

CONSOLIDATED ANNUAL ACTIVITY REPORT 2025

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Management Board's analysis and assessment

The Management Board of the Agency for Support for BEREC,

Having regard to Regulation (EU) No 2018/1971 of the European Parliament (EP) and of the Council of 11 December 2018 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Agency for Support for BEREC (BEREC Office, Agency), amending Regulation (EU) 2015/2120 and repealing Regulation (EC) No 1211/2009¹ (the BEREC Regulation) and, in particular Article 16(c) and Article 27 thereof;

Having regard to Directive (EU) 2018/1972 of the EP and of the Council of 11 December 2018 establishing the European Electronic Communications Code² (EECC);

Having regard to Article 48 of Decision No MB/2019/13 of the Management Board (MB) on the financial regulation applicable to the BEREC Office;

Having regard to the BEREC Office Single Programming Document (SPD) for 2025-2027, as amended, containing the BEREC Office Work Programme (WP) 2025³, which was developed to support the achievement of the objectives of the BEREC WP 2025⁴;

Having regard to the Evaluation of BEREC and the BEREC Office⁵, published by the European Commission (EC) on 21 January 2026;

Having regard to the 2025 Consolidated Annual Activity Report (CAAR) of the BEREC Office submitted by the Director, as authorising officer, to the MB on the performance of the duties of the Agency's Director;

Whereas,

- (1) In 2025, the BEREC Office supported the implementation of an ambitious BEREC WP, aligned with the objectives of the EECC, the BEREC Strategy 2021–2025, as well as broader EU policy priorities, including the Digital Decade and the European Green Deal, focusing on promoting full connectivity, supporting competitive and open digital

¹ OJ L 321, 17.12.2018, p.01- 35,

² OJ L 321, 17.12.2018, p. 36–214, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32018L1972&qid=1621506784842>

³ See document MB (25) 32, Amendment 1 to BEREC Office WP <https://www.berec.europa.eu/en/all-documents/berec-office/berec-office-work-programmes/amendment-no-1-to-the-single-programming-document-of-the-agency-for-support-for-berec-berec-office-for-the-period-2025-2027>

⁴ See document BoR (24) 183, BEREC Work Programme 2025, 10/12/2024, https://www.berec.europa.eu/system/files/2024-12/BoR%20%2824%29%20183_BEREC%20WP2025.pdf

⁵ <https://digital-strategy.ec.europa.eu/en/library/evaluation-berec-and-berec-office>

markets, and empowering end-users;

- (2) In 2025, the BEREC Office continued to operate in a challenging geopolitical environment resulting from Russia's full-scale invasion of Ukraine in 2022, the effects of which persisted in the host Member State (MS), including increased inflation pressure, heightened security concerns and impacts on local markets, thereby influencing negatively the Agency's operational and financial conditions;
- (3) Against this background, the BEREC Office was required to ensure continuity of operations and high-quality support to BEREC, while maintaining strict budgetary discipline and prioritising core activities;
- (4) Despite facing various constraints, the BEREC Office showed remarkable resilience and adaptability, successfully carrying out its tasks and maintaining stable operations throughout the reporting period. In terms of budget management, the BEREC Office achieved excellent results: in 2025, the committed appropriations reached 100% for the second consecutive year, while the payment execution rate was 87.92%. Additionally, the cancellation rate of carried-over appropriations (C8/2025) was among the lowest recorded, standing at just 1.18% of the total carried-over amount.
- (5) The BEREC Office Director, in her capacity as Authorising Officer, ensured efficient and effective mobilisation of financial and human resources, enabling the Agency to deliver its mandate and support BEREC's activities, such as:
 - (a) contributing to the deployment of the pan-European telecommunication services and ensuring compliance with BEREC's obligations stemming from the EECC in the area of general authorisation and numbering by developing and putting into operation of EU General Authorisation and Numbering Databases, as required by the provisions of Article 12 (4) and Article 93 of the EECC;
 - (b) maintaining the recently implemented Union-wide database of numbering ranges for value-added services in each MS and Union-wide database of means of access to emergency services according to Article 16 of the Regulation (EU) 2022/612 of the EP and of the Council of 6 April 2022 on roaming on public mobile communications networks within the Union (Roaming Regulation);
 - (c) providing administrative and professional support to the BEREC Board of Regulators (BoR), the BEREC Contact Network (CN), the BEREC Working Groups (WGs), including the Ad Hoc WGs, and to the BEREC Office management and advisory bodies, in particular by supporting the organisation of:
 - i. four ordinary BoR meetings;
 - ii. four ordinary CN meetings;
 - iii. four ordinary meetings of the BEREC Office management Board (MB);
 - iv. four BEREC Office Advisory Group (BAG) meetings;

