union Agency for Criminal Justice Cooperation (Eurojust), which comprise the financial statements and the reports on the implementation of Eurojust’s budget for the financial year ended 31 December 2024, and (b) the legality and regularity of the transactions underlying those accounts, as required by Article 287 of the Treaty on the Functioning of the European Union (TFEU).

### **Reliability of the accounts**

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

**3.24.4.** In our opinion, Eurojust’s accounts for the year ended 31 December 2024 present fairly, in all material respects, Eurojust’s financial position as at 31 December 2024, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its financial regulation and with accounting rules adopted by the Commission’s accounting officer. These are based on internationally accepted accounting standards for the public sector.

### **Legality and regularity of the transactions underlying the accounts**

#### **Revenue**

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

**3.24.5.** In our opinion, the revenue underlying Eurojust’s accounts for the year ended 31 December 2024 is legal and regular in all material respects.

#### **Payments**

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

**3.24.6.** In our opinion, the payments underlying Eurojust’s accounts for the year ended 31 December 2024 are legal and regular in all material respects.

**3.24.7.** The observations which follow do not call our opinion into question.

#### **Observations on the legality and regularity of transactions**

**3.24.8.** In our 2020 report on EU agencies (paragraph 3.27.9), we concluded that a framework contract for vehicle leasing with a single economic operator was not appropriate for the nature of the services required. The specific contract awarded as the outcome of the procedure, as well as all related payments, was therefore irregular. In 2024 Eurojust paid EUR 64 221 under this contract.

### Observations on management and control systems

**3.24.9.** Eurojust has not updated its business continuity plans since 2021, despite the fact that a number of important changes affecting resources and staff for key processes have occurred, including the introduction of SUMMA as a new budgetary, accounting and financial system. Furthermore, Eurojust did not follow the frequency of testing that was established in its last business continuity plan and it currently does not have a coordinated and agreed disaster recovery plan for its ICT systems.

**3.24.10.** Eurojust did not adopt a proper financing decision prior to launching procurement procedures for operational expenditure. This undermines effective planning and oversight, and contravenes Articles 32(1) and 72(3)(b) of Eurojust's financial rules.

### Observations on budgetary management

**3.24.11.** In 2024 Eurojust processed 2 912 payment requests, of which 824 (28.3 %), for an amount of EUR 10.0 million (25.8 %), were paid after the legal deadline. A total of EUR 795 was charged in late payment interest. The share of late payments was lower in number but higher in amount than in 2023 when Eurojust processed 2 577 payment requests, of which 1 287 (49.9 %), for an amount of EUR 9.6 million (25.6 %), were paid late but accrued no late payment interest.

Eurojust's follow-up of previous years' ECA observations is outlined below:

Nr	Observation year	Observation	Corrective action & relevant developments	Observation status
1	2020	In our 2020 report on EU agencies, we concluded that a procurement procedure for vehicle leasing was irregular. As a result, all payments made on the basis of this framework contract were irregular.	The framework contract expired in 2024 but a specific contract remains in force until September 2025 to cover the leasing of the current fleet of vehicles. In 2024 Eurojust paid EUR 64 221 under this contract.	Open
2	2022	Eurojust's SUMMA user management system is managed by DG BUDG, which is responsible for granting and removing the rights of SUMMA users on the basis of information provided by Eurojust. This process is not yet formally structured, and Eurojust does not specifically check attributed user rights. There is therefore a risk that the user roles in SUMMA may not be correctly assigned or	In 2024 Eurojust took over the role of DG BUDG for granting and removing access rights. Upon request, auditors can be assigned a consultation role in SUMMA for a limited period of time and on an individual basis.	Closed

		updated. SUMMA also still lacks a suitable user profile for auditors.		
3	2022	Eurojust has a high share of late payments.	The situation persisted in 2024	Open
4	2023	In 2023 we observed an increase in the number and value of non-standard transactions classified as exceptions or non-compliance events. The number of non-compliance events recorded by Eurojust rose from 43 to 71 between 2022 and 2023, and the total amount concerned increased from EUR 294 000 to EUR 566 400.	In 2024, on a quarterly basis, Eurojust analysed the non-compliance events of the previous quarter, identifying areas for improvement and proposed remedial actions. This resulted in an improvement in the 2024 non-compliance event statistics as compared to 2023, with a reduction of cases from 71 to 40 and the total amount concerned from EUR 566 400 to EUR 458 000.	Closed

### Audit of the Eurojust Accounts 2025

Preparatory work for the audit of the 2025 Eurojust accounts began in September 2025. Following an initial on-site mission in November 2025, a second remote mission was conducted from 19 to 23 January 2026. As of the writing of this report, audit work is ongoing. Preliminary results from the ECA are anticipated in Q2 2026. The outcome and final ECA Report are expected in the second half of 2026.

### Performance audit on the roles and cooperation arrangements to investigate fraud

In early March 2024, Eurojust joined an ECA performance audit involving OLAF, EPPO, and Europol. Spanning 2024 to late 2025, the audit evaluates the exchange of information between EPPO and OLAF before and during fraud investigations, in terms of their ability to exercise their powers efficiently. It also examines the Commission's oversight in protecting EU financial interests and recovering funds. Fraud prevention efforts are excluded from this scope.

ECA analysed the regulatory framework defining the roles and responsibilities of the four bodies, and interviewed their staff to assess the adequacy of the arrangements in place to protect the EU's financial interests. ECA also analysed data in respect of different stages of the fraud case lifecycle, provided by OLAF and EPPO.

Eurojust did not receive specific Observations as a result of this audit. However, a number of useful comments and recommendations are included in the final [Special Report](#)<sup>75</sup> (December 2025).

### **Audit on Reliability of Eurojust Accounts 2025 by PKF Littlejohn LLP, London**

There were no reservations made concerning the reliability of Eurojust 2025 annual accounts by the external audit firm. There were five non-material non-trivial misstatements identified which do not require adjustment of the accounts. The effects of the unadjusted items are not material, both individually and in total, and their absence from the financial statements does not affect the true and fair view given. The final outcome is pending the review conducted by ECA.

The final Eurojust accounts 2025, together with the Executive Board Opinion, will be submitted to the external auditors in June 2026, followed by formal closure through the submission of the Eurojust final accounts to the European Parliament, the Council, the European Court of Auditors, and the Accounting Officer of the Commission.

## **2.7a Follow up of recommendations and action plans for audits and evaluations**

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

#### ***Audit of Human resources management and ethics***

*See point 2.6.1*

## **2.8b Follow up of recommendations issued following investigations by OLAF**

There were no investigations conducted by OLAF requiring follow up in 2025.

## **2.9 Follow up of observations from the Discharge authority**

### **Discharge 2023**

The European Parliament's Decisions and final Resolution on the Discharge 2023 were published on 7 May 2025, including comments and Observations addressed to the EU Agencies.

Eurojust submitted to the Parliament the *Administrative Director's Report to the Discharge Authority on the Action Plan to address the observations and comments made by the European Parliament in its discharge for the year 2023*, on 8 September 2025.

