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European Centre for the Development
of Vocational Training

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

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

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 This decision was repealed in 2019 by Regulation (EU) 2019/128 establishing Cedefop as a European Union agency with a renewed mandate.

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Foreword



In 2023-2024, during the European Year of Skills, we leveraged our entire arsenal of evidence and intelligence on vocational education and training (VET), skills and qualifications to sketch out what Europe needs in order to make and shape the skills revolution. This year, 2025, will be the first full one outside the spotlight, the first full one to deliver on our promise to make this a decade of skills rather than a one-year exercise. Grabbing attention, getting recognised and proving our relevance may seem harder as Europe moves on to other issues. Not quite. It is those other issues that will keep skills centre stage. Regardless of officially designated years, skills have been at the heart of all transitions, a cross-cutting topic in all policy domains, a kind of *mojo* that flows through our societies and economies. Without skills, there is no digitalisation, no greening and no inclusive growth.

Three other things distinguish 2025. It is the year in which the European Union will be halfway through the implementation of the 2020-2030 EU policy agenda. It is also the year in which the European Centre for the Development of Vocational Training (Cedefop) will turn 50! And as it is the oldest, longest-standing member of the club, Cedefop's golden jubilee is also a milestone for all decentralised agencies of the EU. Our golden jubilee has also inspired the name of a strategic initiative to reinforce Cedefop's unique value proposition as a relevant, leading and sufficiently resourced partner in its field, as *the* EU agency that turns labour market and skills data, and policy analysis on VET and qualifications, into actionable insights for policymaking: Cedefop@50. And finally, 2025 will mark the start of three years of intense investment in Cedefop's infrastructure, in the pursuit of facilitating state-of-the-art post-COVID events, as well as implementing our carbon neutrality roadmap.

But let us start with the policy cycle at half-time. We see 2025 as an opportunity to take stock of progress towards the VET and Skills Agenda. It also offers a chance to determine what is working well or less so. Beyond reflecting on progress made towards the agenda objectives, Cedefop will look ahead to identify issues, trends and challenges requiring more attention.

Alongside well-known megatrends affecting European economies, including technology, demography and environmental and social sustainability, the need for a stronger focus of European policy on adults is reinforced today by the new geopolitical context. The latter will have long-lasting effects in terms of the supply of raw materials and the shortening of global supply chains. It will accelerate the restructuring of the European economy. The current widespread and persistent trend of rising vacancy rates across Europe has major implications for growth, inequality and inflation. Increasing participation of adults in the labour market, especially women and low-skilled workers, is therefore an even more essential objective of a forward-looking European strategy.

In the framework of a high-level conference to showcase Cedefop's contribution to VET, skills and qualifications, we will present our analysis of the national implementation plans for VET, jointly with the European Commission and the European Training Foundation. Its outcomes will contribute to defining priorities for the post-Osnabrück-Declaration period and feed into the European Commission's midterm review of the Council recommendation on VET. Research questions around artificial intelligence (AI) will feature prominently: what type of motives, processes and barriers characterise EU firms making the AI transition? What type of policies and managerial approaches may induce workers' participation



in AI skills training, considering the marked heterogeneity of individual attitudes, motivations and constraints? What is the potential of new technologies for learning policies, modes and practices, and supporting policies on topics such as labour market information and guidance? How may AI skills be included in VET curricula and their delivery across Europe?

While investing in VET and skills – be they for young people, career changers, adults with some distance from the labour market, or the general population – will remain crucial in the years ahead of us, the skills revolution entails more than just supplying skills. Labour market tensions, skills shortages and recruitment difficulties are real and have costs, but we cannot take them at face value and always interpret them as skills supply issues. Cedefop surveys and other evidence show time and time again that mismatches are as much about jobs that are not attractive or do not tap people's potential fully as they are about lacking skills.

Investing in skills and upgrading jobs go together. Setting priorities for investment in people when change is fast, paradigms shift and unforeseen events disrupt long-standing trends can be challenging. Cedefop's next-generation labour market and skills intelligence (LMSI) will help; it is multi-source driven, able to reflect on short- and longer-term trends, and increasingly compatible with policy domains beyond VET, skills and employment. And our LMSI is already becoming smarter, more user-centred and more usable in different sectors and regions. All this will facilitate transitions, and making LMSI fit for use at these levels will expand Europe's capacity to turn trends and policy aims into actionable learning and matching opportunities. Such work is powered by Cedefop's big data, strategic

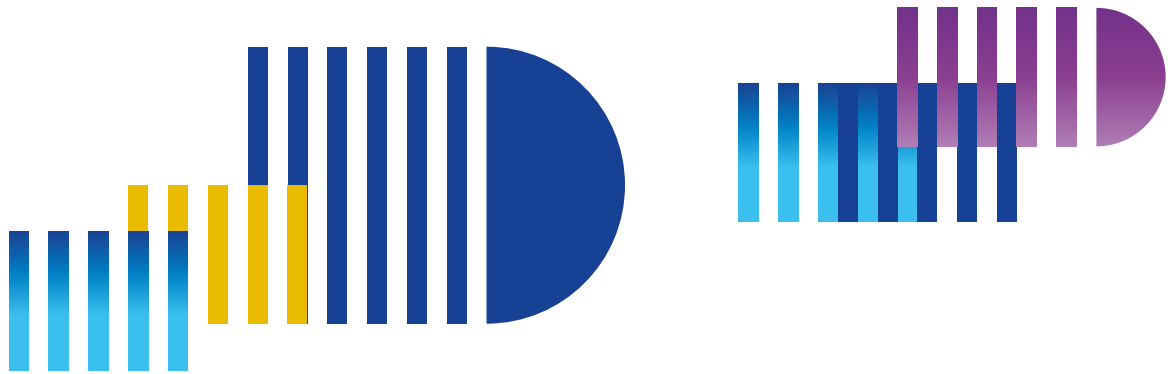
foresight and survey analysis capacity.

Cedefop will continue to leverage its survey and research capacity to be ahead of the curve in analysing and interpreting trends in VET, skills and qualifications. We will look at key competences, such as entrepreneurship and citizenship, at the continuous professional development of teachers and trainers, and at developments in national qualifications frameworks. We will further our empirical evidence on microcredentials, focusing on quality assurance, learning outcomes and assessment. We will report on training funds in the EU and start new work to support the implementation of individual learning accounts. New policy scenarios with a 2040 horizon will help stimulate reflection on how to turn learning progression ambitions into real opportunities.

Providing policy learning opportunities to our networks, partners and stakeholders and leveraging their expertise in shaping our work are part and parcel of our efforts to champion the skills revolution. Without cooperation, there is no revolution.

Every revolution needs resources. And while Cedefop's resources remain under pressure, we are very grateful to the European Commission for the additional funds provided for renovating, refurbishing and greening our premises. This will enable Cedefop to maintain and expand its outreach by offering every format from small in-person workshops via hybrid seminars to fully virtual conferences with hundreds of participants at tomorrow's standards. At the same time, the additional investment funds will help us reach our plan to become carbon neutral by 2030, an ambition we gladly share with all EU institutions. This budget reinforcement is much needed, and much appreciated.

Our expertise, our dedicated team and our



relevance for stakeholders will make Cedefop shine in 2025, the year of our golden jubilee. We will celebrate together, reinforcing that Cedefop is great to work with, great to work for and great for Europe. Stay tuned for an eventful birthday, all year. Work hard, party hard!

Jürgen Siebel
Executive Director

Vision, mission and values



Cedefop's tasks

While fully respecting the responsibilities of the EU Member States, the European Centre for the Development of Vocational Training (Cedefop) will ⁽¹⁾:

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

⁽¹⁾ European Parliament and Council. [Regulation \(EU\) 2019/128](#), Article 2.

Cedefop's vision statement



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

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

- (2) Cedefop's vision statement is fully aligned with and supports the EU policy framework, particularly the [VET recommendation](#) and the [Osnabrück Declaration](#) – which were inspired by the [opinion of the Advisory Committee on Vocational Training \(ACVT\)](#) – the [updated European Skills Agenda for sustainable competitiveness, social fairness and resilience](#), principles 1 and 4 of the [European Pillar of Social Rights](#) and the [related action plan](#). It also supports the [EU's endeavours in developing and retaining skills and talents](#) and the Commission's [fit for 55 package](#) and [Green Deal industrial plan for the net-zero age](#), which consider education, training and skills as central to ensuring citizens and enterprises manage the green transition successfully.
- (3) The EU ambition for VET set out in the Council recommendation foresees implementing an EU VET policy that respects Member States' practices and the diversity of systems and:

(a) equips young people and adults with the knowledge, skills and competences to thrive in the evolving labour market and society and to manage the recovery and the just transitions to the green and digital economy, in times of demographic change and throughout all economic cycles;

(b) ensures inclusiveness and equal opportunities and contributes to achieving resilience, social fairness and prosperity for all;

(c) promotes European VET systems in an international context, so that they are recognised as a worldwide reference for vocational learners.

- (4) Cedefop's vision is based on the broad concept and perception of VET the agency has helped to shape: VET that is proactive, excellent and inclusive; serves young people and adults; provides qualifications at nearly all levels and enables progression to higher and further education and the labour market; and offers systematically organised upskilling and reskilling opportunities for all adults within formal or non-formal learning settings, on the job or elsewhere.
- (5) Cedefop's vision supports the aims of the [EU recovery package](#) to overcome the economic and social crisis caused by the COVID-19 pandemic and the transition to greener and more digital economies and societies.

Cedefop's mission

- (6) While Cedefop's vision statement reflects the agency's ambition for VET, its mission outlines what it does, for whom and how. It places Cedefop at the centre of European cooperation aimed at improving VET through effective policymaking. Grounded



in its [2019 recast Founding Regulation](#) and reflecting the tripartite principle that underpins successful VET, the mission defines Cedefop's main partners.

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

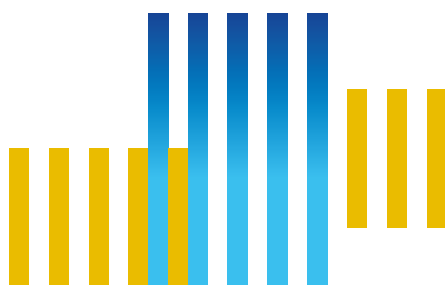
To this end, enhance and disseminate knowledge, provide evidence and services for policymaking, including research-based conclusions, and facilitate knowledge sharing among and between EU and national actors.

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

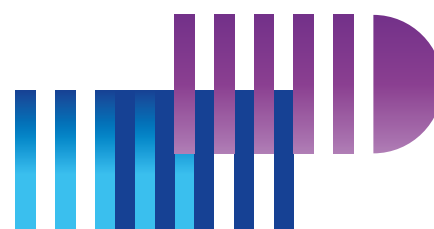
- (7) Cedefop's mission reflects its evolution as an organisation and its expanding portfolio of activities. Since its foundation in 1975, Cedefop's expertise has deepened and widened as cooperation on VET policy, skills and qualifications between the European Commission, Member States and social partners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

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

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



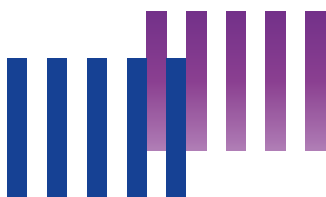
- strategies for people with low skills and those implementing the European Pillar of Social Rights.
- (11) Aiming to help inform VET policy and provision and, more broadly, people's education and career choices, Cedefop has developed EU-wide approaches to understanding current and anticipating future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



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

Cedefop's values

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



avoid duplication ⁽²⁾, and proactively supporting EU policy objectives.

(b) **Well-run and ambitious.** We are an efficient and compliant agency that is committed to transparency, scientifically sound research and analysis and the highest standards of ethics and integrity. We empower and engage our staff and continuously improve our processes.

(c) **Open-minded and adaptable.** We develop new ideas, embrace change and innovation and view European Union values founded on human dignity, freedom, democracy, equality, the rule of law and respect for human rights as fundamental in all our activities.

- (16) Our vision and values are in tune with the 2019 Founding Regulation. They build on Cedefop's role and achievements to date, reflect the evolving EU policy framework for VET, qualifications and skills, and support the overall EU agenda and the work towards the global sustainable development goals.
- (17) Cedefop's work programmes are well aligned with the policy parameters known at the planning stage. In cooperation with its tripartite Management Board, the agency responds flexibly to socioeconomic developments and emerging challenges that Member States and social partners may face.

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

⁽²⁾ This is to be read in connection with Article 2.2 of [Regulation \(EU\) 2019/128](#) on Cedefop, providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council'.

SECTION I

General context



- (19) For more than 20 years, European cooperation has developed a coherent and comprehensive EU VET policy framework that supports and complements national VET and employment policies, as well as education, training and skills more generally ⁽³⁾.
- (20) Today, this EU policy framework encompasses EU-level and national VET priorities agreed through successive declarations and communiqués, the latest of which was the Osnabrück Declaration of 2020. The framework positions VET and skills as drivers of the digital and green transitions, encourages the development of national skills strategies ⁽⁴⁾, places emphasis on excellence and inclusion, and supports national investment in VET through Erasmus+ and other EU programmes ⁽⁵⁾. The policy framework also addresses the need for everyone to have strong key competences ⁽⁶⁾. It (a) recognises the need for Europeans to update their skills and qualifications continually and for young people ⁽⁷⁾ and low-skilled

adults ⁽⁸⁾, especially, to have opportunities and support to improve their employment prospects through continuing learning; (b) aims to expand work-based learning in all its forms, notably high-quality and effective apprenticeships ⁽⁹⁾, as well as stimulating innovation and entrepreneurship; (c) assists mobility for learning ⁽¹⁰⁾; (d) supports ways to improve the professional development of teachers and trainers ⁽¹¹⁾ and the use of digital technology for teaching and learning ⁽¹²⁾; and (e) looks to improve the quality and use of LMSI to align better skill supply and demand. More widely, its aim is to create a European education area ⁽¹³⁾ by 2025 and to make Europe the leading

⁽³⁾ 2015 joint report of the Council and the Commission on the implementation of the strategic framework for European cooperation in education and training (ET 2020) – New priorities for European cooperation in education and training.

⁽⁴⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – European Skills Agenda for sustainable competitiveness, social fairness and resilience.

⁽⁵⁾ See the Commission communication on a European Skills Agenda for sustainable competitiveness, social fairness and resilience and the Council recommendation of 24 November 2024 on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience.

⁽⁶⁾ Council recommendation of 22 May 2018 on key competences for lifelong learning.

⁽⁷⁾ Council recommendation of 22 April 2013 on establishing a youth guarantee and Council recommendation of 30 October 2020 on a bridge to jobs – Reinforcing the youth guarantee and replacing the Council recommendation of 22 April 2013 on establishing a youth guarantee.

⁽⁸⁾ Council recommendation of 19 December 2016 on upskilling pathways: New opportunities for adults and Council conclusions on the implementation of the Council Recommendation on upskilling pathways: New opportunities for adults.

⁽⁹⁾ Council recommendation of 15 March 2018 on a European framework for quality and effective apprenticeships. The Council recommendation was informed by an ACVT opinion and Cedefop's analytical framework for apprenticeships.

⁽¹⁰⁾ Council recommendation of 28 June 2011 – 'Youth on the move' – Promoting the learning mobility of young people; see also the mobility target set by the vet recommendation and Regulation (EU) 2021/817 of the European Parliament and of the Council of 20 May 2021 establishing Erasmus+: The Union programme for education and training, youth and sport and repealing Regulation (EU) No 1288/2013.

⁽¹¹⁾ Council conclusions on European teachers and trainers for the future (2020/C 193/04).

⁽¹²⁾ Digital skills and jobs coalition; Commission communication on the digital education action plan (COM(2018) 22 final); digital education action plan (2021-2027); and Council recommendation of 29 November 2021 on blended learning approaches for high-quality and inclusive primary and secondary education.

⁽¹³⁾ Council resolution on further developing the European education area to support future-oriented education and training systems and Council resolution on a strategic framework for European cooperation in education and training towards the European education area and beyond (2021-2030).



learning society in the world ⁽¹⁴⁾, by enabling personalised and seamless lifelong learning paths and building comprehensive, quality and inclusive adult learning systems ⁽¹⁵⁾. The adoption of [Council recommendations on microcredentials and individual learning accounts](#) on 16 June 2022 is an important milestone for making progress towards these ambitions.

- (21) Aiming to support business competitiveness and people's skills and career development, social partners are supporting the transition towards a learning society through their [recommendations on skills, innovation and training and employee training](#) ⁽¹⁶⁾, and their [framework agreements on digitalisation and active ageing](#). In its [opinion on adult learning](#), the European Economic and Social Committee calls for a holistic perception of skills development to make lifelong learning a reality in the workplace and a lifestyle for all, enabling us to overcome disparities and inequalities in society. This holistic approach to adult learning is at the core of the [2021-2030 adult learning agenda](#).
- (22) A constant theme of EU VET policy is a commitment to empowering people through high-quality and inclusive education and training, and specifically through initial VET (IVET) and continuing VET (CVET). This is evident from past and

current economic and employment priorities ⁽¹⁷⁾, the aims of the [single market and its social achievements since its creation in 1993](#), the [sustainable development goals](#) and the effort to [achieve a more social EU](#), which was confirmed at the [2021 Porto Social Summit](#) ⁽¹⁸⁾.

- (23) As an essential enabler of productivity, innovation, competitiveness and resilience in our economies and societies, VET is also essential for enterprises, particularly small and medium-sized firms. The strategic importance of VET and skills more broadly is evident from the [2023 European Commission Communication on the EU's long-term competitiveness](#), which considers them core drivers of change and transition, shaping developments until 2030 and beyond ⁽¹⁹⁾.
- (24) At a time when the EU was still recovering from the COVID-19 pandemic, it was confronted with several other crises: the war in Ukraine and its economic and social fallout, disruption and financial hardship caused by the energy crisis, and an unfolding climate emergency. In a period of 'permacrisis', VET is a key policy lever supporting adaptation, transformation and recovery. This is especially important in the context of pronounced labour and skills shortages across the EU and in all sectors of economic activity. Digitalisation of VET,

⁽¹⁴⁾ [Council conclusions on the key role of lifelong learning policies in empowering societies to address the technological and green transition in support of inclusive and sustainable growth](#).

⁽¹⁵⁾ [Council resolution on a new European agenda for adult learning 2021-2030](#).

⁽¹⁶⁾ See also 'European social partners project – Skills, innovation and training – Final report'.

⁽¹⁷⁾ [Annual sustainable growth strategy and 'Linking the European Semester and the Recovery and Resilience Facility'](#).

⁽¹⁸⁾ See also the [Porto Declaration](#).

⁽¹⁹⁾ [Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Long-term competitiveness of the EU: Looking beyond 2030](#).



the focus on its quality, sustainability and innovation potential, and the [Centres of Vocational Excellence](#) will help shape this role in the coming decade.

- (25) The [EU recovery plan](#) ⁽²⁰⁾, the 2020 Skills Agenda and the Council recommendation on VET highlight that VET's contribution to other policy areas, notably those linked to the twin transitions to digital, fair and green societies, is effectuated through people. It is people who will shape their own futures and those of the economy and society. The new overarching policy framework, which promotes investing in people as a leitmotif across different policy domains ⁽²¹⁾, can help prioritise which areas to focus on in the shorter and longer terms. The 12 actions of the 2020 Skills Agenda indicate from the outset which of these will be supported by targeted policy.

12 actions foreseen in the 2020 Skills Agenda

- (1) A Pact for Skills
- (2) Strengthening skills intelligence
- (3) EU support for strategic national upskilling action
- (4) Proposal for a Council Recommendation on VET for sustainable competitiveness, social fairness and resilience
- (5) Rolling out the European universities' initiative and upskilling scientists
- (6) Skills to support the twin transitions
- (7) Increasing STEM graduates and fostering entrepreneurial and transversal skills
- (8) Skills for Life
- (9) Initiative on individual learning accounts
- (10) A European approach to microcredentials
- (11) New Europass Platform
- (12) Improving the enabling framework to unlock Member States' and private investments in skills

Qualities of VET as set out in the Council recommendation on VET for sustainable competitiveness, social fairness and resilience

- (a) Agile in adapting to dynamic labour market changes
- (b) Flexibility and progression opportunities at its core
- (c) Driving innovation and growth and preparing for the digital and green transitions and occupations in high demand
- (d) Attractive and based on modern and digitalised provision of training/skills
- (e) Promoting equality of opportunities
- (f) Underpinned by a culture of quality assurance

Main objectives of the Osnabrück Declaration 2020 on VET as an enabler of recovery and just transitions to digital and green economies

- (a) Resilience and excellence through quality, inclusive and flexible VET
- (b) Establishing a lifelong learning culture – relevance of CVET and digitalisation
- (c) Sustainability – a green link in VET
- (d) European education and training area and international dimension of VET

⁽²⁰⁾ See also the [Recovery and Resilience Facility](#) and the [Commission recommendation of 4 March 2021 on an effective active support to employment following the COVID-19 crisis](#).

⁽²¹⁾ See, for instance, the [European industrial strategy](#) and its 2021 update in the [Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Updating the 2020 new industrial strategy: Building a stronger single market for Europe's recovery](#), accessed 12 September 2021.

NB: Both lists have been slightly amended to avoid repetition.



- (26) As in 2008 with the global financial crisis, the COVID-19 pandemic severely affected youth employment and, depending on country and sector, work-based learning and apprenticeship training. The disruption and change in societies, enterprises and workplaces set in motion by the pandemic also accelerated the need for massive upskilling and reskilling of adults. Cedefop evidence shows that digital skills, as well as the broader set of science, technology, engineering and mathematics skills, should remain a top priority in VET and skills policies. 52 % of EU+ adult workers need to develop their digital skills further to do their job better; 2 in 3 workers affected by technological change have a digital skills gap ⁽²²⁾; and by 2030 over 90 million Europeans will need basic digital skills training. With digitalisation accelerating, digital trends increasingly affecting lower-skilled jobs, and AI reshaping the worlds of work and learning, Europe cannot afford such skills gaps. If unaddressed, they can rapidly become drivers of labour market and social exclusion.
- (27) To implement the [European Green Deal](#) (the EU's sustainability-anchored growth strategy), greening employment and VET, and investing in green transition skills are essential. The 2022 Council recommendation to stimulate learning for the green transition and sustainable development ⁽²³⁾ established such learning as one of the priority areas in education and training policies and programmes. In 2023, the Council approved the European Green Deal industrial plan, which has a strong focus on skills, and the acts and reforms it proposes ⁽²⁴⁾. To meet the increasingly ambitious energy efficiency and renewable energy targets and measures agreed in the [fit for 55 package](#), in May 2024 the Council adopted the [Net-Zero Industry Act](#), which facilitates monitoring and meeting skills needs for the green transition, supports quality job creation and envisages setting up net-zero academies.
- (28) Young people need more support to access work-based VET, green apprenticeships ⁽²⁵⁾, work experience and job opportunities in the green and digital economy. In addition, all adults, employed or unemployed, and irrespective of their qualifications and socioeconomic background, need support to keep up with rapidly changing skills requirements and to prepare for job-to-job transitions. Guidance, validation and financing policies have an essential role to play, especially for sectors that are critical for the green and digital transitions, innovation and the health and well-being of Europeans.
- (29) Addressing the recruitment difficulties and skills gaps these and other sectors are facing requires balanced policy approaches that influence both supply and demand.

⁽²²⁾ Cedefop. (2022). [Challenging digital myths](#). Policy brief.

⁽²³⁾ [Proposal for a Council recommendation on learning for environmental sustainability](#).

⁽²⁴⁾ [Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions – A Green Deal industrial plan for the net-zero age and Special meeting of the European Council \(9 February 2023\) – Conclusions](#).

⁽²⁵⁾ Cedefop. (2024). [Greening apprenticeships](#). Policy brief.



To reap the full benefits of investment in skills and qualifications, skills supply policy should be complemented with actions that facilitate education-to-work transitions and help ensure that work design empowers and motivates people and offers them broad opportunities for using and developing their skills. Providing VET and skills, matching them to better jobs and expanding labour market participation help ease labour and skills shortages and drive transformation ⁽²⁶⁾.

- (30) Alongside massive intra-EU skilling and skills-matching efforts, addressing shortages also requires attracting and retaining skills and talent from around the world. The Skills and talent mobility package adopted by the European Commission in November 2023 ⁽²⁷⁾ aims to make the EU more attractive to talent from outside the EU, and to facilitate mobility within it. The package includes measures promoting the recognition of qualifications and learner mobility. In June 2024, the Council agreed the general approach to the EU talent pool announced in the Skills and talent mobility package. It matches jobseekers in non-EU countries to job vacancies for shortage occupations with EU employers. The talent pool has strong safeguards to ensure fair employment and working conditions and supports mutually beneficial talent partnerships with non-EU countries.

- (31) In response to the unprecedented challenges linked to Russia's war of aggression against Ukraine, the EU activated the temporary protection directive ⁽²⁸⁾, which grants Ukrainian refugees access to the labour market and VET. The European Commission has taken immediate action to support Member States hosting them ⁽²⁹⁾. Beyond the emergency measures taken in 2022, VET will continue to play a central role in the education and the labour market and social integration of the millions of young and adult refugees who have fled the war.

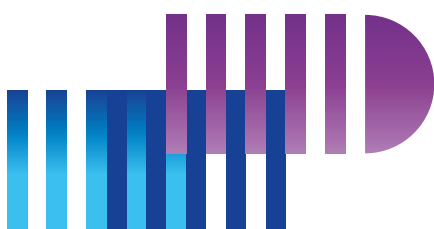
- (32) Considering the profound transformation and the complexity of issues, trends and challenges facing the worlds of work and education, and following global and EU policy trends, Cedefop supports the idea that, while developing IVET remains essential, EU policy needs to strengthen and encourage a more strategic and systematic approach to CVET. As an essential component of LLL directly oriented towards professional development, CVET helps people and businesses of all sizes to drive, anticipate and adapt to change, and to create and seize new job opportunities. Excellent and inclusive IVET and CVET enable people to learn continuously to build the skills

⁽²⁶⁾ See also the [European Council meeting conclusions of 23 March 2023](#).

⁽²⁷⁾ [Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Attracting skills and talent to the EU](#).

⁽²⁸⁾ [Council Implementing Decision \(EU\) 2022/382 of 4 March 2022 establishing the existence of a mass influx of displaced persons from Ukraine within the meaning of Article 5 of Directive 2001/55/EC, and having the effect of introducing temporary protection](#).

⁽²⁹⁾ See the Commission communication on [Welcoming those fleeing war in Ukraine: Readyng Europe to meet the needs and Position of the European Parliament ... as regards cohesion's action for refugees in Europe \(CARE\)](#).



and qualifications they need to shape their work, life, economies and societies ⁽³⁰⁾.

- (33) VET needs to become more learner centred. It needs to adapt and respond to individual needs to support whomever, with whatever, whenever their learning needs arise, while taking account of the skills employers require. Learner-centred VET should be ‘age open and neutral’ ⁽³¹⁾ and be inclusive and equally accessible irrespective of gender, skills level, socioeconomic background and migration status. To achieve this and tap the full potential of the opportunities, digitalisation that makes VET more widely accessible will be crucial.
- (34) AI holds enormous potential for innovation in learning, teaching and training, and opens up new opportunities for young people and adults to invest in their skills. At the same time, the disruptive nature of AI and its rapid expansion make it essential that inclusion and equity guide AI implementation in VET and adult learning. The [EU Artificial Intelligence Act](#) – a landmark regulation approved by the Council in May 2024 – strikes a balance between tapping the benefits of AI in education, training and learning, and effectively managing the risks it entails.
- (35) Alongside leveraging technological innovation, CVET must also expand to serve all age groups. This will only be possible through close interaction with IVET; the comparative advantage that VET graduates have in terms of labour market out-

comes tends to dissipate over time, unless they can update, upgrade or complement their skills through equally strong and high-quality CVET. As demand for higher-level skills has seen VET expand further at higher qualification levels and incorporate the increasing role of higher education, both providing initial qualifications and upgrading opportunities, the relationship between VET and general education needs to be clearer to facilitate permeability.

- (36) To tap people’s potential to become or remain employable and advance in their education and professional careers, CVET should become a standard path open to all adults. This entails expanding CVET’s role far beyond the traditional notion of skills training, for example through creating learning-conducive work environments and increasing work-based learning in CVET. To ensure CVET meets the needs of learners and employers, it must combine a stable core with flexible elements. Such a systematic approach also requires adequate support for learners and enterprises, particularly small and medium-sized enterprises ⁽³²⁾, and ensuring synergies between the policies supporting CVET, including financial incentives, guidance, validation, outreach policies, and professional development of VET trainers and mentors. More generally, advancing CVET systematically requires effective organisation and governance arrangements, including with social partners, that cannot be fully achieved

⁽³⁰⁾ Cedefop. (2024). *Skills for people, competitiveness, sustainability*.

⁽³¹⁾ See the [joint Cedefop–ETF discussion paper on challenges and opportunities for VET in the next decade](#).

⁽³²⁾ [Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – An SME strategy for a sustainable and digital Europe](#).



through a simple ‘extension’ of formal education and training systems.

- (37) Learner-centred VET also requires new approaches to devising standards and curricula, modularised pathways, and assessment methods in which people can have confidence. This also applies to partial qualifications, sectoral qualifications and microcredentials. It requires strengthening dialogue on VET with social partners and developing new partnerships, networking and interaction between different institutions, teachers and trainers, sectors responsible for different aspects of VET, and regional stakeholders. It also requires giving people voice in shaping their VET and VET development more generally.

- (38) Investing in digital and green transition skills is central to managing and shaping the twin transitions. But preparing young people and adults more generally for changing skill needs and uncertainty means much more: the content and profile of VET need to be broadened, combining and balancing key competences and job-specific skills. To succeed in a context strongly shaped by digitalisation and the AI revolution, manage changing work content and organisation, and handle more diverse and unpredictable tasks, people and employers do not just need new skills; they need new combinations of skills, spanning different domains and levels. This applies to all workers in all types of jobs, including low-skilled workers, people in atypical work, self-employed people and platform workers, as well as the unemployed. The type of skills that platform workers learn and require to be successful indicates the

direction in which VET might develop: a blend of technical/occupational, communication, interpersonal, entrepreneurial and career management skills. Access to quality and inclusive skills development and effective support by companies and national skills strategies is essential to manage the twin transitions of the economy and the labour market.