- v. 19 meetings of the BEREC Chair and Vice-Chairs (BEREC Mini Board);
 - vi. 384 WGs meetings, six public external workshops and eight third party meetings organised by the BEREC Office for the WGs;
 - vii. 26 other events attended by the BEREC Chair and/or Vice Chairs and four international events.
- (d) supporting the preparation of 49 BEREC deliverables and launching 10 public consultations and calls for input to gather the views of all relevant stakeholders on draft BEREC deliverables, and preparing summary reports on the outcomes of these consultations;
 - (e) organising training for the experts from the BEREC national regulatory authorities (NRAs) on the EU regulatory framework for electronic communications by organising information sessions using BEREC's own resources in addition to a service provider (the information sessions were led by the WG Co-Chairs, who gave presentations on the topics related to their area of work);
 - (f) procuring a study on data centres to gather a general understanding of the number, characteristics, location and actors deploying data centres in Europe;
 - (g) providing the historic data sets required for the calculation of the weighted average cost of capital (WACC) parameters by BEREC – to be taken into account by the NRAs;
 - (h) increasing the visibility of BEREC's work by implementing the communication activities foreseen for the BEREC Office in the annual BEREC Communications plan, including the organisation of the BEREC Stakeholder Forum, as well as four BEREC public debriefings, and multiple other events, projects and activities;
 - (i) providing safe and secure information and communication technology (ICT) tools (hardware and software) ensuring the smooth virtual functioning of the decision-making of the BoR, the MB and the entire activity of the BEREC preparatory bodies as well as providing BEREC with appropriate communication tools, by putting into operation new and ensuring the functioning of the already existing ICT tools, such as:
 - i. the electronic voting tool;
 - ii. the audio-video conference (AVC) facilities in Brussels and Riga;
 - iii. the platform for video-recording and streaming services;
 - iv. the enhanced systems for business continuity, disaster recovery and information technology (IT) security;
 - (j) continuing and improving the IT support to BEREC, including through the use of specialised ICT and IT security services provided by IT service providers, the EC

services [the Directorate-General for Informatics), the EU Computer Emergency Response Team (CERT-EU)], and other EU agencies [European Union Intellectual Property Office (EUIPO)];

(6) The BEREC Office maintained its stable day-to-day operation and introduced further improvements in its operations, irrespective of the challenges associated with Russia's on-going full-scale invasion of Ukraine and its impact on the security and local markets in the host MS, which increased the day-to-day operations of the Agency via:

- (a) making the most of the available flexibility in managing the Agency's limited human and financial resources in line with the priorities established by the MB and taking into account the challenging conditions in which the BEREC Office worked as outlined in the current report, including by incorporating best practices from the EC services, the EU Agencies Network, and various EU agencies and bodies;
- (b) implementing further security projects to strengthen the technical and physical security of the BEREC Office premises, assets and staff, including maintaining a bomb shelter equipped according to the requirements of the local authorities for the 72h concept;
- (c) continuing the work on the BEREC Office premises project by analysing the estimated costs, benefits, challenges and risks associated with the options available;
- (d) continuing the modernisation of the IT environment of the BEREC Office, including by deploying additional IT tools in the area of human resources management and BEREC activities;
- (e) offering a package of social measures to staff (incl. financial support for schooling⁶, flexible working arrangements, legal services to staff, etc.), comprehensive induction programmes and other services oriented to facilitating the establishment, which resulted in retaining the qualified staff at the Agency in 2025;
- (f) continuing the implementation of the internal control framework and maintaining efficient and effective internal control systems at the BEREC Office;

(7) Regrets that the BEREC Office needed to suspend certain projects such as the traineeship programme, and scale down several activities because of financial constraints and called to the EC and the Budgetary authority to consider updating the EU contribution percentage in line with the inflation in the host MS;