### **Discharge 2024**

The Discharge procedure for 2024 is ongoing. Following the preparatory work, Eurojust submitted its replies to the 2024 Discharge Standard Questionnaire, addressed to all EU Agencies, and to the 37 horizontal questions.

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<sup>75</sup> [ECA Special Report 26/2025 EU bodies fighting fraud - Clear mandates but exchange of information and Commission oversight remain insufficient](#), 15 December 2025.

The final Parliament Decisions and Resolution on the Discharge 2024 are expected to be published in Q2 2026.

## 2.10 Environment management

Eurojust continued working towards obtaining its first environmental certification. More information regarding the 2025 activities can be found under [Annex VII](#).

## 2.11 Assessment by management

Eurojust conducts its operations in compliance with applicable laws and regulations, in an open and transparent manner and meeting the expected high level of professional and ethical standards. Eurojust has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the IAS and the ECA.

## Part II. (b) External evaluations

Following the entry into force of the EJR, and as foreseen in Article 69, the Commission initiated the evaluation of the EJR in 2024.

Eurojust supported both the evaluation process and the preparation of the impact assessment that will lead to the EJR revision. Following the publication of the evaluation, the Agency took the initiative to develop an internal plan to address a number of findings that could be tackled without requiring a legal amendment. The implementation of the internal plan is ongoing in 2026.

## Part III. Assessment of the effectiveness of the internal control systems

### 3.1 Effectiveness of the internal control systems

In accordance with Articles 30 and 45 of the Eurojust Financial Regulation, the revised Eurojust Internal Control Framework (ICF), formulated on the basis of the Commission's framework<sup>76</sup>, was adopted by the Management Board on 10 December 2019<sup>77</sup>. Article 1 of this Decision foresees that the Administrative Director shall adopt the necessary measures to implement the revised Eurojust ICF as of 1 January 2020. In accordance with the ICF Principles 16 and 17 Eurojust has carried out the annual assessment of the implementation of the ICF in 2025.

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<sup>76</sup> Communication to the Commission from Commissioner Oettinger, Revision of the Internal Control Framework C(2017) 2373 final, Brussels 19.4.2017.

<sup>77</sup> College Decision 2019-16 of 10 December 2019 adopting a revised Eurojust Internal Control Framework.

## ***Methodology***

To carry out the annual assessment, Eurojust took the following steps, in line with previous years' assessments, best practice shared amongst EU Agencies and the Commission's guidance:

- Assessment of strengths and deficiencies and review of progress on corrective measures foreseen by the organisational entities for the areas in need of improvement. The organisational entities' self-assessment of strengths and deficiencies was carried out on the basis of the baseline requirements and set performance indicators, taking into account the defined targets and corrective measures foreseen in the context of the annual assessment of 2024. Significant strengths supporting the achievement of Eurojust's objectives have also been identified;
- Assessment of secondary sources of data such as Audit Reports, OLAF Reports, Register of Exceptions, Anti-Fraud Action Plan, and staff-related issues reported through the HR Unit/Staff Committee; and,
- Overall assessment of the ICF: the results of the strengths and deficiencies assessment, together with the assessment of the other relevant sources of data by the Head of the Resources Department, to determine the presence and effective functioning of the ICF principles and components.

The Eurojust ICF comprises five components, broken down into 17 principles and 50 baseline requirements, underpinned by corresponding 145 Performance Indicators, which are used to monitor, and to assess and report on the implementation of the ICF on a yearly basis.

During 2025, 13 deficiencies have been identified under 11 of the 50 baseline requirements. All deficiencies have been assigned low or moderate severity. There have been no major deficiencies.

## ***Assessment of other sources of data***

In addition, the Head of the Resources Department has assessed the following sources of data:

### ***OLAF Reports***

There were no OLAF Reports issued requiring follow up in 2025.

### ***Register of exceptions***

Eurojust adopted on 10 December 2019, its Internal Control Framework. One of its components is related to control activities and refers to exception reporting as one of the management tools used to draw conclusions about the effectiveness of internal control and/or the changes needed in the internal control system. The exception reporting ensures that all instances of overriding controls or deviations from established processes and procedures are documented in exception reports. All instances must be justified and approved before action is taken, and logged centrally. Therefore, all irregular actions need to be authorised by the Administrative Director through an exception decision and recorded in the Record of Exceptions prior to the action to be taken. This procedure has been regulated by the Decision of the Administrative Director 2021-05 of 16

February 2021 on the internal workflow for the adoption of an exception decision and its registration in the Record of Exceptions.

In 2025, 13 exceptions were registered in the Record of Exceptions. Four of these exceptions were related to the work and business continuity of ICPA; one to the implementation of JITs funding; three were related to Staff Regulations; one was related to the extension of the period of secondment of a SNE; four were related to contract implementation.

### ***Eurojust Risk Management Register and Risk Management Plan***

The Eurojust Risk Management Register 2026 was finalised in the first quarter of 2026, following the individual risk assessment by the operational entities on the basis of their unit objectives. The resulting cross-organisational risks identified in the Eurojust Risk Management Register 2026 are:

- Insufficient resources allocated to Eurojust within the MFF 2021-2027;
- Delays in the implementation of the DCJ Programme due to complexity and dependencies;
- Cybersecurity;
- Delays in the implementation of measures to address perceived inefficiencies.

A set of actions are defined to implement the risk response set (reduce/transfer) for each identified risk. The residual risks assessed, do not indicate that the related internal controls will be overridden, nor that the Eurojust objectives may not be achieved.

### ***Eurojust's anti-fraud strategy***

Eurojust's Anti-Fraud Strategy (AFS) 2024–2027 was adopted by the Executive Board on 2 September 2024. Implementation progressed steadily throughout 2025. During 2025, Eurojust continued strengthening its fraud prevention framework, focusing on awareness, governance and internal control mechanisms.

Key measures implemented included:

- Communication of the results of the 2024 Fraud Risk Assessment and the main elements of the AFS through internal communication channels.
- Provision of training on ethics and anti-fraud to all staff.
- Update and consolidation of the Anti-Fraud intranet section, including clear information on reporting channels.
- Adoption of Administrative Director Decision 2025-78 (6 October 2025) establishing the Charter for Anti-Fraud Ambassadors.
- Designation of Anti-Fraud Ambassadors across organizational entities, and provision of tailored anti-fraud detection training.
- Revision of specific fraud risks.

- Review of the internal workflow for exception decisions (AD 2021-05), based on which a revised Decision is being prepared.

Implementation of the Anti-Fraud Strategy is monitored through structured governance and risk management mechanisms, including:

- Bi-annual reporting by the Anti-Fraud Contact Point to the Administrative Director and the Executive Board.
- Ongoing review of key fraud risks identified in the AFS Action Plan.
- Operation of the Network of Anti-Fraud Ambassadors to support awareness and early risk identification.

The prevention and management of conflicts of interest is governed by Administrative Director Decision 2020-44 of 16 December 2020 and related internal procedures. In 2025, the existing Standard Operating Procedure was evaluated. A revised Administrative Director Decision is being prepared to strengthen and clarify the framework (adoption envisaged in 2026). Eurojust continued to manage and update the centralized register of declarations of interests and preventive measures.

