European Environment Agency

EEA Digital Capability Strategy 2025-2030

EEA Corporate Report

European Environment Agency

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Introduction

The European Environment Agency (EEA) is an agency of the EU that provides valuable insights about the state of Europe's environment. Together with the European Environment Information and Observation Network (Eionet), we have a unique role at the interface between environmental science, climate science and policy. We provide valuable, reliable and independent knowledge.

Simple and effective digital services are at the heart of our organisation, providing the foundations necessary to inform decision-makers and the public about Europe's environment, climate change and wider sustainability issues. They also support efficient national and international data flow reporting.

Among other goals, the 2021-2030 EEA-Eionet strategy aims to make full use of technology's potential, embracing the twin digital and green transitions towards a more sustainable future. In response, the EEA Digital Capability Strategy (DCS) 2025-2030 sets out a vision for how our digital capabilities and services will evolve to meet these ambitions.

The DCS outlines how we will invest in technology, data, people, processes and innovation to leverage digitalisation. It identifies the digital capabilities needed to meet current needs and prepare for future uses. It also highlights the opportunities presented by emerging technologies, big data, artificial intelligence (AI) and Earth Observation (EO).

By embracing this Strategy, we will offer more efficient and effective services, better support decision-making and foster simplification. Building on over 30 years of EEA-Eionet progress, the Strategy charts a path toward a more digitally-empowered future to support Europe's green ambitions.

Acknowledgements

The EEA would like to thank Eionet, European Topic Centres (ETCs), the EEA Management Board and staff, and EEA workshop participants for their valuable contributions and input.

1 Background

1.1 Relationship to EEA-Eionet Strategy

The overarching vision underpinning the EEA-Eionet Strategy 2021-2030 is to 'enable a sustainable Europe through trusted and actionable knowledge for informed decision-making on environment and climate priorities and solutions'. The DCS plays a key role in supporting its implementation, particularly helping it meet its fourth strategic objective: making full use of the potential of data, technology and digitalisation.

1.2 Delivering 'digital capabilities' through integrated planning

The DCS guides the EEA and Eionet's digital transformation. It supports progress across the thematic areas of environment, climate and sustainability; strengthens communication and engagement with stakeholders; and digitalises corporate processes and ways of working.

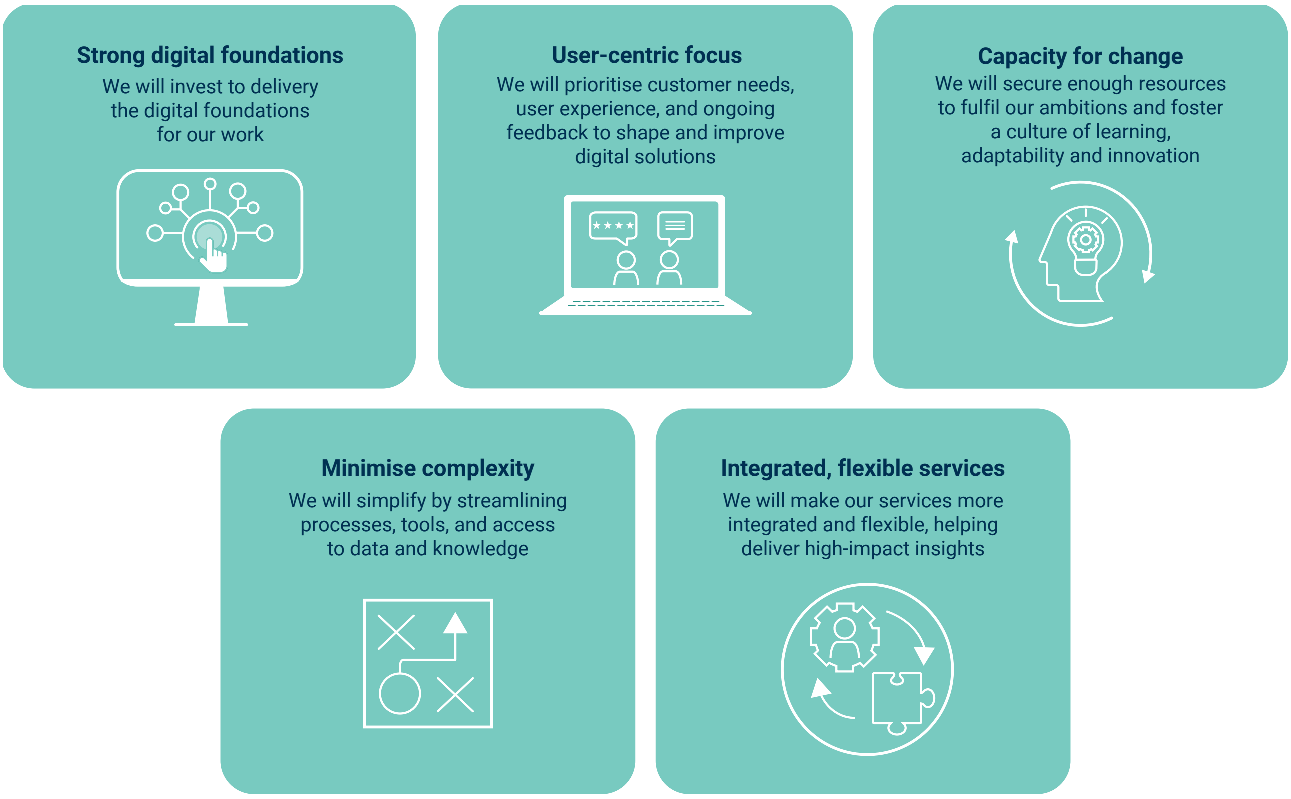
Spanning a 5-year period, the DCS provides a holistic framework for developing the EEA's digital ecosystem. It integrates technology, data, people and processes, with the EEA IT Strategy and Data Strategy underpinning it. These sub-strategies are not standalone efforts but are integral to the DCS' success, with their implementation and key initiatives fully reflected within its scope. Together, they ensure a coherent and connected approach to advancing the EEA's digital capabilities.

2 Vision for a digitalised EEA-Eionet

Our goal: by 2030, we harness the power of digital services and innovation to inform decision-makers and the public about Europe's environment, climate change and sustainability.

2.1 Core principles

Figure 2.1 Digital core principles to achieve the vision



Source: EEA.