⁶ Until the establishment of Accredited European School by the host MS

- (8) Expresses its concern regarding the lack of progress with the accreditation of the European School in Latvia, which according to Article 21 (2) of the Headquarters Agreement was expected for the school year 2022/2023 and calls upon the Government of the host MS to ensure its commitments;
- (9) The MB is assured that the limited BEREC Office resources were managed in the best possible manner, but is concerned by the fact that the increase in the EU contribution does not follow the level of inflation in the host MS, which has put certain constraints on the BEREC Office's activity;
- (10) The MB is assured of the reliability of the accounts and of the legality and regularity of the transactions undertaken;
- (11) The MB expresses its appreciation to the BEREC Office staff, the BAG as an advisory body to the MB, and the Agency's partners for their commitment and achievements in 2025.

Following an analysis of the CAAR 2025 submitted by the Director, the following conclusions have been reached:

- (1) The BEREC Office has successfully managed its tasks deriving from the BEREC WP, the EU regulatory framework, and other legal obligations under the conditions of the still ongoing full-scale invasion of Ukraine by the Russian Federation, and the continuously rising prices in the host MS, which conditions have further strained the BEREC Office's budget and introduced additional risks for its physical and cyber security.
- (2) The BEREC Office reacted swiftly to all ad hoc requests for services coming from BEREC and provided BEREC with high-quality professional and administrative support, including the preparation of BEREC deliverables.
- (3) Irrespectively of the challenges outlined in the report, the internal control systems at the BEREC Office continue to work as intended;
- (4) The information contained in the CAAR presents a true and fair view of the year 2025.
- (5) The resources assigned to the activities described in the report were used for their intended purpose and in accordance with the principle of sound financial management.
- (6) The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.
- (7) In a year marked by ongoing challenges the BEREC Office successfully implemented its annual WP, which is recognised as a significant achievement.

The Director is invited to:

- (1) Maintain the high level of operational support to BEREC, in line with its Annual WP and the respective Rules of Procedure;

- (2) Continue the work on addressing the security challenges associated with Russia's full-scale invasion of Ukraine, including via maintaining high level of IT and physical security of the BEREC Office's premises, assets and staff;
- (3) Work towards improving the working conditions for the staff and the living conditions for the staff and their families in the host MS, including, where necessary, in cooperation with the host MS, the EC and the EP in order to achieve full implementation of the spirit of the Article 47 of the BEREC Regulation;
- (4) Work towards ensuring long term stability in staffing, incl. via appropriate measures aimed at attracting and retaining highly qualified staff;
- (5) Implement in cooperation with the Staff Committee the action plan for social welfare measures within the limits of the voted budget;
- (6) Maintain efficient and effective internal control systems at the BEREC Office in compliance with the risks at the BEREC Office;
- (7) Maintain a good level of budget planning and management with a view to ensuring compliance with the KPIs adopted by the MB;
- (8) Report regularly on the achievement of KPIs by the BEREC Office and progress towards addressing any remaining open issues raised by the discharge authority and/or by the ECA in previous years' reports.

1 July 2026

For the Management Board

(e-signed)

Marko Mišmaš

Chairperson

Abbreviations

Abbreviation	Meaning
ABAC	Accrual Based Accounting
ABM	Activity-based budget management
ACER	European Union Agency for the Cooperation of Energy Regulators
AD	Administrator
AGM	Advanced gateway for meetings tool
AOD	Authorising Officer by Delegation
AST	Assistant
AST/SC	Secretaries and clerks
AVC	Audio-video conference
BAG	BEREC Office Advisory Group
BEREC	Body of European Regulators for Electronic Communications
BEREC Office	Agency for Support for BEREC
BEREC Regulation	Regulation (EU) No 2018/1971 of the European Parliament and of the Council of 11 December 2018, replacing Regulation (EC) No 1211/2009
BoR	Board of Regulators
CA	Contract agent
CAAR	Consolidated Annual Activity Report
CdT	Translation Centre of the EU
CERT-EU	EU Computer Emergency Response Team
CN	Contact Network
DG	Directorate General of the European Commission
DG BUDG	DG for Budget
DG CNECT	DG for Communications Networks, Content and Technology
DG DIGIT	DG for Informatics
DG HR	DG for Human Resources and Security
DNA	Digital Networks Act