Overall, Eurojust continued to implement its Anti-Fraud Strategy in a structured and risk-based manner. The control environment was further strengthened through enhanced awareness measures, reinforced governance mechanisms, updated procedures, and systematic monitoring arrangements.

### ***Deficiencies reported by staff***

The HR Unit has been consulted on the instances of deficiencies reported by staff, or received through Staff Committee feedback.

As reported by the HR Unit, no deficiencies related to the ICF have been reported by staff to the HR Unit in 2025.

## **3.2 Conclusions of assessment of the internal control systems**

Following the assessment of strengths and deficiencies, and of other sources of data mentioned above, the following conclusions can be drawn regarding the implementation of the Eurojust ICF in 2025:

### ***At the level of the principles***

There have been minor or moderate deficiencies identified, for which corrective measures have been foreseen by the corresponding organisational entities. Main deficiencies identified refer to financial and internal controls' monitoring (non-compliance events, increased number of late payments), and the lack of an internal communication strategy.

As regards strengths, for 2025 it should be noted that, following the ECA observations in these areas, Eurojust has put in place additional measures to identify and prevent non-compliance events and late payments, resulting in a decreased number of both in 2025. There were no critical

pending recommendations during the year, and the organisation achieved significant progress regarding the new CMS project.

### ***At the level of the components***

All ICF principles have been assessed as being present and functioning. Some principles require, improvements, for which corrective measures have been foreseen by the corresponding organisational entities. There are no critical deficiencies or a combination of major deficiencies identified in the implementation of the ICF components, which could potentially reduce the likelihood of Eurojust achieving its objectives.

All components are considered effective and operating in an integrated manner within the ICF in 2025. Eurojust can conclude that the ICF components and principles are present and functioning, and that the system is overall effective, with some improvements needed.

### **3.3 Statement of the Director in charge of risk management and internal control**

*'I, the undersigned,*

*In my capacity as Head of the Resources Department, in charge of risk management and internal control,*

*Declare that in accordance with the Management Board Decision 2019-16 on the Eurojust Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Administrative Director.*

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

*The Hague, 22 May 2026*

A handwritten signature in blue ink, appearing to read "R. Lenti".

**Roberto Francesco LENTI**  
Head of the Resources Department

## Part IV. Management assurance

### 4.1 Review of the elements supporting assurance

The information provided in this report stems from management's opinion and is based on results of self-assessments, follow-up of the Observations and Recommendations of the IAS, the Accounting Office and the lessons learned from the reports of ECA.

The Administrative Director has put in place the organisational structure and the internal control systems suited to the achievement of Eurojust's objectives and having due regard to the risks associated with the environment in which it operates. Eurojust has assessed that the ICF Components and Principles are present and functioning and has taken corrective measures to address minor or moderate deficiencies.

No significant weaknesses that may have a potential impact on the declaration of assurance of the Authorising Officer were identified and reported in any of the building blocks of this report and the information reported does not result in any major issues meriting a reservation:

- The internal control systems are overall effective and provide sufficient assurance to adequately manage the risks relating to the legality and regularity of the underlying transactions;
- The internal control systems provide sufficient assurance with regard to the achievement of Eurojust's objectives;
- No critical findings were highlighted by internal or external auditors;
- No major issues were pointed out by the Authorising Officers by delegation; and
- No critical issues were raised by the Accounting Officer in the annual accounts nor in the validation of systems supplying accounting information.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended, risks are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented. The Administrative Director, in his capacity as Authorising Officer, has signed the Declaration of Assurance.

### 4.2 Reservations

No reservations were issued for the year 2025.

## Part V. Declaration of assurance

*'I, the undersigned,*

*Administrative Director of Eurojust,*

*In my capacity as authorising officer for the operating (administrative) budget and authorising officer by delegation for the operational budget,*

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

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

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

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

*The Hague, 22 May 2026*

A handwritten signature in black ink, appearing to read "Vincent Jamin".

Vincent JAMIN

Administrative Director

## Annexes

### Annex I. Core business statistics

#### Crime types evolution (2023-2025)

Crime	Cases			CM			CC			Supported JITs		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Core international crimes	15	21	26	20	12	17	-	-	-	5	5	4
Corruption	111	95	82	13	22	28	-	1	1	8	14	17
Cybercrime	249	331	280	84	123	102	5	4	3	16	26	39
Drug trafficking	1139	873	766	105	110	119	7	7	3	71	97	103
Environmental crime	23	15	24	7	5	7	1	-	-	4	-	2
Migrant smuggling	179	175	147	33	27	30	1	3	-	17	17	20
MOCG	484	470	514	36	46	47	-	4	1	20	22	20
Money laundering	837	726	808	136	143	159	6	8	5	74	94	94
PIF	113	96	114	16	13	14	1	-	-	6	5	5
Swindling and fraud	1735	1791	1894	128	152	134	8	11	3	75	96	107
Terrorism	70	63	69	22	32	37	-	1	1	9	10	14
Trafficking in human beings	110	114	120	52	47	53	-	1	-	39	41	38

## Overview of cases in 2025 involving Member States National Desks

MEMBER STATE National Desk	Cases initiated by the National Desk				Participation in cases initiated by other Desks		Participation in joint activities/meetings		
	New in 2025	No. of countries involved		Ongoing from previous years	New in 2025	Ongoing from previous years	Coordination meetings	JITs	Action days
		2	3 or more						
Belgium	116	93	23	299	316	757	98	46	5
Bulgaria	288	281	7	196	188	359	21	8	3
Czech Republic	142	127	15	244	140	271	45	45	2
Germany	517	427	90	863	822	1459	180	75	11
Estonia	48	34	14	45	73	159	30	22	0
Ireland	34	32	2	130	86	244	9	7	0
Greece	434	433	1	456	138	274	16	5	2
Spain	338	285	53	424	615	1197	91	15	8
France	266	130	136	701	693	1406	201	86	5
Croatia	54	51	3	30	113	198	6	1	0
Italy	668	559	109	1018	486	789	105	67	7
Cyprus	146	140	6	292	92	172	15	1	3
Latvia	42	33	9	118	85	198	56	38	0
Lithuania	140	120	20	219	347	589	61	30	1
Luxembourg	28	21	7	46	104	233	8	1	2
Hungary	280	256	24	335	169	328	26	13	1
Malta	30	26	4	62	102	206	13	1	0
Netherlands	92	85	7	190	434	944	104	15	4
Austria	245	222	23	249	231	370	34	14	2
Poland	270	250	20	393	357	673	113	59	0
Portugal	139	131	8	135	228	334	22	12	1
Romania	217	177	40	255	276	371	130	76	1
Slovenia	224	199	25	206	72	133	14	3	0
Slovakia	103	95	8	129	123	224	28	16	3
Finland	125	114	11	143	61	114	36	27	1
Sweden	184	146	38	291	106	230	60	35	1
Denmark	31	30	1	76	55	149	23	15	0
<b>Total</b>	<b>5201</b>	<b>4497</b>	<b>704</b>	<b>7545</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>