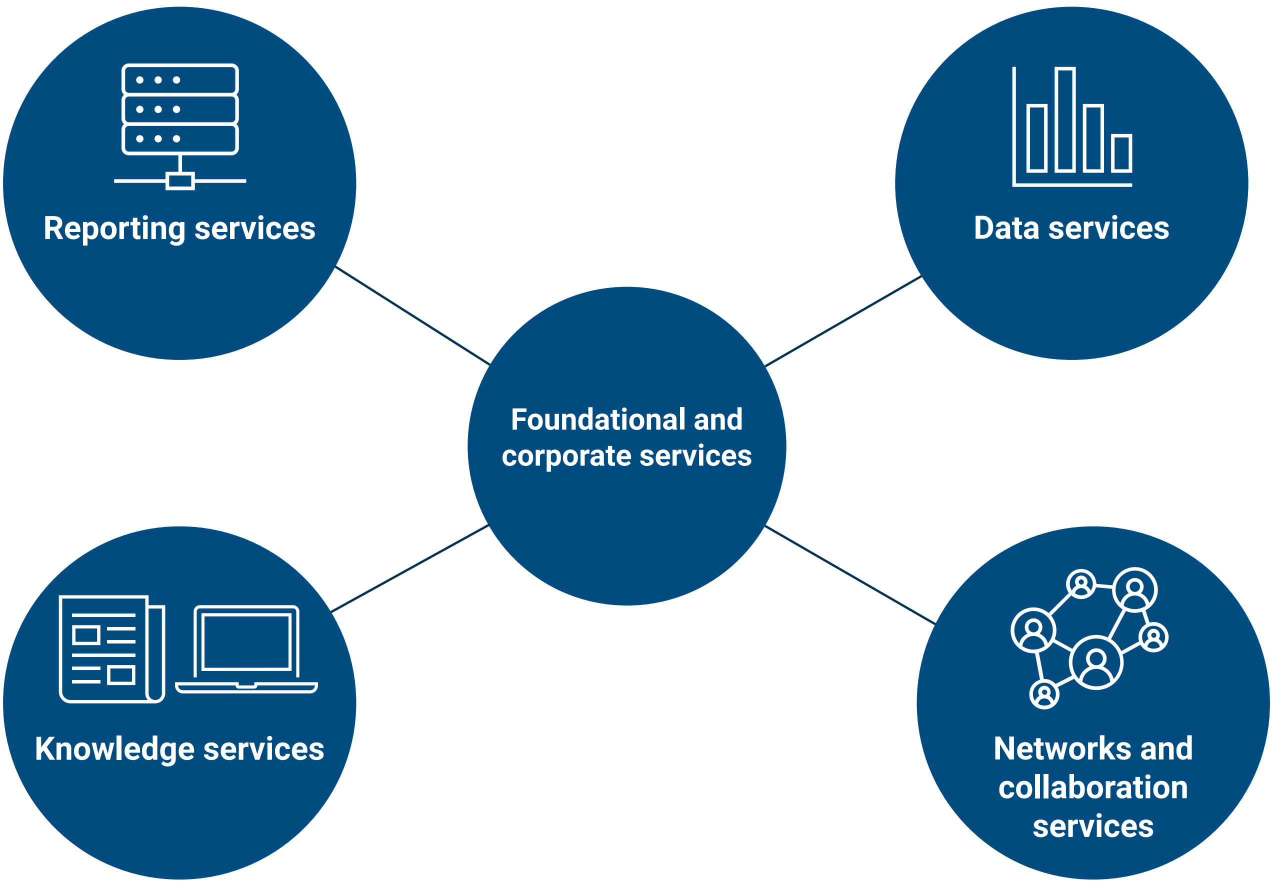
3 The EEA delivery model – 'everything as a service'

3.1 Where we want to be

In 2024, the EEA adopted an updated delivery model (Figure 3.1) outlining the main activities undertaken by the EEA and Eionet within a structured framework of interconnected processes, essential for delivering services and products. With a stronger emphasis on 'services', the model reinforces our commitment to delivering 'trusted and actionable knowledge for informed decision-making', meeting stakeholder needs in line with the EEA vision.

The DCS was developed using this model to identify digital needs and opportunities to enhance value for stakeholders. The DCS enables the development of new digital services that will support the delivery model. The delivery model is supported by foundational and corporate services, including core processes, systems, digital workplace tools, infrastructure and security. These enable modern, integrated solutions essential to achieving our goals.

Figure 3.1 EEA Delivery model



Source: EEA.

4 Digital missions

How we get there

To achieve our vision of a digitally-powered and innovative EEA-Eionet by 2030, we must take an integrated approach to developing the digital capabilities needed to get us there.

To guide their development, we have defined six cross-cutting digital missions (Figure 4.1) that respond to stakeholder needs. Each mission is presented with its workstreams, key initiatives and target milestones (see Annex 1), along with a summary of what success will look like for both EEA staff and external stakeholders once achieved.

Figure 4.1 Six digital missions

Source: EEA.

4.1 Mission 1: secure and scalable technology

Our goal: deliver reliable, secure, integrated and sustainable technology, tools and infrastructure that adapt to evolving user needs.

4.1.1 The mission

The effectiveness, reliability and security of our technology infrastructure are crucial for our work, as well as our data and knowledge protection. This mission sets out to ensure that we have the right tools and capacities to provide user-friendly and effective reporting, data management, knowledge sharing and collaboration services across our work areas. It is also essential that we offer user-oriented and digital workplace services that are seamlessly connected and reliable, to deliver a better and more seamless user experience regardless of working location. We will invest to reduce our reliance on legacy tools and technologies that are no longer best suited to our needs.

4.1.2 Where do we want to be in 2030?

By 2030, the EEA will:

- Deliver a modernised IT infrastructure, replacing legacy systems with more efficient, secure, scalable and flexible IT solutions that can adapt to changing business needs and technological advancements. This includes migrating key IT and data solutions to the cloud.

- Establish a resilient technology infrastructure. We will ensure business continuity through robust backups and clear recovery procedures in case of system failures, threats to operational continuity and cybersecurity incidents.

- Embrace advanced cybersecurity measures to protect our data and knowledge, and deploy tools to continuously monitor and optimise technology infrastructure performance. This includes network monitoring, system health checks and performance analytics.

- Implement fully integrated digital workplace and collaboration services that provide seamless user experiences regardless of location. This includes unified communication tools, collaboration platforms and remote access solutions. Platforms and tools will be both secure and easily accessible.

- Power our corporate business processes and workflows using automation/AI where possible, and ensure that the EEA's management is supported by accurate data and information.