- (39) Understanding the nature and direction of changes in skills needs depends on sound and trusted LMSI. Information on skills demand and supply should operate in a feedback loop with learning provision and be mutually reinforcing. Following a more complex and dynamic labour market requires combining sources and methods of LMSI, careful consideration of different perspectives, and integration of foresight methods and scenarios to take uncertainty into account ⁽³³⁾. Robust and actionable LMSI offers a compass for developing future-oriented VET and skills policies, transversally informs the EU’s work on shaping the twin transitions and tracking their impact, facilitates the implementation of the EU’s VET and Skills Agenda, and helps reinforce the skills dimension of labour mobility.
- (40) Effective social dialogue is essential to defining VET’s relationship with a changing labour market, as is obvious from the tripartite declaration signed at the Val Duchesse Social Partner Summit of 31 January 2024 ⁽³⁴⁾. Social partners should play

⁽³³⁾ Cedefop. (2024). [Next generation skills intelligence for more learning and better matching](#). Policy brief.

⁽³⁴⁾ [Val Duchesse Social Partner Summit: Tripartite declaration for a thriving European Social Dialogue](#).



a key role in strengthening VET and skills governance arrangements and in shaping feedback loops. The support of social partners at all levels is also key to managing and accommodating changes in occupations and expanding VET to new institutions and levels. The weight given to key competences and job-specific skills must be based on mutual understanding of the nature of new skills needs and how best to avoid or address skills mismatch. The need to build resilience to strengthen European economies' and societies' ability to withstand shocks, such as the 2008 financial crisis, the COVID-19 pandemic and the war in Ukraine, adds a new dimension.

- (41) The resilience of VET systems involves proactively building skills capacity to enable employers, workers and citizens in general to manage economic setbacks. Such setbacks not only reduce jobs and thus increase unemployment, but also critically undermine skills development and contribute to subsequent labour and skill shortages through, for example, incomplete apprenticeships or reduced training participation. Building such capacity needs to be guided by LMSI to understand how skills supply and demand are likely to interact. The need for more complex skill sets makes it more difficult to replace workers quickly. In quickly changing labour markets where skills demand dynamically increases, continued learning and quality jobs are the most powerful tool all workers, self-employed people and enterprises have at their disposal to remain competitive. To be effective, this needs to be underpinned by LMSI, coupled with financing, guidance

and validation arrangements, and lead to qualifications or credentials that are linked to qualifications frameworks. Tailored approaches and support to ensure CVET meets employer needs are particularly important for small and medium-sized enterprises ⁽³⁵⁾.

- (42) There is also the European dimension to strengthening VET systems. European co-operation in VET has stimulated profound change. VET systems are now more flexible, fewer young people leave education and training unqualified, and educational attainment among young people is rising. While there is a case for flexible solutions, integrating market-based international and sectoral qualifications and microcredentials in the European education area by 2025 should not come at the expense of transparency and a holistic approach to education and training. Similarly, European instruments, such as the EQF and Europass, can continue to act as catalysts for change.
- (43) Current times, including Cedefop's 2025-2027 programming period, are characterised by disruptive change and complexity. VET and skills will remain high on Europe's economic and social agenda because they vitally contribute to the twin transitions, resilience and prosperity and help alleviate social disadvantage. European cooperation in VET needs to be guided by clear and consistent advice, based on robust information and evidence that underpins EU objectives; it must also be supported

⁽³⁵⁾ Cedefop. (2023). *Big skills for small companies*. Briefing note.



by social dialogue. Cedefop is in a unique position to support its partners through its dedicated focus on VET, skills and qualifications. It provides analysis and intelligence relevant to a Europe-wide pool of experts and researchers, policymakers, skills systems and ecosystems stakeholders and social partners, and – at the same time – benefits from their expertise via networking and information sharing. Cedefop researches, analyses and interprets developments, fills knowledge gaps and provides spaces where people can connect to discuss key VET-related issues, informing and shaping the debate.

- (44) Cedefop will continue to support its partners by using its expertise to consider how European VET and skills policy initiatives can operate together to strengthen national integrated VET systems and skills strategies. The Council recommendation on VET and the national implementation plans (NIPs), the pact for skills and national upskilling strategies provide opportunities to develop closer links between initial, continuing and age-neutral VET, as well as VET's relationship with the labour market and the education system. Cedefop's multiannual objectives and its thematic strategic areas of operation, outlined below, define how the agency will support its partners during the programming period. Its annual work programmes will specify the activities and deliverables for each year.
- (45) During the programming period, Cedefop is likely to face resource constraints. It will also have to continue to operate effectively in an uncertain context, building upon the lessons from the COVID-19 crisis

and adapting to the impact of the energy crisis. Further, setting a carbon neutrality objective by 2030 is a must. It would not be politically viable or financially desirable for Cedefop to return to 2019 levels of greenhouse gas (GHG) emissions. The agency will build upon the progress made in the past three years to reduce both its direct and indirect GHG emissions as well as more generally its impact on the environment. In this context, Cedefop will continually seek to develop its own resilience, adopt sustainable practices and processes and increase its efficiency. Transforming itself into a digital organisation, Cedefop will continue to invest in its ICT and digital infrastructure and services; it will optimise processes and procedures through streamlining and digitising; and it will continue to explore and exploit opportunities for sharing expertise, services and capabilities with other agencies to save resources. However, during this programming period, policy changes and new initiatives and priorities are inevitable. Such changes will have consequences, and priorities will need to be revised; expectations of Cedefop must be clear and proportionate to its available resources.

2025-2027 multiannual programming

2.1. Multiannual work programme

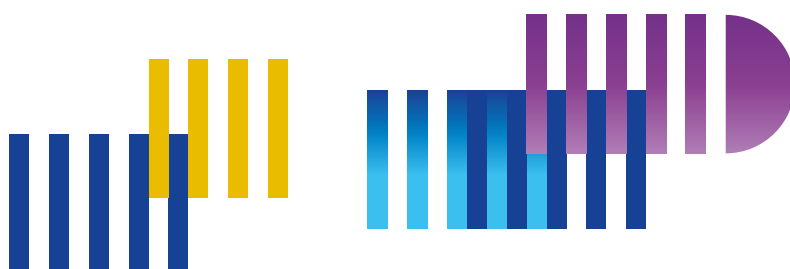
2.1.1. Multiannual objectives

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

- (b) develop and maintain the knowledge base and the unique blend of expertise at the interface of VET and the labour market to sustain its role as the authoritative source on VET in Europe;
- (c) share skills, VET and policy intelligence, data, information, tools and perspectives and promote policy learning to foster partnerships in European VET and interactivity with its stakeholders;
- (d) focus corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal and online tools.

- (48) The multiannual objectives distinguish between innovative and future-oriented research and applied research and analysis; they acknowledge that Cedefop's knowledge base, intelligence and policy learning activities are indispensable; and they establish communication as an integrated corporate tool for increasing outreach, interactivity and stakeholder engagement.
- (49) Achievement of Cedefop's multiannual objectives will be assessed using indicators from its performance measurement system (PMS), focusing on the outcomes of the agency's activities. These provide evidence of the degree to which Cedefop's information and expertise reach its target groups and are used and valued.
- (50) Cedefop's PMS (Annex XIV) comprises qualitative and quantitative indicators. They include the key performance indicators ⁽³⁶⁾ to assess the director's performance in achieving operational objectives and in

⁽³⁶⁾ Evaluation of European Union agencies – Endorsement of the joint statement and common approach.



managing human and financial resources in the context of the discharge procedure. Within the 2025 work programme, eight indicators will be used for this purpose.

- (51) Fostering a culture of continuous organisational improvement, the PMS centres on three types of results: the organisation's impact in helping develop EU VET, skills and qualification policies; its outcomes; and its output. Outcomes are measured by quantitative and qualitative indicators and complemented by regular user satisfaction surveys. The qualitative analysis of several outcome indicators that Cedefop includes in its annual reports helps track its contributions to, and alignment with, policy over a longer term, independently of policy cycle stages. This qualitative analysis relates to several areas: (a) mandates, such as biennial skills forecasts, entrusted to it by the Council; (b) uptake of its work in EU policy documents; (c) contributions to EU policy documents; (d) meetings that inform policy and its implementation; and (e) success in facilitating policy learning (implementation). In addition, an evaluative approach is used to capture the actual impact of Cedefop's work to the extent possible, considering that such impact depends on a range of factors outside Cedefop's remit. This approach is based on periodic external evaluation organised by the European Commission. This examines Cedefop's alignment with the policy framework and compliance with its mission, namely its contributions to developing, promoting and implementing VET, skills and qualification policies, generally and in specific thematic areas. To capture overall user satisfaction, Cedefop also

measures a net promoter score as part of its biennial user surveys. Output indicators help monitor whether products are provided within the time frame and the budget planned.

- (52) Combined with the thematic strategic areas of operation, the multiannual objectives define the type and scope of work the agency intends to deliver during the programming period. By adopting the multiannual strategy, annual work programmes and annual reports, the Management Board ⁽³⁷⁾ confirms its alignment with the policy framework and compliance with Cedefop's mission; the implementation is followed up by the Executive Board ⁽³⁸⁾ throughout the year. Through its quantitative and qualitative assessment, the PMS helps the agency to track its performance and demonstrate it to the authorities, its stakeholders and EU citizens.

2.1.2. Strategic areas of operation

- (53) The strategic areas of operation reflect Cedefop's thematic priorities and directions overall rather than only for particular projects or activities. They are a tool for making clear strategic choices and showing how key strands of work are conceptually related and could fit under the key policy aim of developing VET, skills and qualifications to support Cedefop's mission, vision and multiannual objectives.
- (54) In line with Cedefop's mission, vision and values for the programming period, the

⁽³⁷⁾ European Parliament and Council. Regulation (EU) 2019/128, Art. 5.1(b) and (d), Art. 6.

⁽³⁸⁾ European Parliament and Council. Regulation (EU) 2019/128, Art. 10.



following three thematic strategic areas of operation have been defined.

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

(b) **Valuing VET and skills.** Support LLL by helping develop and implement VET and VET-related policies and measures that enable and support people to develop and fulfil their potential, acquire the skills they need to manage labour market and life transitions, and contribute to the economic growth and well-being of society. The focus will be on a systematic and inclusive lifelong approach to VET based on strong partnerships with stakeholders and social partners; integrated and coordinated policies and structures supporting sustainable and high-quality learning and empowering individuals through lifelong guidance, validation, financing and other incentives; and teachers, trainers and the development of VET provision enabling LLL for all.

(c) **Informing VET and skills policies.** Produce state-of-the-art and up-to-date evidence responding to stakeholder needs

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

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

(56) Being a responsive, efficient and open-minded organisation will facilitate the attainment of the agency's vision. Achieving our objectives will contribute to Cedefop being further acknowledged and valued by its stakeholders as the European source for evidence on VET, skills and qualifications. It will also ensure that the agency remains a key player in shaping and supporting the attainment of overarching EU policy objectives, by helping to strengthen joint efforts by the European Commission, Member States and social partners to design and implement world-



class and inclusive VET, in line with agreed priorities.

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

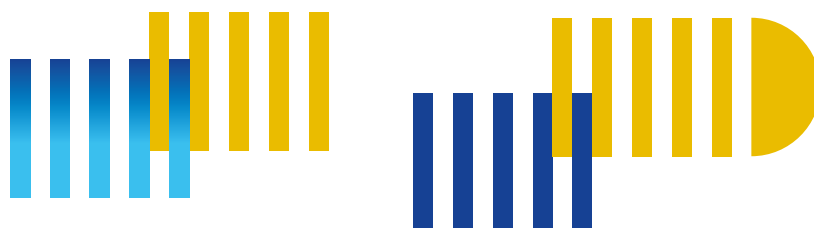
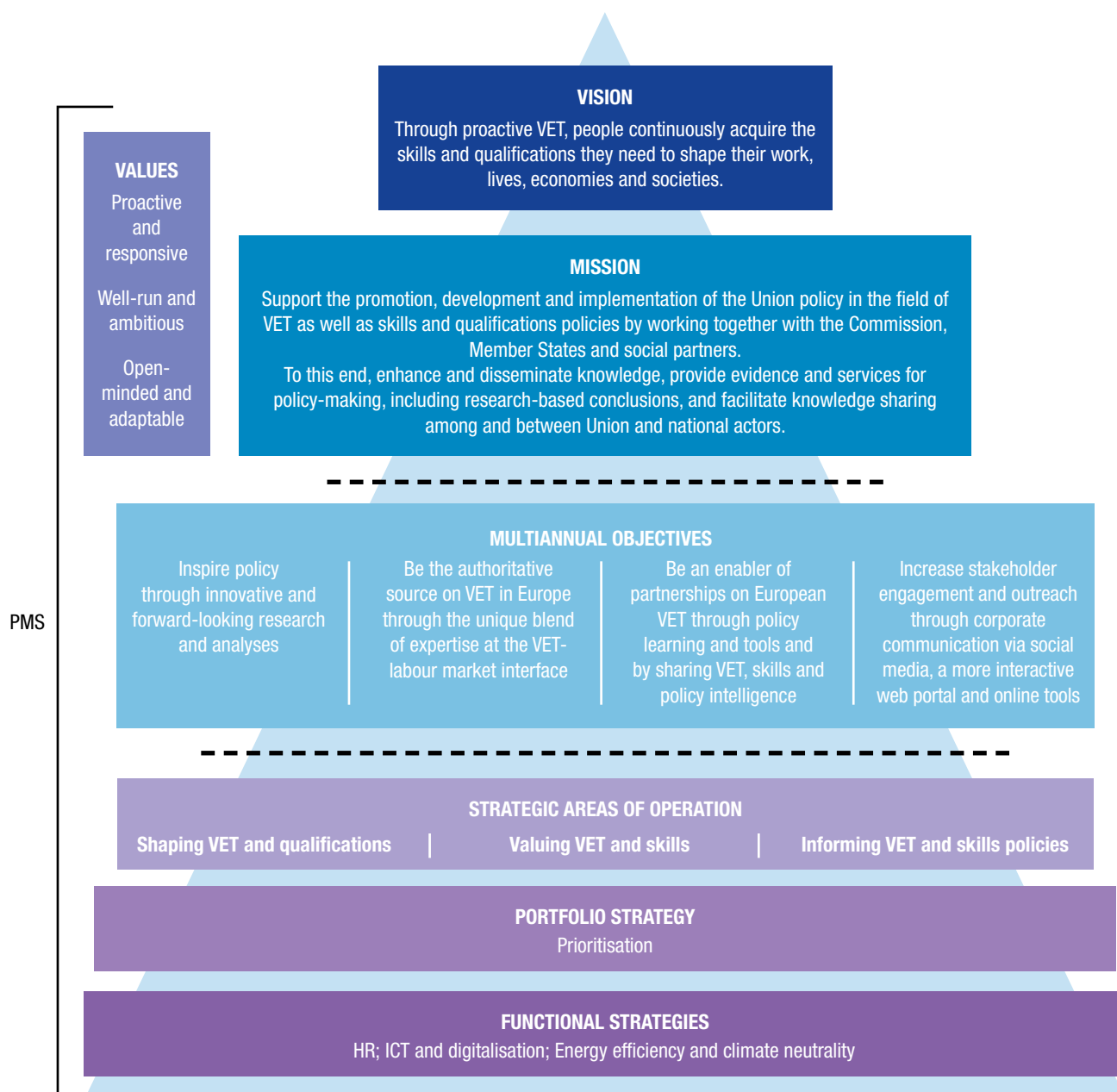
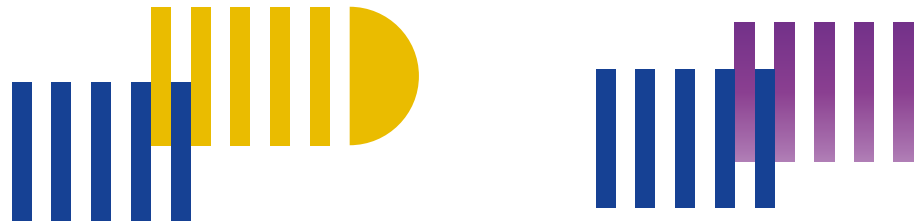


Figure 1. Rationale guiding Cedefop's strategy

THE EUROPEAN AGENDA





2.2. 2025-2027 multiannual programme

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

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

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

- (61) In 2025-2027, the agency will give priority to the following:

(a) **Monitoring and analysing VET policy developments.** Building on its long-standing experience in monitoring and analysing European cooperation in VET since 2002 and in line with the mandates received in the [Council recommendation on VET](#) and the [Osnabrück Declaration](#), the scope of this work strand has been extended. It will offer an overview of policy developments on the agreed European priorities to support policymaking in VET in the Member States; provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European semester; contribute to the Commission's five-yearly reporting in line with the Council recommendation on VET; and inform the ministerial meeting – expected to take place in the second half of 2025 – that will define the next set of priorities for the post-Osnabrück period. Cedefop's monitoring and analysis will focus on the implementation of countries' NIPs in line with the integrated implementation and monitoring of the Council recommendation on VET and the Osnabrück Declaration. The agency's monitoring and analysis will focus on the progress countries have made in implementing the priorities they selected

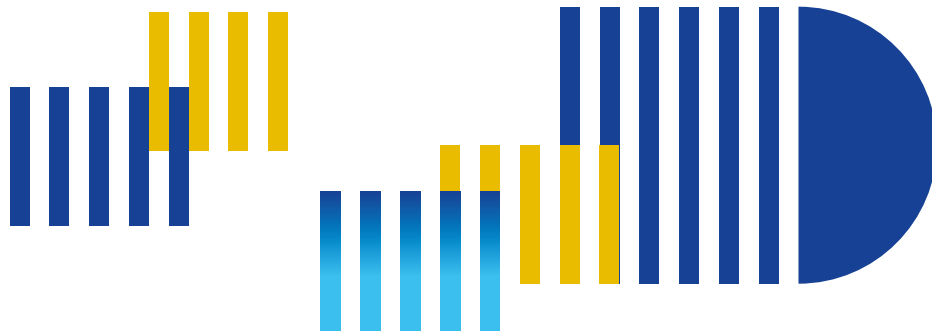


in their NIPs and will include strong stakeholder involvement reflecting discussions with the ACVT and the Directors-General for VET (DGVTS). Drawing on its renewed European network of expertise on VET, ReferNet (framework partnership agreement 2024-2027), Cedefop will provide country policy briefs and update annually its Timeline of VET Policies in Europe, an online visualisation tool presenting the main VET developments defined in the NIPs. Cedefop will also update its VET in Europe dataset on descriptions of VET systems. The aim is to help policymakers, including social partners, and other stakeholders understand the main developments and key characteristics of national VET policies and systems from a broader EU perspective. In close cooperation with ReferNet partners, Cedefop will continue to publish short descriptions of VET systems and spotlights on VET for the EU Presidency countries. It will continue to disseminate national news on VET, highlighting developments and current challenges on topics related to the relevant EU policy agenda. Work on the IVET mobility scoreboard will continue in cooperation with the European Commission and ReferNet and will be adapted in line with the Council recommendation on 'Europe on the move' – learning mobility opportunities for everyone ⁽³⁹⁾, to enable the measurement of progress made on the cross-border learning mobility of VET

learners and apprentices. Cedefop will also continue its work on key competences and transversal skills in VET in line with the priorities of the 2020 European Skills Agenda, the Council recommendation on VET and the Osnabrück Declaration on VET.

(b) Implementation of European tools and principles for transparency and recognition of qualifications. Cedefop will continue contributing to the implementation of the EQF/NQF process and supporting the work undertaken by the Member States, the Commission, social partners and other VET and labour market stakeholders. Cedefop will continue to actively participate in and co-shape the work of the EQF Advisory Group and subgroups and will provide insights into the way NQFs are implemented and used, through its European Inventory of NQFs and online tool. Cedefop's study on the contribution of European and national policies on transparency and transferability of learning outcomes will conclude in early 2025. The study is expected to provide important insights into progress made in facilitating lifelong and life-wide learning as well as the conditions necessary for taking forwards European tools and principles. Building upon this comprehensive analysis, work will focus on the consistent implementation of qualifications frameworks and systems and their integration into the broader policy ecosystem contributing to the modernisation of VET and LLL policies and practices. A specific aim will be to understand how these frameworks and systems can support recognition of learning for individuals to progress in their life and

⁽³⁹⁾ On 15 November 2023, the Commission adopted the [Skills and talent mobility package](#). This includes a proposal for a [Council recommendation 'Europe on the move' – Learning mobility opportunities for everyone](#), adopted on 13 May 2024.



across institutional, sectoral and national borders. Research work will also focus on the obstacles end users are facing when it comes to comparison – and thus transfer and recognition – of qualifications. Attention will be paid to the role of qualifications frameworks and learning outcomes in promoting transparency, recognition and quality of qualifications. Cedefop will continue providing insights into the way NQFs are being implemented and used, as well as their impact on broader policies.

(c) Building on the results of the study *The role of microcredentials in facilitating learning for employment*, published in 2023, the study starting in 2024 will provide insights into the changing nature of qualifications and credential systems in Europe and support the follow-up to the related Council recommendation.

(d) Cedefop will continue to support work on quality assurance mechanisms in VET in line with the European quality assurance framework for VET (EQAVET). As of 2025, it will focus on better understanding the fragmented quality assurance landscape in CVET. It will identify what works well and the criteria for ensuring the quality of formal CVET, building on and complementing other Cedefop work on the future of VET, the quality of microcredentials and international qualifications.

(e) Cedefop will also continue and deepen research-based reflections on the future of VET in Europe by analysing systematically the changing character of VET, examining how European countries address the broad objectives of excellence and inclusion and how EU policies and practi-

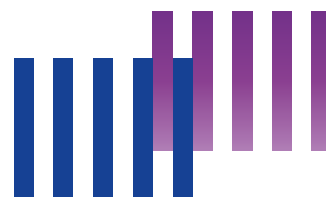
es have evolved over time. This research builds on Cedefop's previous studies on the changing nature and role of VET and its future, and will seek to identify available development paths for European VET in the 21st century. Particular attention will be paid to the conditions for balancing European 'VET excellence and inclusion', as a reference point for European VET policies and what is required in terms of its conceptual, practical and political basis and orientation. Based on the comparative and historical data collected in the 2024 study, the emerging role and characteristics of expansion of VET at higher levels will be examined. Cedefop will make sure to include the perspectives of different stakeholders, notably those of national and regional authorities, enterprises, social partners and VET providers, and will coordinate with the European Training Foundation (ETF).

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

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



- (63) Particularly relevant policy areas can be derived from several EU policy documents: the 2021-2030 adult learning agenda; the Council resolution on a strategic framework for European cooperation in education and training towards the European education area and beyond (2021-2030); the Council recommendation on individual learning accounts; the Council recommendations on upskilling pathways and on validation of non-formal and informal learning; the Council conclusions on European teachers and trainers; the Council declaration on the European Alliance for Apprenticeships; the Council recommendation on a European framework for quality and effective apprenticeships; the 2020 Commission communication on a European Skills Agenda; the Council recommendation on VET; and the joint proclamation of the European Pillar of Social Rights and the 2021 action plan to support its implementation.
- (64) In line with the [2020 Cedefop–ETF discussion paper](#), this strategic area of operation takes the view that future trends and the changing world of work require the emphasis of EU VET policy to change in the current decade. While further developing IVET is central to ensuring that young people are equipped with the right skills for a smooth transition into the labour market and further learning, more efforts are necessary to strengthen CVET and make it work as a system underpinned by multilevel and multistakeholder cooperation. CVET, especially its non-formal component, is currently under pressure and experiencing an increasing gap between potential needs of the workforce and employers and actual demand and participation. A stronger focus on advancing CVET systems is essential in the years to come to ensure that the new job opportunities created by the transformations of the economy will outstrip job displacement.
- (65) In 2025-2027, Cedefop will continue to pay special attention to CVET. It will also strengthen synergy between its work on professional development of VET teachers and trainers and tackling early leaving from VET, as well as between VET-related policies and measures, including financing, lifelong careers guidance, and validation of non-formal and informal learning. Specific activities will look, inter alia, into multistakeholder and multilevel cooperation in CVET: the role of social partners in skills strategies for the green transition at the regional level; the professional development of VET trainers and mentors; and the growing role of quality and recognised company-based learning for young and adult learners.
- (66) Work in this area will be based on cross-country thematic and multidisciplinary research, thematic country support and opinion surveys, leading to provision of new evidence to support policy- and decision-making at the EU level and across Member States. Collecting people's and VET practitioners' views and investigating individuals' needs and perspectives will be an integral part of this strategic area of work in the years to come. Cedefop will continue strengthening the international statistical infrastructure for VET and will provide statistical analysis and evidence from it, including an updated, concise and internationally comparable statistical pic-



ture of VET in Europe, for individual countries and the EU overall.

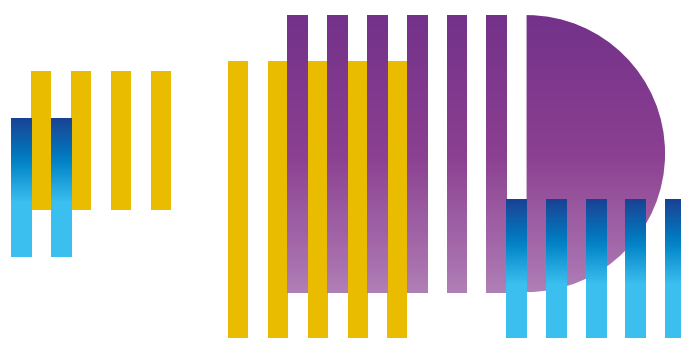
- (67) To strengthen countries' and social partners' capacity to use Cedefop's evidence and policy advice, better knowledge management will be implemented through existing networking platforms and tailored knowledge dissemination activities. Knowledge mobilisation and policy learning across countries will support cooperation among Member States, social partners and other VET and labour market stakeholders and provide direct support to selected clusters of countries and policy areas.

- (68) In 2025-2027, Cedefop will therefore give priority to the following:

(a) **Enabling young people's employability from a lifelong learning perspective.** Supporting young people in achieving their full potential requires that they have the right skills and competences to enter complex and rapidly changing labour markets. It also means encouraging them to engage successfully in continuous learning over their life course for their personal and career development. This should take into account the growing importance of key competences, including learning to learn, to ensure young people's continued participation in employment and civil society. To this end, Cedefop will focus on (a) continuous professional development (CPD) of VET teachers and trainers; (b) inclusion through VET, tackling early leaving from VET and supporting learners at risk, early leavers and those not in education, employment or training (NEET), with a particular focus on the integration of NEET

young people into green jobs (in line with a new initiative the Commission announced in this area); (c) provision of digital skills in IVET; (d) quality and effective apprenticeships / work-based learning and their role in supporting the twin transitions; and (e) further promoting policy learning initiatives to foster mutual learning and exchanges among Member States and social partners. (b) **Empowering adults through upskilling/reskilling and a systematic approach to CVET.** CVET is an essential component of LLL and is central to ensuring that every adult has lifelong opportunities to update and acquire new skills and competences to navigate complex and frequent transitions and to thrive in their life and career. To this end, Cedefop will focus on (a) the development of well-functioning and inclusive CVET systems underpinned by multilevel and multistakeholder CVET governance and strong stakeholder partnerships, and the role of social partners and socio-economic partners more generally in regional skill strategies for the green transition; (b) continued support to the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways of low-skilled adults and the potential of stakeholders' networks and partnership-based approaches at the local level to serve and engage low-skilled adults and (c) further promoting policy learning initiatives and mutual learning among Member States and social partners.

(c) **Supporting lifelong learning for all through financing, non-financial incentives, lifelong guidance and validation.** A systematic approach to LLL for all will be



sustained with appropriate VET-related policies and measures to support individuals and employers in taking full advantage of LLL and upskilling/reskilling opportunities, and in supporting individual career development. Utilising opportunities to engage European social partners and other relevant stakeholders, including professional communities, Cedefop will further explore the synergies among the three strands of work on financing and other incentives, lifelong careers guidance, and validation of non-formal and informal learning to inform the development of coherent support systems for individuals' participation in LLL. In addition, Cedefop will (a) study in depth the potential for implementing individual learning accounts (ILAs) – in line with the Council recommendation – in selected Member States, while continuing to work on the topic of training funds (their role and functioning in terms of financing, governance and provision of CVET); (b) continue to work with stakeholders on career guidance to exchange knowledge and collaboratively improve its monitoring and structured contribution towards the development of lifelong guidance systems and policies in the EU and (c) continue its cooperation with the European Commission and other stakeholders on validation of non-formal and informal learning, exploring the use of skills validation principles previously used in talent recruitment for enterprises.

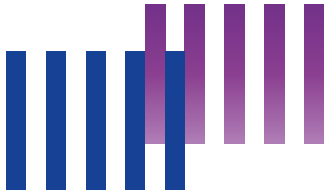
(d) **Strengthening the statistical picture of VET and skills in the EU.** Supporting the development and implementation of VET and VET-related policies and fostering LLL requires sound, clear, comprehen-

sive and integrated evidence. To this end, Cedefop will (a) continue to work on VET statistics and indicators to increase the availability, quality, relevance, use, analysis and dissemination of comparable statistical data and evidence on IVET, CVET and adult learning in the EU; (b) continue to produce skills indicators; and (c) cooperate with the European Commission, in particular Eurostat, and the Organisation for Economic Co-operation and Development (OECD) to strengthen the statistical infrastructure for VET and skills.