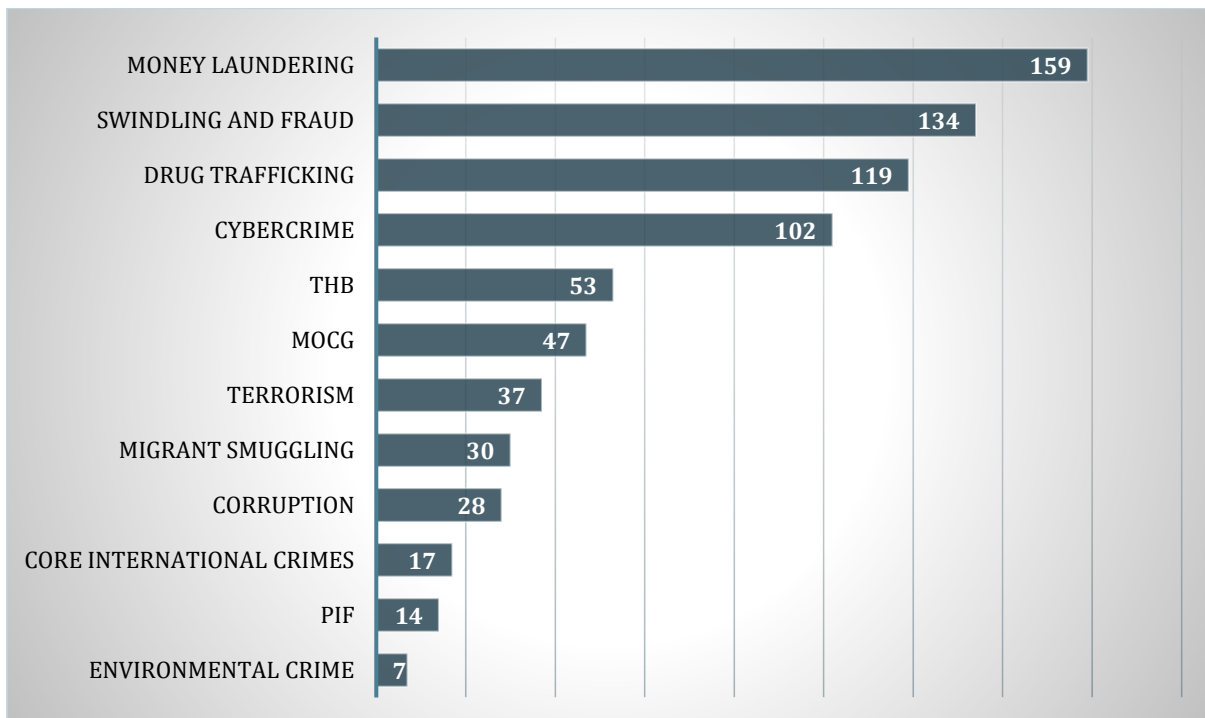
\* These columns cannot be summed up, since more than one National Desk can be requested to participate in a single case, and coordination meetings, JITs and action days are often co-organised.

## Overview of cases in 2025 involving Liaison Prosecutors

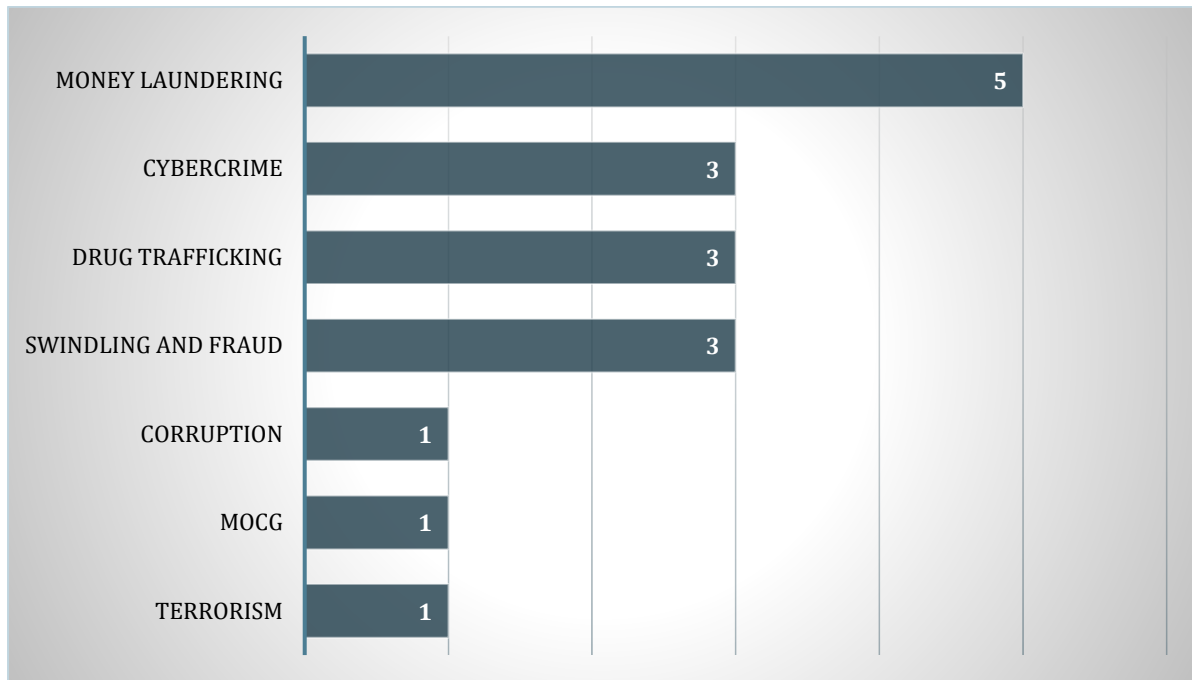
LIAISON PROSECUTOR	Cases initiated by the Liaison Prosecutor				Participation in cases initiated by other Desks		Participation in joint activities/meetings		
	New in 2025	No. of countries involved		Ongoing from previous years	New in 2025	Ongoing from previous years	Coordination meetings	JITs	Action days
		2	3 or more						
Albania	70	63	7	91	51	99	27	27	3
Georgia	21	21	0	43	20	43	7	4	0
Iceland	13	12	1	0	10	18	8	2	0
Montenegro	12	12	0	34	15	39	1	0	0
Moldova	5	5	0	3	25	67	21	24	1
North Macedonia	13	10	3	24	18	45	5	1	0
Norway	57	52	5	146	24	102	24	17	1
Serbia	37	32	5	122	57	101	14	8	0
Switzerland	95	82	13	166	180	389	59	25	2
Ukraine	24	21	3	91	77	172	65	49	0
United Kingdom	29	26	3	78	215	567	100	43	4
United States	5	3	2	16	48	177	48	1	2
<b>TOTAL</b>	<b>381</b>	<b>339</b>	<b>42</b>	<b>814</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>