- Adopt sustainable technology investment and implementation practices. We are committed to green IT initiatives that reduce our environmental footprint through energy-efficient technologies, resource optimisation, strategic cloud use and IT asset lifecycle management. Our procurement will prioritise eco-friendly solutions and sustainable vendors, ensuring our technological progress supports a greener future and sets a positive example.

4.2 Mission 2: Europe's leading provider of environmental data

Our goal: be the leading European environmental data hub, facilitating integration, interoperability and seamless data sharing.

4.2.1 The mission

Data is at the heart of everything we do. Acquiring, preparing, quality assuring, integrating, analysing, and sharing reliable and quality data are essential to our work. This mission sets out to ensure that the EEA is Europe's leading environmental data provider by streamlining each of these steps and providing the right tools to our staff, stakeholders and partners. The EEA will leverage its role as a Copernicus-entrusted entity to increase its focus on the potential of EO technology, data and services to inform policy decisions and initiatives, exploring its innovative potential to supplement and potentially replace traditional data flows.

Our objective is also to ensure seamless data sharing for different internal and external users, depending on their needs. As part of this, we will implement the EU Data Act to promote interoperability and data availability, and to enable a new generation of environmental and climate services.

4.2.2 Where do we want to be in 2030?

By 2030, the EEA will:

- Be Europe's leading environmental data provider, facilitating integration, interoperability and seamless data exchange with Eionet and other stakeholders.
- Fully support automated, high-quality data delivery, ensuring accuracy and reliability. Our goal is to create a customisable reporting environment that meets our stakeholders' diverse needs, underpinned by transparent quality criteria for the rapid generation of European datasets.
- Provide a modern data publishing platform that offers integrated and interoperable access to data and knowledge, with advanced query functionality and flexible code for dataset transitions.
- Provide and develop tools for both simple and advanced analysis, supporting data export and providing live data for external use through APIs, and empowering users to make informed decisions.
- More deeply integrate Copernicus and EO data to enable better policy support and simplification, lightening the reporting burden on Member States.
- Integrate Copernicus Land Monitoring Service (CLMS) with the Copernicus Data Space Ecosystem (CDSE) to fully support stakeholders with access to data and services, and streamline metadata management to make data even more accessible.

4.3 Mission 3: customer-centred services

Our goal: evolve our digital services to meet customer needs, and respond to them with flexibility and agility.

4.3.1 The mission

Maximising value and impact from digitalisation means placing our customers, users and stakeholders at the heart of service delivery. This mission aims to build a stronger partnership between the EEA and our customers by fostering greater transparency, co-designing our digital solutions and maintaining open dialogue. Continuous feedback will shape our strategy and roadmap, ensuring services evolve in line with customer needs. We will continue to simplify and enhance our digital services to provide tailored support to all users and stakeholders.

4.3.2 Where do we want to be in 2030?

By 2030, the EEA will:

- Provide seamless access to EEA knowledge services and products through a unified digital ecosystem. Consolidated thematic hubs, integrated search and knowledge exploration services will provide a more intuitive and consistent user experience. This streamlined approach will enhance access to environmental knowledge for decision-makers, stakeholders and the public.

- Deliver a more efficient, digitally-powered corporate foundation with automated workflows, AI-driven support (e.g. AI assistants, agents and automations) and cross-functional dashboards for better insights. Enhanced quality management, and editorial and document-sharing systems, will streamline access to information and reduce bureaucracy, improving efficiency and user experience.

- Simplify and enhance customer support services to better meet our users' needs.

- Enhance transparency by co-designing use cases and digital solutions, and maintaining open dialogue via close partnerships between EEA stakeholders and implementation teams. We will ensure that the use cases are right for the users by establishing user journeys and value propositions.

- Embrace agile delivery approaches that provide greater flexibility and strengthen business-technology partnerships. For example, the EEA digital knowledge services will be strengthened as part of this mission with a focus on collaboration across all the different stakeholders.

4.4 Mission 4: innovation mindset

Our goal: innovate to integrate new technologies and data sources for deeper knowledge, greater impact and efficiency.

4.4.1 The mission

To maximise the impact that our data make on the EU's ability to meet its environmental, climate and sustainability goals, we must embrace innovation and technological advances. Through this mission, we will take a pragmatic and ambitious approach to horizon scanning for promising technologies and datasets. This will provide an environment to explore their potential and enable them to be implemented at scale. Some technologies we will explore are advanced analytics, data visualisation and exploration, and AI, such as machine learning and large language models. This mission also includes leveraging EO capabilities, such as those offered by Copernicus, to support environmental monitoring by countries, paving the way towards simplified reporting and enhanced decision making in the future. To achieve this mission, we will also bridge the divide between the concrete business needs and the available technology solutions by developing closer cross-department partnerships.

4.4.2 Where do we want to be in 2030?

By 2030, the EEA will:

- Have a culture that promotes exploration and innovation, embracing calculated risk and continuous learning. This will allow the EEA to capitalise on ideas that come from any part of the organisation and develop them into mature, operational services.

- Establish a digital innovation framework to effectively identify, test and scale promising technology and data use cases across the Agency. EEA staff will be empowered to spend time on innovative data and technology-oriented projects using test environments. Moreover, we will have a proactive data governance model ensuring data quality, security and ethical use.

- Expand AI and machine learning adoption to maximise business value from our datasets. We have close partnerships between staff in business and digital teams to ensure that technological innovations are aligned with concrete business needs. This can involve joint workshops, collaborative projects and regular communication channels.

- Fully leverage the potential of EO, including Copernicus, to support environmental monitoring by countries. This will pave the way towards simplified reporting in the future and enhanced, data-driven decision-making.

- Integrate new data sources to strengthen our assessments and enhance the services we provide to our stakeholders.

4.5 Mission 5: empowerment through skills

Our goal: empower experts and users with the digital and data skills necessary to unlock the full potential of our data, information and knowledge.

4.5.1 The mission

Fully utilising the potential of digitalisation requires developing digital and data literacy and skills across the EEA and Eionet, as well as our stakeholder community. This mission aims to do that, fulfilling an essential part of our strategy and key to increasing innovation. Our aim is to embed digital and data capabilities tailored to all relevant roles, where important, to accelerate technological uptake and build expertise across our network. We will also ensure that digital ways of working, including our day-to-day working practices, are supported by the right guidelines, training and help. Through this mission we will increase awareness across our business and network of what is possible through digitalisation, as well as provide the knowledge needed to integrate these possibilities into our ways of working.