Abbreviation	Meaning
DPO	Data Protection Officer
EC	European Commission
ECA	European Court of Auditors
EDPS	European Data Protection Supervisor
EEA	European Economic Area
EECC	Directive (EU) 2018/1972 of the European Parliament and of the Council of 11 December 2018 establishing the European Electronic Communications Code
EFTA	European Free Trade Association
EMAS	Eco-Management and Audit Scheme
ECN	Electronic Communications Network
ENG	Expert Networking Group
ENISA	European Union Agency for Network and Information Security
EP	European Parliament
EU	European Union
EUAN	EU Agencies Network
EUAN GN	EU Agencies Network's Greening Network
EUIPO	European Union Intellectual Property Office
eu-LISA	European Agency for the operational management of large-scale IT Systems
EUPaaS	EU Platform as a Service provided by EUIPO
eVT	Electronic voting tool
FG	Function group
FFR	Framework Financial Regulation
FTE	Full-time equivalent
FWC	Framework contract
GADB	General authorisation data base
GHG	Greenhouse gas

Abbreviation	Meaning
HQA	Headquarters Agreement
HR	Human resources
IAS	Internal Audit Service
ICF	Internal Control Framework
ICP	Internal control principle
ICS	Internal control system
ICT	Information and communications technology
ISP	Information Sharing Portal
IT	Information technology
KPI	Key Performance Indicator
MB	Management Board
2FA	Two-factor authentication
MS	Member State
NRA	National regulatory authority
OJ	Official Journal of the European Union
PMO	Office for the Administration and Payment of Individual Entitlements
PPMT	Public Procurement Management Tool
RBFM	Report on budgetary and financial management
SLA	Service level agreement
SNE	Seconded national expert
SPD	Single programming document
TA	Temporary agent
VAS	Value added services
WACC	Weighted average cost of capital
WG	Working Group
WP	Work Programme

Executive summary

This Consolidated Annual Activity Report (CAAR) provides an overview of the activities carried out by the Agency for Support for BEREC (BEREC Office, the Agency) in 2025 to inform the BEREC Office Management Board (MB) and the public about the progress made in implementing the Agency's Annual Work Programme (AWP) for 2025 and its multiannual strategy for the period 2025–2027, as set out in the Single Programming Document (SPD) 2025–2027.

The BEREC Office successfully delivered its 2025 Annual Work Programme, supporting BEREC to foster independent, forward looking, and high-quality regulation of digital infrastructures and services and to ensure the consistent implementation of the European regulatory framework for electronic communications. In 2025, the BEREC Office achieved all its key objectives and milestones and effectively allocated its limited human and financial resources, focusing on strategic priorities.

As such, the Agency ensured the smooth functioning of BEREC's governance and preparatory bodies, supported the development of regulatory outputs, and facilitated cooperation among national regulatory authorities (NRAs). It met the expectations of its stakeholders, while ensuring the secure and efficient operation of the Agency. The majority of the set key performance indicators (KPIs) were achieved or exceeded, confirming the high level of satisfaction of BEREC stakeholders and the effectiveness of the support provided.

The Agency played an important role in supporting BEREC's high-level governance and decision-making processes. In 2025, it organised four meetings of the BEREC Board of Regulators (BoR) and the BEREC Office Management Board (MB), four meetings of the BEREC Contact Network (CN), four meetings of the BEREC Office Advisory Group (BAG), and nineteen meetings of the BEREC Chair and Vice-Chairs (Mini Board). In addition, the BEREC Office supported high-level representatives participating in thirty external events, conferences and international meetings, including the BEREC Study Trip to the United Kingdom. These activities contributed to strengthening BEREC's visibility, stakeholder engagement and international cooperation.

The Agency further supported the timely functioning of governance processes through the management of electronic voting procedures and contributed to onboarding new participants to BEREC activities.

The Agency achieved the important milestone in concluding the establishment of Working Arrangements with ANRCETI, the national regulatory authority of the Republic of Moldova. This expansion of BEREC reflects the growing cooperation and inclusiveness within the BEREC framework.