\* These columns cannot be summed up, since more than one Liaison Prosecutor can be requested to participate in a single case, and coordination meetings, coordination centres and JITs are often co-organised

## Number of coordination meetings per crime type



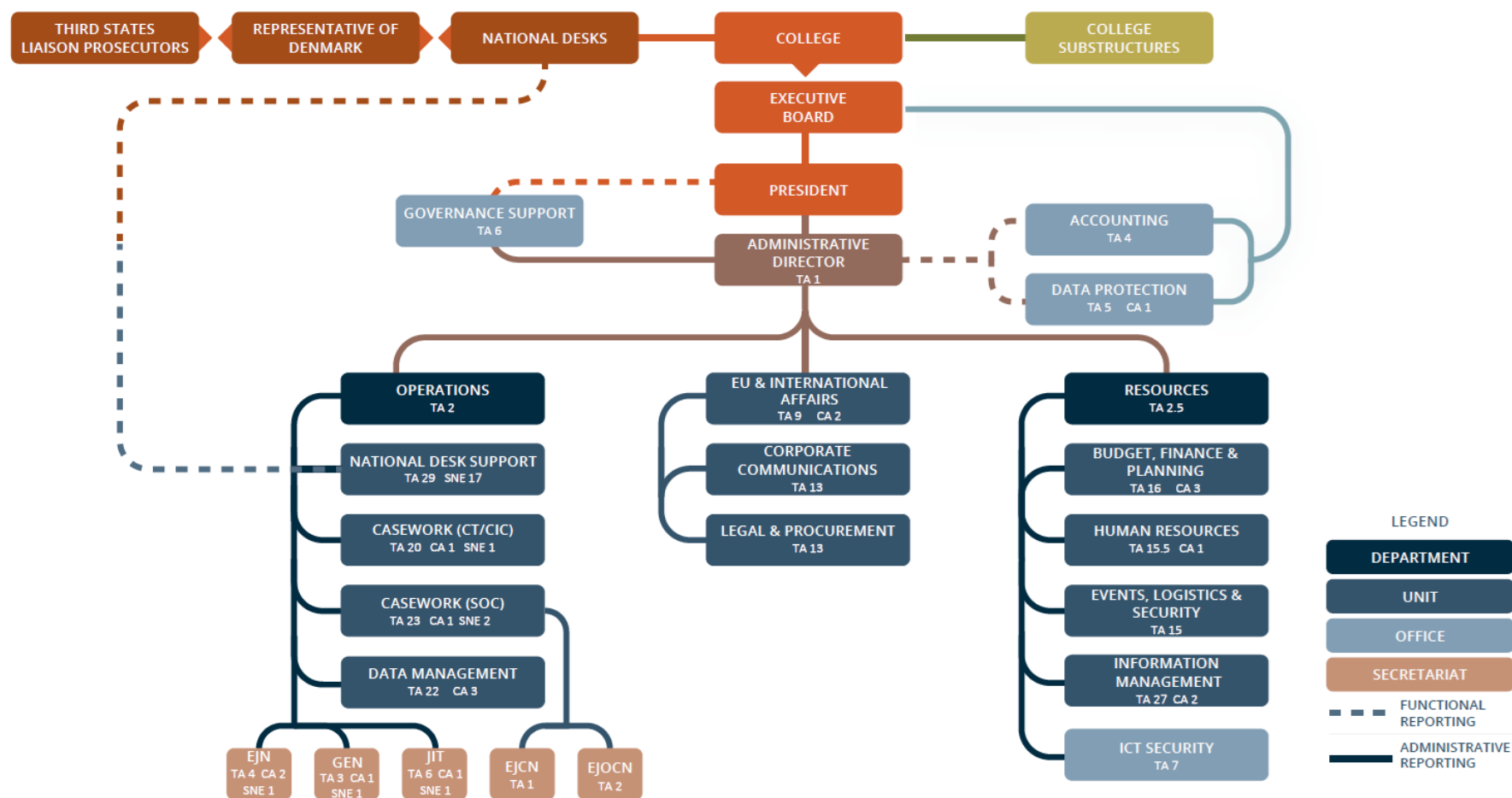
### Number of coordination centres per crime type



## Annex II. Statistics on financial management

Information on statistics on financial management can be found in the [2025 Report on Budgetary and Financial Management](#).

### Annex III. Organisational chart 31.12.2025<sup>78</sup>



<sup>78</sup> The figures are based on headcount as on 31 December 2025 and include offers sent and only contract staff recruited using the EU subsidy to Eurojust. They do not include 4 appointments made under Article 38(2) of the Eurojust FR and 4 cost-free SNEs.

## Annex IV. Establishment plan and additional information on Human Resources management

### a. Eurojust Establishment Plan at 31 December 2025

Category and grade	Establishment plan 2025	Filled at 31.12.2025 <sup>79</sup>
	TA	TA
AD 16		
AD 15		
AD 14	1	1
AD 13	1	
AD12	3	4
AD 11	9	1
AD 10	16	19
AD 9	20	16
AD 8	29	24
AD 7	27	25
AD 6	14	19
AD 5	17	27
<b>Total AD</b>	<b>137</b>	<b>136</b>
AST 10		
AST 9	1	1
AST8	3	2
AST 7	4	5
AST 6	25	19
AST 5	50	38
AST 4	26	22
AST 3		15
AST 2		7
AST 1		
<b>Total AST</b>	<b>109</b>	<b>109</b>
<b>TOTAL</b>	<b>246</b>	<b>245</b>
Contract Agents	Authorised 2025	Engaged 2025 <sup>80</sup>
Function Group IV	8	7
Function Group III	4	10
Function Group II	6	1
Function Group I	0	0
<b>TOTAL</b>	<b>18</b>	<b>18</b>

<sup>79</sup> The 2025 figures are based on headcount as on 31 December and include 1 offer sent by this date. As per Art. 38(2) of the Eurojust FR, Eurojust made 4 appointments to offset the part-time FTE loss throughout 2025. The 2027-2029 figures include provisions based on the reclassification percentages per category and grade.

<sup>80</sup> The 2025 figures are based on headcount as on 31 December and include only contract staff recruited using the EU subsidy to Eurojust.