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

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

(69) This strategic area of operation aims at producing state-of-the-art evidence responding to stakeholders' needs to (a) capture labour market trends and better understand the implications of wide-ranging changes in the worlds of education and work; (b) inform VET and skills policies that help individuals reach their potential via initial training, upskilling and reskilling; (c) provide insight into how to reflect the skills challenges raised by the digital and green transitions in designing training programmes, learning and work/jobs, and into how Member States can manage these twin transitions; (d) deepen understanding of learning in work settings and how it



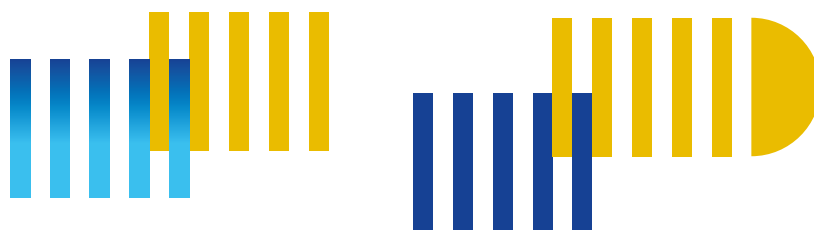
can be facilitated and encouraged; and (e) foster the development of VET and skills policies promoting skills matching and utilisation.

(70) The targets set in the European Skills Agenda, Green Deal and digital agenda to support sustainable competitiveness, ensure social fairness and increase resilience are ambitious. To reach them, skills and qualifications must be a focus in all Member States. Alongside rapidly changing skills needs and emerging labour and skills shortages, new realities and uncertainties continue to reshape the world of work. Upskilling and reskilling need to accelerate to provide people with the skills, competences, learning orientation and mindset necessary to contribute to innovation and succeed in an increasingly complex and dynamic world of work. They are necessary to facilitate just transitions and to give people an opportunity to take charge of shaping their careers in a post-pandemic labour market.

(71) LMSI is the outcome of an expert-driven process of identifying, analysing, synthesising and presenting quantitative and/or qualitative skills and labour market information. It can also guide national approaches to labour mobility and migration to help address critical skills shortages and gaps. LMSI may combine multiple sources and needs to adjust to the needs of different users. Cedefop's core LMSI tools – skills survey development, information and data collection, and research and analysis capacity – have been strengthened considerably in recent years.

(72) Sound and forward-looking LMSI is a compass, guiding skills strategies. Strong LMSI enables VET and learning to be more responsive to change, more learner-centric and more relevant to the green and digital transitions and to forward-looking economic strategies, competitiveness and innovation. LMSI shapes and helps set priorities for upskilling and reskilling policies and measures. It helps citizens, employers, education and training providers, policy-makers, including social partners, and other stakeholders to understand change better and to make more informed decisions about skills, training, learning for work and career development more broadly.

(73) To improve data quality and stakeholder usability further, Cedefop will continue to expand the potential of using big data to detect and analyse changing and emerging skills needs in its LMSI work. The granularity of such data makes it possible to provide much more detailed information on labour market and skills trends at the occupational, regional and sectoral levels. Cedefop's Skills Online Vacancy Analysis Tool for Europe (Skills-OVATE) platform and findings from dedicated online job advertisements (OJAs) analysis will complement and enrich its other EU LMSI work, such as the European Skills Forecast database and the European Skills Index, and skills survey-based analysis. Such work directly supports the 2020 Skills Agenda. This information may also contribute to the EU's work on the labour market integration of migrants and refugees, such as the [EU talent pool](#), action to improve the recognition of qualifications of non-EU nationals, oth-



er [skills and talent package](#) initiatives, and the Labour Migration Platform established in 2023. Strengthened LMSI can also play a role in guiding national approaches to the updating of shortage occupation lists.

(74) To link labour market and other trends and policy choices meaningfully to changing skills needs and to analyse skills mismatches, primary survey data are vital. To inform and shape the European VET and skills policy agenda, Cedefop will continue developing and implementing surveys and using them to produce policy-relevant evidence. Such work considers the perspectives of people as workers and learners and enterprises; it aims to develop novel insights that support the design of better VET policies and the crafting of more learning-intensive jobs that deploy workers' skills effectively. Thus, it contributes to ensuring quality work where learning, upskilling and reskilling are the new norm for all.

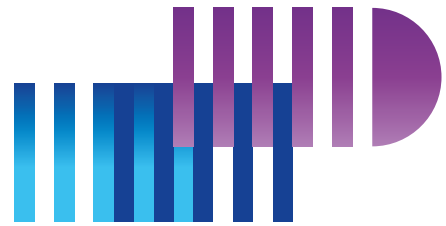
(75) In disseminating LMSI findings, Cedefop will prioritise combining different information types and sources in smart ways to provide meaningful insights that meet the needs of stakeholders in their particular context. Coupling such findings with evidence on skills anticipation systems and practices and methodological expertise will be the main approach to stimulating policy learning.

(76) In 2025-2027, Cedefop will give priority to the following:

(a) **Producing and disseminating LMSI.** The agency will carry out research on trends in the economy, in business fields and models, and in companies, and those trends' influence on employment, jobs

and skills. Using state-of-the-art data and methods, via survey and big data analysis, scenario building, qualitative analysis and foresight, Cedefop will continue to investigate changes affecting skill supply and demand, identify emerging skills trends in sectors and occupations, forecast future skills needs in the EU, dig deeper to map and understand better the changes within jobs, and explore reasons behind skills mismatch. In generating and disseminating next-generation LMSI (LMSI 2.0), Cedefop will exploit the full potential of its in-house data collection and analysis capacities and blend different types of information on labour market and skills trends. The agency will also leverage information developed by partner agencies such as the ETF, the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Labour Authority (ELA), as well as other international organisations, and seek synergy with their LMSI work. The focus in 2025-2027 will be on LMSI that gives insight into how work, skills, learning and people can contribute to just digital and green transitions and how labour market and skills bottlenecks in achieving the twin transitions can be best addressed.

(b) **Increasing understanding of the implications of technological, social and economic megatrends on skills needs** in Member States and selected sectors. This will help provide better and more policy-relevant insight into how to respond to the impacts of the digitalisation of work, new forms of organising work and learning, the transition to a greener economy and the ageing population. To understand



better the interlinkages between change, skills needs, work organisation and learning, Cedefop will exploit the new data on learning in work from the European Training and Learning Survey. The agency will continue to analyse the information on digitalisation and other changes collected in the second European Skills and Jobs Survey (ESJS), the joint Cedefop–Eurofound European Company Survey and the Crowdlearn Survey.

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

2.2.4. Communication and dissemination

(77) Effective communication supports the achievement of Cedefop’s mission, set out in its 2019 Founding Regulation, its vision and its values, specifically the multiannual objective to focus communication on increasing stakeholder engagement and outreach via different channels.

(78) Cedefop’s strategic communication aims to promote open dialogue and actively seek feedback from its stakeholders to enable their perspectives to be acknowl-

edged, thus refining communication strategies based on the valuable insights gained.

(79) The target is to link communication effectively to the agency’s business strategy, expressed by its four multiannual objectives with well-defined performance indicators. Efficient communication in the medium term involves more than just meeting the expectations of various groups of key stakeholders by delivering information that is target-group specific, user-need oriented, coherent, reliable, up to date and timely. Cedefop’s communication activities will go beyond pure information provision and will focus on user engagement. This means push/pull across a wide range of information formats, as well as provision of tailored channels for stakeholder engagement. To this end, the agency will gain from the analysis done in 2024 on how Cedefop interacts with its stakeholders, including social partners. The available mapping of the agency’s stakeholders will allow further targeting and tailoring of communication activities to increase effectiveness and maximise outreach.

(80) Cedefop will systematically focus on digital transformation and continue to invest in innovative ways to promote its evidence.

(81) Cedefop will continuously optimise its web portal thematic access points, online tools and databases by systematically interlinking its latest research results and datasets in the interest of the agency’s various stakeholder groups: policymakers and social partners, researchers, international organisations, practitioners, media and the wider public.



(82) Valuable correlations between key on-line outputs on research activities will be achieved by applying an integrative cross-department approach and close cooperation between communication and research experts. In line with the definition of open science, Cedefop will focus on ‘making scientific research and its dissemination accessible to all levels of society, amateur or professional’ ⁽⁴⁰⁾. Cedefop publications will continue to be included in the repository of the Publications Office of the European Union, making them directly accessible under an open licence, in line with the [Commission’s reuse policy](#). Research data will be prepared for publication on [data.europa.eu](#) to give access and foster the reuse of European open data among citizens, business and organisations. Cedefop is already cooperating on open science with the Publications Office, the EU Agencies Network on Scientific Advice and the network of library and archive services from EU institutions, agencies, bodies and associated organisations (known as Eurilib). New synergies with other EU agencies will also be explored to make Cedefop’s scientific content accessible to wider audiences.

(83) Cedefop communication will continue to align strategically with the Directorate-General for Employment, Social Affairs and Inclusion’s communication unit and, where relevant, with communication activities of other EU agencies, in particular the ETF, Eurofound, the European Agency

for Safety and Health at Work (EU-OSHA) and the ELA. An integrated communication approach will ensure high efficiency and maximum outreach in the interests of European citizens. Regular exchange of information, with a specific focus on common EU-level thematic priorities, will ensure the identification of joint communication themes, goals and priorities, determination of key messages, definition of common or complementary target audiences, and efficient sharing of resources, communication channels and means for impact assessment.

(84) The agency will keep its work and investments on internal communication, in line with the strategy released in 2024.

(85) The agency will implement its new social media strategy released at the end of 2024. The strategy will focus on advertisement and dissemination of content and indicate how to effectively engage with Cedefop’s stakeholders. It is necessary to review the approach on social media considering the major changes in this media setting ⁽⁴¹⁾. While analysing the suitability of Cedefop’s content for specific means, the strategy will set long-term goals and concrete actions to engage effectively with the agency’s stakeholders, including young generations.

2.2.5. Management and resources

(86) During the programming period, Cedefop will continue to face resource constraints. Managing a tight budget implies carefully

⁽⁴⁰⁾ Woelfle, M., Oliaro, P. and Todd, M. H. (2011). *Open science is a research accelerator*. Nature Chemistry.

⁽⁴¹⁾ For example, the transformation of the former Twitter into X and its sociopolitical implications, as well as changes in the overall effectiveness of specific platforms compared with the past (e.g. Facebook versus Instagram).

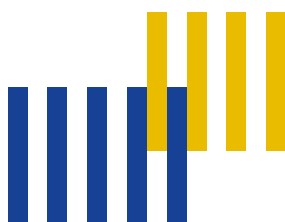


selecting investments in staff and in infrastructure to ensure organisational development and modernisation while not jeopardising core business activities. In this context, Cedefop will continually seek to develop its resilience, adopt sustainable practices and processes and increase its effectiveness in managing financial and human resources. Moreover, thanks to a temporary budgetary reinforcement of Cedefop's EU subsidy, the agency will be able, throughout 2025-2027, to carry out some much-needed and critical building renovation and refurbishment. The agency will carefully select investments that (a) contribute to reducing GHG emissions by improving the energy efficiency of the premises and (b) help adapt its infrastructure to new ways of working that are fit to reduce the agency's impact on the environment while harnessing new and digital technologies and improving the productivity and well-being of staff. All the investments concerned will be selected based on the available budget, the estimated rate of return, the potential for emission reduction and future expected budget savings, as well as other positive externalities and intangible benefits.

- (87) Cedefop has pledged to become carbon neutral. By 2030, the agency will cut down its GHG emissions to the lowest possible level, while preserving core business objectives. Accordingly, the agency has adopted a climate neutrality strategy and roadmap to reduce, to the extent possible, both its direct and indirect GHG emissions as well as its impact on the environment more generally. In this context, Cedefop

will gradually convert to a reliable, sustainable and competitive energy and building management system. It will promote new – more sustainable – ways of working and explore ideas for the more efficient and collaborative use of office space. It will also increase the lifespan of electronic and computer devices and aim to reduce digital pollution.

- (88) Human capital and its management are crucial to the effectiveness of a knowledge-based organisation such as Cedefop. In 2025-2027, Cedefop will pursue the implementation of its human resources (HR) strategy, focusing on talent acquisition and development as well as staff well-being. The aims are to boost staff engagement and contribution; increase organisational agility and capacity for change; enhance the impact of HR services; and generate administrative efficiency in the way HR is developed, managed and allocated. More specifically, the HR strategy comprises three building blocks: (a) talent acquisition and matching to ensure that the agency avails itself of the right talents and attracts and retains the right people for the right job; (b) talent management to enable Cedefop's sustained performance through the development of its people; and (c) staff well-being to foster a healthy, engaged and resilient workforce.
- (89) Cedefop will finalise the implementation of its ICT and digitalisation strategy to offer its staff, partners and stakeholders means to develop, build and share knowledge digitally. In the coming period, Cedefop will continue to seek ways and means to increase efficiency and reduce the admin-



administrative burden by optimising and streamlining processes and procedures further. Doing so, Cedefop will continue the process of harmonising its ICT landscape with those of other EU institutions, particularly the Commission's. The ICT service will also continue to cooperate closely with the operational departments to innovate and implement new technologies in direct support of core business. Moreover, the agency will comply with the demanding requirements of the Cybersecurity Regulation to respond effectively to ever-evolving cyber threats. The new regulation establishes a common framework to ensure that similar cybersecurity rules and measures are applied within all EU institutions, bodies and agencies (EUIBAs), to improve their resilience and incident-response capacities. Thus, despite being a small agency, Cedefop needs to ensure the same level of cybersecurity compliance as other – bigger – EUIBAs. This will have a significant and disproportionate impact on the limited resources available to the agency.

- (90) Across the organisation, and particularly for administrative and support services, Cedefop will continue to search for and exploit synergy with the network of EU agencies, to benefit from shared services and resources. Cedefop has worked with the European Union Agency for Cybersecurity (ENISA), and, expanding upon positive experiences in sharing services and capabilities, the two agencies will assess the possibility of sharing further resources and capabilities. Cedefop will continue to provide accounting services to the European Institute for Gender Equality (EIGE), based



on the service-level agreement signed between the two agencies in November 2023. In addition, Cedefop will look for opportunities to generate synergy and share resources in corporate and administrative services with the other agencies of the employment cluster. The agency will also continue to benefit from services offered by the European Commission through service-level agreements.

2.3. Human and financial resource outlook for 2025-2027

2.3.1. Staff population overview for 2023

- (91) In 2023, Cedefop had 91 posts (52 administrators (AD) and 39 assistants (AST)). This included 8 permanent and 83 temporary posts. On 31 December 2023, Cedefop employed 22 contract agents (CAs) and 5 seconded national experts (SNEs). Cedefop staff and SNEs were drawn from 18 Member States ⁽⁴²⁾ and Norway.

2.3.2. Expenditure for 2023

- (92) The rate of commitment of budget appropriations for the year 2023 was 99.97 % and the rate of payment appropriations was 98.14 %, demonstrating successful management and optimal use of resources entrusted to the agency, for yet another year. Cedefop closely monitors budget execution, and appropriate means and controls are in place to ensure that possible savings in administrative expenditure (Ti-

⁽⁴²⁾ Member States not represented in the 2023 staff population were Estonia, Ireland, Croatia, Cyprus, Lithuania, Luxembourg, Malta, Portugal and Slovenia.



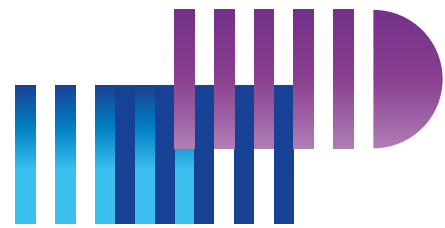
titles 1 and 2) are used to fund operational activities included in the work programme (Title 3).

2.3.3. Resource programming for 2025-2027

(93) Cedefop emphasises the vulnerability of its budget planning and management to factors that are outside its control, particularly those related to increasing staff costs and rising inflation. Such increases put substantial pressure on the budget and may lead to significant budgetary shortfalls and negative priorities across all budgetary titles, in particular Title 3 (operational expenditure). Moreover, retroactive increases in salaries, which are announced towards the end of a financial year, challenge both the annual budget management and the reliability of forecasts for subsequent years.

(94) Cedefop welcomed the 1.70 % and 2.30 % increases announced by the Directorate-General for Budget, applicable to Title 1 (staff expenditure) for the years 2024 and 2025, respectively, to respond to unusually high levels of salary adjustments. Such increases came on top of the 2 % standard annual increase rate applied in the 2021-2027 multiannual financial framework. However, this increase was not sufficient to cover the effects of consecutive salary adjustments in 2022, 2023 and 2024. Such increases and the inflation pressure on supplies and services continue to have a knock-on effect on the following budgetary years, affecting the budget estimates presented in the 2025-2027 single programming document across all titles.

(95) The steady fall in operational expenditure across the years (by 10 percentage points



between 2017 and 2023, from 36 % to only 26 % of the budget) brought about by the increased and inelastic staff costs risks jeopardising Cedefop's capacity to deliver effectively on its mission, core activities and work programmes. It also negatively affects the agency's responsiveness to evolving priorities and increasingly complex tasks. **In 2024, the share of Title 3 remained at only 25 % of the budget. In 2025, it will drop to 22.5 %** ⁽⁴³⁾. It should be noted that while Title 3 is being squeezed out, the mission of the agency has been broadened to encompass VET as well as qualifications and skills policies.

(96) Moreover, the agency needs to invest in the modernisation of its premises to meet changing business requirements and increase its energy efficiency while reducing GHG emissions. The agency estimates that about EUR 1.5 million will need to be invested in its infrastructure in the coming years. Such required investments could not be financed within the current budget without reducing further Title 3 expenditures. In this context, the Commission has agreed, in principle, to grant a temporary increase in Cedefop's EU subsidy as a budget reinforcement to be used to renovate and refurbish the premises. For 2025, the agency had submitted a request for the first tranche of this budget reinforcement (EUR 655 000) to the Commission in the process of the 2025 draft EU budget preparation. However, only half of the requested

⁽⁴³⁾ However, this further drop is due to the temporary budgetary reinforcement of Title 2. If this were not accounted for, Title 3 would represent 22.8 % of the total budget in 2025.



amount (i.e. EUR 327 500) was approved and included in the 2025 draft budget. The agency budgeted and planned works for 2025 accordingly. The other instalments of the budget reinforcement will concern the years 2026 and 2027 and are currently estimated at EUR 535 000 in 2026 and EUR 570 000 for 2027 as reflected in the budget estimates presented in this single programming document.

- (97) Finally, the agency needs to comply with the requirements of the new Cybersecurity Regulation, which imposes new demands on all EUIBAs. This demands that the necessary staff and budget be allocated to this growing task. However, the agency request for an additional staff resource to be shared with other agencies was rejected in the process of the 2025 draft EU budget. Cedefop will therefore need to reallocate the resources needed – human and financial – internally.

2.3.4. Financial resources

- (98) The estimates for the budget for 2025-2027 (Table 1) are in line with the [statement of estimates of the European Commission and the 2024-2027 financial programming published in June 2023](#). They also incorporate the increase of the appropriations to be allocated to Title 1 announced by the Directorate-General for Budget in September 2024 for 2024, 2025 and the following years.
- (99) The agency revenue consists of the EU budget subsidy, which includes European Free Trade Association countries' contributions, and own revenues such as the funds received by Cedefop in the context of the

service-level agreement signed with EIGE whereby Cedefop provides the other agency accounting services. It also includes in a separate heading (Title 4), the amount of the contribution agreement(s) expected to be signed with the Commission (see Annex XII).

- (100) In addition, the agency incorporated an amount of EUR 1.43 million split in three instalments in the financial years 2025 to 2027 (EUR 327 500, EUR 535 000 and EUR 570 000, respectively), which the European Commission has agreed, in principle, to grant to Cedefop in the form of a temporary increase of the EU budget subsidy. These additional funds will be used to fund the indispensable projects needed to renovate, refurbish and upgrade Cedefop's premises.
- (101) In allocating the budget across titles, the agency's forecasts are based on the following assumptions: (a) an increase in staff expenditure (Title 1), based on salary adjustment estimates of 8.5 % for 2024 ⁽⁴⁴⁾ (moderated by the 3.6-basis-point drop of the weighting factor for Greece), rolling over to 2025 salary costs, 5.2 % for 2025 (an initial estimate of 2.85 %, with a further reinforcement of 2.3 % communicated in September 2024) and 2 % for 2026 and 2027, assuming the weighting factor for Greece to be stable; and (b) moderate inflation affecting administrative expenditure (Title 2), namely a decline in energy prices in comparison with 2023 and, as of 2024,

⁽⁴⁴⁾ The 2024 salary adjustment was split into three instalments: 3.0 % applicable as of 1 January 2024, 4.1 % as of 1 July 2024 and 1.2 % as of 1 April 2025.



a return on investment from the installation of photovoltaic panels installed in 2023, reducing the budget dedicated to electricity bills.

- (102) Striving to ensure adequate budget allocation to core business functions in line with the strategic priorities identified by the agency, the budget planning for 2025-2027 requires several measures: a staff policy that takes account of budgetary constraints; regular workforce planning exercises; further synergy and shared services with other EU agencies; and systematic revisiting of the agency's portfolio of activities and output with a view to streamlining and focusing them further (Table 2). The portfolio represents a snapshot at a certain time and is dynamically changing.

2.3.5. Allocation and evolution of budget appropriations by title: 2025-2027 budgets

- (103) For Title 1 (staff expenditure), the estimate for 2025 is based on the available Commission salary adjustment forecasts mentioned above, planned recruitments, turnover and retirements, and the staff resources needed for the implementation of Cedefop activities. This represents an increase of 5.74 % in 2025 compared with 2024. For the years 2026 and 2027, Cedefop's budget estimates for salary costs are based on the assumption of a 2 % salary adjustment every year and an automatic step increase every two years as provided for by the EU Staff Regulation, as well as promotion and reclassification exercises following staff appraisals. However, projections for Title 1 do not include any pos-

sible significant change in the weighting factor for Greece, which the agency cannot foresee.

- (104) For Title 2, which is used to fund administrative expenditure, as well as investments in building and ICT infrastructure and technologies, the yearly amount needed will gradually increase from EUR 2.3 million in 2025 (up by 21.86 % compared with 2024) to EUR 2.6 million in 2027. The increase in Title 2 in comparison to 2024 is due in large part to (a) the impact of the new Cybersecurity Regulation, as it generates new tasks for the agency affecting the budget dedicated to ICT; and (b) a temporary budget reinforcement given to Cedefop by the European Commission for a total of EUR 1.43 million spread over three years in the upcoming programming period. These budget reinforcement funds ⁽⁴⁵⁾ will be exclusively used for the upgrade and refurbishment of Cedefop premises and invested in projects carefully selected for their positive returns, that is, efficiency and productivity enhancements as well as budget savings. These investments will also be focused on reducing GHG emissions, in line with Cedefop's climate neutrality strategy.
- (105) Title 3 (operational expenditure) has decreased by 5.69 % for 2025 compared with 2024. Title 3 is negatively affected by the progressive increase of Title 1 as well as the need to fund investments dictated by the Cybersecurity Regulation. It is currently projected that the Title 3 total will remain stable in 2026 and will increase by 3.38 %

⁽⁴⁵⁾ The amount of the reinforcement approved by the Commission for 2025 is EUR 327 500.



in 2027. To continue maximising its operational budget, the agency will continue to pursue efficiency gains, seek synergy and shared services with other agencies in corporate and administrative services, and apply a staff policy that will maintain a balance between attractiveness as an employer and savings in staff costs whenever possible.

- (106) Title 4 (other operational activities) has been introduced to the budget structure in 2025 to accommodate the distinct expenditure related to additional funding, in the form of external assigned revenue, received following the conclusion of contribution agreements or service-level agreements with the European Commission. Notably, in December 2024, the Directorate-General for Structural Reform and Support and Cedefop signed a EUR 500 000 contribution agreement for the implementation of the action ‘Strengthening skills forecasting and skills governance system in Estonia’. The action, which is monitored and reported separately from the 2025 annual work programme, will last for 24 months, until the end of 2026. Information on such activities, funded by sources additional to the regular EU subsidy, is provided in Annex XII.

2.3.6. Human resources

- (107) Cedefop’s establishment plan had 91 posts in 2023. Sustained efficiency drives, digitising processes, redeployments and reassignments have been employed to address new and growing tasks by shifting, as much as possible, HR from administrative to operational posts within ever-increasing resource constraints. To anticipate future

possible financial constraints, Cedefop develops different scenarios to manage and best match HR, in the context of strategic workforce planning.

- (108) Cedefop is committed to geographically rebalancing its staff population by further strengthening its employer brand, including through joining forces with other agencies and broadening dissemination of vacancy notices.

2.3.7. Resource outlook over 2025-2027

- (109) Cedefop’s recast Founding Regulation, which entered into force in February 2019, reflects in the mandate of the agency the work it has done on VET as well as on qualifications and skills policies, at the intersection between education and the labour market. Over the years the agency has progressively broadened its work to respond to policy demands. However, this extended portfolio of activities has not been accompanied by additional resources. The identification of negative priorities and systematic efficiency gains have made it possible for the agency to deliver its activities, but this has led to increased workload and pressure for staff. Looking ahead, and despite the 2.92 % budget increase in 2024, the 2025-2027 financial programming, referenced above, may pose serious challenges to the agency’s ability to respond adequately to policy and stakeholder demand, as the programming provides a steady annual 2 % increase in the European Union budget subsidy to the agency during the programming period. This results in a significant constriction of the budget dedicated to core business, which



Table 1. 2025-2027 budget evolution by title (EUR)

	Budget 2024	VAR 2025/2024	Envisaged in 2025	VAR 2026/2025	Envisaged in 2026	VAR 2027/2026	Envisaged in 2027
Title 1: staff expenditure	13 281 379	5.74 %	14 044 000	2.28 %	14 364 902	1.97 %	14 648 428
Title 2: infrastructure and operating expenditure	1 901 800	21.86 %	2 317 500	21.27 %	2 810 400	– 6.82 %	2 618 700
Title 3: operational expenditure	5 031 500	– 5.69 %	4 745 405	0.65 %	4 776 180	3.38 %	4 937 470
Total – EU contribution	20 214 679	4.41 %	21 106 905	4.00 %	21 951 482	1.15 %	22 204 598
Title 4: other operational activities (additional subsidy)	0	100 %	500 000	– 100 %	0	0 %	0
Total – all contributions	20 214 679		21 606 905		21 951 482		22 204 598

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

will drop and remain between 22.8 % and 22.3 % of Cedefop's budget during the period, if the temporary increase in Title 2 appropriations by almost EUR 1.43 million in the three-year period of 2025-2027 is excluded. The relatively low share of the budget that can be dedicated to core business due to unavoidable expenditure in other titles threatens Cedefop's core business and ability to deliver its mission and strategic objectives.

(110) Achieving the ambitious policy goals set by the European Commission requires a strong and ambitious investment in VET and skills that is currently not reflected in the resources planned for Cedefop. This

new and evolving policy context will no doubt further increase the demand for Cedefop's work, leading to new tasks and increased workload for existing tasks. Cedefop believes that this requires considering a more adequate allocation of staff and budget to the agency to ensure an appropriate balance between tasks and resources. This will enable the agency to maintain a sustainable and successful performance track record, thus ensuring that Cedefop is able to fulfil its mission.

(111) In summary, Cedefop stresses the following.

(a) Its mission is highly relevant to the critical EU economic and social challeng-



es. This is reflected in its recast Founding Regulation, which acknowledges that the agency's mission and objectives go beyond VET to include skills and qualifications policies. The budget allocated to the agency should be reconsidered to reflect better the importance of its mission and the extent of its objectives.

(b) In this single programming document, the agency has not accounted for new tasks, while budget constraints already require agility and flexibility through prioritisation of activities. Should new tasks be demanded of Cedefop, this will only be feasible with the corresponding additional resources.

(112) Growing tasks that might materialise in 2025-2027 and affect the agency's planned activities and resources include the following:

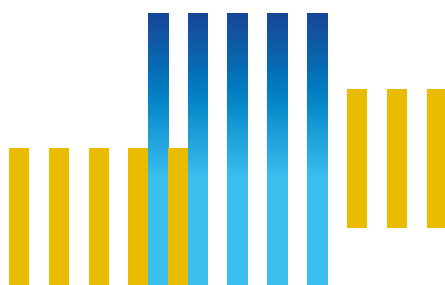
- (a) compliance with the requirements of the new Cybersecurity Regulation;
- (b) promotion of CVET as a system and coordinating supporting measures to enhance its attractiveness;
- (c) sustainable development goals integration.

(113) Complying with the requirements of the new Cybersecurity Regulation. The new Cybersecurity Regulation for EUIBAs (46) came into force as of 2024. It envisages the mandatory implementation of a set of baseline cybersecurity measures by all EUIBAs, regardless of their size, within 24 months of its adoption, as well as the

regular review of the measures. The new regulation increases the compliance requirements imposed on the agency significantly and has a disproportionate impact with regard to the resources to be allocated to this growing task. In terms of HR, Cedefop needs to recruit one staff member to be fully dedicated to cybersecurity compliance, on top of the staff member currently allocated to hands-on cybersecurity tasks; that is, a total of two full-time equivalent staff members will need to be dedicated to cybersecurity tasks. Moreover, Cedefop assesses that the budget dedicated to cybersecurity will need to increase from about EUR 80 000 to EUR 150 000, that is, from about 8 % to 15 % of the overall ICT budget in post-implementation years, and to EUR 200 000 (20 %) in the first two (implementation) years. This budget is to be dedicated to specialised external service providers and the Cybersecurity Service for the Union Institutions, Bodies, Offices and Agencies. Due to the inelasticity of expenditure in Titles 1 and 2, these additional resources will need to be diverted from core business activities. Cedefop requested that an additional post be allocated to its establishment plan by 2025 in order to meet the demands of the Cybersecurity Regulation. Moreover, Cedefop was committed to sharing this additional staff resource with other employment agencies to create efficiency gains. However, the requested resource was not granted to Cedefop.