4.5.2 Where do we want to be in 2030?

By 2030, the EEA will:

- Ensure that EEA staff have the digital and data literacy skills needed to take full advantage of the possibilities offered through digital technology, data and digitalisation. This will develop the awareness needed to reinforce their role in cybersecurity resilience, and a tailored digital skills programme.

- Benefit from a shared digital learning ecosystem for EEA-Eionet, including tools and learning resources, to co-author digital and data skills while benefitting from our shared expertise across the network.

- Enhance collaboration and knowledge sharing across EEA-Eionet through agreed-upon ways of working, standard practices and training, leveraging European Topic Centres (ETCs) and stakeholders.

- Develop comprehensive guidelines and best practices for digital ways of working. This includes data management, cyber security, effective use of digital communication tools and ethical use of AI.

4.6 Mission 6: removing barriers

Our goal: remove the barriers to digitalisation through strategic partnerships, lean governance and investing for the future.

4.6.1 The mission

Removing the barriers to digitalisation, both internally and externally, is crucial to success and requires cross-organisational effort and coordination, whether structural, financial or cultural. Through this mission, we will speed up decision making by implementing more collaborative, business-oriented and lean digital governance structures to avoid unnecessary delays in agreeing upon actions. We will develop a more holistic and strategically-focused approach to prioritising investments in digital projects and initiatives, with a view to ensuring that our capabilities are fit for today and can continue to meet our needs for the foreseeable future. We will partner with the EC, the EU Agencies Network, the Environmental Protection Agencies Network, other EU institutions and our Eionet partners to advance digitalisation in support of common objectives, and to share best practice and capacities. We will strengthen collaboration with international institutions in digital and data processes, including the United Nations organisations, and we will strengthen our technology and data supplier relationships, including with the ETCs. To ensure effective and sustainable digital change and facilitate the transition, this mission also sets out to develop and implement change management practices in the organisation.

4.6.2 Where do we want to be in 2030?

By 2030, the EEA will:

- Remove the major barriers to digitalisation and shift towards portfolio investment, allowing for prioritisation according to business demands and future needs.

- Ensure that change management practices are utilised to ensure that new initiatives are seamlessly integrated into our workflows.

- Ensure regular investments in shared, future-focused services and initiatives that can offer simple and robust solutions to fit business needs. Our holistic and strategic approach to prioritising digital investments will ensure our capabilities are not only fit for today but also adaptable to meet future needs.

- Simplify governance and increase agility through delegated decision making to promote agility and faster delivery.

- Establish stronger partnerships with the EC, other EU Institutions and Eionet countries, advancing digitalisation in support of common objectives, and sharing best practices and capacities. We will harness the opportunities provided by shared European infrastructures, for example European Data Spaces and Destination Earth (DestinE). Our collaboration with other institutions, including the ETCs and the United Nations bodies, as well as our strengthened relationships with technology and data suppliers, will have fostered an effective ecosystem for digitalisation.

Develop technology partnerships with strategic vendors and leverage their technology to take advantage of funding opportunities for business goals.

5 Implementing the strategy

The DCS and its underpinning IT and data strategies set an ambitious yet pragmatic direction, aligned with the realities of the evolving digital and institutional landscape. It lays out a clear path for enabling the digital transformation required to support the EEA and Eionet's levity and evolution. Its successful implementation depends on coherent coordination and strong collaboration across the Agency and the wider network.

5.1 Benefits

The EEA DCS will drive improvements across the EEA's operations, enhance support for Eionet partners, and strengthen services for policymakers, citizens and institutions. While not exhaustive, the key benefits are summarised in the following table:

Table 5.1 Key benefits

European Environment Agency — Internal operations	Eionet — Eionet partners	Policymakers, citizens and institutions
Operational resilience through secure, stable and scalable infrastructure	Greater value from EEA-managed data: more findable, accessible and usable by countries	Greater agility for the EEA to bring dynamic data and knowledge products quicker to market to meet policy needs
Simple and fit-for-purpose digital services to enable effective knowledge generation	More reliable, simpler reporting services that support greater automation	Simpler, more integrated access to EEA-Eionet data and knowledge services, with cross-thematic connectivity, customisation for policy needs and larger uptake by third parties
EEA workforce empowered with the necessary digital skills to deliver our best work and support innovation	Increased value from Copernicus data for national uptake and monitoring support within countries	The EEA as an enabler of simplification to support EU competitiveness
Greater corporate efficiency and effectiveness through improved, standardised processes and digital tools	Enhanced services, designed and built with meeting customer needs as the central driver	Greater value for money by building on co-investments and partnerships to provide economies of scale

5.2 Monitoring and reporting progress

The EEA's digital department will oversee and coordinate how the DCS, the IT Strategy and Data Strategy are implemented. They will ensure alignment across roadmaps, track progress, and assess both impact and benefits. A strong focus will be placed on ensuring that customer value remains visible and measurable using relevant Key Performance Indicators (KPIs). Investments and initiatives will be transparently tracked and reported to demonstrate value for the EEA and its stakeholders. Updated dashboards and roadmaps will be made available to EEA staff and shared externally as appropriate.

Progress will also be monitored and reported through established planning and reporting instruments, including the *EEA Annual Work Programme*, the *Single Programming Document* (SPD), the *Consolidated Annual Activity Report* (CAAR) and relevant Key Performance Indicators (KPIs).

5.3 Managing risks during strategy implementation

The EEA has a risk management process that is applied to both IT and project implementation. Risks are evaluated at organisational and project levels, with management and staff involved appropriately. Significant risks are addressed based on their severity, using strategies such as acceptance, avoidance, reduction or sharing. Specific risks identified in relation to the DCS are as follows:

Table 5.2 Risks

Risk	Response	Treatment
1. Lack of available financial investment to implement strategic initiatives to deliver digital capabilities	Reduce	• Agree a minimum target, multi-annual, ringfenced budget for strategy implementation with EEA Senior Management Team. • Work closely with EEA Management Board, Eionet, EC and other stakeholders to diversify investment opportunities and identify strategic partnerships to accelerate initiatives.
2. Resistance to change and preference for existing ways of working may hinder implementation	Reduce	• Embed change management practices in strategy implementation. • Ensure wide communication of the strategy and the rationale for changes. • Regularly communicate benefits, stakeholder feedback and lessons learned during implementation.
3. Lack of human resource capability to implement the transformation required	Reduce	• Strategic resource planning and recruitment to onboard skills that are not currently in place. • Execute digital skills training plan (Mission 5) to enhance and develop EEA-Eionet capacities. • Strategically partner with suppliers and other stakeholders to co-develop and implement solutions. • Strategic and targeted outsourcing to consultants, when internal skills cannot be secured.
4. Geopolitical or regulatory disruption affecting technology supply chains	Reduce	• Monitor geopolitical and regulatory developments closely, in particular where shifts may affect the availability, reliability or compliance of certain technology products or services. • Maintain a flexible, modular architecture that allows for technology substitutions, if necessary. • Adapt procurement strategies as necessary to adapt to any issues.