The BEREC Office continued to support BEREC's regulatory and analytical work through extensive data collection, information gathering and stakeholder engagement activities. The Agency contributed to the preparation of several key reports and monitoring exercises

concerning electronic communications markets, international roaming, intra-EEA communications, the implementation of the Open Internet Regulation, and the monitoring of the Joint Statement agreed between Ukraine and EU operators. The Agency also supported public consultations and calls for input on major BEREC deliverables and ensured the availability of the EU Survey platform used for these consultations.

To provide support in accomplishing the tasks and objectives outlined in the BEREC WP 2025, the BEREC Office organised 384 Working Group (WG) meetings and eight third-party meetings, demonstrating a high level of operational activity and coordination support. In addition, the Agency organised six external workshops covering key regulatory topics, including submarine cable connectivity, end-user rights, environmental sustainability, digital fraud and the competitive effects of fibre deployment and copper switch-off.

In addition, the BEREC Office coordinated BEREC's activities under the procedures of Article 32/33 of Directive (EU) 2018/1972 of the European Parliament and the Council establishing the European Electronic Communications Code (EECC). The European Commission (EC) opened two Article 32 phase II cases, which were handled in 2025. Therefore, the BEREC Office established two ad hoc WGs following the EC's serious doubts letters that opened phase II investigations pursuant to Article 32 of the EECC, concerning the Swedish wholesale fixed and mobile call termination markets, as well as concerning the Estonian market for wholesale local access provided at a fixed location, and the Estonian market for wholesale central access provided at a fixed location.

2025 was a strong year for BEREC communications. The 13th BEREC Stakeholder Forum achieved record attendance, drawing participants from 36 countries for an open dialogue on end-user rights and competitive digital markets. BEREC's 15th anniversary was marked through dedicated events and social media campaign featuring its key contributions to Europe's digital landscape and future ambitions. In cooperation with the Communications ENG and BEREC WGs, the BEREC Office delivered a series of awareness-raising campaigns on topics ranging from copper switch-off to digital fraud, ensuring BEREC's work reached and informed both stakeholders and the wider public. The first-ever BEREC podcast was recorded to raise awareness on the threats posed by digital fraud, including practical tips on how to avoid being scammed.

Physical and cybersecurity remained a key priority for the BEREC Office in 2025, due the mandate of BEREC and the Agency's proximity to the borders of Russia and Belarus, as Russia's full-scale invasion of Ukraine continues into its fourth year.

In this context, continuous monitoring of development in the Baltic region, risk assessment and mitigation measures were undertaken to strengthen the safety of the Agency's staff and its assets and operational resilience in the event of emergencies. In the reporting period the BEREC Office launched a revision of its Business Continuity Plan and a security assessment of its premises. In 2026, the Business Continuity Plan will be completed and a security project will be launched.

The Agency also strengthened its compliance and resilience in the area of cybersecurity. All activities required under the applicable cybersecurity legal framework were completed within the established deadlines. This included the implementation of maturity and risk assessments, the definition of mitigation measures, and the development and adoption of a Cybersecurity Plan aimed at ensuring continued compliance and strengthening the Agency's security posture.

Sustainability remained an important area of work throughout 2025. The Agency continued monitoring sustainability-related key performance indicators within the framework of the Sustainability Expert Networking Group (ENG) and further advanced preparations for obtaining EMAS certification, planned for 2026.

In 2025, the BEREC Office continued its constructive cooperation with the Latvian authorities, in particular its partner ministry the Ministry of Transport, under the Headquarters Agreement (HQA) and the subsequent Service Level Agreement (SLA). The Liaison Office established by the Latvian Government under the SLA continued to provide valuable support to the BEREC Office, including assistance related to the functioning of the Agency and the integration of its staff members and their families in Latvia. During the reporting period, the BEREC Office continued to use the joint procurement arrangement with the Latvian Government through the Electronic Procurement System (EIS). The Agency also continued to benefit from the procedure for partial reimbursement of international schooling costs for the children of the staff, as a temporary measure until an accredited European school is established. While the host Member State has continued to further develop the conditions for the effective functioning of the BEREC Office, the establishment of an accredited European school remains an outstanding issue.

With a view to contributing to the achievement of BEREC's objectives, the BEREC Office ensured the smooth daily functioning of the Agency through the execution of recurring administrative and financial tasks in line with the applicable legal framework. The BEREC Office demonstrated excellent budget and financial performance, reflected in 100% commitment appropriations for the second consecutive year; 87.92% payment execution rate; and very low cancellation rate of carried-over appropriations (1.18%). These results show robust financial planning, effective monitoring mechanisms, and strong coordination across the Agency.