(114) Promoting CVET as a system and coordinating supporting measures to enhance its attractiveness. The fast-chang-

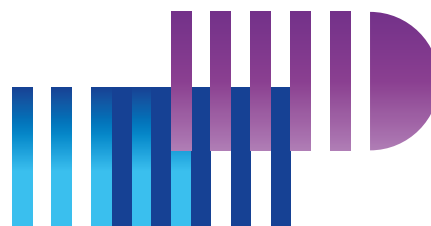
⁽⁴⁶⁾ Regulation (EU, Euratom) 2023/2841 of the European Parliament and of the Council of 13 December 2023 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union.



ing world of work inevitably increases the potential demand for continuous learning from companies as well as from individuals not benefiting from training provision supported by their employers. However, many barriers must be overcome to translate this demand into actual participation in training.

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

(116) **Sustainable development goals integration.** In 2025-2027, Cedefop will gradually implement the [2030 agenda for sustainable development and its 17 sustainable development goals](#). A significant part of this commitment will take the form of implementing a climate neutrality strategy and decarbonisation roadmap for the organisation to reach the objective of climate neutrality in 2030. Cedefop will also be eco-management and audit scheme (EMAS) certified in 2025. Progress on the decarbonisation targets will be monitored and measured using EMAS and will be reflected in the sustainability report of the agency. Cedefop's sustainability reporting



will also integrate the social and economic dimensions of its activities.

2.4. [Strategy for achieving efficiency gains](#)

(117) To ensure the optimum use of its resources, Cedefop has been operating an activity-based budget (ABB) since 2007 and introduced a PMS in 2009. In its Cedefop discharge reports for five consecutive years, the European Parliament acknowledged the agency's PMS as 'exemplary' or 'noteworthy' ⁽⁴⁷⁾.

(118) By measuring performance at the project, activity and organisational levels, the PMS helps Cedefop manage and evaluate its impact, efficiency, effectiveness and relevance, and strengthens the alignment of the organisation's activities with its strategic objective and priorities. The PMS thus provides a system for tracking and improving performance and efficiency.

(119) Cedefop is an active member of the EU Agencies Network and a strong supporter of developing strategies for sharing resources across agencies. Further to using joint procurements and the shared disaster recovery site of the EU Intellectual Property Office, the memoranda of understanding signed with ENISA, Eurofound and the ETF envisage the exploration and development of shared corporate and administrative

⁽⁴⁷⁾ [European Parliament decision of 26 March 2019 \(2018/2178\(DEC\)\)](#); [European Parliament decision of 14 May 2020 \(2019/2066\(DEC\)\)](#); [European Parliament decision of 29 April 2021 \(2020/2150\(DEC\)\)](#); [European Parliament decision of 4 May 2022 \(2021/2119\(DEC\)\)](#); [European Parliament decision of 10 May 2023 \(2022/2095\(DEC\)\)](#).



services. For instance, ENISA and Cedefop have shared data protection officers (from 2021 to 2023), confidential counselors (since 2022) and legal expertise (since 2023). Since the end of 2023, Cedefop has provided accounting services to EIGE, following the signature of a service level-agreement between the two agencies.

(120) Cedefop strongly pursues the agency's digital transformation with its ICT and digitalisation strategy to generate greater efficiency and enhance productivity across the organisation. Implementation focuses, in the upcoming period, on responding effectively and efficiently to the requirements of the Cybersecurity Regulation, finalising the replacement of home-grown ICT solutions with centralised services and tools provided by the European Commission, and providing high-quality services to Cedefop's core business.

(121) The imperative to reach climate neutrality reinforces the impetus for a systematic reduction in missions and travel. This will be achieved by replacing as far as possible physical meetings with virtual ones and online collaboration tools, taking due consideration of the added value of face-to-face discussions and exchanges. This effort will be supported by refurbishing Cedefop's meeting rooms and conference centre and replacing obsolete equipment with state-of-the-art audiovisual equipment enabling high-quality hybrid events. Cedefop will also systematically seek to invest in achieving higher energy efficiency for its building. All savings generated are redirected to the core business.

(122) Continuous efforts are taking place to develop talents and boost staff potential through learning and development as well as to redeploy staff internally towards core business services. This effort is demonstrated in the results of the job screening exercise, which show a consistent increase in staff allocated to core business and a reduction in staff allocated to administrative support and coordination since 2015.

(123) Cedefop carries out systematic reviews of its portfolio of activities and output with a view to streamlining and focusing them further. The review provides a broad idea of the direction over 2025-2027 suggested by the thematic corporate priorities. It addresses current activities with an increased focus on clusters of thematic activities and how they are prioritised and synergised through cooperation and shared focus. The thematic clusters are considered from a dynamic perspective, combining continuity and consolidation with the future investment necessary to deepen and expand expertise in line with evolving priorities, as well as reflecting Cedefop's relative strengths and needs for capacity building. After the prioritisation exercise carried out in 2021, a review took place during a dedicated workshop with the Extended Executive Board at its June 2022 meeting, the outcomes of which were endorsed by the Management Board in October 2022. An additional review took place at the Extended Executive Board's June 2024 meeting. In this streamlined exercise, the focus was on themes, while services or tools were no longer shown. Four internal 'capacity cards' were introduced to reflect – without

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

Expand	Reinforce
<p>This category includes strategic areas of expansion and areas in need of new investment, building selectively around Cedefop's main strengths and added value for its objectives and stakeholders.</p> <ul style="list-style-type: none"> • LMSI 2.0 and generative AI • Professional development of VET teachers and trainers • Green and digital transitions • Recognition of qualifications • Stakeholder engagement, including at the sectoral level 	<p>This category includes areas that have already reached a high level of expansion and maturity but need investment to reinforce vulnerable areas and build further on what has already been achieved.</p> <ul style="list-style-type: none"> • Upskilling/reskilling pathways for all • Policy monitoring 2.0 • Skills demand and supply forecast • Microcredentials • Qualifications and learning outcomes • Supporting CVET systems, governance, quality assurance and qualifications • Work-based learning – including apprenticeships • VET statistics and indicators • Guidance, validation and incentives (including individual learning accounts) • Future of work • Balancing excellence and inclusion • Mobility scoreboard
Harvest	Refocus
<p>This category includes areas of activity that will maintain their level of development and importance but are not considered for further expansion. Investment will be limited to that necessary to consolidate and take advantage of results already achieved.</p> <ul style="list-style-type: none"> • VET systems • Tackling early leaving from VET • Skills index 	<p>This category includes relevant segments of existing activities that need to be reoriented and/or streamlined with a view to defending their strength and increasing their added value.</p> <ul style="list-style-type: none"> • Transversal and human-centred skills • Policy learning on skills anticipation and matching • Skills surveys • Refugees and the labour market • Skills-based pathways

any implications for the work programme or activity fiches – areas in which Cedefop must improve or build strategic abilities in the context of the Cedefop@50 initiative. The outcomes are presented in Table 2.

(124) Cedefop has seen growth and changes in existing tasks and has been entrusted with new or growing tasks over the past several years in light of evolving policy priorities at the EU level. In addition, the regulatory framework also leads to growing tasks for the agency, even though they are unrelated to its core mission. These developments

have been systematically discussed with Cedefop's Executive and Management Boards, among others, to identify and agree negative priorities and make room for new demands. Cedefop will continue this close dialogue with its Executive and Management Boards.

(125) Negative priorities have been set in previous years because the additional human and financial resources needed for the agency to fulfil its mandate and carry out the new and growing tasks outlined above were not provided. They have included (i)



reduction in the regularity of updates of policy indicators on VET and LLL across countries in terms of access and attractiveness, VET investment and outcomes and labour market transitions; (ii) postponement of new foresight studies on skills needs in selected sectors, and analysis of sectoral approaches and social partner cooperation in designing and implementing VET-related policies; (iii) cancellation of study and publications on the use of guidance and counselling by EU citizens; (iv) downsizing dissemination activities regarding the European Skills Index and skills forecast; (v) cancellation of third conference of learning providers' practitioners community; and (vi) cancellation of launch of a Cedefop yearbook.

(126) In addition, in 2025-2027, **negative priorities** will (continue to) affect the following tasks and deliverables:

- (a) the policy learning forum on IVET mobility will be cancelled;
- (b) the new studies on (i) citizenship competence and critical thinking and (ii) quality assurance in CVET will have a reduced scope (e.g. fewer countries examined);
- (c) current work on the production of large-scale surveys will be streamlined, and resources will be focused on a single Cedefop survey on skills (compared with the two surveys currently carried out) to be repeated every three to four years in alternation with Cedefop's opinion survey on VET (teachers and trainers);
- (d) Cedefop's opinion survey on VET (teachers and trainers) will not cover all of the EU-27, Iceland and Norway, and the selection of countries will be decided

based on a cost-effectiveness analysis with a view to maximising the coverage within the available budget;

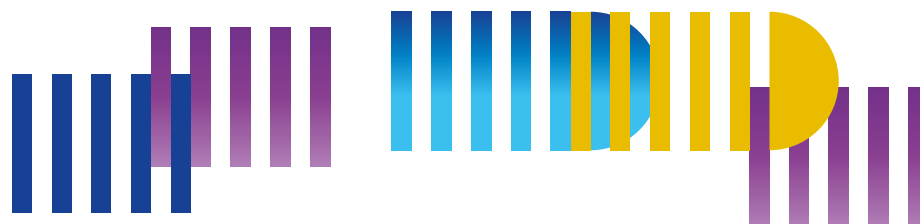
(e) the new study on CVET and the potential of network structures (e.g. social, professional and educational) to reach adults, especially those with limited digital or literacy skills, and engage them in LLL will be cancelled/postponed;

(f) the shift of thematic country reviews from systematic support for individual Member States in a specific area of policy to a tool for enhancing policy learning capacity in a variety of policy areas will continue, with a view to reducing the resource burden while preserving overall effectiveness;

(g) there will be no interpretation at Management Board meetings;

(h) printing and dissemination of hard-copy publications will be radically reduced and progressively replaced by alternative communication channels, such as mobile-friendly electronic formats and impact-oriented, interactive online tools.

For several years, spending on infrastructure has been limited to the extent possible to focus resources on core business. However, Cedefop adopted in 2023 a strategy towards climate neutrality by 2030. Meeting this ambitious objective requires specific investments in infrastructure estimated to be around EUR 1.5 million. These investments, which would not be possible under the current budgetary constraints, will be made thanks to a temporary reinforcement of Cedefop's EU subsidy by the European Commission, which



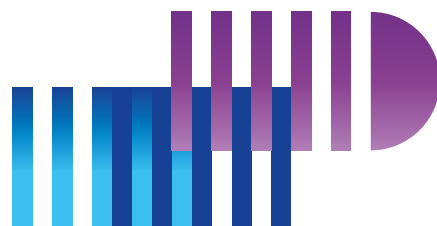
has been agreed in principle for 2025-2027. Each year, based on the additional budget allocated for this purpose, Cedefop will carefully design and select projects that combine increased productivity, efficiency and budget savings.

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

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

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

2025 work programme



3.1. Executive summary

- (127) Cedefop's activities are underpinned by a strategic vision of a learner-centred VET, state-of-the-art research and well-managed expertise networks and are guided by a multiannual strategy. They support learning, skills and career development throughout life and give insight into how jobs can support skills use and formation to ensure citizens and enterprises thrive and manage transitions.
- (128) All 2025 activities reflect the agency's ambition to provide policy-relevant insights on VET, skills and qualifications that support the skills revolution Europe needs and to engage the stakeholders that drive it.
- (129) Cedefop will take stock of the progress countries have made with regard to the priorities defined in their NIPs and use its VET system and policy intelligence to inform the post-Osnabrück VET agenda and the European Commission's midterm review of the Council recommendation on VET. It will also continue to deepen its research and analysis work to support implementation of the VET policy agenda and the inclusive skills revolution Europe needs by:
- (a) continuing its work on transparency and transferability of qualifications and learning outcomes, including by shaping policy scenarios with a 2040 horizon;
 - (b) providing a comprehensive overview of national approaches to VET excellence and inclusion;
 - (c) focusing its quality assurance work on better understanding the fragmented quality assurance landscape in CVET;
 - (d) championing the development of well-functioning and inclusive CVET by

publishing the outcomes of a strategic foresight exercise aimed at identifying visions and action scenarios in the coming decades;

(e) fostering synergy between its work on financial and non-financial incentives, life-long career guidance, and validation of non-formal and informal learning;

(f) furthering its work on microcredentials, with a focus on quality assurance, learning outcomes and assessment;

(g) continuing its work on key competences in VET, with a focus on entrepreneurship and citizenship;

(h) providing new NQF implementation reports and a synthesis report outlining trends in countries participating in the EQF process.

Cedefop will leverage its VET data collection and analysis capacities to provide new insights and to enrich and keep up to date its online web tools. In 2025, Cedefop will:

(a) generate new evidence on the implications of digital technologies and working methods for task automation, skills formation and skills mismatch;

(b) start the fieldwork of the first ever European Vocational Teacher Survey, which focuses on factors and conditions affecting VET teachers' participation in continuing professional development and its perceived impact on performance;

(c) improve the presentation of statistics and indicators on VET and align the European policy dashboard to the European VET policy cycle for 2020-2025 and 2020-2030;



(d) use new resources to enrich its tackling of early leaving from VET and its empowerment of NEET young people through VET toolkits;

(e) continue exploring regional IVET ecosystems and digital skills using new data and big data approaches.

(130) In 2025, Cedefop will focus its LMSI work on the twin – digital and green – and demographic transitions. Cedefop's overarching ambition for its LMSI work remains to make it more actionable by making it relevant to VET and skills policy implementation and by blending research findings. In 2025, Cedefop will;

(a) release a new skills forecast and Member State country fiches, as well as forecast data, indicators and insights informing the 2020 Skills Agenda and the VET policy framework;

(b) reinforce its big-data-driven LMSI based on OJAs by developing new analyses and indicators through updates to Skills-OVATE, and, in close cooperation with Eurostat's web intelligence hub, explore possibilities to collect information from other web data sources (learning opportunities);

(c) synthesise the outcomes of its comprehensive AI skills research and release a report on AI skills in European workplaces;

(d) continue engaging with national and sectoral stakeholders to identify potential new use cases and dissemination channels for its LMSI;

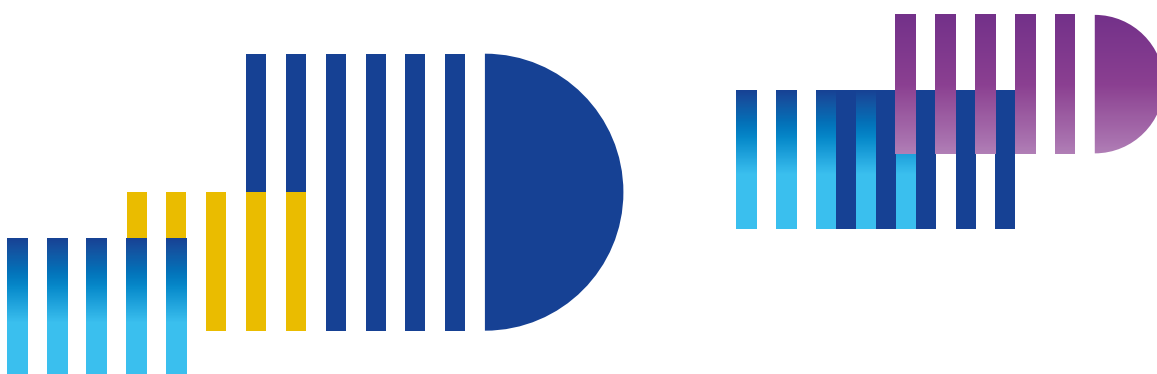
(e) further upscale its Green Observatory to respond to a growing demand for 'green' LMSI.

(131) To achieve the above objectives and to sustain its innovative capacity, Cedefop will continue to implement its HR, digitalisation and climate neutrality strategies to modernise and digitise the organisation, attracting and managing talent and encouraging flexible and smart working conditions for all staff while reducing the agency's environmental impact.

3.2. 2025 activities

(132) To tap into VET's key enabling role effectively, policymaking and provision require information on labour market trends and needs and the relevance and benefits of the skills and qualifications that VET provides, as well as necessary conditions and support measures. Hence, informing, shaping and valuing are essential pillars for modernising VET. For each of them, the activities programmed for 2025 reflect a particular emphasis on recent EU VET and skills policy priorities and build on work done for the European Year of Skills in 2023 and 2024.

- **Shaping VET and qualifications** will focus on the implications of current challenges for VET systems and qualifications and on how the agreed policy priorities can contribute to making them future proof.
- **Valuing VET and skills** will emphasise developing a more systematic approach to CVET to support the upskilling and reskilling of adults, as well as enhancing young people's employability and participation in LLL and addressing the role and challenges of teachers.



- **Informing VET and skills policies** will focus on further developing Cedefop's LMSI and its accessibility through open science practices, with a view to strengthening and expanding the evidence base underlying VET and skills policies and reinforcing the agency's LMSI tools to support the green and digital transitions and the ambitions of the 2020 EU Skills Agenda.

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

(133) Under this strategic area of operation, Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders by (a) monitoring implementation and analysing national VET systems and policies in line with countries' NIPs; (b) providing expertise and evidence that help shape and implement common EU principles, initiatives and tools; and (c) providing comparative analyses of future trends, challenges and opportunities for European VET systems and institutions.

3.2.1.1. Monitoring implementation and analysing national VET systems and policies in line with countries' national implementation plans

(134) In 2025, Cedefop will discuss with high-level stakeholders the **outcomes of its cross-country analysis on the implementation of NIPs**, jointly with the European Commission and the ETF. Discussions will focus on the implementation of the common EU VET priorities and the lessons

learned for the new post-2025 policy cycle. Cedefop's analysis will also contribute to the Commission's midterm review of the Council recommendation on VET. Cedefop will prepare and release online country policy briefs on the main developments and the progress the EU-27, Iceland and Norway have made with regard to the national priorities defined in their NIPs. In addition, in cooperation with ReferNet, Cedefop will update its online visualisation tool, the Timeline of VET Policies in Europe, presenting how policies and practices in the EU-27, Iceland and Norway have developed over the years and through different stages, from design to implementation.

(135) Drawing on **ReferNet** partners' input, Cedefop's up-to-date and comprehensive information on national VET systems helps policymakers and other VET and labour market stakeholders understand the main features and key characteristics of VET in the Member States, Iceland and Norway. In 2025, Cedefop will use its VET in Europe database, providing a clear picture of VET systems, to produce **short descriptions of VET systems in Poland and Denmark** (holders of the EU Presidency), accompanied by '**Spotlight on VET**' flyers. Animations presenting the countries' VET systems will inform the DGVTs, ACVT meetings and Presidency events.

(136) In close cooperation with Cedefop's ReferNet partners, online 'National news on VET' articles will present the latest VET developments in the Member States, Iceland and Norway, including innovative projects and successful practices that may inspire other countries. Published on Cedefop's



web portal, 'National news on VET' articles will attract the attention of a broad audience and constitute a major opportunity for disseminating news on national VET-related developments.

(137) In close cooperation with the European Commission, Cedefop's ReferNet partners and other stakeholders, the **IVET mobility scoreboard** will be adapted in accordance with the Council recommendation on 'Europe on the move' – learning mobility opportunities for everyone, to support the cross-border learner mobility of VET learners and apprentices.

(138) Cedefop will pursue its work on **key and transversal competences** in VET that are crucial for LLL, employment and social integration. In 2025 Cedefop will focus on citizenship and critical thinking. In line with the [Council conclusions on the contribution of education and training to strengthening common European values and democratic citizenship of 29 November 2023](#), Cedefop will carry out comparative and evidence-informed research to deepen knowledge of how VET systems address the development of citizenship competence.

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

(139) In close cooperation with the European Commission, Cedefop will support the further development and implementation of **European tools and principles** for transparency and recognition of qualifications. The focus will be on making it possible for citizens to have access to information on qualification levels as well as to short comparable descriptions of the content and na-

ture of individual qualifications throughout Europe. Cedefop will continue providing conceptual support to the EQF Advisory Group and working groups. The agency will continue to support the strengthening of learning-outcomes-based NQFs covering all levels and types of qualifications. Work will continue on seeking to deepen the relevance of the EQF, notably by (a) developing and connecting national qualifications databases; (b) developing an agreed format for presenting learning outcomes in databases and through Europass certificate supplements; (c) promoting validation as an integrated part of qualifications frameworks; (d) promoting cooperation on the opening up of NQFs to different types of qualifications; and (e) promoting the use of the European Skills, Competences, Qualifications and Occupations (ESCO) classification system and its links to learning outcomes. Cedefop will continue paying attention to the revised terminology on transversal skills and competences. Cedefop will also follow and support developments of the Europass portal in relation to the publication of qualifications and learning opportunities.

(140) **Cedefop's biennial qualitative analysis** on NQFs will focus on the main policy developments in the Member States, Iceland, Liechtenstein, Norway and Switzerland. It will mainly build on the evidence collected through the survey on the implementation, awareness, use and impact of EQF/NQFs, developed by Cedefop in cooperation with the European Commission. In 2025, Cedefop will produce 33 country-specific



reports ⁽⁴⁸⁾. The reports will be published on the European Inventory of NQFs and will inform the work of the European Commission, the EQF Advisory Group and the countries participating in the EQF process. This country-specific analysis will be complemented by a synthesis report, which will provide a more complete picture of the NQF-related developments in the 41 countries participating in the EQF process ⁽⁴⁹⁾. The findings of the synthesis report will be discussed at a Cedefop workshop with the key stakeholders participating in the EQF process.

(141) Cedefop will work on strengthening links with qualifications frameworks outside Europe, in cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the ETF. In 2025, Cedefop will coordinate joint work on the global inventory of NQFs.

(142) Cedefop's research on **microcredentials** has shed light on this growing trend in education and training, its benefits and its limitations as well as the challenges that must be dealt with to maximise its value for workers, learners and the labour market. Building on the results under the research on 'The role of microcredentials for facilitating learning and employment', which was finalised in 2023, the study launched in 2024 will deepen the empirical evidence

and extend the case study approach to more countries and labour market sectors. The focus will be on quality assurance, learning outcomes and assessment of microcredentials. Dedicated publications will be released throughout the year and preliminary findings will be presented in a dedicated workshop. Cooperation with the tripartite advisory group set up in 2021 to accompany this work and represent the three groups of the Cedefop Management Board, as well as the Commission, will continue.

(143) Cedefop's support for the development and implementation of EQF and ESCO builds on its long-term expertise in the definition and use of **learning outcomes**. In addition to various publications released throughout the project cycle, in 2025 the study 'The shift to learning outcomes: Rhetoric or reality?' will provide new evidence and an updated analysis of European developments in IVET, in the context of both schools and apprenticeships. It will address the influence of learning outcomes on pedagogical theory and tools as well as focusing on challenges and opportunities. An important objective of the study will be to identify and analyse the factors involved in transforming intentions into achievements and how these are assessed. A conference will be organised in 2025 to disseminate the overall findings of the study. Cedefop will also continue to contribute its expertise on learning outcomes to work by UNESCO and the ETF on the international dimension of learning outcomes.

(144) The study '**Ensuring transparency and facilitating transferability of learning**

⁽⁴⁸⁾ Cedefop monitors 31 countries and produces 33 reports, as in Belgium each community has its own framework.

⁽⁴⁹⁾ The EU-27, Iceland, Liechtenstein, Norway and Switzerland (monitored by Cedefop), and Albania, Bosnia and Herzegovina, Georgia, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Türkiye and Ukraine (monitored by the ETF).



outcomes', scheduled to conclude in 2025, will provide an overview of the main European and national initiatives that have supported system flexibility over the past 20 years and the extent to which they have interacted and contributed to reducing obstacles to the LLL of citizens. The evidence gathered will provide important insights on the conditions for successful policy implementation, providing direct feedback to ongoing and future work on qualifications. Building upon an analysis of past developments, future policy scenarios will be developed and discussed in a dedicated conference in 2025. Research work will also focus on the conditions that can enable citizens to understand whether and how qualifications can be compared, transferred, accumulated and combined.

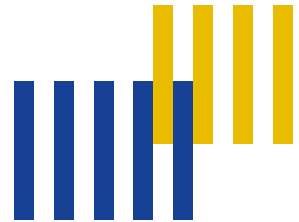
- (145) Work will continue on the **comparability of VET qualifications** to identify and further develop quality reference systems supporting analysis and comparison within and between countries, and to develop a methodology for analysing and comparing qualifications based on learning outcomes. Research will build upon the Commission's work as well as EQF and Europass developments. The goal is to assess how, and under which conditions, the comparison will lead to the recognition of qualifications and whether a practical tool to be implemented nationally and internationally can be established. This tool would propose a shared methodology to establish a common way and basis to compare qualifications. The ad hoc ReferNet activity on the recognition of qualifications will support this work. A workshop testing the nec-

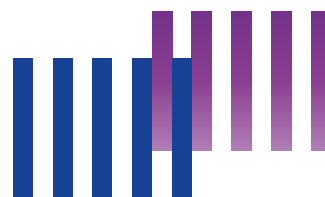
essary elements for comparison and for identifying the needs of decision-makers on comparability as well as those of end users will be held.

- (146) Work will continue on **quality assurance** mechanisms in VET, supporting the European Commission and the European network for quality assurance in VET. Cedefop will launch a study to improve understanding of the fragmented quality assurance landscape in CVET. It will identify what works well and the criteria for ensuring the quality of formal CVET to complement other Cedefop work on the quality of micro-credentials and international qualifications.

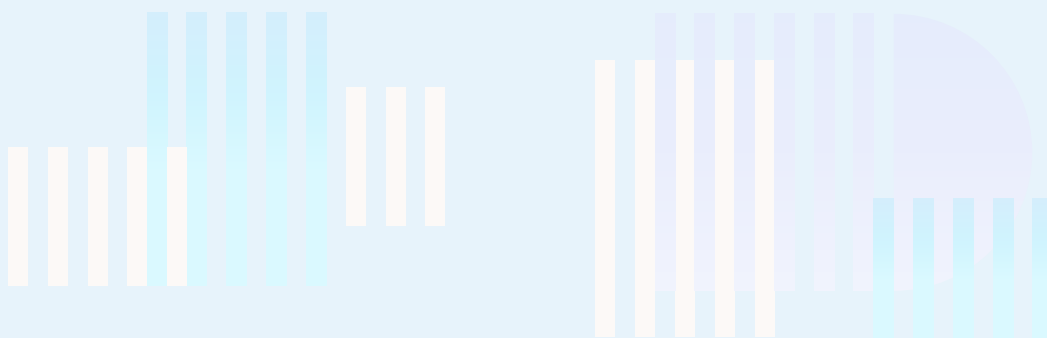
3.2.1.3. Comparative research on the future of VET

- (147) To monitor implementation of VET policy effectively, it is important to understand how VET is changing in response to internal and external factors. The work strand on the changing role of VET and the future of VET has proved essential for Cedefop's ability to analyse and understand long-term and overall developments of European VET. Building on the evidence collected in these projects, the research initiated in 2023 on balancing European **VET excellence and inclusion** will provide evidence on how countries relate the broad policy objectives of excellence and inclusion and whether these seemingly opposing priorities complement or contradict each other. This research will allow for an in-depth comparison of the concepts of excellence and inclusion as well as a systematic elaboration of how these concepts are translated into policies, illustrating po-





tential conflicts and complementarities. The analysis will provide a comprehensive historical overview of national approaches and the extent to which policy documents reflect and combine excellence and inclusion. It will also focus on national curricula to enable a systematic reflection and evaluation of evolving national priorities and to analyse how these are reflected and implemented at the national level. A tripartite advisory group set up in 2024 will accompany this work, representing the three groups of the Cedefop Management Board as well as the Commission. Work will also continue in cooperation with UNESCO and other international institutions in the working group on the future of TVET, established in the framework of the interagency group on TVET.



Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

2025 ACTIVITY FOCUSES

- Analysing VET policy developments in the Member States, Norway and Iceland since 2021 in line with their NIPs and the role of social partners in the priorities of the Council recommendation on VET and the Osnabrück Declaration, and improving the visibility and standing of VET systems in Europe
- Continuing empirical and analytical work on the future of VET
- Continuing empirical and analytical work on microcredentials
- Analysing quality assurance approaches in formal CVET
- Continuing work on the analysis of key and transversal competences in VET
- Analysing the long-term impact of policies on the transparency and transferability of qualifications
- Continuing and deepening analyses of, and support for, the further implementation of the EQF/NQFs and the learning outcomes approach
- Further developing expertise and guidance on the definition and use of the learning outcomes approach

Activity objectives

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



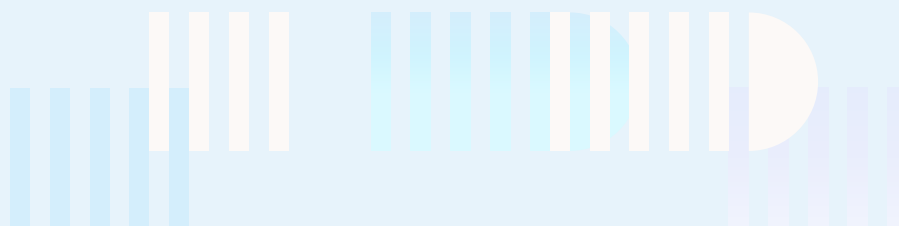
Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

Expected results – 2025 outcomes

- New knowledge and evidence provided on:
 - the thematic areas the EU-27, Iceland and Norway focused on in their NIPs
 - the future of VET: balancing excellence and inclusion
 - transversal and key competences
 - quality assurance in CVET
 - the role of microcredentials in qualifications and credentials systems
 - the contribution of NQFs to policies and practices on qualifications and skills
 - the conditions for successful use of learning outcomes
 - the conditions for European tools and principles supporting individuals' progress in life-long learning and career development
- Monitoring and analysis of policies and practices provided on:
 - the NIPs of the EU-27, Iceland and Norway with regard to the priorities of the Council recommendation on VET and the Osnabrück Declaration
 - key features of national VET systems and trends
 - the IVET mobility scoreboard
 - transparent and trustworthy referencing of NQFs to the EQF
- Knowledge brokering for countries and stakeholders on:
 - designing, writing and application of learning outcomes

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



Operational activity 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

2025 main outputs

- Conference: Making progression in learning a reality – Policy scenarios towards 2040
- Conference: The impact of learning outcomes on teaching and learning – Policy choices ahead
- Workshop: ‘Microcredentials and the future of learning’
- Workshop: ‘2025 NQF developments across Europe’
- Workshop: ‘Comparison and recognition of qualifications’
- Publications: *VET in Poland: Short description; Spotlight on VET*; and animation (Presidency January–June 2025)
- Publications: *VET in Denmark: Short description; Spotlight on VET*; and animation (Presidency July–December 2025)
- Publications: country policy briefs on the main developments in the EU-27, Iceland and Norway related to the priorities defined in the NIPs
- Publication: *The impact of learning-outcomes-based curricula on work and practice-based IVET*
- Publication: *Balancing excellence and inclusion – Evolving national VET objectives and priorities*
- Publication: *Shaping the future of lifelong learning: policy scenarios towards 2040*
- Publication: synthesis report on 2025 NQF developments across Europe
- Online: Timeline of VET policies in Europe (2025 update)
- Online: 2025 edition of the European Inventory of NQFs – 33 country-specific reports
- Online: 2025 update of the NQFs online tool
- Online: national news on VET

2025 targets

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

2025 resources

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

EUR 6.75 million total ABB resource allocation – Title 3 operational budget is EUR 1.65 million

Corresponding ABB activity: Shaping VET



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

(148) In 2025 this strategic area of operation will continue to focus on the development of a systematic approach to LLL through upskilling/reskilling pathways and through the development of coordinated CVET systems based on strong stakeholder partnerships, including with social partners. These address the needs of adults in standard employment as well as, increasingly, the needs of under-represented groups such as those who are unemployed, self-employed and in non-standard employment. This will require in-depth consideration of multistakeholder and multilevel dimensions and special attention to the role of social partners in CVET governance, as well as the role of stakeholder networks and partnership-based approaches to serve and engage low-skilled adults.