5.4 Digitalisation for sustainability and sustainable digitalisation

The EEA and Eionet's digitalisation is a driver towards a more sustainable Europe. However, digitalisation often involves trade-offs, particularly around energy and resource consumption inherent in developing, implementing, and running digital infrastructure and services. The EEA is committed to ensuring that its digitalisation minimises negative impacts on the environment and climate. We will seek to consume minimal resources, and rely on sustainable technology and resources to power it. We will aim to deliver our services as efficiently as possible; for example, by giving preference to more energy-efficient AI models and encouraging sustainable practices amongst staff.

To minimise its environmental impact, the EEA has put in place an environmental management system which complies with the Eco-Management and Audit Scheme (EMAS). The EEA's environmental management programme can be consulted for further information and measures.

5.5 Conclusion

The DCS provides a clear and ambitious approach for strengthening the EEA and Eionet's digital foundations. It positions digitalisation as key to enabling our mission, supporting the delivery of trusted, timely, and impactful environmental data and knowledge across Europe.

Centred on customer needs and aligned with the EEA-Eionet 2021-2030 strategy, the DCS outlines how the EEA will invest in the right mix of technology, data, processes, innovation and skills. Its six digital missions provide a focused, holistic approach to delivering more integrated, agile and effective digital services.

Successful implementation will depend on strong internal commitment, careful coordination and close collaboration with Eionet, ETCs, the EC and other key partners. By building the digital capabilities we need today, we are preparing the EEA-Eionet to meet the challenges of tomorrow and lead in delivering digital solutions that support Europe's green transition.

Annex 1 DCS workplan – initiatives by workstream

Annex 1.1 Mission 1

Workstream	Key initiatives	What it delivers
IT process and governance IT Strategy	Governance system	Establishing a robust IT governance framework that encompasses clear structures, improved communication with business stakeholders, and defined standards and principles. This includes guidelines for systems architecture, methodologies, and templates to ensure alignment and consistency across initiatives.
	Process definition	Developing, documenting and refining core IT processes such as change control, monitoring and reporting, availability management, and legal and compliance integration. Leveraging Information Technology Infrastructure Library (ITIL) standards and tailored governance practices, these processes are designed to ensure adaptability, regulatory compliance and a commitment to continuous improvement.
	Standardisation strategy	Focusing on creating and maintaining consistent standards, processes, and principles to enhance operational efficiency and IT governance. This includes efforts such as tooling rationalisation, improved knowledge management, streamlined data architecture, enhanced analytics and increased automation, all aimed at fostering a cohesive and efficient IT environment.
IT technical architecture IT Strategy	Cloud-smart infrastructure	Initiative to improve the EEA's IT setup by integrating computing, storage and networking into a single, efficient system called a hyper-converged infrastructure (HCI). This approach simplifies how IT resources are managed, making it easier to allocate resources for tasks such as testing, development and ensuring continuity during disruptions.
	Artificial intelligence (capabilities)	Foster advanced capabilities in AI, machine learning, high-performance computing (HPC) and data analytics.
	Business continuity and disaster recovery (BC/DR)	Ensure uninterrupted service levels and secure data handling through a hybrid model. By using cloud automation and co-location data centres, the EEA aims to achieve fully automated business continuity and disaster recovery processes by the regulatory deadline.
	Copernicus connectivity enhancement	Re-architecting the connectivity to the Copernicus Data and Services Ecosystem (CDSE) interface. Key objectives include enhancing security through single sign-on (SSO) implementation and ensuring compatibility with existing integrations, such as the common workspace.
	Unified helpdesk services	Consolidate and enhance the EEA's support services. A staged approach will introduce AI-powered assistants, comprehensive FAQs, and self-service options to improve response times and issue resolution rates, ultimately enhancing user satisfaction.
	Technical standardisation	Consolidates and rationalises tools, data structures, processes and infrastructure to create a streamlined and efficient operational framework. Standardisation enhances consistency across systems, reduces redundancies and improves overall operational efficiency.
	Technical debt remediation	Address the backlog of technical debt through systematic monitoring, prioritisation and remediation. By ensuring that applications and infrastructure remain up-to-date and aligned with strategic objectives, the project aims to reduce costs and risks while improving system reliability.

IT security and resilience IT Strategy	Data architecture and security	Organise and standardise how EEA handles data, including setting rules for encryption (to protect sensitive information) and retention (how long data is stored). These efforts align with and expand on the principles outlined in the EEA Data Strategy.
	Network security	Improvements to network security will include reorganising how devices and systems are connected (IP segregation) and creating secure entry points, known as 'landing zones' and 'jump servers'. These measures will ensure consistent and secure connections between different parts of the EEA's IT environment.
	Single sign-on (SSO)	Simplify user login processes for the EEA's systems. Utilise a unified authentication system so both internal staff and external collaborators access services with a single, secure login.
IT operational remediation IT Strategy	Common workspace (CWS) improvements	Resolve issues affecting CWS, such as slow connection speeds due to bandwidth bottlenecks, outdated technical systems, and challenges with account management to simplify access and enhance security.
	Data architecture enhancements	Organise and document how data flows through the EEA's systems, standardise these processes and implement tools to automate repetitive tasks.
	Office infrastructure upgrades	Improve the office Wi-Fi, wired connections, and meeting equipment to ensure better reliability and performance, e.g. hybrid meetings.
	Standardisation and modernisation	Align backend applications to a single platform for running and managing software and phase out outdated systems. Bring specific performance improvements to handle large datasets efficiently.

Source: EEA, 2025.