## b. Information on the entry level for each type of post

Key functions	Type of contract	Function group, grade of recruitment	Function dedicated to administrative support or operations
<b>Core Functions</b>			
Head of Department <i>Level 2</i>	TA	AD12	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Unit <i>Level 3</i>	TA	AD9	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Office <i>Level 3</i>	TA	AD7	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Secretariat <i>Level 3</i>	TA	AD7	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Sector <i>Level 4</i>	TA	AD7	ADMINISTRATIVE SUPPORT/OPERATIONS
Administrator <i>Level 5</i>	TA/CA	AD5/FGIV	ADMINISTRATIVE SUPPORT/OPERATIONS
<b>Operational Functions</b>			
Head of Casework	TA	AD9	OPERATIONS
Head of Data Management	TA	AD9	OPERATIONS
Judicial Cooperation Officer	TA	AD5	OPERATIONS
Judicial Cooperation Assistant	TA	AST3	OPERATIONS
<b>Support Functions</b>			
Head of Human Resources	TA	AD9	ADMINISTRATIVE SUPPORT
Head of Budget, Finance & Planning	TA	AD9	ADMINISTRATIVE SUPPORT
Head of Information Management	TA	AD9	ADMINISTRATIVE SUPPORT
Administrative Assistant	TA/CA	AST2/FGII	ADMINISTRATIVE SUPPORT/OPERATIONS
Clerk	TA/CA	AST/SC1-2/FGI	ADMINISTRATIVE SUPPORT/OPERATIONS
<b>Special Functions</b>			
Data Protection Officer	TA	AD8	ADMINISTRATIVE SUPPORT
Accounting Officer	TA	AD7	ADMINISTRATIVE SUPPORT
Secretary to the College	TA	AD6	OPERATIONS

### c. Job screening/benchmarking against previous year results<sup>81</sup>

Job Type (sub) category	2024 (%)	2025 (%)
<b>Administrative support and Coordination</b>	<b>19.6</b>	<b>20.3</b>
Administrative Support	14.8	15.3
Coordination	4.8	5
<b>Operational</b>	<b>73.5</b>	<b>72.7</b>
Top Level Operational Coordination	2.6	2.3
Programme Management & Implementation	58.7	57.8
Evaluation & Impact Assessment	0	0
General operational	12.2	12.6
<b>Neutral</b>	<b>7</b>	<b>7</b>
Finance/Control	7	7
Linguistics	0	0
<b>Total</b>	<b>100</b>	<b>100</b>

### d. Gender representation<sup>82</sup>

Gender	Staff category	Official		Temporary		Contract		Total	
		Number	%	Number	%	Number	%	Number	%
Female	AD - FG IV	0	0%	76	48%	15	28%	91	43%
	AST - AST/SC - FG I/II/III	0	0%	81	52%	38	72%	119	57%
	<b>Total</b>	<b>0</b>	<b>0%</b>	<b>157</b>	<b>63%</b>	<b>53</b>	<b>79%</b>	<b>210</b>	<b>67%</b>
Male	AD - FG IV	0	0%	61	67%	6	43%	67	64%
	AST - AST/SC - FG I/II/III	0	0%	30	33%	8	57%	38	36%
	<b>Total</b>	<b>0</b>	<b>0%</b>	<b>91</b>	<b>37%</b>	<b>14</b>	<b>21%</b>	<b>105</b>	<b>33%</b>
<b>Grand total</b>		<b>0</b>	<b>0%</b>	<b>248</b>	<b>100%</b>	<b>67</b>	<b>100%</b>	<b>315</b>	<b>100%</b>

### e. Gender evolution over 5 years of the middle and senior management positions<sup>83</sup>

Gender	2021		2025	
	Number	%	Number	%
Female	3	33%	7	50%
Male	6	67%	7	50%

<sup>81</sup> Data on 15 December 2024.

<sup>82</sup> The figures also include contract staff financed under grant, contribution and service level agreements as well as Denmark's financial contribution. They do not include 1 offer sent by 31 December 2025.

<sup>83</sup> The figures include 2 ad interim appointments.

## f. Geographical balance<sup>84</sup>

Nationality	Staff in AD and FG IV categories		Staff in AST, AST/SC and Function Group I/II/III categories		Total	
	Number	% of staff in above categories	Number	% of staff in above categories	Number	% of total staff
Austria	2	1%	2	1%	4	1%
Belgium	8	5%	5	3%	13	4%
Bulgaria	6	4%	6	4%	12	4%
Croatia	1	1%	3	2%	4	1%
Cyprus	2	1%	0	0%	2	1%
Czechia	4	3%	4	3%	8	3%
Denmark	0	0%	1	1%	1	0%
Estonia	2	1%	2	1%	4	1%
Finland	2	1%	7	4%	9	3%
France	15	9%	10	6%	25	8%
Germany	6	4%	7	4%	13	4%
Greece	10	6%	8	5%	18	6%
Hungary	3	2%	4	3%	7	2%
Ireland	4	3%	2	1%	6	2%
Italy	19	12%	17	11%	36	11%
Latvia	6	4%	2	1%	8	3%
Lithuania	4	3%	5	3%	9	3%
Luxembourg	0	0%	0	0%	0	0%
Malta	0	0%	1	1%	1	0%
Netherlands	11	7%	25	16%	36	11%
Poland	8	5%	5	3%	13	4%
Portugal	5	3%	4	3%	9	3%
Romania	11	7%	16	10%	27	9%
Slovak Republic	2	1%	4	3%	6	2%
Slovenia	3	2%	4	3%	7	2%

<sup>84</sup> The figures also include contract staff financed under grant, contribution and service level agreements as well as Denmark's financial contribution. They do not include 1 offer sent by 31 December 2025.

Nationality	Staff in AD and FG IV categories		Staff in AST, AST/SC and Function Group I/II/III categories		Total	
	Number	% of staff in above categories	Number	% of staff in above categories	Number	% of total staff
Spain	20	13%	10	6%	30	10%
Sweden	2	1%	2	1%	4	1%
United Kingdom	2	1%	1	1%	3	1%
<b>Total</b>	<b>158</b>	<b>100%</b>	<b>157</b>	<b>100%</b>	<b>315</b>	<b>100%</b>

**g. Geographical balance (evolution over 5 years of the most represented nationality<sup>85</sup>)**

Most represented nationality	2021		2025	
	Number	%	Number	%
Netherlands	32	13%	36	11%
Italy	23	9%	36	11%
Spain	22	9%	30	10%
Romania	22	9%	27	9%
<b>Total</b>	<b>99</b>	<b>40%</b>	<b>129</b>	<b>41%</b>

<sup>85</sup> The figures also include contract staff financed under grant, contribution and service level agreements as well as Denmark's financial contribution. They do not include 1 offer sent by 31 December 2025.

## Annex V. Human and financial resources by activity<sup>86</sup>

The utilisation of human and financial resources per activity in 2025 was as follows:

MAS 2025-2027		AWP 2025									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
1 – Casework	1(a) – Swift and qualitative response to Member States’ requests for support	1.1. Provide comprehensive and tailor-made operational and legal expertise to referred cases	1.1.1. Improve dynamic and quality support to increased referral of complex cross-border crime cases	112.46	97.49	10 253 114.59	11 110 349.09	11 79 4 102	11 564 002.69	22 674 351.78	102.84%
			1.1.2. Support and strengthen judicial cooperation on CIC, mainly through collecting, preserving and analysing evidence data	18.04	16.13	2 282 745.44	2 570 744.31	1 493 078	935 631.441	3 506 375.75	92.86%

<sup>86</sup> The FTE actuals correspond to 91% completion rate of the Eurojust Activity Recording Tool. Further deviations in utilisation of human resources are due to unplanned staff absences (sick leave, part-time work, parental leave, maternity leave etc.) and vacancy rate throughout the year.