(149) Activities in this strategic area aim to provide new knowledge and evidence through research, policy analysis and cross-country and country-specific reviews, and to act as a knowledge broker for countries and stakeholders through a variety of policy learning initiatives. Work will be organised in line with three main thematic objectives and a transversal one: (a) enhancing young people's employability and participation in LLL; (b) empowering adults through upskilling/reskilling and a systematic approach to CVET; (c) supporting LLL for all through lifelong career guidance, validation, financing arrangements and non-financial incentives; and (d) strengthening the statistical

status of VET and skills in the EU. Work under all four objectives will leverage data and research findings from other EU agencies whenever relevant.

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

(150) Since 2021, Cedefop's work on the **professional development of VET teachers and trainers** has been consolidated to prepare the grounds for a European Vocational Teacher Survey. The feasibility study surveying principals, teachers and in-company trainers in IVET captured key challenges that can be expected when attempting to upscale the study to the whole EU. Based on these findings, the survey will be carried out throughout 2024-2027, with the fieldwork to take place in the academic year 2025-2026. A policy learning forum will be organised to discuss preliminary findings. Taking into account the diversity and specificity of national policy approaches and needs, the survey will provide EU-wide insights into (a) how CPD participation varies across VET teachers; (b) the extent of (perceived) improvement in skills and job performance associated with VET teachers' CPD participation and the underlying factors that could positively influence its impact; (c) supporting and impeding factors that may affect VET teachers' participation in CPD activities; and (d) VET teachers' needs for CPD in different areas and their satisfaction with existing provision. To support the survey's planning and implementation, Cedefop set up a tripartite stakeholder group comprised of



ministry representatives from the participating countries, as well as members of the European social partners for education – the European Trade Union Committee for Education and the European Federation of Education Employers. The tripartite stakeholder group supported the preparation of the survey and its feasibility study during 2020-2022.

- (151) Cedefop will continue its systematic work on **tackling early leaving from VET** and supporting the social inclusion of **NEET** young people by enriching its two VET toolkits with new resources that support policymakers and VET practitioners. In 2025, the VET toolkit for empowering NEET young people will be enriched with new intervention approaches and good practices on integrating NEET young people into jobs, including opportunities related to the green transition. Cedefop's network of ambassadors tackling early leaving from VET will continue supporting this work.
- (152) Exploratory work on regional IVET ecosystems and digital skills for promoting excellence will continue in 2025. Newly released datasets will be analysed to add new or updated information and variables to the previously established indicators. The release of the 2022 EU census data in March 2024 provides new potential data and may provide opportunities to enrich the definition of a possible IVET regional ecosystem index. Other forthcoming data sources will be analysed to complement the landscape.
- (153) Little evidence exists on the **digital skills that are taught at VET schools**. Cedefop's new field of work aims to fill this knowledge gap by analysing regional/national curricu-

la of VET schools and extracting information via machine learning on different kinds of digital skills that students learn. Testing this experimental approach could pave the way to developing similar exercises targeting other skills such as green and entrepreneurial ones. The launch of a new study in this area in 2025 is expected to provide valuable information on the supply side of digital skills and to complement existing Cedefop work on job vacancies that analyses the demand side, thus contributing to better understanding skills mismatches.

- (154) Pending resources availability in 2025, Cedefop will explore the possibility of launching a second wave of the opinion survey on IVET, to be implemented in 2026, 10 years after the first wave. The survey would address a representative sample of Europeans (aged 15 and above) from Member States. This would enable the identification of long-term trends as well as the enrichment of the information base with new relevant insights about the attractiveness, quality and effectiveness of IVET in the eyes of European citizens.
- (155) Cedefop's work on **apprenticeships and work-based learning** will be underpinned by knowledge production and enable national and EU stakeholders to learn from each other, including by sharing experiences in approaches to apprenticeship quality. This will support the implementation of the Council recommendation on a European framework for quality and effective apprenticeships. Cedefop's work on apprenticeships will be developed along two strategic lines.



(156) First, on 1-2 April 2025, Cedefop will hold the fourth joint Cedefop–OECD symposium on apprenticeships, focusing on the expansion of apprenticeships to new fields. The symposium will be built around input from external contributors, including researchers, international experts and professionals engaged in policymaking and implementation.

(157) Second, Cedefop’s community of apprenticeship experts, composed of national independent experts, will continue to improve the understanding of apprenticeship schemes across Member States and provide Cedefop and its stakeholders with a robust knowledge base to underpin policymaking through, inter alia, analytical work on specific topics of cross-country relevance. In cooperation with this pool of experts, Cedefop’s European Database on Apprenticeship Schemes will be kept up to date and help monitor the implementation of the European framework for quality and effective apprenticeships. In 2025, the community will meet for the eighth time and produce new evidence or analysis according to its core activity for 2025.

3.2.2.2. Empowering adults through upskilling/reskilling and a systematic approach to continuing VET

(158) Cedefop will continue supporting the development of **well-functioning and inclusive CVET** in the EU-27. Following the publication, in 2024, of findings from its study aimed at identifying approaches and strategies leading in the long term to systematic and coordinated CVET systems in the Member States, in 2025 Cedefop will

publish the outcomes of a strategic foresight exercise aimed at identifying a vision for CVET in the coming decades and setting out alternative scenarios/trajectories of action for achieving the future CVET vision(s) desired. Building on this work, Cedefop will organise its first symposium on CVET to discuss new evidence and lessons learned for developing well-functioning and inclusive CVET systems underpinned by multilevel and multistakeholder governance and strong stakeholder partnerships. Starting in 2025, symposia on CVET will be organised every two years. Further, in support of the ambitions of the pact for skills, Cedefop will finalise its work on *The role of the socioeconomic partners in skills strategies for a just green transition: A regional perspective*. The study collects evidence on and investigates the role of the socioeconomic partners in the skills component of just green transition strategies at the regional level (NUTS level 2). It draws lessons and formulates policy recommendations as to how this role could be enhanced in other regions facing similar challenges. The final report will be published in late 2025. Work in CVET will benefit from the pact for skills initiatives as a platform for dissemination and a source of insight to inform Cedefop projects.

(159) Building on its previous work on supporting and empowering adults through skills development and labour market integration, Cedefop will continue supporting the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways for low-skilled adults by cooperating with Member States to un-



dertake in-depth thematic country reviews of their national approaches to implementation. Following the publication, in 2024, of the final reports illustrating findings from the thematic reviews in France and Italy, in 2025 Cedefop will publish preliminary findings from the review in Croatia, while the final country report will be released in 2026. Building on findings, from the country reviews and previous upskilling pathways work, that highlight the potential of stakeholders' networks and partnership-based approaches at the local level to reach out to and engage low-skilled adults, Cedefop will continue the exploratory work it started in 2024 on the potential of networks to serve and engage low-skilled adults.

3.2.2.3. **Supporting lifelong learning for all through career guidance, validation and (financial and non-financial) incentives**

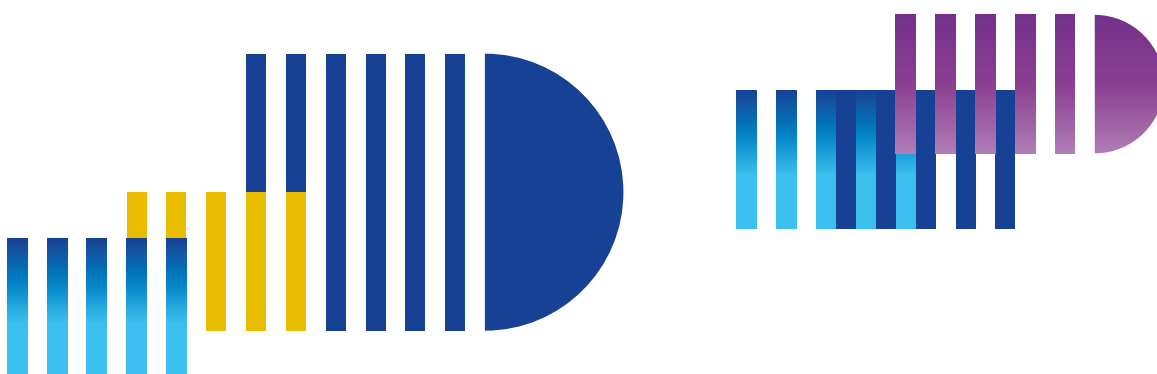
(160) In 2025, Cedefop will continue fostering the synergy between its work strands on (a) **financing arrangements and non-financial incentives for learning**, (b) **lifelong career guidance** and (c) **validation of non-formal and informal learning**, which together act as a transversal support component enabling the realisation of sustainable LLL policies for adults and young people.

(161) The *European inventory on validation of non-formal and informal learning – 2023 update*, published in 2024, and the new visualisation tool that connects the guidelines and the inventory information will be further promoted and disseminated. Cedefop will continue to cooperate with the

Commission to advance this work and explore synergies of validation with skills-first approaches.

(162) In 2025, Cedefop will finalise its research on 'Training funds in the EU'. The study will provide an overview of the implementation of training funds across the EU-27 and conduct in-depth analysis of training funds in eight selected Member States: Belgium, Denmark, Ireland, Spain, France, Italy, Cyprus and the Netherlands. The study will explore different governance models for training funds and the variety of target groups and activities supported (e.g. funding/provision of training, advisory/consultancy services for employers, research on skills needs, quality of training provision) and analyse the performance of training funds, including their complementarity with other instruments supporting CVET / adult learning, such as the ILA. The study will offer a better understanding of the strengths and challenges of training funds and the potential actions and policy interventions that need to be taken to improve their operation and performance. It will ascertain the conditions for the successful development and implementation of training funds. The study will also explore the potential for establishing new training funds, or significantly modernising and rethinking existing ones, in two selected Member States – Latvia and Poland. The ambition is to design country-specific policy guidelines.

(163) The findings of Cedefop's study on individual learning accounts, which explored the potential of these accounts to support all working-age adults to access training and increase individuals' incentives and



motivation for learning, will be published in 2025. Building on the outcomes of this study, and pending budget availability, Cedefop will start preparing for an in-depth review of the potential for implementation of ILAs, in line with the Council recommendation, in one or two volunteering Member States, in cooperation with national stakeholders. The work will result in country-specific policy findings / roadmaps to support policymakers, social partners and other stakeholders. Cedefop's work on ILAs will continue to inform and provide input to the related mutual learning programme, as well as fostering Cedefop's stakeholders' reflection and initiatives.

(164) Cedefop will organise a conference to present the final findings of its studies on individual learning accounts and training funds, and discuss the strategies for financing CVET / adult learning. The event will bring together various national stakeholders including policymakers, social partners, practitioners and researchers – particularly from the countries selected for in-depth analysis in the two studies – as well as EU stakeholders, including representatives of the Commission and EU social partners. Cedefop will also explore the possibility of conducting a study on training leave and right to training, focusing on training implementation and usage across EU countries.

(165) Cedefop will also assess the financial feasibility of updating its database on financing adult learning. The database provides comprehensive information on the design and performance of financing arrangements/instruments implemented in Mem-

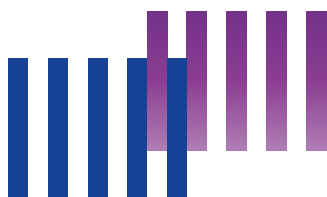
ber States to increase participation and private investment in adult learning. The database covers training funds, tax incentives, grants (including ILAs and vouchers), loans, training leave and payback clauses and presents information by type of financing instrument and country (50).

(166) To address quality in career guidance provision, in previous years Cedefop published several volumes of results of its study on methods and approaches to support monitoring and evaluating lifelong career guidance systems and services to enhance career development. Building on this work, a new call for papers will be launched, collecting experts' and other stakeholders' input on developing guidelines and standards for national quality (assurance) frameworks in lifelong guidance.

(167) In 2025 Cedefop will finalise its work on proposing updates to the European guidelines framework for policy and systems development for lifelong guidance across education, training and labour market contexts for youth and adults.

(168) CareersNet, Cedefop's expert network for lifelong guidance and career development, comprises experts from education and training and labour market sectors working in lifelong guidance and career development in Europe. It will continue to update its inventory of lifelong guidance systems and practices and focus on improving its quality, readability, standardisation across countries, and alignment with ongoing national and EU policy developments. The

⁽⁵⁰⁾ In the past, the database has been updated every five years; the most recent reference year is 2020.



renewed framework for lifelong guidance policies and systems will be integrated. Information collected for the online inventory until 2024 will be examined to enhance understanding of guidance systems and to utilise Cedefop's work. CareersNet will hold its ninth annual meeting.

- (169) Conditional on favourable assessment of the 2023 Adult Education Survey data related to the use of career guidance services in connection with adult learning, Cedefop's analysis of the data is expected to generate insights and evidence on the use of career guidance services by adults and any association with participation in and access to adult learning. Cedefop will seek to enrich this analysis by drawing on evidence and work on career support and guidance, such as the inventory of systems and practices and the renewed guidelines framework for policies and systems development.

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

- (170) The 'Key indicators on VET tool provides a comprehensive framework of data that statistically describe the status and developments of VET and VET-related labour market outcomes in Member States and the EU-27 overall. The European VET policy dashboard draws from the indicators to monitor progress by Member States and the EU-27 overall towards achieving the agreed quantitative policy targets set out for 2025 and 2030 in the European VET policy documents. In 2025, both tools will be updated with fresh data.

- (171) Cedefop will ensure the alignment of key indicators with the European VET policy dashboard, including progress towards agreed quantitative targets set out for the 2020-2025 and 2020-2030 European VET policy cycles. Analyses will complement the data to support their understanding and interpretation. Statistical cooperation with the Commission, OECD and Eurostat will continue to strengthen the statistical infrastructure for VET further.

- (172) To complement and improve the presentation of online summary statistics and indicators on VET, additional statistical analysis will be carried out. In 2025, priority will be given to CVET and adult learning. Work will also continue on assessing and analysing data from the 2023 Adult Education Survey on lifelong guidance for adult learning. Conditional to favourable assessment of the data, this work is expected to provide insights and evidence on career guidance services supporting adults' decision-making on learning opportunities and careers; the extent to which the adult population (and specific subgroups) use the services and how; which sources, services and types of delivery and channels are used most; and the association between participation in career guidance and participation in adult learning across Member States. This includes reduction of barriers typically associated with lower participation in adult learning.

- (173) Cedefop is committed to continuing close collaboration with Eurostat and the Web Intelligence Hub to gather and analyse data from OJAs. Further emphasis will be given to supporting data collection and working



towards producing high-quality statistics compliant with official statistics standards. The data will support the work of other Cedefop teams, especially work on LMSI. The development of new variables (e.g. demand for fields of study or education attainment) or completely new data sources (e.g. learning opportunities) will provide a better understanding of the value of VET for employers and the ability of VET to respond to the changing demands of skills and learning. In 2025, a new Eurostat–Cedefop joint framework contract will be established to ensure the continued operation of Skills-OVATE from 2025 onwards. Furthermore, Cedefop will be actively seeking cooperation with the Directorate-General for Employment, Social Affairs and Inclusion, its ESCO team and other Commission Directorates-General, as well as European agencies (ELA, ETF) and international organisations, to expand the utilisation of Skills-OVATE data.



OPERATIONAL ACTIVITY 2:

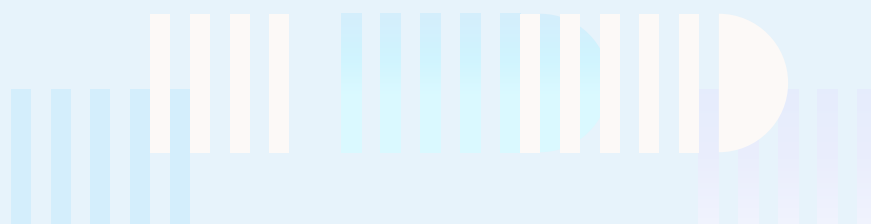
VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORT THE PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING

2025 ACTIVITY FOCUSES

- Strengthening CVET systems and supporting low-skilled adults' empowerment through up-skilling and reskilling pathways
 - Supporting VET teachers' continuing professional development
 - Supporting the social inclusion of NEET young people and their integration into the labour market, including green jobs
 - Exploring the potential for implementing individual learning accounts to support adults' participation in lifelong learning
 - Identifying the conditions for successful implementation of training funds and exploring the potential for establishing new training funds to promote training
 - Contributing to the developments in the field of validation of non-formal and informal learning in Member States
 - Analysing how policies can better work together in coordinating lifelong career guidance, validation and financing to support meaningful learning engagement
 - Developing policy tools for enhancing the quality of lifelong guidance systems and services and understanding how to translate this for policy and providers of services across diverse settings and sectors
 - Increasing availability, quality, relevance, use, analysis and dissemination of comparable statistical data and evidence on IVET and CVET by using the key indicators on VET and the European VET policy dashboard to provide a comprehensive framework of data that statistically describe the status and developments of VET and VET-related labour market outcomes in Member States and the EU-27 overall
 - Producing skills statistics
 - Reinforcing networks and databases
-

Activity objectives

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



OPERATIONAL ACTIVITY 2:

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

Expected results – 2025 outcomes

- New knowledge and evidence provided on:
 - individual learning accounts and the potential for integrated policies and systems for CVET / adult learning
 - functioning of training funds and conditions for the successful implementation of training funds
 - the relevance of key components within the lifelong guidance reference framework and related good practices for education, training and the labour market
 - professional development of teachers in IVET
 - strategies and partnerships for CVET
 - developing coherent and coordinated approaches to upskilling pathways for adults with low skills
 - monitoring early leaving and promoting inclusive VET
 - continuing vocational training in EU enterprises
 - statistical evidence on VET and skills
- Monitoring and analysis of policies and practices on:
 - progress of the EU-27 towards achieving the quantitative targets for 2025 and 2030 set out in the European VET policy framework
 - national apprenticeship systems/schemes
 - financing instruments for individuals and companies to increase adult participation in education and training
 - upskilling pathways for adults
 - NEET young people and early leavers from VET
 - VET teachers' professional development
 - validation of non-formal and informal learning
 - quality and coherence of lifelong guidance policies systems and services across education, training and labour market contexts
- Knowledge brokering for countries and stakeholders at the national and EU levels on:
 - CVET and upskilling pathways
 - apprenticeships
 - individual learning accounts
 - teachers in IVET

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



OPERATIONAL ACTIVITY 2:

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

2025 main output

- Publication: *Preliminary findings of the country review on upskilling pathways in Croatia*
 - Publication: *Future CVET: outcomes of the strategic foresight exercise aimed at identifying a vision for CVET in the next decades and the alternative scenarios/trajectories of action for achieving the desired future CVET vision(s)*
 - Publication: *The role of the socioeconomic partners in skills strategies for a just green transition: A regional perspective*
 - Publication: *Findings of Cedefop's study on individual learning accounts*
 - Publication: *Connecting NEETs with jobs through VET*
 - Publication: *Guidelines for systems and policy development for lifelong guidance*
 - Conference on the final findings of Cedefop's studies on individual learning accounts and training funds
 - First Cedefop symposium on CVET
 - Fourth Cedefop–OECD symposium on apprenticeships
 - Eighth meeting of Cedefop's community of apprenticeship experts
 - Policy learning forum on continuing professional development of VET teachers
 - Third webinar of the ambassadors empowering young NEETs
 - Ninth meeting of Cedefop's CareersNet and workshop on the updated guidelines for systems and policy development for lifelong guidance
 - Online: updates to the key indicators on VET tool, the European VET policy dashboard and the Skills-OVATE web tool
-

2025 targets

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

OPERATIONAL ACTIVITY 2:

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

2025 resources

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

EUR 6.12 million total ABB resource allocation – Title 3 operational budget is EUR 0.6 million ⁽⁵¹⁾

Corresponding ABB activity: Valuing VET

⁽⁵¹⁾ In 2024, Cedefop changed its budget nomenclature to streamline and simplify the structure of its budget. Chapters 32 (Skills and labour market) and 34 (Learning and employability) have been merged; therefore the budget allocated to operational activities 2 and 3 is reported in Chapter 32.

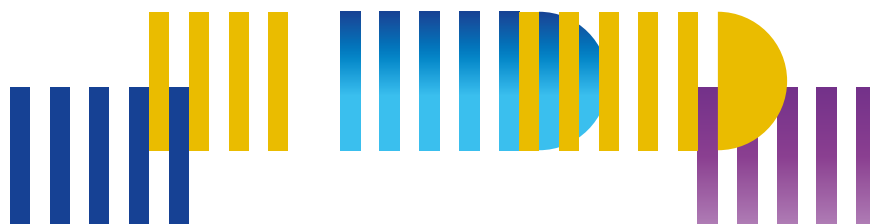


3.2.3. Strategic area of operation 3: informing VET and skills policies – labour market and skills intelligence 2.0 for learning and transitions

- (174) The next-generation LMSI that Cedefop develops for Europe contributes directly to realising the priorities outlined in the 2020 EU Skills Agenda, the European digital strategy (Digital Decade) and the European Green Deal. Building on its achievements during the European Year of Skills, in 2025 Cedefop will focus its LMSI work on the twin – digital and green – and demographic transitions. The overarching ambition remains to make LMSI more actionable by making it more directly relevant to VET and skills policy implementation and by blending, cross-validating and disseminating research findings, including through open science practices.
- (175) Cedefop's skills research and intelligence work will continue to provide insight into critical current and future labour market and skills bottlenecks and challenges inhibiting Europe's twin transitions. Such evidence helps European economies (re) shape IVET and CVET and accelerate the upskilling and reskilling of the EU workforce and better informs migration management approaches.
- (176) Cedefop's next-generation LMSI is multi-source based and user centred. It helps decision-makers in various policy domains turn ambitions and targets into action. The tried and tested approach of combining survey-based analysis, big-data-driven information, statistics, foresight and other qualitative work and data with policy intel-

ligence will remain a design principle in all Cedefop's LMSI work.

- (177) To promote take-up and impact, Cedefop will continue using a stakeholder-informed approach to producing and disseminating VET and policy-relevant LMSI and will leverage opportunities to reach a wider audience. Cedefop will continue supporting relevant initiatives, including the pact for skills, and engaging with stakeholders in the context of EU-funded sectoral skills projects, such as the blueprint for sectoral cooperation, and alliances for innovation. Cedefop's sectoral skills hub will continue to be populated to provide targeted information for stakeholders. Key LMSI generated by the European Commission, partner agencies such as Eurofound, the ETF and ELA, European social partners and international organisations will be leveraged when relevant.
- (178) Cedefop's LMSI will also support national and sectoral stakeholders in their efforts to address the most pressing VET and skills policy priorities. Building on its work and outreach during the European Year of Skills, Cedefop will continue to engage with its stakeholders to identify potential new use cases and dissemination channels for its LMSI. Cedefop will prioritise LMSI that also supports the Commission's European semester work, the implementation of the European Pillar of Social Rights and its action plan, and EU policy priorities and targets relevant to the digital and green transitions and the demographic challenge.



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

- (179) Cedefop will further reinforce LMSI based on its ground-breaking work on gathering and analysing OJAs. The emphasis is on delivering information and evidence that stakeholders can use to shape and implement VET and skills policy in line with the policy aims and targets of the twin transitions. Building on Skills-OVATE, regular updates, data quality improvements and new analyses and indicators will be developed. Such work will help shed light on the jobs and skills implications of the green and digital transitions, ease the identification of new and emerging skills or qualification requirements, and broaden understanding of the drivers of labour market tightness and skills shortages/gaps. Special efforts will be made on blending the OJA insights with analyses based on other Cedefop data sources and on analysis and research that contribute to broadening the evidence base on labour and skills shortages at the EU level, in line with the Commission's 2024 shortages action plan.
- (180) Cedefop will further utilise its survey data sources – in particular the European Training and Learning Survey, the second ESJS and the fourth Cedefop–Eurofound European Company Survey – to generate new evidence on the implications of digital technologies and digital working methods for task automation, skills formation and skills mismatch. Such work will also look at organisational HR and skills strategies and the interrelationships between workplace practices, digital and green technology im-

plementation, and skills development, utilisation and (mis)matches.

- (181) To better understand the challenges of adopting and diffusing AI in European organisations, Cedefop will synthesise and start disseminating the outcomes of its comprehensive – quantitative and qualitative – **AI skills research**. A representative European AI skills survey was carried out in 2024 as a follow-up to the second ESJS ⁽⁵²⁾, focused on measuring the EU workforce's AI skills gaps and its readiness to adopt and integrate AI in workplaces. The survey's data and empirical findings will be combined with in-depth expert insights from dedicated AI sectoral foresight exercises with leading technology specialists, HR managers and social partners in the automotive, creative and geriatric nursing sectors.
- (182) Building on its analyses of the **impact of digitalisation on jobs and skills**, Cedefop will use its survey data sources, including results from Cedefop's ESJS AI follow-up survey carried out in 2024, to identify barriers to effective digital transitions in EU labour markets. It will also further explore the relationship between skill development and technological change within workplaces. In 2025, following an open call for papers and a 2024 research conference bringing together new research contribu-

⁽⁵²⁾ In addition to the standard information on the technological upskilling of workers in Cedefop's second ESJS, the follow-up survey to the second ESJS aims to collect, from a sample of EU workers in 11 Member States, information about the use of AI, skills gaps, perceptions, attitudes, wage premiums, and other aspects related to the diffusion of AI tools in workplaces.



tions based on the second ESJS microdata, Cedefop will synthesise and publish the main research insights focused on facilitating human-centred digital transitions.

- (183) Following fieldwork completion and data delivery, Cedefop will carry out in-depth analysis of the **European Training and Learning Survey**. Focused on training and a range of other forms of learning at work, the survey is a Cedefop flagship survey developed in-house and designed to generate novel and policy-relevant insight into how to shape, facilitate and accelerate upskilling and reskilling. In 2025, post-fieldwork analysis will be completed with a view to disseminating the main findings to Cedefop stakeholders.
- (184) Following in-house reflection on the latest wave of the ESJS, the third ESJS will be conceptualised. The third ESJS will aim to strike a balance between continuity with earlier waves and addressing emerging issues, trends and challenges with high policy relevance. Core elements of the first and second ESJS (e.g. skills needs and mismatches and digitalisation) will be retained and complemented with new focuses, such as the role and interaction of digital, green and other skills at work; new (digital) forms of work and their implications for skills and learning; new ways of learning and skills recognition and their impact on skill mismatches; and the impact of learning and other factors in influencing career transitions.
- (185) Building on Cedefop's revamped Matching Skills online tool, which contains information from over 100 skills-matching initiatives from the EU-27, Cedefop will initiate

exploratory work aimed at investigating the **effectiveness of skills mismatch policies**. Relevant EU countries will be identified to carry out case studies to analyse skills matching policies in terms of policy relevance, time frame, data availability, robustness and external validity of the approach implemented. Pending the viability of the project, the output of the analysis is expected to inform policy learning initiatives involving Cedefop stakeholders.

- (186) In 2025, Cedefop will release updates of the **skills forecast database** using the latest data and assumptions made available at the time, thus capturing all recent trends and developments in Europe and beyond. The database will be accompanied by Member State country fiches and further analyses providing data, indicators and insights relating to the priorities of the 2020 Skills Agenda and the VET policy framework. The results from the exploratory work for the setting up of a new **short-term skills anticipation system** will be used to complement/enrich Cedefop forecast findings and develop other anticipatory tools.
- (187) Cedefop will continue disseminating LMSI to provide users with meaningful insights into the labour market, skills and VET trends and anticipation. The skills intelligence online tool will be improved to offer a better user experience. It will include a new set of thematic dashboards covering the most important labour market trends. A new set of indicators blending insights from ESJS2, the skills forecast database and data insights on sectors and occupations will be developed.