Annex 1.2 Mission 2

Workstream	Key initiatives	What it delivers
Enhanced EEA reporting services	Reportnet 3 evolution: one platform for reporting	Fully migrate all data flows to Reportnet 3 and phase out legacy systems. Embrace flexible reporting infrastructure that can handle big data and other high volume data flows and allowing for upload, webform submission, and full machine-to-machine (API) interfaces to support efficiency and simplification efforts for data providers.
	AI integration for reporting	Ensure technical integration, design of data specifications for data flows, and integration of dataflow quality assurance (QA)/quality control (QC) using AI.
	Common workspace enhancements	Streamline and standardise common workspace tools and working practices to enable seamless collaboration on data set preparation/data analysis projects.
Data management modernisation Data Strategy	Data archive modernisation	Implement a single data model for all EEA data and carry out a comprehensive clean-up of our data archive for datasets.
	Standardisation and enhanced interoperability	Integrate AI enabled search and pooling of data using standardised elements, tags and codes across datasets. Improve interoperability between data collections and with data providers (harvested data), and foster stronger alignment across dataflows through the single data model.
	Data lifecycle management	Improve data lifecycle management by simplifying production processes with the support of data architecture specialists and a data advisory model. This work will support data dissemination, provide code to transition datasets for multiple purposes based on clear business requirements, and increase workflow flexibility and automation. Stronger focus on data lifecycle management will ensure that data products are retired when they are beyond use.
	Digitalisation for simplification	Simplification and reducing administrative burden for countries and industry is a strategic priority of the European Commission (EC) to promote European competitiveness. This initiative reflects that the EEA will continuously engage with partners in the EC to ensure that its digitalisation efforts enable and contribute to simplification. This includes developing its digital services to support reuse of data, pre-filling, where possible and appropriate and exploring the role of EO in delivering simplification.
Enhanced EEA data services Data Strategy	Enhance data availability, including Copernicus	Onboard non-conventional data, including text, to diversify EEA data sources for analysis and ensure continued integration of Copernicus information. Continuously develop the EEA Metadata Catalogue to support to generative AI applications, AI driven analytics and metadata management streamlining. This includes metadata for data processing and enhancement of data accessibility.
	Indicator process modernisation	Improve the coordination, streamlining and automation of indicators, through centralisation of data for indicators and more standardised processes and processing.Through this initiative, introduce automated updating of indicators online to more quickly turn data into knowledge. Implement more user-friendly access to data and indicators based, incorporating good practices from other organisations, such as Eurostat, in line with strategic business and stakeholder demands.

	EEA DataHub integration and evolution	Integrate the EEA DataHub as the single, unified source of all EEA environmental data, making data access simpler for stakeholders and the public through centralised data services and a unified data catalogue. The DataHub will adopt a more user-friendly interface, adopting best practices demonstrated by partner organisations. It will allow users to pool and query across datasets and access data through viewers, download and machine-to-machine (API) interfaces.
	Data for impact: enhanced, standardised visualisations and viewers	Enhance the presentation of data and information through standardised, high-impact visualisation tools and dashboards to deliver a consistent and efficient user experience. We will streamline our visualisation services by adopting common tools and viewers across thematic areas, improving operational efficiency and ensuring coherence in how information is presented. By continuing to expose data through APIs, we will maintain flexibility to meet diverse user needs. Stakeholder engagement and feedback metrics will be captured more effectively to guide the ongoing evolution of our visualisations in line with user expectations.
EO for a sustainable Europe	EO for policy implementation	Continuously explore with stakeholders and experts how Copernicus and EO can support and inform the development and implementation of environmental, climate and sustainability policy in Europe. In addition, identify the potential for specific, tailored policy relevant products to meet policy needs. This requires early engagement in policy development.
	Copernicus 'last mile' policy products	Secure the capacity to develop 'last mile' products from Copernicus EO data in support of environment, climate and sustainability policy implementation and simplification for data providers, particularly where these can complement and potentially replace traditional data sources, in support of simplification and national use cases. This capacity is to increase from 2028 in the next Copernicus agreement.
	Copernicus Land Monitoring Service, *in-situ* coordination and user uptake	Ensure the continued efficient and effective delivery of the Copernicus Land Monitoring Service (CLMS) and *in-situ* component while preparing the strategy for their future beyond 2028. Maintain high-quality service implementation, delivering geospatial information on land cover, land use, vegetation, water and Earth's surface energy. Continuously invest in user uptake activities and strengthen national collaboration programmes to maximise value for member countries. These efforts will support both ongoing operations and the groundwork for the next Copernicus agreement from 2028.
Promote EEA data services Data Strategy	Promote the EEA as Europe's leading provider of environmental data	Targeted promotion of the EEA's cross-cutting data services and products to stakeholders and the public through focused communication efforts. This initiative will involve collaboration across the agency, including joint conferences, workshops, active use case demonstrations and training sessions, to ensure consistent understanding of EEA data services across all thematic areas. By engaging stakeholders in diverse ways, we aim to enhance visibility and comprehension of EEA's offerings, ensuring clarity and accessibility for all audiences, regardless of their specific area of interest.

Source: EEA, 2025.

Annex 1.3 Mission 3

Workstream	Key initiatives	What it delivers
Customer-centred EEA knowledge services	EEA knowledge service evolution: thematic consolidation of EEA knowledge websites	Multi-year initiative to significantly improve how users access and navigate EEA's broad and diverse knowledge and data offerings. From a customer perspective, it will simplify and unify access to EEA products and services by bringing together currently fragmented information systems and websites into a more coherent and integrated structure. Over time, the initiative will consolidate specialised platforms into a set of thematic knowledge hubs and horizontal exploration services, all anchored by the main corporate site. This will support a dual-entry experience, allowing users to explore both high-level thematic overviews and detailed, specialised content, ensuring greater consistency, accessibility and relevance for a wide range of stakeholders. By taking a programmatic and iterative approach, guided by stakeholder needs and priorities, this effort will strengthen the visibility and usability of EEA's environmental, climate and sustainability knowledge, creating a more unified and customer-centred digital experience.
IT technical architecture IT Strategy	Unified helpdesk services	Consolidate and enhance the EEA's support services. A staged approach will introduce AI-powered chatbots, comprehensive FAQs and self-service options to improve response times and issue resolution rates, ultimately enhancing user satisfaction. (Shared initiative with Mission 1)
Enhanced corporate and foundational services	EEA network and collaboration services unification and evolution	Migrate all network and EEA, Eionet and other network stakeholders to 'Eionet 2.0' tools with self-service dashboard in-place for key business processes and closing of existing legacy tools. Improve and expand the Eionet collaboration tools to meet future requirements in accordance with future stakeholder ambitions.
	Business process and management information system enhancements	Deliver user-centred improvements to corporate and foundational services for efficiency and effectiveness. This includes the incremental automation of manual business processes and workflows, supported by AI where possible to increase efficiency and enhance user experience, for example AI assistants or Agents to query business information and processes, and execute routine tasks. Implement dashboards for extracting data from internal tools (e.g. management plan system, recruitment) and automate integration between financial and procurement systems. Implement effective solutions for quality management (QMS), improved editorial systems when publishing and for communication, and improved document management and sharing. The purpose is to facilitate access to all relevant information and official documents, minimising bureaucracy.