The internal control system remained effective and compliant with the Internal Control Framework. The controls in place provided reasonable assurance regarding the legality and regularity of transactions, sound financial management, and the achievement of operational objectives. In order to support continuous improvement some areas were identified for enhancement and are being addressed by management.

The Agency operated with a stable workforce. However, challenges regarding the lowest correction coefficient among the Baltic States, the very low establishment plan and the resulting complexity of job requirements, and the geopolitical context remained. To address these challenges, the BEREC Office continued to implement measures to support staff retention, working conditions, and internal communication.

Overall, 2025 was a successful year for the BEREC Office. The Agency demonstrated strong

performance, financial discipline, and organisational resilience, while continuing to deliver high-quality support to BEREC and contributing to the effective functioning of the European electronic communications regulatory framework. These positive developments and the overall maturity of the BEREC Office will enable the Agency to ensure to prepare for a smooth transition to its assignments proposed in the new Digital Networks Act⁷ (DNA) and to have stronger impact on enhancing connectivity and resilience of Europe's digital infrastructure.

⁷ <https://digital-strategy.ec.europa.eu/en/policies/digital-networks-act>

Introduction

1. The Agency in Brief

The Agency for Support for BEREC (BEREC Office, Agency) was established by Regulation (EU) No 2018/1971 of the European Parliament (EP) and of the Council of 11 December 2018 (BEREC Regulation), replacing Regulation (EC) No 1211/2009. The BEREC Office is established as a body of the European Union (EU) with a legal personality.

The BEREC Office comprises:

- the Management Board, and
- the Director.

The Director is in charge of the administrative management of the BEREC Office. The number of staff available to the BEREC Office in 2025 was 49 employees, split into the following categories: 17 temporary agents (including the Director), 23 contract agents and nine seconded national experts.

Pursuant to Article 5 of the BEREC Regulation, the BEREC Office has the following tasks:

- to provide professional and administrative support services to BEREC, in particular in fulfilling its regulatory tasks;
- to collect information from national regulatory authorities (NRAs) and to exchange and transmit information in relation to the regulatory tasks assigned to BEREC;
- to produce, on the basis of the information received from NRAs in relation to the regulatory tasks assigned to BEREC, regular draft reports on specific aspects of developments in the European electronic communications market, such as roaming and benchmarking reports, to be submitted to BEREC;
- to disseminate regulatory best practices among NRAs;
- to assist BEREC in establishing and maintaining registries and databases, in establishing and managing an information and communications system and in conducting public consultations;
- to assist in the preparation of the work and provide other administrative and content-related support to ensure the smooth functioning of the BEREC Board of Regulators (BoR);
- to assist in setting up BEREC WGs, upon request of the BoR, contribute to the regulatory work and provide administrative support to ensure the smooth functioning of those groups;
- to carry out other tasks assigned to it by this Regulation or by other EU legal acts.

The BEREC Office has its headquarters at Zigfrida Annas Meierovica Bulvaris 14, Riga, Latvia.

BEREC is the Body of European Regulators for Electronic Communications established by Regulation (EU) 2018/1971 which is composed of the heads or nominated high-level representatives of the NRAs of the EU Member States and NRAs of third countries participating in the work of BEREC without the right to vote, in accordance with relevant working arrangements.

BEREC's overall task is to assist the European Commission (EC), the other European Institutions and the NRAs as a permanent advisory body on the electronic communications markets. To this end, BEREC issues guidelines on several topics, and produces opinions, recommendations, common positions, best practices and methodologies. In addition, BEREC reports on technical matters, and keeps registers, lists and databases.

The role of BEREC has been enhanced in 2018 by the BEREC Regulation and by Directive (EU) 2018/1972 establishing the European Electronic Communications Code (EECC), which sets out a significant number of new tasks. BEREC fulfils its tasks also in compliance with the Roaming Regulation (Regulation (EU) No 2022/612), the Telecoms Single Market Regulation (Regulation (EU) 2015/2120) and the Digital Markets Act (Regulation (EU) 2022/1925 (DMA)).