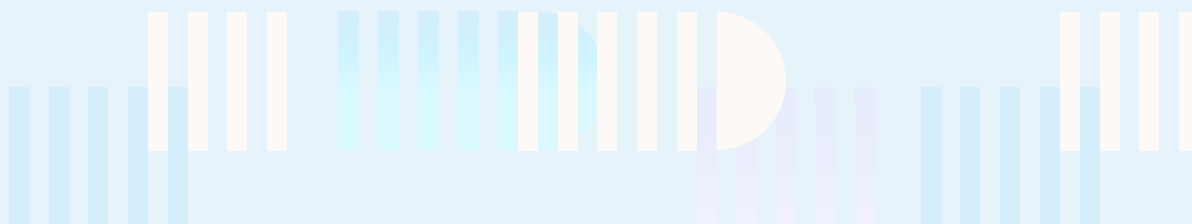


3.2.3.2. **Providing policy-relevant labour market and skills intelligence on jobs and skills driving the green and digital transitions**

- (188) The 2020 Skills Agenda, the EU digital agenda, the European Green Deal and the green industrial plan are among key EU policy initiatives benefiting from Cedefop's next-generation LMSI. Cedefop's approach of blending sources and methods and translating research findings into policy conclusions benefits decision-makers and other skills ecosystem stakeholders. The insight LMSI provides into the jobs and skills dimensions of transition and transformation helps them shape and accelerate Europe's skills revolution.
- (189) Following the pilot work on shaping a new generation of LMSI (2.0) in 2021-2023 and building on research and analysis undertaken to support the European Year of Skills, Cedefop will continue mapping **labour and skills bottlenecks for the digital and green transitions** and the opportunities VET may offer to help address them. By providing sound insight into what the twin transitions mean for the worlds of work and learning, Cedefop will support policymakers, social partners and other stakeholders in shaping upskilling and reskilling, framing career transition options and mainstreaming learning-conducive HR practices.
- (190) Following the 2024 co-organisation of a tripartite exchange seminar for social partners with the European Environment Agency, Eurofound and ETF, Cedefop will continue exploring opportunities for mutually beneficial cooperation and tapping synergy with partner and other agencies

and international organisations in areas where research findings can complement or strengthen one another. Jointly with Eurofound, in 2025 Cedefop will select a suitable topic for the 2026 tripartite exchange seminar and start preparing it.

- (191) Cedefop will continue to place a special focus on **jobs and skills for the green transition**. In 2025, Cedefop's Green Observatory will be further upscaled to respond to a growing demand for 'green' LMSI. Cedefop's Green Observatory will continue to focus on exploring sectors, occupations and skills that are central to the green transition and 'brown-to-green' job mobility. Cedefop will also continue exploring the links between trends in skills for the green transition and VET provision. Qualitative research approaches will be used to shed light on trends that cannot reliably be assessed with quantitative information. When relevant, Cedefop will engage with EU and national stakeholders to understand their information needs.



OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – LABOUR MARKET AND SKILLS INTELLIGENCE 2.0 FOR LEARNING AND TRANSITIONS

2025 ACTIVITY FOCUSES

- Using skills research and policy analysis to produce new evidence on the green and digital transitions
 - Using skills research and policy analysis to produce LMSI on implications of the demographic challenge in sectors and occupations
 - Analysing labour market and skills trends, labour and skills shortages, skills gaps and skills mismatches to inform EU VET and skills policy
 - Synthesising insights from Cedefop's first AI skills survey and dedicated AI skills foresight exercises
 - Disseminating the main insights from Cedefop's first European Training and Learning Survey
 - Analysing EU OJAs and producing LMSI relevant to the twin transitions
 - Updating the skills intelligence online tool
 - Disseminating next-generation LMSI that meets the needs of national, regional, local and sectoral stakeholders via Cedefop's web portal
-

Activity objectives

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

OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – LABOUR MARKET AND SKILLS INTELLIGENCE 2.0 FOR LEARNING AND TRANSITIONS

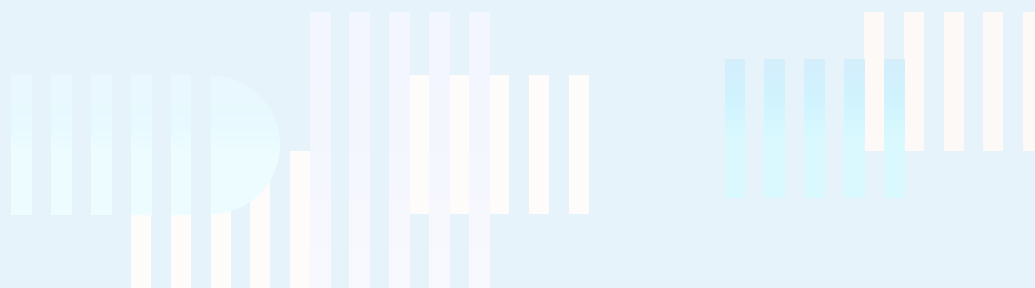
Expected results – 2025 outcomes

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

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

2025 main output

- Publication: *AI skills in European workplaces*
- Publication: *Human-centred digital transitions and skills mismatch in European labour markets* (compendium of research papers)
- Publication: *Learning in European workplaces: evidence from Cedefop's European Training and Learning Survey*
- Publication: *Developing and sourcing skills for digital transition – Evidence from the EU and neighbouring countries* (Cedefop–ETF joint publication)
- Online: regular updates and new data insights for the skills intelligence database
- Online: updates to the skills intelligence, skills forecast and Green Observatory web tools



OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – LABOUR MARKET AND SKILLS INTELLIGENCE 2.0 FOR LEARNING AND TRANSITIONS

2025 targets

- Develop comprehensive insight into skills-related factors enabling or inhibiting AI adoption and diffusion in organisations
- Understand how EU adult workers learn at work and what key drivers may spur their continued upskilling and reskilling
- Map critical labour and skills shortages and skills gaps that slow down the twin transitions, and develop next-generation LMSI and evidence-based conclusions to support addressing them
- Develop advanced insight into the impact of technological change by using Cedefop surveys (ESJS2, European Company Survey, AI skills survey)
- Carry out advanced labour market and skills analysis focused on the green and digital transitions
- Upscale and expand Cedefop's Green Observatory

2025 resources

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

EUR 6.12 million total ABB resource allocation – Title 3 operational budget is EUR 1.47 million ⁽⁵³⁾

Corresponding ABB activity: Informing VET and skills policies

⁽⁵³⁾ In 2024, Cedefop changed its budget nomenclature to streamline and simplify the structure of its budget. Chapters 32 (Skills and labour market) and 34 (Learning and employability) have been merged; therefore the budget allocated to operational activities 2 and 3 is reported in Chapter 32.



3.2.4. Communication and dissemination

(192) Effective communication supports achieving Cedefop's vision, its values and specifically its multiannual objective to 'focus corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal and online tools'.

(193) Cedefop's communication strategy aligns with the Directorate-General for Employment, Social Affairs and Inclusion's communication unit and, where relevant, with other EU agencies, especially Eurofound, the ETF, EU-OSHA and the ELA. An integrated communication approach will ensure high efficiency and maximum outreach to European citizens.

(a) Cedefop's 50th anniversary will be an important opportunity to promote the agency's work and active contribution to VET, skills and qualifications in Europe. To celebrate its establishment on 10 February 1975, Cedefop will organise several events, including:

(b) a celebration event for Cedefop's host country in February, where high-level Greek and EU public officials will celebrate 50 years of Cedefop and 30 years of Cedefop's presence in Greece;

(c) a high-level event on 27 May 2025 in Brussels that will showcase the agency's contribution to VET, skills and qualifications;

(194) a joint high-level institutional event that will underline the key role of the whole EU Agencies Network, putting both Cedefop and Eurofound – the two oldest agencies – in the spotlight. This event is under discussion with the EU Agencies Network and is planned for October 2025 in Brussels.

(195) Cedefop's web portal is the agency's strategic platform for providing stakeholder groups – policymakers, social partners, researchers, international organisations and practitioners – with focused and tailored thematic access points to its output by interlinking research results and datasets. Cedefop will continue investing in the latest technologies to promote its evidence. Increasing cooperation between communication and research experts will remain a key factor for raising outreach and the impact of Cedefop's research.

(196) Cedefop will focus on making scientific research and its dissemination accessible to all levels of society, amateur or professional. Publications will continue to be included in the repository of the Publications Office. Research data will also be reviewed and prepared for publication on data.europa.eu to provide access and foster the reuse of European open data among citizens, business and organisations. New synergies with other EU agencies will also be explored, aiming to make Cedefop's scientific content accessible to wider audiences.

(197) The agency will continue its work and investments on internal communication, as outlined in the strategy released in 2024. A key milestone will be the release of Cedefop's new intranet in the first half of 2025.



TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION

2025 ACTIVITY FOCUSES

- Organising increased outreach in the Member States, wider VET community and European landscape, in particularly three high-level events targeted towards the VET community, Greek authorities and European institutions to celebrate the agency's 50th anniversary
- Meeting the information needs of key target groups by keeping the right media mix between online publications, audiovisual content, social media channels, interactive web portal services and physical, virtual or hybrid event formats
- Effectively engaging stakeholders by following the mapping exercise done in 2024 and targeting specific communication to specific audiences
- Responding swiftly to newly emerging communication channels and changing user behaviour/expectations
- Continuing implementation of the internal communication strategy released in 2024 to facilitate effective collaboration and foster a shared alignment of goals in Cedefop
- Further developing social media outreach in line with the new relevant strategy

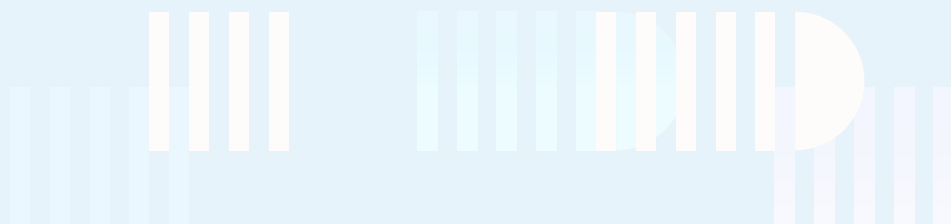
Activity objectives

- To provide relevant and up-to-date information to Cedefop's stakeholders in formats serving their needs and fostering their engagement
- To support the agency to be acknowledged as an authoritative source of information on VET, skills and qualifications
- To ensure smooth and effective communication within Cedefop

Expected results – 2025 outcomes

- A rise in the profile and attractiveness of VET in the Member States
- Increased outreach and engagement, with communication targeted to the information needs of the agency's key stakeholder groups
- Interactive relationship building with the VET community in the Member States, ministries responsible for VET and employment, social partners, researchers, experts and learners in VET
- Selected themes on VET, skills and qualifications that are communicated efficiently
- Authentic, reliable and accessible records of the organisation, meeting legal obligations
- Mapping and piloting of approaches to open science to increase dissemination of Cedefop's scientific evidence
- Increased information sharing and cooperation within the agency thanks to a newly defined strategy and approach to internal communication

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



TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION

2025 main output

- Online publishing: fully integrated corporate web portal with a strong focus on data visualisation, online tools and cross-thematic interconnectivity, using open-access technologies for Cedefop publications
 - Media and news: online news, social media posts and campaigns, newsletters, media interviews and press releases
 - Audiovisual: corporate video production, podcast series, animations, video teasers and motion graphics
 - Publications: Expanding the reach of Cedefop's research in scientific hubs
 - High-level event in Brussels showcasing the agency's contribution to VET, skills and qualifications
 - Joint high-level institutional event with the EU Agencies Network
 - 50 years of Cedefop and 30 years in Greece celebration event
 - Interinstitutional collaboration: linking Cedefop communication activities to joint initiatives with the Directorate-General for Employment, Social Affairs and Inclusion, the ETF, Eurofound, EU-OSHA and the ELA
 - Internal communication: implementation of the relevant strategy and release of the agency's new intranet as a key tool for internal communication
-

2025 targets

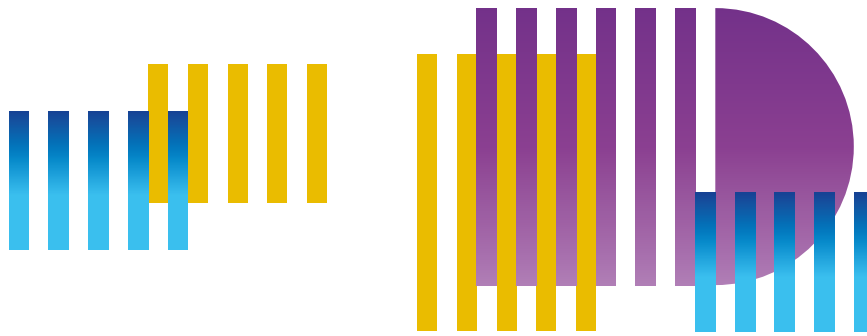
- Increase in communication outreach in the Member States and with social partners
 - Rise in interactive relationships and stakeholder engagement
 - Cedefop's knowledge base being easily accessible via thematic, user-friendly and interactive web portal services
-

2025 resources

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

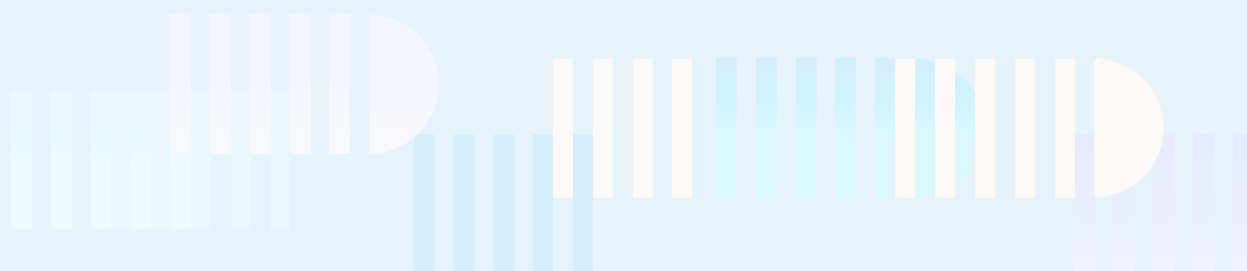
EUR 2.11 million total ABB resource allocation – Title 3 operational budget is EUR 0.59 million

Corresponding ABB activity: Communication and dissemination



3.2.5. Resources and support

- (198) Cedefop will continue to implement its HR, ICT and digitalisation, and climate neutrality strategies, aiming to modernise and digitise the whole organisation, attract and manage talent and encourage flexible and smart working conditions for all staff while reducing the agency's environmental impact.
- (199) In 2025, Cedefop will complete the implementation of the agency's ICT and digitalisation strategy, aiming to further the harmonisation of the agency's corporate ICT solutions with those of the Commission and of other EU agencies, and provide a state-of-art data architecture for core business activities to increase efficiency in data management and analysis through ICT. Moreover, the agency will enhance cybersecurity measures and governance to comply with the Cybersecurity Regulation and adapt to an ever-evolving cyber threat landscape.
- (200) In parallel, Cedefop will continue to deploy projects in line with its rolling 2023-2026 HR strategy to attract, retain and develop talent while fostering the well-being of staff. In early 2025, the agency will run its next staff engagement survey and, again utilising an all-staff inclusive approach, will shape follow-up actions to build upon strengths and address areas for improvement identified in the survey. In 2025, Cedefop will also design and adopt a plan to foster gender and geographical balance in the organisation, which will be implemented in 2026. Finally, by the end of 2025, the agency will finalise the migration to the mandatory modules of Sysper, the HR ICT solution provided by the European Commission.
- (201) Cedefop will continue its journey towards climate neutrality by implementing a comprehensive decarbonisation strategy and roadmap, that is, the staged deployment of a comprehensive set of measures to reduce the direct and indirect carbon emissions of the organisation by 2030. This includes energy-efficiency investment in infrastructure as well as other types of measures across the organisation and its operations, aiming to combine sustainability with efficiency and modernisation. Moreover, in 2025, Cedefop plans to receive the EMAS certification.
- (202) Finally, thanks to a temporary reinforcement of its EU subsidy, the agency will start the renovation and refurbishing of its premises. In 2025, work will focus on upgrading and modernising Cedefop's conference centre and meeting rooms (Europa room) to make it fit for new ways of working. This investment is expected to enhance Cedefop's outreach and visibility to its stakeholders, as well as contributing to the agency's climate neutrality strategy by supporting further reduction of business travel from and to Thessaloniki by harnessing new and digital technologies.



TRANSVERSAL ACTIVITY 2:

RESOURCES AND SUPPORT

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

ACTIVITIES ARE DISTRIBUTED ACROSS FOUR AREAS:

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

Activity objective

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

Expected results – 2025 outcomes	Outcome indicators	2025 targets
Efficient support services and good administrative practice followed through:		
<ul style="list-style-type: none"> • Proper financial management 	<ul style="list-style-type: none"> • Budget execution rate 	<ul style="list-style-type: none"> • 98 % on total commitment and payment appropriations



TRANSVERSAL ACTIVITY 2:

RESOURCES AND SUPPORT

	<ul style="list-style-type: none"> • Average period for payments of invoices 	<ul style="list-style-type: none"> • 28 days
<ul style="list-style-type: none"> • Timely availability of well-trained and qualified staff – Cedefop's HR scoreboard indicators 	<ul style="list-style-type: none"> • Timeliness and duration of selection procedures 	<ul style="list-style-type: none"> • On average 60 working days between deadline for applications and date of job offer
	<ul style="list-style-type: none"> • Percentage of the establishment plan filled (including ongoing procedures) 	<ul style="list-style-type: none"> • 95 %
	<ul style="list-style-type: none"> • Percentage of execution of the learning and development budget 	<ul style="list-style-type: none"> • 95 %
	<ul style="list-style-type: none"> • Average duration in grade across grades 	<ul style="list-style-type: none"> • Equal or above years prescribed in the General Implementing Provisions
	<ul style="list-style-type: none"> • Gender balance 	<ul style="list-style-type: none"> • 60/40 for either gender ⁽⁵⁴⁾
	<ul style="list-style-type: none"> • Geographical balance 	<ul style="list-style-type: none"> • No nationality exceeds more than 50 % of all staff
	<ul style="list-style-type: none"> • Age distribution; tenure in the organisation 	<ul style="list-style-type: none"> • Not applicable
	<ul style="list-style-type: none"> • Turnover rate 	<ul style="list-style-type: none"> • 5 % of staff

⁽⁵⁴⁾ The target will be progressively revised in the future and efforts will be made to rebalance the staff population, particularly in the AD category and the management team.



TRANSVERSAL ACTIVITY 2: RESOURCES AND SUPPORT

	<ul style="list-style-type: none"> Percentage of staff members who participated in awareness-raising initiatives on ethics, integrity, conflict of interest or fraud in the past three years 	<ul style="list-style-type: none"> 80 %
<ul style="list-style-type: none"> Secure information technology infrastructure based on user requirements 	<ul style="list-style-type: none"> Availability of core ICT external systems (web access, email, telecommunications) 	<ul style="list-style-type: none"> 97 %
	<ul style="list-style-type: none"> Availability of core ICT internal systems (e.g. enterprise resource planning systems) 	<ul style="list-style-type: none"> 95 %

2025 main output

- Cyber- and information security, cloud-based corporate solutions and alignment of ICT systems with other EU institutions, implementation of a common data repository
- Climate neutrality measures and investments in line with Cedefop's strategy and roadmap to 2030; EMAS certification
- Renovation and refurbishment of Cedefop's conference centre (Europa room); building facelift (common spaces and restaurant area)
- Staff engagement survey and its follow-up actions; plan for enhancing gender and geographical balance

27 full-time equivalents and EUR 2.27 million (redistributed across operational activities in the ABB)



3.2.6. Flexibility

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

Abbreviations



ABB	activity-based budget
ACVT	Advisory Committee on Vocational Training
AD	administrator
AI	artificial intelligence
AST	assistant
CA	contract agent
CAAR	consolidated annual activity report
Cedefop	European Centre for the Development of Vocational Training
CPD	continuous professional development
CVET	continuing vocational education and training
DGVT	Director-General for vocational education and training
EIGE	European Institute for Gender Equality
ELA	European Labour Authority
EMAS	eco-management and audit scheme
EMS	environmental management system
ENISA	European Union Agency for Cybersecurity
EQF	European qualifications framework
EQAVET	European quality assurance for vocational education and training
ESCO	European Skills, Competences, Qualifications and Occupations
ESJS	European Skills and Jobs Survey
ETF	European Training Foundation
EUIBAs	European Union institutions, bodies and agencies
EU-OSHA	European Agency for Safety and Health at Work
Eurofound	European Foundation for the Improvement of Living and Working Conditions
GHG	greenhouse gas
HR	human resources
ILA	individual learning account
IVET	initial vocational education and training
LLL	lifelong learning
LMSI	labour market and skills intelligence
NEET	not in education, employment or training
NIP	national implementation plan
NQF	national qualifications framework
OECD	Organisation for Economic Co-operation and Development
OJA	online job advertisement
PMS	performance measurement system
ReferNet	Cedefop's European network of expertise on VET

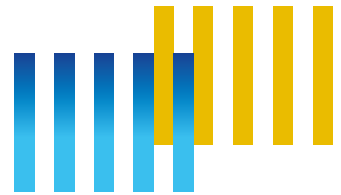


Skills-OVATE	Skills Online Vacancy Analysis Tool for Europe
SME	small and medium-sized enterprise
SNE	seconded national expert
SPD	Single Programming Document
UNESCO	United Nations Educational, Scientific and Cultural Organization
VET	vocational education and training

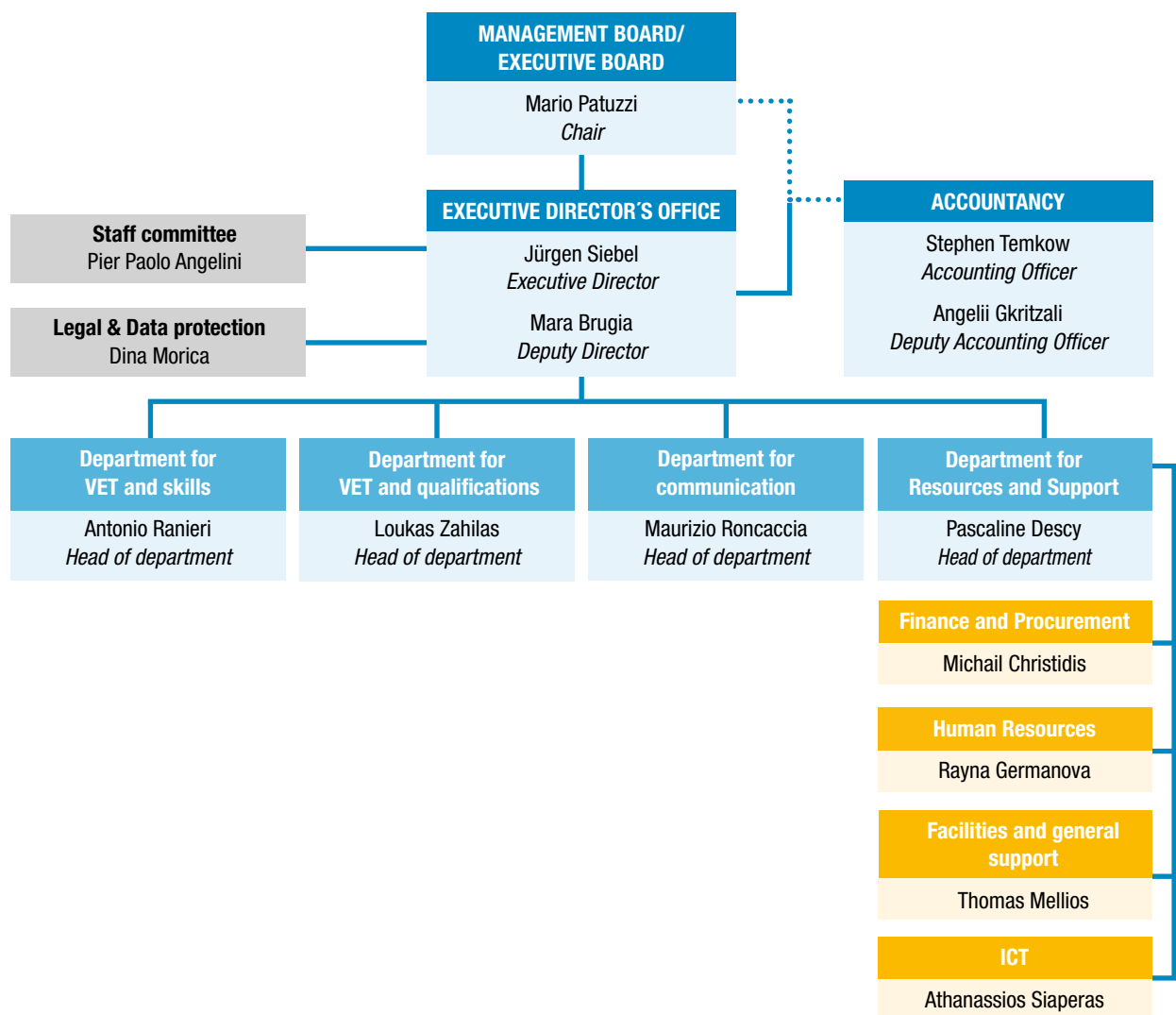
Annexes



2024 organisation chart



Cedefop has departments (units), which are depicted in blue. Within the Department for Resources and Support, there are two services (HR and finance and procurement) and two smaller organisational entities (facilities and general support and ICT). Cedefop's Accounting Officer and Deputy Accounting Officer report directly to the Executive Director's Office (administrative) and to the Management Board (functional) ⁽⁵⁵⁾.



⁽⁵⁵⁾ In accordance with Article 5.1(m) of Cedefop's Founding Regulation of 16 January 2019 and Article 50 of Cedefop's financial regulation adopted by the Management Board on 16 July 2019.



Table 1. **Distribution of staff between departments (as of 31 December 2023)**

Entity	Officials	TA	CA	SNE	Total
Executive Director's Office		9.15	0.8		9.95
Department for VET and Skills		25	3		28
Department for VET and Qualifications	2.25	13	3	5	23.25
Department for Communication	3.75	9.05	7.2		20
Department for Resources and Support, including:	1	2			3
<i>Finance and procurement</i>		5.8	2		7.8
<i>HR</i>		6	1		7
<i>Facilities and general support</i>		2.6	1.4		4
<i>ICT</i>	1	2.4	3.6		7
Total	8	75	22	5	110

NB: TA, temporary agent.

ANNEX II

Resource allocation per activity in 2025-2027



	Year <i>n</i> (2024)			Year <i>n</i> +1 (2025)		
	TA	CA and SNE (FTE)	Budget allocated (EUR)	TA	CA and SNE (FTE)	Budget allocated (EUR)
Shaping VET and qualifications	32.5	10.4	6 468 697	32.5	10.4	6 754 209
Valuing VET and skills	23.2	7.4	5 862 257	23.2	7.4	6 121 003
Informing VET and skills policies	22.7	7.2	5 862 257	22.7	7.2	6 121 003
Communication and dissemination	12.6	4.0	2 021 468	12.6	4.0	2 110 691
TOTAL	91.0	29.0	20 214 679	91.0	29.0	21 106 905

NB: FTE, full-time equivalent; TA, temporary agent.



	Year <i>n</i> + 2 (2026)			Year <i>n</i> + 3 (2027)		
	TA	CA and SNE (FTE)	Budget allocated (EUR)	TA	CA and SNE (FTE)	Budget allocated (EUR)
Shaping VET and qualifications	32.5	10.4	7 024 474	32.5	10.4	7 105 471
Valuing VET and skills	23.2	7.4	6 365 930	23.2	7.4	6 439 334
Informing VET and skills policies	22.7	7.2	6 365 930	22.7	7.2	6 439 334
Communication and dissemination	12.6	4.0	2 195 148	12.6	4.0	2 220 460
TOTAL	91.0	29.0	21 951 482	91.0	29.0	22 204 598

ANNEX III

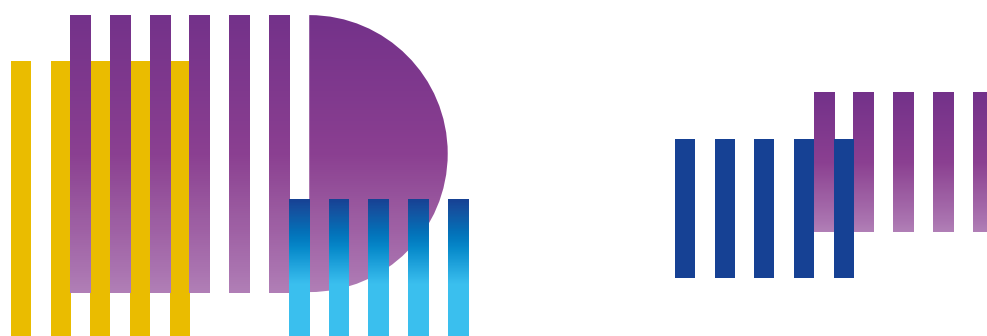
2025-2027 financial resources



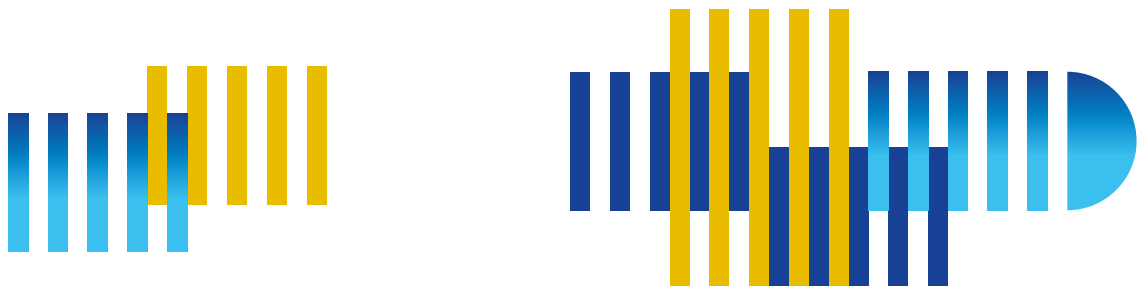
Table 1. **Revenue**

General revenue

REVENUE	<i>n</i> (2024) Revenue estimated by the agency	<i>n</i> + 1 (2025) Budget forecast
EU contribution (including European Free Trade Association contributions)	20 144 679	21 046 905
Other revenue	70 000	560 000
Total revenue	20 214 679	21 606 905



REVENUE	General revenue (EUR)						
	Executed <i>n</i> - 1 (amending Budget 01/2023)	Estimated by the agency <i>n</i> (2024)	<i>n</i> + 1 (2025)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged <i>n</i> + 2 (2026)	Envisaged <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
1. REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	19 577 327	19 459 000	20 633 000	20 486 606	4.12 %	21 297 288	21 543 533
• of which assigned revenues deriving from previous years' surpluses	193 956	305 945	404 190	404 190	32.11 %	TBC	TBC
3. NON-EU COUNTRIES' CONTRIBUTIONS (incl. EFTA and candidate countries)	553 283	685 679	710 558	560 299	– 18.29 %	594 194	601 065
• of which EFTA	553 283	685 679	710 558	560 299	– 18.29 %	594 194	601 065
• of which candidate countries							
4. OTHER CONTRIBUTIONS				500 000	100.00 %		
• of which contribution agreements and ad hoc grants				500 000	100.00 %		
5. ADMINISTRATIVE OPERATIONS		10 000	10 000		– 100.00 %		
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	10 000	60 000	125 000	60 000	0.00 %	60 000	60 000



7. CORRECTION OF BUDGETARY IMBALANCES							
Total Revenue	20 140 610	20 214 679	21 478 558	21 606 905	5.75 %	21 951 482	22 204 598

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



Additional EU funding: grant contributions and service-level agreements

REVENUE (EUR)	<i>n</i>	<i>n</i> + 1
	Revenue estimated by the agency	Budget forecast
TOTAL REVENUE		560 000

REVENUE	Additional EU funding: grant contributions and service-level agreements (EUR)						
	Executed <i>n</i> - 1 (2023)	Estimated by the agency <i>n</i> (2024)	<i>n</i> + 1 (2025)		VAR <i>n</i> +1 / <i>n</i> (%)	Envisaged <i>n</i> + 2 (2026)	Envisaged <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
Additional EU funding stemming from grants (FFR Art. 7)	0	0	0	0	0.00	0	0
Additional EU funding stemming from contribution agreements (FFR Art. 7)	0	0	0	500 000	100	0	0
Additional EU funding stemming from service-level agreements (FFR Art. 43.2 ('))	10 000	60 000	125 000	60 000	0.00	60 000	60 000
TOTAL	10 000	60 000	125 000	560 000	100	60 000	60 000

(') The amount of EUR 60 000 stems from a service-level agreement signed with EIGE for the provision of accounting services. This type of revenue is reported in the table of general revenue under heading '6. Revenue for services rendered against payment' and is incorporated in the agency's annual budget.