Customer-centric service framework	Customer-oriented agile delivery framework and operating model	Implement a customer-oriented digital service delivery framework and operating model that enables faster, more flexible service development, with a strong focus on continuous feedback and iterative improvement. Through this initiative, the EEA will ensure that it is best organised to deliver customer-oriented digital services. This includes expanding the use of agile delivery methodologies such as sprints, iterative development and regular retrospectives to increase flexibility and responsiveness in digital services, aligning these practices with procurement processes. A more agile approach will help better connect pilot projects and prototyping with the scaling up of successful initiatives. In practice, this means launching pilot projects and prototypes to test new digital solutions with a small group of users, followed by full-scale implementation based on minimum viable products that evolve through real user feedback. This framework will also support better integrating benefits realisation into EEA's delivery processes.
	Embedding co-creation	Establish systematic co-creation processes with key stakeholders to ensure services are designed around user needs from the outset. This initiative will introduce structured methods such as design thinking, bi-modal development and collaborative workshops to actively involve users and stakeholders in the co-design of digital solutions. By embedding their insights and feedback early in the development process, we will deliver more relevant, effective and user-centred services.
	User experience and journey mapping framework	Integrate user experience and journey mapping into the design and improvement of digital services. This initiative will systematically map customer journeys to better understand user interactions, pain points and expectations across the EEA's digital touchpoints. By placing users at the centre of service design, we will identify opportunities to enhance usability, streamline processes and deliver more intuitive and effective digital experiences — ultimately driving greater uptake and satisfaction.
	Enhanced stakeholder engagement and feedback	Establish a systematic stakeholder engagement and continuous feedback framework to drive ongoing improvement of digital services. This initiative will enhance collaboration with staff and stakeholders by creating structured channels, such as online forums, user groups and collaboration platforms that support continuous dialogue and co-creation. We will expand the targeted use of tools like surveys, user testing sessions and feedback loops to gather actionable business intelligence on user uptake and service impact. These robust feedback mechanisms will enable us to regularly assess the effectiveness of digital initiatives and make informed, data-driven improvements aligned with stakeholder needs and expectations. Through this framework, we will also strengthen collaboration with Eionet, the European Topic Centres, the EC, and other key stakeholders and partners. This will ensure their insights actively shape the development and evolution of our digital services.

Source: EEA, 2025.

Annex 1.4 Mission 4

Workstream	Key initiatives	What it delivers
EEA digital innovation framework	EEA digital innovation lab	Establish a digital innovation lab, consisting of the organisation, governance, infrastructure and processes necessary to advance innovation. This includes processes to foster ideation, mature ideas, test and pilot across the digital landscape, including in technology, data and services. The Digital Innovation Lab will leverage the capabilities of both European Topic Centres (ETCs) and EEA staff in processes to support the functioning of the innovation lab in identifying, selecting and accelerating the scale up of ideas.
	EEA innovation accelerator projects and partnerships	Leverage the digital innovation lab to drive collaborative innovation across business areas and with partners and stakeholders, advancing analytics capabilities through pilot projects and prototyping. The lab will support a range of activities, including: • General analytics support and product development, promoting best practice sharing and peer learning, and offering change management and user journey mapping guidance. • Innovation projects using EO data, particularly from Copernicus and other sources, to strengthen environmental monitoring and reporting. This will also help explore the use of AI in processing and interpreting EO data. • Collaboration with EU data and simulation initiatives, such as Destination Earth and digital twins, to support the integration of simulation-based insights into thematic assessments and reports. This initiative aims to foster experimentation, accelerate innovation and integrate cutting-edge technologies into the EEA's digital services and knowledge products.
	Scalable innovation infrastructure implementation	Closely linked to Mission 1, invest in putting in place scalable innovation infrastructure and tools, for example Graphical Processing Units (GPUs) and Common Workplace infrastructure, to support the implementation of the EEA Digital Innovation framework. The EEA will also create a sandbox environment for exploration and use case discovery for advanced analysis including Machine Learning and Generative AI. The EEA will foster innovation more widely by sharing its innovation work through the EEA Gitlab as an innovation metadata repository.
AI at the EEA	Responsible AI: governance and risk management	Embed robust AI governance and risk management processes to ensure the EEA is a responsible user of AI. We will continue implementing progressive governance to foster and effectively optimise business value from AI at the EEA whilst protecting the agency's reputation and independence. This requires the development of clear guidelines and policies in compliance with the EU Data Protection Regulation (EU DPR) and the AI Act, as well as maintaining a roadmap and oversight of new and ongoing AI projects, including their transition from proof of concept to pilot and scale.

	AI integration across EEA services	Invest in implementing and integrating AI across the EEA's delivery model services, according to strategic priorities and opportunities, and develop an iterative AI roadmap of use cases. For example: • Integration of EO data from Copernicus and other sources to enhance environmental monitoring and reporting and exploration of AI for Earth. • Audience-tailored knowledge exploration services. • Knowledge worker productivity. • Support to production of assessments and reports. • Analysis of unstructured data, for example policies for Nature Restoration and Circular Economy. • Data exploration, visualisations and advanced analytics. • Improved data quality assurance and control, including data mining. • Image pattern recognition and classification. • Automation and AI assistants for corporate efficiencies, based on EEA processes and systems (management plan system, single programming document, time registration, budget management, quality management) • Provision of AI-enhanced customer services and first level responses. • AI generated visualisations and data services. • Automation of the design of data specifications from implementing acts.
Innovation capacity building	Innovation training and capacity building	Linked to Mission 5, provide training programs in partnership with learning and development suppliers, Eionet and European Topic Centres and other European institutions and agencies to build capacity in advanced analytics, statistics, AI and EO technologies among staff and stakeholders. This can include workshops, online courses and hands-on training sessions.

Source: EEA, 2025.