	<b>1(b) – Ability to act on own initiative and where prosecution on common bases is required</b>	<b>1.2.</b> Capitalise on new operational data analysis and cross-matching capabilities	<b>1.2.1.</b> Reinforce Eurojust’s ability to act on its own initiative and where the fight against crime requires prosecution on common bases	3.30	1.63	434 405.50	260 252.58	176 085.25	171 029.40	431 281.98	70.65%
	<b>1(c) – Operational cooperation with the networks hosted and supported by Eurojust</b>	<b>1.3.</b> Further support and develop synergies with practitioners’ networks	<b>1.3.1.</b> Reinforce operational actions and complementarity with judicial practitioners’ networks	24.42	18.30	2 705 352.73	2 549 486.77	2 055 103.25	1 931 275.85	4 480 762.62	94.12%
<b>MASO 1 – Casework Sub-totals</b>				<b>158.12</b>	<b>133.56</b>	<b>15 675 618.26</b>	<b>16 490 832.75</b>	<b>15 518 368.50</b>	<b>14 601 939.39</b>	<b>31 092 772.14</b>	<b>99.68%</b>

MAS 2025-2027		AWP 2025									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
2 - Cooperation	2(a) - Cooperation with JHA partners	2.1. Further develop cooperation with JHA partners	2.1.1. Strengthen cooperation with the EPPO, Europol, Frontex and OLAF	10.71	7.12	1 296 857.54	1 106 254.83	112 3105	1 088 935.07	2 195 189.90	81.09%
			2.1.2. Enhance effectiveness in criminal justice cooperation through joint initiatives with JHA and other relevant partners	2.62	2.41	306 411.95	337 102.55	218 157.00	209 410.59	546 513.14	105.22%
	2(b) - Cooperation with third countries and international organisations	2.2. Implement multi-annual strategy and other initiatives for cooperation with third countries and international organisations	2.2.1. Strengthen cooperation with third countries and international organisations, including acting as ECRIS-TCN contact point and engaging	9.72	10.92	1 106 826.87	1 570 263.19	675 311.00	623 205.92	2 193 469.11	142.58%

			with practitioner networks in key geographical areas								
	<b>2(c) – Externally funded projects for operational cooperation</b>	<b>2.3.</b> Implement externally funded projects for cooperation	<b>2.3.1.</b> Reinforce operational capabilities and/or cooperation with partners through external funding agreements	8.99	8.45	1 119 459.94	1 229 753.04	718 378.00	1 297 741.45	2 527 494.49	140.44%
<b>MASO 2 – Cooperation Sub-totals</b>				<b>32.05</b>	<b>28.90</b>	<b>3 829 556.30</b>	<b>4 243 373.61</b>	<b>2 734 951.00</b>	<b>3 219 293.03</b>	<b>7 462 666.63</b>	<b>113.68%</b>

MAS 2025-2027			AWP 2025								
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
<b>3 – Digitalisation</b>	<b>3(a) – ICT operational and cybersecurity capabilities</b>	<b>3.1.</b> Further develop ICT operational capabilities	<b>3.1.1.</b> Ensure Eurojust’s active contribution to the Digitalisation of Justice to improve information exchange and interoperability, primarily	26.53	21.83	3 445 873.86	3 533 215.06	7 768 340.00	8 960 848.37	12 494 063.43	110.61%



			through implementing and integrating its new CMS								
			<b>3.1.2.</b> Enhance support to casework and judicial practitioners through existing ICT systems and operational data reporting solutions	7.56	8.49	890 337.92	1 182 944.83	1 258 085.00	741 622.43	1 924 567.27	96.37%
		<b>3.2.</b> Further develop cybersecurity capabilities	<b>3.2.1.</b> Strengthen cybersecurity posture and resilience	6.94	5.07	903 760.37	779 595.11	862 026.00	482 760.80	1 262 355.91	#DIV/0!
<b>MASO 3 - Digitalisation Sub-totals</b>				<b>41.03</b>	<b>35.39</b>	<b>5 239 972.15</b>	<b>5 495 755.01</b>	<b>9 888 451.00</b>	<b>10 185 231.61</b>	<b>15 680 986.61</b>	<b>103.65%</b>

MAS 2025-2027		AWP 2025									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
4 – Strategic Work	4(a) – Expertise sharing with EU bodies and judicial practitioners	4.1. Collect, analyse and disseminate best practices and lessons learned from casework	4.1.1. Enhance Eurojust’s institutional knowledge and expertise to support judicial practitioners and EU strategic initiatives in the JHA area	25.78	25.89	2 916 661.44	3 781 111.75	2 458 996.40	1 807 678.96	5 588 790.70	104.36%
	4(b) – Corporate communication and outreach	4.2. Communicate Eurojust’s successes and added-value to stakeholders	4.2.1. Effectively and efficiently use communication capabilities to support operational and strategic goals	16.51	16.13	1 974 260.98	2 484 556.78	2 039 554.40	1 754 305.76	4 238 862.54	105.08%
<b>ASO 4 – Strategic Work Sub-totals</b>				<b>42.29</b>	<b>42.02</b>	<b>4 890 922.42</b>	<b>6 265 668.53</b>	<b>4 498 550.80</b>	<b>3 561 984.72</b>	<b>9 827 653.24</b>	<b>104.67%</b>

MAS 2025-2027		AWP 2025									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
5 - Organisational Capabilities & Efficiency	5(a) - Organisational efficiency	5.1. Implement efficiency gains strategy	5.1.1. Further improve organisational efficiency and flexibility in meeting operational needs	18.97	19.55	2 307 197.61	2 992 136.27	1 742 995.00	1 526 741.26	4 518 877.53	122.29%
	5(b) - Organisational management and internal control	5.2. Implement strategy for organisational management and internal control	5.2.1. Strengthen organisational management and internal control enabling the College to focus on its operational tasks	13.46	7.91	1 686 828.86	1 232 645.40	1 297 448.00	1 259 833.88	2 492 479.28	74.59%
	5(c) - Environmental impact	5.3. Implement environmental management strategy	5.3.1. Reduce Eurojust's carbon footprint and CO2 emissions	0.52	0.72	59 102.39	86 656.31	113 449.00	35 255.38	121 911.69	84.67%
	5(d) - Revision of the Eurojust Regulation (EJR)	5.4. Support process for amending the Eurojust	5.4.1. Ensure adequate support to the Eurojust Regulation evaluation commissioned by the Commission	0.85	0.09	116 675.31	14 363.55	111 729.00	108 206.59	122 570.14	41.92%



	Regulation and tasks	5.4.2. Ensure timely implementation of legislative process outcomes affecting Eurojust tasks	1.22	1.41	147 981.75	223 890.81	69 830.00	69 561.38	293 452.19	162.90%
<b>MASO 5 – Organisational Capabilities &amp; Efficiency Sub-totals</b>			35.02	29.68	4 317 785.92	4 549 692.342	3 335 451.00	2 999 598.486	7 549 290.83	98.64%
<b>Grand total for all MASO</b>			308.50	269.54	33 953 855.06	37 045 322.23	35 975 772.30	34 568 047.22	71 613 369.45	102.41%