NB: The amount of EUR 500 000, stemming from contribution agreements signed with European Commission services for specific projects detailed in Annex XII, will be managed as external assigned revenue (i.e. not voted on by the Budgetary Authority, but received from other entities for the execution of contribution agreements). This amount will be monitored and reported separately from the agency's budget, in a new expenditure heading, Title 4 'Other operational activities'. FFR, framework financial regulation; VAR, variance.

Table 2. **Expenditure**

Expenditure	n (2024)		n + 1 (2025)	
	Commitment appropriations (EUR)	Payment appropriations (EUR)	Commitment appropriations (EUR)	Payment appropriations (EUR) ⁽¹⁾
Title 1 – staff expenditure	13 281 379	13 281 379	14 044 000	14 044 000
Title 2 – infrastructure and operating expenditure	1 901 800	1 901 800	2 317 500	2 317 500
Title 3 – operational expenditure	5 031 500	5 031 500	4 745 405	4 745 405
Total expenditure (EU budget contribution and own revenues)	20 214 679	20 214 679	21 106 905	21 106 905
Title 4 – other operational activities (external assigned revenue: additional subsidies from contribution agreements)	0	0	500 000	500 000
Total expenditure	20 214 679	20 214 679	21 606 905	21 606 905

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

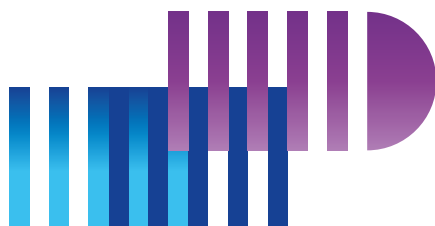
Expenditure	Commitment appropriations (EUR)						
	Executed budget n - 1 (2023)	Budget n (2024)	Draft budget n + 1 (2025)		VAR n + 1 / n	Envisaged in n + 2 (2026)	Envisaged in n + 3 (2027)
			Agency request	Budget forecast			
Title 1 – staff expenditure	12 878 636	13 281 379	14 220 858	14 044 000	5.74 %	14 364 902	14 648 428
11 Salaries and allowances	11 967 299	12 471 400	13 321 000	12 951 000	3.85 %	13 234 600	13 499 200
- of which establishment plan posts	10 370 836	10 676 000	11 366 000	11 164 000	4.57 %	11 387 300	11 615 000
- of which external personnel	1 596 463	1 795 400	1 955 000	1 787 000	- 0.47 %	1 847 300	1 884 200
12 Expenditure relating to staff recruitment	160 405	230 000	235 000	230 000	0.00 %	235 000	235 000
13 Mission expenses	102 908	22 400	22 400	30 000	33.93 %	35 000	41 000



Expenditure	Commitment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2023)	Budget <i>n</i> (2024)	Draft budget <i>n</i> + 1 (2025)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2026)	Envisaged in <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
14 Socio-medical infrastructure	227 803	240 000	248 000	240 000	0.00 %	248 000	250 000
15 Training	161 092	40 000	100 000	100 000	150.00 %	100 000	100 000
16 External services	250 844	266 000	283 000	473 000	77.82 %	498 800	508 800
17 Receptions and events	8 285	11 579	11 458	20 000	72.73 %	13 502	14 428
Title 2 – infrastructure and operating expenditure	1 687 032	1 901 800	2 598 800	2 317 500	21.86 %	2 810 400	2 618 700
20 Rental of buildings and associated costs	730 475	755 000	698 000	722 000	– 4.37 %	739 000	756 000
21 ICT	759 416	930 800	1 086 800	1 060 000	13.88 %	1 327 300	1 078 600
22 Movable property and associated costs ⁽¹⁾	13 473	0	0	0	0.00 %	0	0
23 Current administrative expenditure	95 668	206 000	254 000	204 000	– 0.97 %	205 100	210 100
24 Postage / Telecommunications	80 543	10 000	10 000	4 000	– 60.00 %	4 000	4 000
25 Meeting expenses	7 458	0	0	0	0.00 %	0	0
27 Building upgrade investments for 2025-2027 ⁽²⁾	0	0	550 000	327 500	100.00 %	535 000	570 000

⁽¹⁾ In 2024, Cedefop changed its budget nomenclature to streamline and simplify the budget structure. Therefore, part of Chapter 17 (meetings of the Executive Director's office and the Department for Resources and Support) has been merged into Chapter 23, Chapter 22 has been merged into Chapters 20, 21 and 23, part of Chapter 24 (telecommunications charges) has been merged into Chapter 21, Chapter 25 has been merged into Chapter 23, and Chapter 34 has been merged into Chapter 32.

⁽²⁾ New chapter introduced in 2025 for the appropriations earmarked for building upgrade investments in 2025 to 2027.



Expenditure	Commitment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2023)	Budget <i>n</i> (2024)	Draft budget <i>n</i> + 1 (2025)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2026)	Envisaged in <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
Title 3 – operational expenditure	5 068 949	5 031 500	4 553 900	4 745 405	– 5.69 %	4 776 180	4 937 470
30 Transversal activities	260 418	351 200	318 700	418 600	19.19 %	465 320	480 400
32 Skills and labour market	1 056 475	2 181 200	2 025 600	2 072 900	– 4.97 %	2 071 330	2 141 780
33 VET systems and Institutions	1 795 435	1 818 600	1 618 400	1 656 200	– 8.93 %	1 655 510	1 711 600
34 Learning and employability ⁽¹⁾	1 338 622	0	0	0	0.00 %	0	0
35 Communication	617 999	680 500	591 200	597 705	– 12.17 %	584 020	603 690
Total Expenditure	19 634 617	20 214 679	21 373 558	21 106 905	4.41 %	21 951 482	22 204 598

⁽¹⁾ In 2024, Cedefop changed its budget nomenclature to streamline and simplify the budget structure. Therefore, part of Chapter 17 (meetings of the Executive Director's office and the Department for Resources and Support) has been merged into Chapter 23, Chapter 22 has been merged into Chapters 20, 21 and 23, part of Chapter 24.



Expenditure	Payment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2023)	Budget <i>n</i> (2024)	Draft budget <i>n</i> + 1 (2025)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2026)	Envisaged in <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
Title 1 – staff expenditure	12 906 250	13 281 379	14 220 858	14 044 000	5.74 %	14 364 902	14 648 428
11 Salaries and allowances	11 967 299	12 471 400	13 321 000	12 951 000	3.85 %	13 234 600	13 499 200
- of which establishment plan posts	10 370 836	10 676 000	11 366 000	11 164 000	4.57 %	11 387 300	11 615 000
- of which external personnel	1 596 463	1 795 400	1 955 000	1 787 000	– 0.47 %	1 847 300	1 884 200
12 Expenditure relating to staff recruitment	171 109	230 000	235 000	230 000	0.00 %	235 000	235 000
13 Mission expenses	91 068	22 400	22 400	30 000	33.93 %	35 000	41 000
14 Socio-medical infrastructure	219 343	240 000	248 000	240 000	0.00 %	248 000	250 000
15 Training	113 208	40 000	100 000	100 000	150.00 %	100 000	100 000
16 External services	326 000	266 000	283 000	473 000	77.82 %	498 800	508 800
17 Receptions and events	18 224	11 579	11 458	20 000	72.73 %	13 502	14 428
Title 2 – infrastructure and operating expenditure	1 970 499	1 901 800	2 598 800	2 317 500	21.86 %	2 810 400	2 618 700
20 Rental of buildings and associated costs	713 977	755 000	698 000	722 000	– 4.37 %	739 000	756 000
21 ICT	863 850	930 800	1 086 800	1 060 000	13.88 %	1 327 300	1 078 600
22 Movable property and associated costs	13 290	0	0	0	0.00 %	0	0



Expenditure	Payment appropriations (EUR)						
	Executed budget <i>n</i> - 1 (2023)	Budget <i>n</i> (2024)	Draft budget <i>n</i> + 1 (2025)		VAR <i>n</i> + 1 / <i>n</i>	Envisaged in <i>n</i> + 2 (2026)	Envisaged in <i>n</i> + 3 (2027)
			Agency request	Budget forecast			
23 Current administrative expenditure	171 297	206 000	254 000	204 000	– 0.97 %	205 100	210 100
24 Postage / Telecommunications	202 689	10 000	10 000	4 000	– 60.00 %	4 000	4 000
25 Meeting expenses	5 397	0	0	0	0.00 %	0	0
27 Building upgrade investments for 2025-2027	0	0	550 000	327 500	100 %	535 000	570 000
Title 3 – operational expenditure	5 219 271	5 031 500	4 553 900	4 745 405	– 5.69 %	4 776 180	4 937 470
30 Transversal activities	180 994	351 200	318 700	418 600	19.19 %	465 320	480 400
32 Skills and labour market	2 132 792	2 181 200	2 025 600	2 072 900	– 4.97 %	2 071 330	2 141 780
33 VET systems and institutions	1 730 619	1 818 600	1 618 400	1 656 200	– 8.93 %	1 655 510	1 711 600
34 Learning and employability	656 195	0	0	0	0.00 %	0	0
35 Communication	518 670	680 500	591 200	597 705	– 12.17 %	584 020	603 690
Total Expenditure	20 096 019	20 214 679	21 373 558	21 106 905	4.41 %	21 951 482	22 204 598

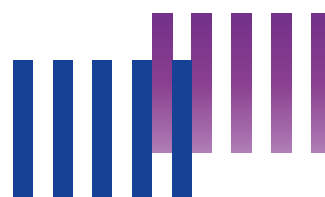


Table 3. Budget out-turn and cancellation of appropriations

Calculation of budget out-turn (EUR)

Budget outturn	<i>n</i> - 4 (2020)	<i>n</i> - 3 (2021)	<i>n</i> - 2 (2022)	<i>n</i> - 1 (2023)
Revenue actually received (+)	17 173 664	18 538 589	18 468 380	20 152 134
Payments made (-)	- 15 918 322	- 17 580 672	- 17 102 388	- 19 040 129
Carry-over of appropriations (-)	- 1 218 993	- 879 615	- 1 172 755	- 790 538
Cancellation of appropriations carried over (+)	58 261	77 236	67 297	39 292
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	33 514	39 277	45 708	43 368
Exchange rate differences (+/-)	- 1 123	- 858	- 297	63
Adjustment for negative balance from previous year (-)	0	0	0	0
Total	127 001	193 956	305 945	404 190

Human resources – quantitative

Table 1. **Staff population and its evolution: overview of all categories of staff****A. Statutory staff and SNEs**

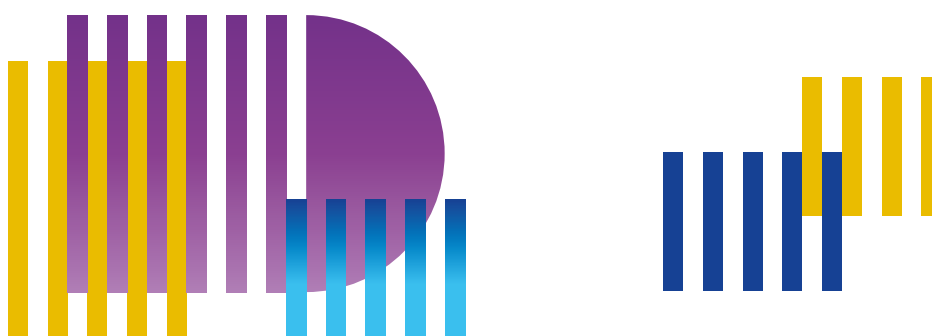
HR	Year <i>n</i> - 1 (2023)			Year <i>n</i> (2024)	Year <i>n</i> + 1 (2025)	Year <i>n</i> + 2 (2026)	Year <i>n</i> + 3 (2027)
Establishment plan posts	Authorised budget	Actually filled as of 31/12 <i>n</i> - 1 ⁽¹⁾	Occupancy rate (%)	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
AD	52	51	98	52	53	54	54
AST	39	38	98	39	38	37	37
AST/secretary	0	0	–	0	0	0	0
Total establishment plan posts	91	89	98	91	91	91	91

External staff	FTE corresp. to authorised budget	Executed FTE as of 31 December <i>n</i> - 1 (2023)	Execution rate %	Headcount as 31 December <i>n</i> - 1 (2023)	FTE corresp. to authorised budget	Envisaged FTE	Envisaged FTE
CAs incl. short term	25	22	88%	22	25	25	25
SNEs	4	5 ⁽²⁾	100%	5 ⁽²⁾	4	4	4
Total external staff	29	27	93%	27	29	29	29
Total	120	116	97%	116	120	120	120

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

⁽²⁾ One of the SNEs is cost free.

NB: FTE, full-time equivalent.



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

HR	Year <i>n</i> (2024)	Year <i>n</i> + 1 (2025)	Year <i>n</i> + 2 (2026)	Year <i>n</i> + 3 (2027)
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
CAs		5	2	0
SNEs				
Total		5	2	0

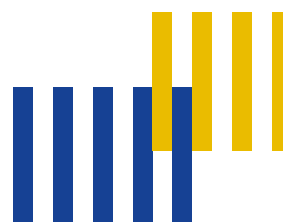
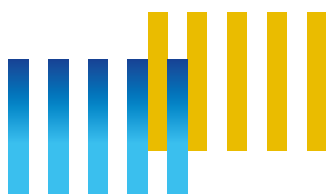
C. Other staff

Structural service providers	Actually filled as of 31 December <i>n</i> – 1 (2023)
Security	5.5
ICT	3.72
Maintenance	2.5
Cleaning	4
Medical officer	0.1
Total	15.82

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

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

Function group and grade	Year $n - 1$ (2023)				Year n (2024)		Year $n + 1$ (2025)		Year $n + 2$ (2026)		Year $n + 3$ (2027)	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16												
AD 15		1		1		1		1		1		1
AD 14		1		1		2		2		3		3
AD 13		4		4		2		2				2
AD 12	2	11	2	11	1	5		5		4		6
AD 11		9		9		3		3		6		6
AD 10		9		9		7		8		6		6
AD 9		7		7		7		6		5		5
AD 8		2		2		3		2		2		5
AD 7		2		2		6		11		20		13
AD 6		1		1		12		10		7		7
AD 5		3		2		3		3				
AD total	2	50	2	49	1	51		53		54		54
AST 11		2		2		1		2		2		2
AST 10	1	3	1	3	1	2	1	1	2	1	2	1
AST 9	3	5	3	5	1	2	1	2	2	1	2	2
AST 8	2	5	2	5	4	2	4	2	2	4	2	3
AST 7		7		7		10		11		11		11
AST 6		8		8		5		7		6		6
AST 5		3		2		6		4		4		4
AST 4						3		2		1		2
AST 3						2		1		1		
AST 2												
AST 1												
AST Total	6	33	6	32	6	33	6	32	6	31	6	31



Function group and grade	Year <i>n</i> - 1 (2023)				Year <i>n</i> (2024)		Year <i>n</i> + 1 (2025)		Year <i>n</i> + 2 (2026)		Year <i>n</i> + 3 (2027)	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC total												
Total	8	83	8	81	7	84	6	85	6	85	6	85
Grand total	91		89		91		91		91		91	

NB: SC, secretary.



• External personnel

Contract agents, including short-term

CAs	FTE corresponding to the authorised budget $n - 1$ (2023)	Executed FTE as of 31 December $n - 1$ (2023)	Headcount as of 31 December $n - 1$ (2023)	FTE corresponding to the authorised budget n (2024)	FTE corresponding to the authorised budget $n + 1$ (2025) ⁽¹⁾	FTE corresponding to the authorised budget $n + 2$ (2026)	FTE corresponding to the authorised budget $n + 3$ (2027)
Function group IV	8	7	7	8	8	8	8
Function group III	4	3	3	4	5	5	5
Function group II	11	10	10	11	10	10	10
Function group I	2	2	2	2	2	2	2
Total	25	22	22	25	25	25	25

Seconded national experts

SNEs	FTE corresponding to the authorised budget $n - 1$ (2023)	Executed FTE as of 31 December $n - 1$ (2023)	Headcount as of 31 December $n - 1$ (2023)	FTE corresponding to the authorised budget n (2024)	FTE corresponding to the authorised budget $n + 1$ (2025)	FTE corresponding to the authorised budget $n + 2$ (2026)	FTE corresponding to the authorised budget $n + 3$ (2027)
Total	4	5	5 ⁽²⁾	4	4	4	4

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

⁽²⁾ One of the SNEs is cost free.

NB: FTE, full-time equivalent.



Table 3. **Recruitment forecasts for year $n + 1$ (2025) following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)**

Job title in the agency	Type of contract (official, TA or CA)		TA/official (function group / grade of recruitment)	CA (recruitment function group (I, II, III or IV))
	Due to expected retirement/mobility	New post requested due to additional tasks	Internal (brackets) and external (single grade) expected at time of publication	
Policy Assistant	TA		AST 4-5	
Cybersecurity Officer	TA		AD 6-7	
HR Officer	CA			Function group IV
Finance Assistant	CA			Function group III
Head of Operational Department	TA		AD 9-10	

NB: Number of interagency moves from and to the agency: all vacancy notices for temporary agents under Art. 2f) of the Staff Regulations 'Conditions of employment of other servants' are also published as interagency vacancies, but as recruitment is based on merit, it is not possible to make predictions regarding interagency mobility. TA, temporary agent.

Human resources – qualitative



A. Recruitment policy

Implementing rules in place

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

B. Appraisal and reclassification/promotions

Implementing rules in place

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

NB: TA, temporary agent.

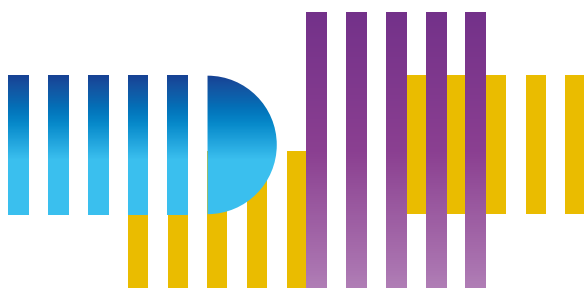
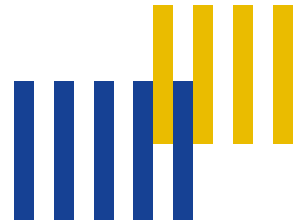


Table 1. **Reclassification of temporary agents / promotion of officials**

Grades	Average seniority in the grade among reclassified staff						
	Year <i>n</i> - 4 (2020)	Year <i>n</i> - 3 (2021)	Year <i>n</i> - 2 (2022)	Year <i>n</i> - 1 (2023)	Year <i>n</i> (2024)	Actual average over five years	Average over five years (Annex IB of the SR)
AD 5	2.9		4.7	2	2.9	(Annex IB of the SR)	2.8
AD 6	3	3	4	2.5		3.1	2.8
AD 7	3	3	3	2.5		2.9	2.8
AD 8		3	3	2.3	3	2.8	3
AD 9	4			4	3.8	3.9	4
AD 10		4		3.5	5	4.2	4
AD 11	8.7	3.3			3	5	4
AD 12			4		3	3.5	6.7
AD 13		5				5 ⁽¹⁾	6.7
AST 1							3
AST 2			22.9			22.9	3
AST 3				5.8	2	3.9	3
AST 4		2.9	3.3	2.8	5.4	3.6	3
AST 5		3.7	4.3	4	2.5	3.6	4
AST 6	4	3.5	4.3		2.5	3.6	4
AST 7					3.3	3.3 ⁽¹⁾	4
AST 8		4.3	3		5	4.1	4
AST 9				4		4	N/A
AST 10 (senior)			2.4			2.4 ⁽¹⁾	5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3

⁽¹⁾ Small group according to the definition in the implementing provisions.

NB: SC, secretary; SR, Staff Regulations.

Table 2. **Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1 January n – 2 (2022)	Staff members reclassified in n – 1 (2023)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	3	0	N/A	Between 5 and 7 years
	15	1	0	N/A	Between 4 and 6 years
	14	1	0	N/A	Between 3 and 5 years
	13				Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10				Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	1	0	N/A	Between 6 and 10 years
	5				Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years



C. Gender representation

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

Staff		Official		Temporary		CAs		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	2	33.3	16	39	3	23.1	21	35
	Assistant level (AST and AST/SC)	4	66.7	25	61	10	76.9	39	65
	Total	6	100.0	41	100.0	13	100	60	100.0
Male	Administrator level	0	0	27	79.4	4	44.4	31	68.9
	Assistant level (AST and AST/SC)	2	100.0	7	20.6	5	55.6	14	31.1
	Total	2	100.0	34	100.0	9	100.0	45	100.0
Grand total		8	100	75	100	22	100	105	100

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

Table 2. **Data regarding gender evolution of the middle and senior management over five years**

	<i>n</i> - 5 (2019)		<i>n</i> - 1 (2023)	
	Number	%	Number	%
Female managers	2	33.3	2	33.3
Male managers	4	66.7	4	66.7



D. Geographical balance

Explanatory figures to highlight nationalities of staff (split per administrator / contract agent in function group IV and assistant / contract agent in function groups I, II, III)

Table 1. **Table at 31 December *n* – 1 (2023) – statutory staff only (officials, AT and AC)**

Nationality	AD + CA FG IV		AST / AST/SC + CA FG I / CA FG II / CA FG III		Total	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST or AST/SC and FG I, II and III categories	Number	% of total staff
AT			1	1.9	1	1.0
BE	2	3.8	4	7.5	6	5.7
BG	1	1.9			1	1.0
CZ	1	1.9			1	1.0
DE	3	5.8	4	7.5	7	6.7
DK			2	3.8	2	1.9
EE						
EL	21	40.4	32	60.4	53	50.5
ES	4	7.7	1	1.9	5	4.8
FR	2	3.8	5	9.4	7	6.7
IT	10	19.2	2	3.8	12	11.4
LV	3	5.8			3	2.9
NL	1	1.9			1	1.0
NO						
PL	2	3.8			2	1.9
RO	1	1.9	1	1.9	2	1.9
SE			1	1.9	1	1.0
SK	1	1.9			1	1.0
UK						
Total	52	100.0	53	100.0	105	100.0

NB: FG, function group; SC, secretary.



Table 2. **Evolution of the most represented nationality in the agency over five years**

Most represented nationality	n - 5 (2019)		n - 1 (2023)	
	Number	%	Number	%
EL	48	43.6%	53	50.5%

E. Schooling

Agreement in place with the European school(s) N/A				
Contribution agreements signed with the Commission on type I European schools	Yes		No	X
Contribution agreements signed with the Commission on type II European schools	Yes		No	X
Number of service contracts in place with international schools	2			
Description of any other solutions or actions in place: 15 contracts with private schools (1 French, 1 German and 13 Greek)				

Environment management



Disclaimer: Cedefop adopted a climate neutrality strategy and initiated the process for becoming eco-management and audit scheme certified in 2025. This section will be revised thoroughly at a later stage once the agency has received the certification. Until then, the agency will continue to monitor its achievements using the 2014 environmental management system (EMS)

In the context of the interagency Performance and Development Network, a proposal emerged in October 2020 to promote a common approach to the programming and reporting requirements on environment management ⁽⁵⁶⁾ in the form of a practical guide providing succinct practical advice and inspiration to agencies on how to structure and present the programming and reporting information regarding their environmental performance. Cedefop's approach is in line with this initiative.

Sustainability reporting and the environmental management system

Sustainability reporting is the practice of measuring, disclosing and being accountable to internal and external stakeholders for organisational performance aiming for sustainable development. Sustainability reporting is both a management and an accountability tool. It involves reporting on how the organisation takes into account sustainability issues in its operations, and on its environmental, social and economic impacts ⁽⁵⁷⁾.

Cedefop monitors and reports its impact on various environmental and social sustainability indicators. Also, as part of its core business, Cedefop maps developments in 'Skills for green jobs'. This includes the development of scenario analysis and foresight exercises on the impact of the greening of the economy and relevant policy (e.g. the Green Deal) on the labour market, as well as targeted analysis in specific sectors and/or occupations. Working at the interface of VET and the labour market, Cedefop's work contributes directly to the UN's sustainable developments goals 4 (quality education) and 8 (decent work and economic growth).

In 2024, Cedefop will publish its first sustainability report in line with the global reporting initiative standard. It will be based on the structure of the common horizontal agency sustainability report as proposed by the Performance and Development Network's working group on sustainability reporting. It will cover social, economic and environmental topics that are material for the agency.

Overview of the agency's environmental management system

Since 2008, Cedefop has made a firm commitment to environment management practices, and it implemented a comprehensive and structured internal EMS in 2014 ⁽⁵⁸⁾.

The EMS is a framework helping the organisation achieve its environmental targets through consistent control and assessment of its operations, aiming to provide:

⁽⁵⁶⁾ The new framework financial regulation (2019) for EU agencies, the Commission's new templates and guidelines for the single programming document and the CAAR, and the European Parliament discharge questionnaire.

⁽⁵⁷⁾ [UN sustainable development goals](#).

⁽⁵⁸⁾ RB(2014)00321 of 24 April 2014.



- (a) better regulatory compliance: ensuring that the agency's environmental legal responsibilities are met and better managed on a day-to-day basis;
- (b) more effective use of resources: managing resources and waste more effectively and at reduced costs;
- (c) improved public image: improving the agency's credentials as an environmentally aware institution that has made a commitment to continual environmental improvement;
- (d) protection of the environment: moderating or eliminating major impacts, and monitoring and controlling impacts that cannot be eliminated or mitigated.

As with most EMS models ⁽⁵⁹⁾, Cedefop's EMS is built on the 'plan, do, check, act' model. Cedefop's EMS uses the following indicators to measure progress towards the achievement of the agency's green objectives:

- (a) energy consumption: electricity and heating oil;
- (b) water consumption;
- (c) paper consumption;
- (d) waste;
- (e) carbon dioxide (CO₂) emissions.

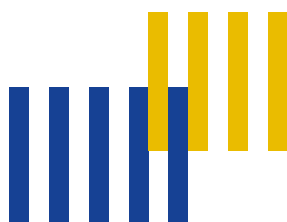
Integrated into the Cedefop PMS, indicator 26 (environmental indicator) assesses the agency's environmental performance based on GHG emissions (tonnes CO₂) ⁽⁶⁰⁾ and overall waste emissions ⁽⁶¹⁾.

In addition to its EMS, Cedefop also reports on social sustainability indicators. Gender equality indicators are reported in Annex V – D (Human resources – qualitative – gender representation) to the agency's programming document as well as in the consolidated annual activity report (CAAR).

⁽⁵⁹⁾ Including ISO 14001 (International Organization for Standardization) or the eco-management and audit scheme – EMAS.

⁽⁶⁰⁾ Energy consumption.

⁽⁶¹⁾ Recyclable material and household waste.



Environmental aspects, indicators and targets

Cedefop collects, analyses and reports on environmental indicators each year.

Table 1. **Environmental indicators**

Environmental aspect	Indicator (unit)	Target
Energy efficiency	KPI 1: electricity (kwh)	Maintain (or go below) 2016 consumption level ⁽¹⁾ of 996 166.92 kwh
	KPI 2: heating oil (lt)	Maintain (or go below) 2016 consumption level of 22 191 lt
Material efficiency	KPI 3: paper (reams)	Maintain (or go below) 2016 consumption level of 1 011 reams
Water use	KPI 4: water (m ³)	Maintain (or go below) 2016 consumption level of 2 790 m ³
Emissions	KPI 5: CO ₂ emissions (t)	Maintain (or go below) 2016 consumption level of 1 152.53 ton

⁽¹⁾ Cedefop introduced an EMS in 2014, based on which measurements were calculated for the first time in 2016. The target is to maintain (or decrease) 2016 consumption/emission figures.

NB: KPI, key performance indicator.