Annex 1.5 Mission 5

Workstream	Key initiatives	What it delivers
Digital literacy	EEA digital skills academy (training and development)	Develop and implement training programs under the umbrella of the EEA digital skills academy to enhance digital and data literacy across EEA staff, Eionet stakeholders and other partners. This will be powered by a shared digital learning ecosystem and include online courses, workshops and certification programs, in support of all cross-cutting missions. This initiative will assess existing EEA skill levels and future needs in order to proactively identify future skillset gaps to inform strategic resource planning. Training is expected to include topics such as fostering a digital mindset, data analytics, automation and AI, innovation, information security and data protection, and digital wellbeing. Targeted training will also be provided on awareness raising and capacity building on the use of Copernicus services for environmental, climate and sustainability applications. Subject to prioritisation and funding, this initiative is expected to evolve into a shared learning ecosystem for Eionet that could in future serve wider capacity building priorities.
	Continuous integration of digital learning at EEA	Aligned to the EEA learning and development framework 2025-2030, provide ongoing learning opportunities such as webinars, online courses and access to digital learning platforms to ensure continuous skill development. The learning and development framework priorities six themes, including AI preparedness and digital transformation and digital skills and data literacy. Digital skills will be reviewed as part of any future review of the EEA competency framework.
Digital knowledge sharing	Digital awareness campaigns	Plan and run regular campaigns to increase awareness of digital opportunities and the benefits of digitalisation across EEA-Eionet's areas of work. This includes success stories, case studies and regular updates on digital initiatives.
	Communities of practice and knowledge sharing for digitalisation	Establish communities of practice around strategic digital topics, such as AI, to foster knowledge sharing, and the development of guidelines and best practices to support digital ways of working and workflows. This could extend to thematic knowledge services, where appropriate. This will be supported by creating platforms for sharing best practices and capacities within the organisation and with external partners, including online fora, knowledge repositories and regular workshops. This initiative will also explore deeper collaboration opportunities with Eionet and the environmental protection agencies, where appropriate.

Source: EEA, 2025.

Annex 1.6 Mission 6

Workstream	Key initiatives	What it delivers
Lean digital governance	Data governance modernisation	Simplify and modernise EEA's digital governance, encompassing three key functions, charged with the strategic development and evolution of its technology, data and services. Implementing lean digital governance structures will enhance agility in decision-making. This includes creating cross-functional governance teams, simplifying approval processes and using agile methodologies to speed up project delivery. This will result in a streamlined governance structure centred around an EEA Data Governance Board, or equivalent function, that will oversee the implementation and evolution of data governance, the efficient onboarding and streaming of data flows and roles and responsibilities related to data across the agency. The board will oversee a progressive data governance structure that continuously adapts to new ways of working, including (AI) and with increased capacity to apply data governance and protection. Implement an end-to-end information model for EEA, to catalogue and manage the lifecycle of data flows and data assets.
	Technology governance modernisation	As part of overall digital governance, implement an EEA Technology Architecture Board, or equivalent function that will oversee the implementation of the EEA IT Strategy in a coherent and strategic way, ensuring that infrastructure and architecture standards and principles are defined and adhered to. This board will oversee the lifecycle management of EEA IT services and applications to bring about a more secure, resilient and streamlined IT landscape.
	Portfolio governance modernisation and collaborative prioritisation	To foster a more unified, strategic and cross-agency approach to digitalisation, implement an EEA Portfolio Governance Board, or equivalent function, representing all EEA departments in prioritising investments and initiatives for major and strategic EEA digital services. This board is expected to evolve from the present IT Steering Committee to provide a more strategic focus. In tandem, establish an EEA-wide framework for collaborative prioritisation of digital projects, involving stakeholders in the decision-making processes to ensure alignment with business needs.
Strategic resourcing, investments and partnerships for digitalisation	Sustainable resourcing of digitalisation	Adopt a strategic, long-term approach to securing funding, resourcing and prioritisation of digital initiatives, according to agency stakeholder needs. By fostering a sustainable resourcing and funding model, EEA aims to enhance organisational practices, governance structures and invest in the implementation of the Digital Capability Strategy, through collaborative decision-making processes to support digitalisation.

	Digitalisation partnerships	Foster deeper partnerships with European and international bodies to accelerate the transition to sustainability through collaboration and resource sharing. This includes deepening cooperation with the European Commission, EU Institutions, the EU Agencies Network, Eionet, including European Topic Centres, Environmental Protection Agencies and international organisations, such as the United Nations, as appropriate and as opportunities allow. Key actions include: • Joint initiatives and best practices: Collaborating on initiatives, sharing best practices and pooling collective resources to drive digitalisation. • Alignment with external initiatives: Establishing a dedicated group of staff to ensure alignment with key initiatives from the EU and UN. • Establishing an Eionet Group for digitalisation: Creating a focal group within Eionet to support Member States in advancing digitalisation efforts. • Technical partnerships: Building technical collaborations with the European Commission, other EU institutions and Eionet Member States to support European data spaces and DestinE. • Expert forums: Facilitating expert exchange through dedicated forums led by the EEA.
Maximising impact	Change management framework for digitalisation	Embed change management practices across EEA digital projects and services to ensure maximum user uptake and value, through development and implementation of a structured framework. By actively supporting users throughout the adoption of and changes to digital services, we will prioritise their needs, optimise our investments and ensure a people-first approach to delivering impactful solutions. Change management practices are expected to include training programs, more effective communication planning and support systems to help staff and stakeholders adapt to new technologies and processes. We will implement more user targeted notifications on changes to digital systems and services.
	Fostering connections	Improve the diffusion of digitalisation in EEA-Eionet by fostering better cross-agency communication and awareness of ongoing work. This is expected to result in greater efficiency and effectiveness, for example: • Ensuring that new dataflows are built upon best and standardised practice and cross-thematic communication is enhanced. This will ensure that the 'Report Once' principle is followed, ensuring optimised and simplified implementation. • Raising awareness of legislative updates and those that are in the pipeline, so EEA staff in all parts of the organisation are ready to support their effective implementation, leveraging digitalisation. • Providing a clear overview of all internal workstreams to enable staff to find information on thematic initiatives, an overview of what's happening in the different groups to increase integration, visibility of work and data used. • Establishing easier access to lists of data, indicators and metadata for use in planning and developing products internally, as well as information on data management practices.
	Digitalisation benefits and impact analytics	Track the implementation of the DCS, the IT Strategy, the Data Strategy and their impact by regularly updating and reporting on progress and performance indicators. This will include a central dashboard and roadmap to monitor their implementation. Measures and communication of the benefits of digital transformation projects and initiatives will be in focus, to guide ongoing and future investments and priorities.

Source: EEA, 2025.

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