## Annex VI. Contribution, grant and service level agreements

	General information					Financial and human resource impact <sup>87</sup>				
	Date of signature	Total amount	Duration	Counterpart	Short description	Type of resources	2024		2025	
<b>Contribution agreements</b>										
EuroMed Justice project	19 December 2023 <sup>88</sup>	6 000 000	4 years	European Commission – DG MENA	The project aims to enhance judicial cooperation between Member States and South Partner countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine <sup>89</sup> and Tunisia).	Amount	1 065 903	1 177 083	1 228 641	1 132 738
						Contract staff	6		6	
						SNE	0		0	
SIRIUS project	6 December 2024 <sup>90</sup>	1 475 622	3 years	European Commission Service for Foreign Policy Instruments and Europol	The project aims to improve further cross-border access to e-evidence by providing knowledge and tools to public authorities through covering service providers located all around the world.	Amount	358 279	328 292	430 113	416 794
						Contract staff	2		4	
						SNE	0		0	
WB CRIM JUST project		6 000 000	4,3 years <sup>92</sup>		The project aims to support operational cooperation,	Amount	1 103 485	839 215	2 058 960	1 839 259
						Contract staff	5		5	

<sup>87</sup> Commitments and payments made during the year, including payments on prior years' commitments too.

<sup>88</sup> With start of implementation on 1 January 2024.

<sup>89</sup> This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on the issue.

<sup>90</sup> With start of implementation on 1 January 2025.

<sup>92</sup> In February 2026 the contribution agreement was amended and extended until the end of December 2026.

	13 September 2022 <sup>91</sup>			European Commission – DG ENEST	including through JITs, among Western Balkan countries and between them and EU Member States.	SNE		0		0
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	General information					Financial and human resource impact				
	Date of signature	Total amount	Dura- tion	Counter- part	Short description	Type of resources	2024		2025	
<b>Contribution agreements</b>										
ICPA	3 July 2023 <sup>93</sup>	9 928 377 <sup>94</sup>	2,5 years <sup>95</sup>	European Commission Service for Foreign Policy Instruments	The centre aims to strengthen the international judicial cooperation efforts to ensure accountability for the crime of aggression against Ukraine <sup>96</sup> .	Amount	5 353 329	4 524 009	3 461 869	4 701 679
						Temporary staff <sup>97</sup>		4		4
						Contract staff		4		4
						SNE		0		0
		3 000 000	4 years			Amount	67 000	61 813	650 127	429 095

<sup>91</sup> With start of implementation on 14 September 2022

<sup>93</sup> With retroactive start of implementation on 1 June 2023.

<sup>94</sup> Including, on top of the contribution agreement amount, EUR 5 K for the Lithuanian Freedom Prize awarded to the ICPA project.

<sup>95</sup> In January 2025 and with retroactive effect from 1 December 2024, the contribution agreement was amended and extended until the end of May 2025. In June 2025 the contribution agreement was amended and extended until the end of November 2025. On 17 December 2025, Eurojust signed a new contribution agreement with DG ENEST for the continuation of the ICPA project till the end of 2026 and a retroactive start of implementation on 1 December 2025. Due to the late signature, relevant expenditure was committed on other budget lines pending receipt of the corresponding funds and regularisations.

<sup>96</sup> Pending the concrete operationalisation of the Special Tribunal for the Crime of Aggression against Ukraine.

<sup>97</sup> Due to the particularities and urgency of the situation, the Commission and the budgetary authority confirmed to include 4 temporary staff under the ICPA contribution agreement and add them in Eurojust's establishment plan, regardless of their externally funded nature in 2023-2024.

IMPNA project	17 September 2024 <sup>98</sup>			European Commission – DG INTPA	The project aims to contribute to justice and accountability efforts for core international crimes by enhancing the cooperation between civil society organisations and national authorities investigating and prosecuting core international crimes in both EU and non-EU countries.					
						Contract staff	3	3		
						SNE	0	0		
<b>Service-level agreements</b>										
Intellectual Property Crime project	16 January 2026	270 000	3 years	EUIPO	In 2025, a new SLA was negotiated between Eurojust and EUIPO. The SLA was signed in January 2026, and aims to improve operational cooperation with EUIPO and strengthen the fight against cross-border intellectual property crime.	Amount	263 927	236 333	0	0
						Contract staff	2	0		
						SNE	0	0		

<sup>98</sup> With start of implementation on 1 October 2024.

## **Annex VII. Environment Management**

### ***Implementation of the EMAS / ISO 14001 compliance framework***

The EU Eco-Management and Audit Scheme (EMAS) is a voluntary EU scheme for organisations that want to improve how they manage their environmental impact. It promotes continuous improvement, legal compliance, and transparent reporting validated by external experts. Each year, participants publish a verified environmental statement. This gives staff and the public clear, reliable information about performance and goals.

In 2025 Eurojust continued the implementation of its Environmental Management System, with the objective of obtaining EMAS registration. The project aims to establish a structured framework to monitor and improve the organisation's environmental performance and integrate environmental considerations into operational activities.

Key activities carried out during the year include:

- Development and documentation of the EMS in line with ISO 14001 and EMAS requirements;
- Identification of environmental aspects and impacts through the Initial Environmental Review;
- Definition of environmental objectives, targets and governance arrangements for environmental management;
- Environmental governance and policy;
- Establishment of the EMAS project governance structure (Steering Committee, Project Team and Working Group) supporting the implementation of environmental management across organisational processes;
- Monitoring of environmental performance;
- Collection and analysis of data on energy consumption, water use and waste management in the Eurojust premises;
- Preparation of environmental indicators and baseline information supporting the Environmental Statement and future performance monitoring;
- Organisation of internal EMAS awareness activities, including a "Lunch & Learn" session for post-holders, EMAS website and weekly newsletter articles to inform staff about environmental impacts and sustainable practices in daily operations;
- Audits and verification process; and
- Completion of the EMAS internal audit and preparation of the Environmental Statement.

These activities contribute to integrating environmental management into Eurojust's operational processes and establishing the basis for continuous improvement in energy efficiency, resource consumption and waste management.

### ***EU Greening Network***

Eurojust remains an active member of the EU Greening Network, collaborating with EU Institutions and the European Commission to exchange expertise and best practices in environmental management.

### ***Sustainability in Procurement & Operations***

In preparation for EMAS certification in 2025, Eurojust continued to align its procurement strategy with EU Green Public Procurement (GPP) criteria, prioritising:

- The use of sustainable products in cleaning and catering contracts; and
- The integration of environmental standards into procurement processes;

### ***Eurojust Building & Facilities***

Eurojust's headquarters continues to demonstrate strong sustainability performance. The building previously obtained a "Very Good" sustainability rating, reflecting the design and operational choices that support environmental efficiency. These include:

- Sustainable demolition and recycling of materials from pre-existing structures;
- Use of groundwater systems for heating and cooling;
- High insulation standards to improve energy efficiency;
- Use of recycled materials in construction; and
- Promotion of public transport and digital collaboration tools to reduce travel.

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## **Annex VIII. Final accounts 2026**

Final accounts enclosed.



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