Actions to improve and communicate environmental performance

In 2025-2027, Cedefop will continue implementing the climate neutrality strategy and roadmap adopted in 2023. It will also use an internationally recognised environment management standard, EMAS. In this context, specific further actions are being taken to increase the energy efficiency of Cedefop's building facilities; on top of installing photovoltaic panels in 2023, Cedefop will better insulate its main building and install a heat pump for heating and cooling its premises (pending budget availability). Other actions already taken to improve environmental performance are presented below.



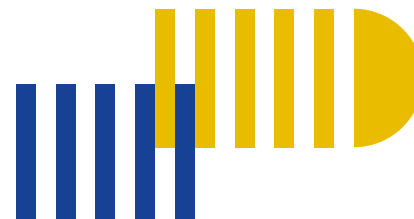
Table 2. **Actions to improve environmental performance**

Environmental aspect	Indicator (unit)	Actions
Energy efficiency	Electricity (kwh)	<ul style="list-style-type: none"> • Reduce the number of in-person meetings with external participants • Increase use of web/virtual means for meetings and training activities
	Heating oil (lt)	
Emissions	CO ₂ emissions (t)	
Water use	Water consumption (m ³)	<ul style="list-style-type: none"> • Drastically decrease missions and travel • Promote teleworking
Material efficiency	Paper (reams)	• Make all procedures and processes paperless
	Use of plastic	• Ban the use of single-use plastic
	Office supplies	• Promote office supplies reuse and reduction in the consumption of new supplies
Waste Management		<ul style="list-style-type: none"> • Implement waste weighting and management • Ensure high availability of recycling bins in common areas and removal of personal waste bins

Cedefop reports on the EMS both internally and externally in the agency's CAAR. Detailed EMS annual reports are systematically produced and published in a dedicated section of the intranet ⁽⁶²⁾.

⁽⁶²⁾ 'Green initiatives / EMS'.

Building policy



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

Privileges and immunities



Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education/ day care
<p>In accordance with Article 21 of Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019, Protocol No 7 on the privileges and immunities of the European Union in the annexes to the Treaty on European Union and the Treaty on the Functioning of the European Union applies to the agency and its staff.</p> <p>The Greek government and Cedefop signed a seat agreement on 24 November 2021, which was ratified by Greek Law 5050/2023 on 15 September 2023, entered into force on 5 October 2023 and is applicable to Cedefop and its staff.</p>	<p>In accordance with Article 21 of Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019, Protocol No 7 on the privileges and immunities of the European Union in the annexes to the Treaty on European Union and the Treaty on the Functioning of the European Union applies to the agency and its staff.</p> <p>The Greek government and Cedefop signed a seat agreement on 24 November 2021, which was ratified by Greek Law 5050/2023 on 15 September 2023, entered into force on 5 October 2023 and is applicable to Cedefop and its staff.</p>	<ul style="list-style-type: none"> • Financial support for preschool attendance (DIR 2012/219) • Cover of English schooling fees on a case-by-case basis for staff subject to criteria related to continuity of schooling and previous education (Internal Decision 2014-08) • Financing of the International Baccalaureate (Internal Decision 2015-02) • Increased financial support for primary and secondary schooling of children of staff members in Thessaloniki (Internal Decision 2016-06)

Evaluations



Evaluation policy

Cedefop's revised evaluation policy was adopted by the Executive Director on 14 November 2019 ⁽⁶³⁾. The decision repeals the 2015 procedure for carrying out *ex post* evaluations ⁽⁶⁴⁾ and the 2016 procedure for carrying out *ex-post* controls on procurement procedures ⁽⁶⁵⁾.

Cedefop follows the European Commission's guidelines for evaluation ⁽⁶⁶⁾ and applies evaluation requirements and EU guidelines from a multiannual perspective to implement a coherent set of evaluation activities.

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

Evaluation and control activities undertaken by Cedefop include:

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

Ex ante and ex post evaluations

In accordance with Article 29.1 of Cedefop's Financial Regulation of 16 July 2019, Cedefop undertakes *ex ante* and *ex post* evaluations of programmes and activities that entail significant spending.

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

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

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

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

Ex post controls of payments

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

⁽⁶³⁾ RB(2019)01501 of 14 November 2019 – DIR 12/2019.

⁽⁶⁴⁾ RB(2015)00556 of 11 March 2015.

⁽⁶⁵⁾ RB(2016)01896 of 23 September 2016.

⁽⁶⁶⁾ 'Good administration', accessed on 13 November 2019.



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

Ex post controls of payments of grants

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

Ex post controls of procurement procedures

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

Ex post controls of recruitment procedures

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

Review and validation of accounting support system

The review and validation determine whether (a) the internal control system for the accounting support system ⁽⁶⁷⁾ is working as intended and (b) there have been material changes since the previous validation, either in the systems or in the control environment, which would warrant a reassessment of their adequacy.

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

External evaluation

Pursuant to Article 27(2) of the [Agency Regulation](#), external evaluations of Cedefop are conducted on a five-year basis by external evaluators on behalf of Cedefop's parent directorate (the Directorate-General for Employment, Social Affairs and Inclusion).

The external evaluation of the four agencies under the remit of the Directorate-General for Employment, Social Affairs and Inclusion started in October 2022 and covered 2017-2022. As the previous one did, it assessed Cedefop individually as well as from a cross-cutting perspective vis-à-vis the other agencies as regards their relevance, effectiveness, efficiency, coherence and EU added value. Cedefop actively contributed to the evaluation throughout the process, in close cooperation

⁽⁶⁷⁾ FlowForma workflow management system.



with the other agencies, the Commission and the external evaluators contracted by the Commission. The [final evaluation report](#) – which Cedefop received on 18 April 2024 – points to a positive picture for Cedefop under all evaluation criteria. The [related Commission Staff Working Document](#) and the [Report from the Commission to the European Parliament, the Council and the European Economic and Social Committee](#) were published on 27 September 2024. By spring 2025, Cedefop will finalise the follow-up action plan covering Cedefop-specific and cross-agency recommendations and add it to Annex IX.

Follow-up and monitoring of evaluations

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

Outcomes of evaluations and controls are presented regularly to the Executive Board, the Management Board and the European Commission ⁽⁶⁸⁾ and in the CAAR.

⁽⁶⁸⁾ In line with Article 11, paragraph 5, point (k), of Cedefop's Regulation.

Strategy for organisational management and internal control systems

Internal control standards have been in place in Cedefop since 2009. The agency revised its internal control framework in 2019 to align it to the European Commission's own revised framework, basing it on the highest international standards set by the Committee of Sponsoring Organizations' framework ⁽⁶⁹⁾.

Shifting from a compliance-based to a principle-based approach, Cedefop's revised internal control framework, adopted by the Management Board on 9 January 2019 ⁽⁷⁰⁾, is structured around five components: control environment, risk assessment, control activities, information and communication, and monitoring activities. Each component consists of several principles, with 17 in total.

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

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

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

Effectiveness, efficiency and economy of operations

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

Reliability of reporting

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

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

⁽⁶⁹⁾ The committee's internal control integrated framework is available at <http://www.coso.org>, accessed on 13 November 2019.

⁽⁷⁰⁾ RB(2019)00008.



(b) The Executive Director, Deputy Director, heads of departments and services, budget correspondents and selected experts meet in performance monitoring meetings three times per year. In these meetings, systematised reports on financial issues (budget implementation, procurement), HR developments and monitoring reports on performance and achievements compared with the planned objectives are discussed. Achievements are monitored through the performance indicators and targets set in the annual work programme. These meetings also aid strategic considerations and opinion exchange on policy issues, planning and other operational and organisational issues.

(c) A budgetary review is conducted in September to discuss in detail progress on the implementation of the budget and the work programme and to agree on corrective actions as necessary. The finance service coordinates with budget correspondents assigned to each department for the regular monitoring of the budget throughout the year.

(d) The annual report and the CAAR are discussed with the Executive Board and the Management Board, in addition to the regular reporting to the boards on the results of audits and evaluations, budget implementation and transfers of appropriations. Executive Board and Management Board members are systematically informed of changes that may occur in the implementation of the work programme by way of a dedicated tabular implementation report, which is a standing item in the agenda of each meeting.

Safeguarding of assets

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

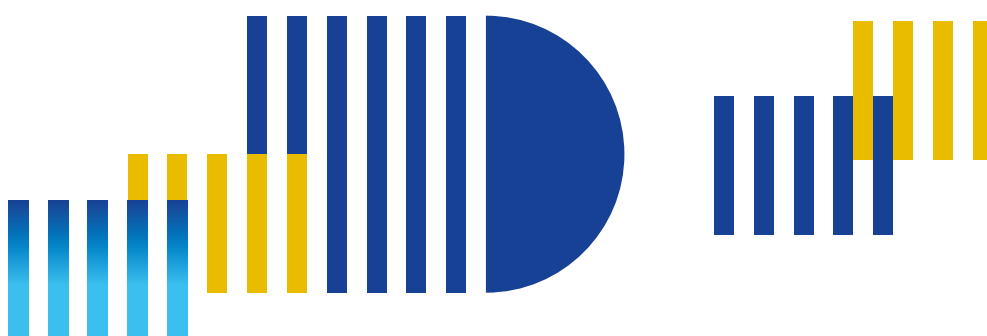
- (a) transactions are executed in compliance with management's (delegated) authorisation;
- (b) transactions are recorded as necessary to permit preparation of financial statements in conformity with the agency's Financial Regulation and to maintain accountability for assets;
- (c) access to assets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

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

Cedefop adopted its first anti-fraud strategy, a policy on the prevention and management of conflicts of interest, and an internal procedure on reporting on irregularities in 2014. The agency's anti-fraud strategy ⁽⁷¹⁾ and guidelines for reporting on potential conflicts of interest in selection and recruitment processes were updated in 2019 ⁽⁷²⁾. On 2 October 2019, the Management Board adopted new rules

⁽⁷¹⁾ Adopted by the Management Board on 28 January 2019 – RB(2019)00110.

⁽⁷²⁾ RB(2019)00472.



on the prevention and management of conflicts of interest for Management Board members, independent experts, SNEs and other staff not employed by Cedefop ⁽⁷³⁾.

The anti-fraud strategy was revised in 2023 and adopted by the Management Board on 26 March 2024. The related action plan is being implemented and regularly followed up.

Risk management

Risk assessment and management has been an integral part of Cedefop's planning and reporting processes since 2006 and is governed by the updated implementation guidelines Cedefop adopted on 2 October 2019 ⁽⁷⁴⁾.

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

The identification of risks ⁽⁷⁵⁾ is performed at the project level, the ABB activities level, and the strategic and organisational levels. Identified risks are assessed based on their potential impact on the organisation (on a scale of 1 to 5) and the likelihood that risks will materialise (on a scale of 1 to 5). Multiplication of the two indicators provides the risk level. Risks for which residual risk levels amount to 15 or higher become part of the risk management plan and are closely followed up by management. Residual risks are a result of assessment of the original risk levels and the impact of mitigating actions.

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

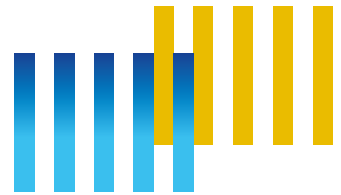
The risk assessment exercise on the 2025 work programme was finalised by Cedefop management in September 2024. It did not lead to the identification of any critical risks. All other – non-critical – risks identified by management were included in the 2025 risk registry and will be reassessed periodically during the year and revised accordingly.

⁽⁷³⁾ RB(2019)01326.

⁽⁷⁴⁾ RB(2019)01339.

⁽⁷⁵⁾ A risk is defined as '[a]ny event or issue that could occur and adversely impact the achievement of the Commission's political, strategic and operational objective. Lost opportunities are also considered as risks' (implementation guidelines, p. 5).

2025 procurement plan



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

The global budgetary envelope reserved for procurement (funding operational activities), under Title 3 of the 2025 annual budget, is EUR 3 582 405. The global budgetary envelope reserved for grants, following calls for proposals with a view to signing specific grant agreements with ReferNet partners for 2025, is set to EUR 940 000.

To ensure efficient and agile functioning of the agency by allowing adjustments to the work programme in the course of its implementation – as long as these changes do not significantly affect the nature of the activity and the objective of the work programme and do not imply a modification of the financing decision in line with the requirements of the flexibility clause ⁽⁷⁶⁾ – the Management Board decided on 9 April 2019 to delegate the power to make non-substantial amendments to the Executive Director ⁽⁷⁷⁾. In compliance with Article 3 of the Management Board decision, and in the event of substantial amendments made to the work programme (i.e. if a new activity is added, or changes significantly affect the nature of an activity or the objective of the work programme and/or imply a modification of the financing decision ⁽⁷⁸⁾), the Executive Director is requested to seek the approval of the Management Board.

Flexibility clause

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

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

⁽⁷⁶⁾ In line with Chapter 6 of the Directorate-General for Budget circular on the financing decision and work programme for operational expenditure under the Financial Regulation (October 2015).

⁽⁷⁷⁾ Article 2 of Decision RB(2019)00530; non-substantial changes are those with an overall total value of less than 20 % of Cedefop's budget.

⁽⁷⁸⁾ For example, in the case of the increased scope of Cedefop's integrated monitoring of the Council recommendation on VET and the Osnabrück Declaration, Cedefop requested the Executive Board's prior approval.

Plan for contribution and service-level agreements



Agreement	Short description	Counterpart	Start date	Duration (months)	Total amount (EUR)	CAs or interim required for the action (in FTE)
Contribution agreements						
Skills governance in Estonia	Strengthening the skills forecasting and skills governance system in Estonia	DG for Structural Reform Support	December 2024	24	500 000	1
European Skills and Vocational Training Week ⁽¹⁾	Organisation of the European Skills and Vocational Training Week campaign, whose objective is to promote the upskilling and reskilling of adults, and VET and apprenticeships as an attractive and effective learning and career pathway for young people and adults; the campaign and its relevant activities will cover one year	DG for Employment, Social Affairs and Inclusion	2025 (TBC)	36	2 000 000	3
Service-level agreements						
Accounting services	Provision of accounting services to another agency	EIGE	November 2023	12 (renewable automatically)	60 000	–
Study on VET attractiveness ⁽¹⁾	Investigation of factors influencing the attractiveness of VET, especially related to shortage occupations, and identification of strategies, good practices and key data to enhance and measure their appeal and effectiveness	DG for Employment, Social Affairs and Inclusion	2025 (TBC)	24	350 000	–

⁽¹⁾ Discussions with the Directorate-General for Employment, Social Affairs and Inclusion on this agreement are still ongoing.

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

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

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

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

- (a) around specific themes and the preparation of joint output and initiatives, such as the organisation of international conferences on apprenticeships, the organisation of the first ever Global Careers Month, a joint publication on green skills, the preparation of joint advocacy tools on work-based learning and career guidance, and the preparation of the global inventory of NQFs and the global handbook on learning outcomes;
- (b) through systematic and structured cooperation and particularly the interagency working groups on technical VET, work-based learning and career guidance.

Working together with international organisations has offered Cedefop opportunities for improving efficiency through economies of scale and/or scope in carrying out both research projects and external public initiatives while avoiding duplication of work ⁽⁷⁹⁾.

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

In 2025-2027, Cedefop will continue to improve its cooperation with relevant international organisations with a view to:

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

Cedefop will also consider the option of setting up cooperation clusters and bilateral agreements

⁽⁷⁹⁾ This is to be read in connection with Article 2.2 of Regulation (EU) 2019/128 of 16 January 2019 providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council.'



with selected international organisations to strengthen collaboration on scientific issues of common interest, to ensure consistent approaches and further support the EU policy agenda in VET, skills and qualifications. In accordance with Article 29 of the Founding Regulation, any such working arrangement will be subject to the authorisation of the Management Board and approval of the Commission.

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

Cedefop performance indicators



Organisational impact

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

Outcome indicators

Mandates and assignments given to Cedefop in policy documents

Cedefop's contribution to the preparation of policy documents

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

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

Cedefop's success in facilitating policy learning

Citations of Cedefop's work in policy documents of

- a. EU institutions
- b. international organisations

Downloads of Cedefop publications

Mentions of Cedefop publications/studies/analyses in academic literature

Satisfaction with Cedefop's online interactive tools

Mobilisation of Cedefop's stakeholders to act as information multipliers

Quality and expected impact of events organised by Cedefop

Website traffic

Take-up of Cedefop's work on social media

Key performance indicators for the Executive Director

Engagement of Cedefop staff members

Cedefop's consultation with key stakeholders ⁽¹⁾

Timely submission of the work programme

Rate of implementation of commitment appropriations (budget execution)

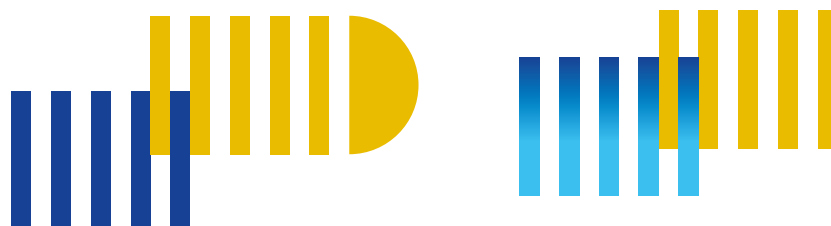
Rate of outturn (payment appropriations)

Rate of payments completed within the legal/contractual deadlines

Rate of accepted audit recommendations implemented within agreed deadlines

Percentage of establishment plan filled

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



Output indicators

Number of Cedefop publications

Number of meetings/events organised by Cedefop

Number of policy learning activities organised by Cedefop

Number of Cedefop's press releases

Number and types of visitors at Cedefop events

Environmental indicator

Cooperation between Cedefop and the ETF

Framework for cooperation in 2024-2026



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

AND THE

EUROPEAN TRAINING FOUNDATION (ETF)

FOR THE PERIOD: 2024-26

1. Background

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

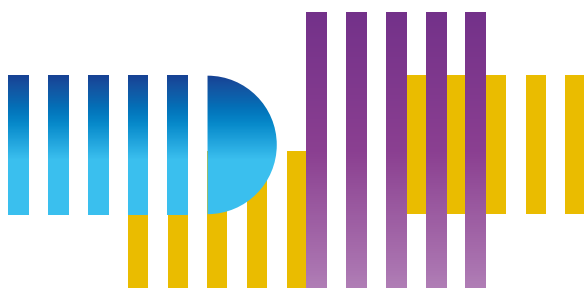
In this regard, a triangular cooperation involving also the European Commission services has become more systematic. In particular, in areas where the EU angle needs to combine the international perspective, this cooperation proved to offer a more comprehensive support to policy shaping. With the expansion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

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

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

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

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



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

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

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

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

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

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

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



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

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

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

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

Expertise Sharing

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

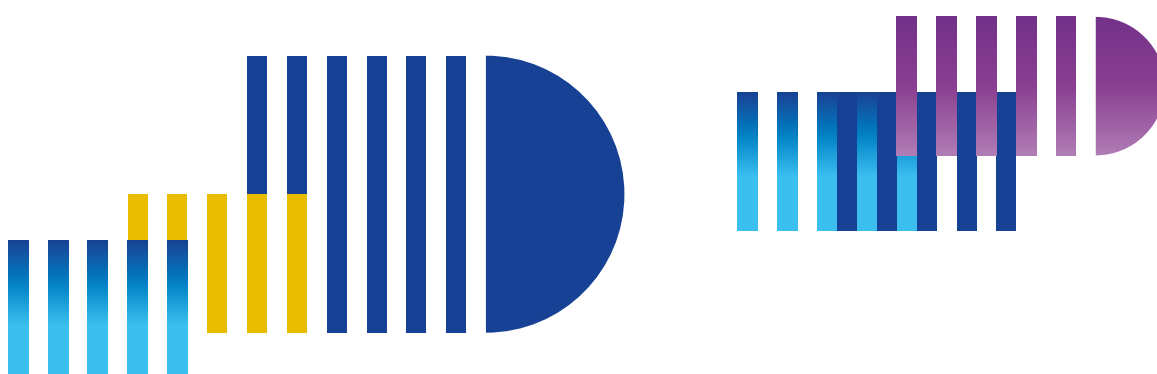
Cooperation in the development and implementation of the joint monitoring framework for the policy objectives and reform priorities under the Osnabrück Declaration and the VET Recommendation contributes to the support of policy and decision making in the Member States and candidate countries, help increase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

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

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

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

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



Production of common deliverables

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

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

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

Sharing of networks, platforms and tools

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

Central administrative services

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

Communication campaigns

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

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



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

3. Implementing the framework for cooperation

Communication between the two Agencies will remain open and continuous.

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

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

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

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

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


Pilvi Torsti
Director ETF

7 DEC 2023


Jürgen Siebel
Director Cedefop



2025 Cedefop – European Training Foundation cooperation plan

Qualifications development	<p>Shared products (publications):</p> <ul style="list-style-type: none"> - co-design, development and production, (also with UNESCO) of the fifth edition of the <i>Global NQF inventory</i> <p>Joint advice to Commission:</p> <ul style="list-style-type: none"> - in the EQF, exchange of data and intelligence on qualifications systems and frameworks in the Advisory Group's sub-group on EQF to NQF comparison for third countries - Information-sharing, expertise exchange, peer learning: in particular, contribute to Skills Agenda implementation in microcredentials, individual learning accounts, interoperable databases of qualifications, common European VET profiles, upskilling pathways and international qualifications, use of ESCO and Europass in third countries
Skills matching and anticipation/identification	<p>Concrete thematic cooperation:</p> <ul style="list-style-type: none"> - Platform economy/platform work: Based on past year's exchanges on the new forms of employment and platform work, knowledge sharing will continue in 2025, including participation in events, exchanges through peer learning events and technical meetings - European Skills and Jobs survey (ESJS): ETF and Cedefop will exchange information and findings, will have regular interaction. Joint publication of report on analysis of findings (publication in 2025), joint call for research proposals, joint organisation of final event to present research proposals <p>Network building and knowledge sharing:</p> <ul style="list-style-type: none"> - Invitation of Cedefop's experts in the ETF's Network of Experts on new skills needs and skills anticipation - Regular communication and exchange of ETF's recent initiatives with Cedefop, in particular regarding the skills for green transition, use of Big Data in LMI, future of skills needs in selected economic sectors, and future skills needs in craftsmanship
Effective/Innovative teaching and learning	<p>Network building:</p> <ul style="list-style-type: none"> - Cedefop membership of ETF's expert group to steer its Creating New Learning's project (CNL) (including an informal consultative group between the ETF and the Cedefop to support the ETF's UA Re-Emerge(ncy) activity regarding the micro credentials for VET e-learning and adults' re-skilling and upskilling in Ukraine) - Joint activities engaging support from the ETF's Community of Innovative Educators (under CNL). <p>Co-development of common tools:</p> <ul style="list-style-type: none"> - Sharing research tools and experiences in their use, and pooling of data, in respective projects in curricula innovation (notably key competences), VET teachers and trainers' professional development; teaching, learning and assessment methods - Dissemination and enrichment of Cedefop and ETF's practical tools for policy makers and VET practitioners - Possible partnership and interest of ETF's joining Cedefop's EU survey of VET teachers and trainers with regard of ETF's PCs (in the initial phase, at least in one ETF partner country). Cedefop consulted ETF at an earlier stage of their development of the survey - Overall benefit for the ETF PCs coming from this cooperation and exchange with Cedefop. - Key competence in VET - Joint engagement in key competence discussions with partners (JRC, others) with a focus on citizenship competence



Vocational Excellence	<ul style="list-style-type: none"> - Exchange of knowledge and expertise - Participation of ETF to the advisory group of Cedefop study on 'European VET for the 21st century: the balancing of excellence and inclusion' - Exchange with Cedefop via the consultative panel under the ETF–EC Service level agreements on tools and services developed under the international dimension of vocational excellence - Cooperation within the frame of the IAG-TVET, subgroup on the Future of TVET
System change and lifelong learning	<ul style="list-style-type: none"> - Copenhagen/Osnabruck process follow up – Reporting - Cooperation in the development and implementation of the joint monitoring framework for the policy objectives and reform priorities under the post-Osnabruck Declaration and the VET Recommendation - Joint participation and presentation of findings in the ACVT/DGVT meetings - Preparatory work for the 2025 joint final report and event
Cooperating through the GLAD (Governance Learning Action Dialogue) network	<p>Collaboration on social partners and civil society for VET Regular Exchange of input based on:</p> <ul style="list-style-type: none"> - Strengthening Social partnerships in the context of the Youth Guarantee: exchange of practices between EU and PCs to foster LLL - Collaboration ETF-Cedefop on social partnership in VET, such as shared inputs to the EESC action in the WB Governance and governing bodies - Joint inputs to the WB Civil Society Forum - Collaborative governance and financing - Civil society organisations' relevant role in LLL
Knowledge sharing seminars	<ul style="list-style-type: none"> - Torino, June 2025 - Thessaloniki, December 2025
Work-based learning	<ul style="list-style-type: none"> - Collaboration to prepare the new leaflet for the Inter Agency Working Group - Dialogue on possible joint analysis on new LFS HATWORK variable (this could for example be used in the new IAWG leaflet – see first point) - Discuss how to join forces for the purpose of the European Alliance for Apprenticeships - Explore the idea to invite some ETF partner countries to Cedefop 2024 policy learning forum on apprenticeships
Central administration issues	<p>HR:</p> <ul style="list-style-type: none"> - Recruitment: Explore opportunities for sharing of reserve lists, in the framework of the ongoing EUAN project; joint recruitments; participation in selection boards, exchange of practices - Share practices on e.g. SNE rules, traineeships, unconscious bias, well-being and diversity and inclusion, job architecture and career development tools - Development of the Diversity and Inclusion ambassadors project, a learning path, in collaboration with the EUAN working group on D&I - Joint training sessions on unconscious bias, diversity and inclusion, motivational drivers etc. - Joint development/exchange on IT tools for recruitment purposes, including proctored tests <p>Finance and Procurement:</p> <ul style="list-style-type: none"> - Joint procurements - Exploring new developments on AI and sustainability/green procurement - Ex-post financial verification – follow up on implementation, finding ways to improve - Migration to SUMMA – synchronisation of migration plans, workflows' revision <p>Digital transformation and cybersecurity:</p> <ul style="list-style-type: none"> - Cyber security approaches, impact of new regulation & technical implementation - Explore possibilities for sharing services/SLA on cybersecurity - Exchange on digital transformation strategies, data strategy & architecture - Document management (consideration for support to Cedefop adopting ARES)

Cooperation between Cedefop and Eurofound



Framework for cooperation



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

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

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

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

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



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

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

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

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

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



2025 Cedefop–Eurofound cooperation plan



Annex to the Memorandum of Understanding

between

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

and

European Centre for the Development of Vocational Training (Cedefop)

ACTION PLAN 2025

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

Actions	Activities
Regular exchange of information on surveys and their development	<ul style="list-style-type: none"> • Surveys: Discussion at the Directorate and operational level to explore cooperation options and alternative funding options for the future surveys.
Participation in thematic activities	<ul style="list-style-type: none"> • Tripartite Exchange Seminar 2026 Preparatory work for the implementation of a joint Tripartite Exchange Seminar in 2026 involving other EU Agencies (for example, Eurofound, Cedefop, OSHA). The seminar core theme remains tripartite social dialogue. In 2025, the Agencies will participate fully in the preparatory work (for example, programme development, training of facilitators, selection process for participants). Resources to be allocated to the project, both staff and finances for training. The project will be part of each Agency's programming document in 2025 (for preparatory work) and 2026 (for the implementation of the seminar). • Cedefop contribution (authored chapter) to Eurofound report on 'Digital transition, job quality and workplace practices, including workers involvement, in SMEs' (publication planned for 2025) ➤ Cedefop and Eurofound will exchange updates on the findings of the following projects: <ul style="list-style-type: none"> ○ automation and artificial intelligence: investigating impacts on skills, ethics and 'tasks and organisation of work' which can trigger new skills requirements. This cooperation also involves exchanges on the literature review and concept paper. ○ changes in tasks and impacts on mobility and employment which can have impacts on skill levels. Input through experts workshops and commenting on draft research findings is foreseen.



Actions	Activities
Information and communication activities	<ul style="list-style-type: none"> • Tripartite Exchange Seminar 2026- preparatory work for information and communication activities in 2026. • Joint virtual events as part of the Agencies' 50th anniversary. For example, one led by Cedefop and one by Eurofound with inputs of both in the programme (see examples of topics above) • Contribution to the five-agency event in the European Parliament (in case the EP employment committee requests that it takes place in 2025)
Other activities	<ul style="list-style-type: none"> • Explore options for cooperation using the potential of shared resources in strengthening and streamlining administrative processes • Ongoing exchange of info the Agencies' performance indicator methodologies • Exchange and building on good practices in internal control and risk management (including peer review) • Exchange on the actions stemming from the evaluation of the individual evaluation of each agency, and cross-cutting analysis as commissioned by DG EMPL and their recommendations.
Development of Annual Work Programmes	Exchange of draft work programmes before their approval by the respective Management Boards. Both Agencies will refer to each other's work and cooperation where appropriate.
Organisation of the annual consultation	Organisation of an annual meeting to discuss and assess progress on the above and other relevant issues.

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

Agreed by both Agencies and signed:

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

Signed by:

 2E5469E4114E43D...
Jürgen Siebel
 Executive Director

22/11/2024

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

Signed by:

 777CF4E8BA88B4C4...
Ivailo Kalfin
 Executive Director

21/11/2024

Cooperation between Cedefop and EU-OSHA

Framework for cooperation



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

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

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

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



European Agency
for Safety and Health
at Work



CEDEFOP

European Centre for the Development
of Vocational Training

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

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

Date: 20 SEP 2023

Place: BRUSSELS

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

Date: 20 SEP 2023

Place: BRUSSELS

Cooperation between Cedefop and the European Labour Authority



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

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

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

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

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

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

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

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

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

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

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



Place: *Thessaloniki, 16/01/2023*

Cosmin Boianiu
Executive Director
European Labour Authority



Place: *Thessaloniki*
16/01/2023

CEDEFOP	
Date: 16 JAN 2023	
No: 0065	In: <i>tua</i>
To: DIR/SSI	
Cc:	

2025-2027

SINGLE PROGRAMMING DOCUMENT

**CEDEFOP**European Centre for the Development
of Vocational Training

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