More information about BEREC and the BEREC Office can be found on the BEREC website (berec.europa.eu).

2025 IN NUMBERS

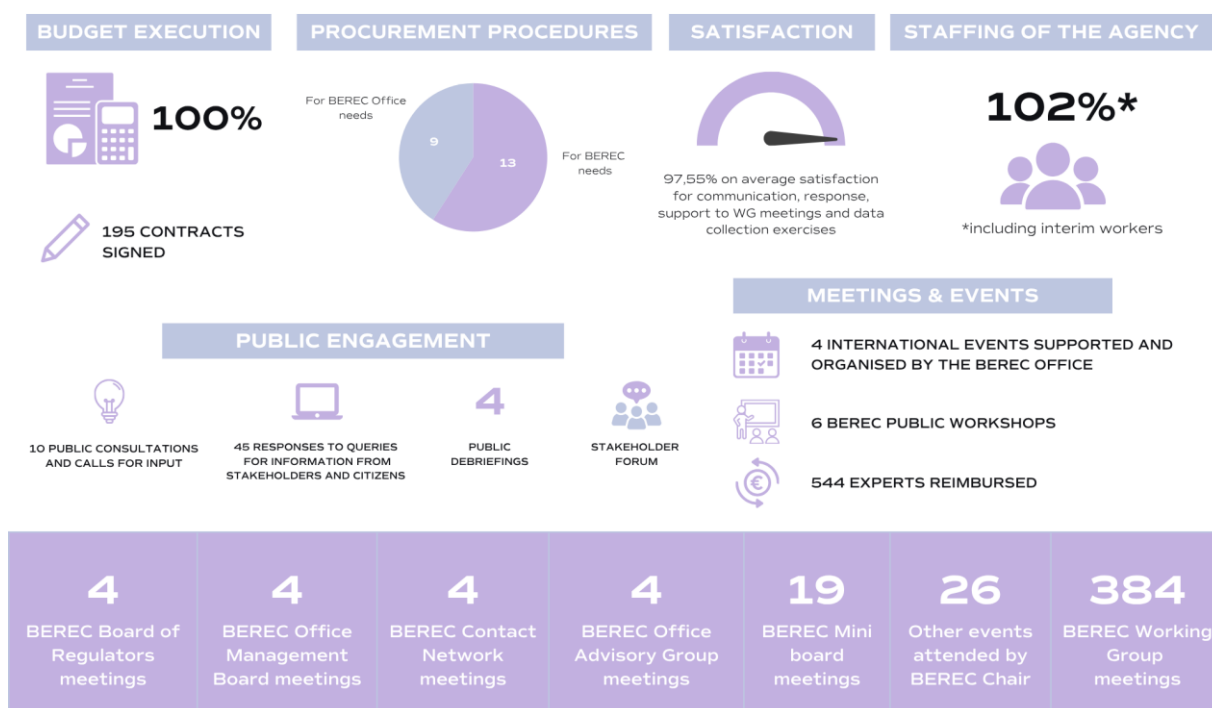


Figure 1: 2025 in numbers

Part I: Achievements of the year

1. Support to BEREC Working Groups (WGs), the Sustainability Expert Networking Group (ENG) and phase II cases

The total resources planned and used for the support to BEREC WGs, including assistance in setting up WGs, organisation and coordination of WG meetings (both internal and external) and meetings of ad hoc WGs under the Article 32/33 procedure, are as follows:

Resource type	Planned resources, as envisaged in the WP 2025	Resources used
Financial resources (EUR)	2,220,707.19	2,148,594.76
Full-time equivalent (FTE) posts	18.85	19.02

In 2025, there were 12 WGs established by a decision⁸ of the BEREC Board of Regulators (BoR).

The BEREC Office supported the organisation of 22 physical and 362 virtual meetings of the WGs in 2025, including six external workshops. In addition, the BEREC Office supported the participation of the WG Co-Chairs in eight 3rd party meetings organised by external stakeholders. The BEREC Office reimbursed travel and accommodation expenses of 199 experts for participating in the events listed above.

According to the BEREC Work Programme (WP) for 2025, the BEREC Office provided organisational and logistical support to the following **six external workshops** of the WGs:

1. BEREC [External workshop on the ecodesign of digital services for greener networks and ICTs](#) (30 April 2025, hybrid);
2. BEREC [External workshop on practical issues preventing number misuse and possible fraudulent activities as a result of impact of new technologies](#) (21 May 2025, hybrid);
3. [BEREC Workshop on the competitive effects of strategic fibre networks deployment, including in the context of copper switch-off](#) (26 June 2025, hybrid);
4. BEREC [External workshop on the environmental footprint of satellite constellations](#) (25 September 2025, hybrid);
5. [BEREC-BEUC joint workshop on end-user rights](#) (15 October 2025, hybrid);
6. [BEREC public workshop on submarine cable connectivity: Competition & market](#)

⁸ <https://berec.europa.eu/en/document-categories/berec/berec-decisions/decision-no-bor202205-of-the-board-of-regulators-on-the-berec-working-groups-and-their-co-chairs>

[dynamics, ex-ante economic regulation and future challenges](#) (9 December 2025, online).

The BEREC Office coordinated BEREC's activities under the procedures of **Article 32/33** of Directive (EU) 2018/1972 of the European Parliament and the Council establishing the European Electronic Communications Code (EECC). The European Commission (EC) opened two Article 32 phase II cases at the end of 2024, which were handled in 2025. Therefore, the BEREC Office established two ad hoc WGs following the EC's serious doubts letters that opened phase II investigations pursuant to Article 32 of the EECC, which met according the following schedule:

1. Case SE/2024/2555-2556: concerning the Swedish market for wholesale call termination on individual public telephone networks provided at a fixed location, & Wholesale voice call termination on individual mobile networks. On 18 December 2024, the EC sent a serious doubts letter, opening a phase II investigation pursuant to Article 32(4) of the EECC. The kick-off meeting was scheduled for the beginning of 2025. The ad hoc WG had fifteen virtual meetings. BEREC adopted a decision on 23/01/2025⁹.

2. Case EE/2024/2482-2483: concerning the Estonian market for wholesale local access provided at a fixed location and the Estonian market for wholesale central access provided at a fixed location. The ad hoc WG had three virtual meetings. The Estonian NRA withdrew the notification on the day when the draft BEREC opinion was submitted for comments to BoR.

Furthermore, the BEREC Office regularly updated the **Article 32 and 33 database** on registered notifications and phase II cases, and carried out the yearly update of the list of focal points. In 2025, the BEREC Office made 65 records of all Market Analysis notifications to the EC in the database.

On behalf of BEREC, the BEREC Office launched **10 public consultations and calls for input**, envisaged in the annual BEREC WP for 2025. The public consultations were held with the objective of receiving input from stakeholders on the reports and guidelines under preparation by BEREC. The BEREC Office prepared summaries of the received contributions (for more details, see Annex 1, Table 1: List of BEREC public consultations supported by the BEREC Office in 2025).

Under this activity in 2025, the BEREC Office received and responded to **45 different queries for information** from stakeholders and citizens.

The BEREC Office prepared and disseminated a variety of BEREC **information and/or analyses on collected market data** relating to the objectives of the WGs (see more details in Annex I, Table 2: Data collection exercises organised by the BEREC Office for the BEREC WGs in 2025).

⁹ [BEREC Opinion on Phase II case SE/2024/2555-2556](#)

The BEREC Office produced regular draft reports on specific aspects of developments in the European electronic communications sector, such as **the intra-European Economic Area communications report, International roaming benchmark report and the report on transparency and comparability of international roaming tariffs** (see more details in Annex I, Table 6: BEREC WP deliverables or items prepared with the support of the BEREC Office in 2025).

Additionally, the BEREC Office assisted the BoR in preparing **BEREC's annual activity report and the reports on market developments in the electronic communications sector** (Annex I, Table 6: BEREC WP deliverables or items prepared with the support of the BEREC Office in 2025).

To measure the key performance indicators (KPIs), "Quality of support to BEREC and its WGs", the BEREC Office consulted the BEREC Chair and the BEREC WGs Co-Chairs every quarter through satisfaction surveys. The main objective of the BEREC Office was to provide efficient support to WGs in fulfilling their responsibilities. This objective was achieved by the provision of professional, financial, and administrative support to the WG meetings, the organisation of public consultations, procurements, workshops, and the smooth operation of the BERECNet+. In 2025, all KPIs met the 85% target.

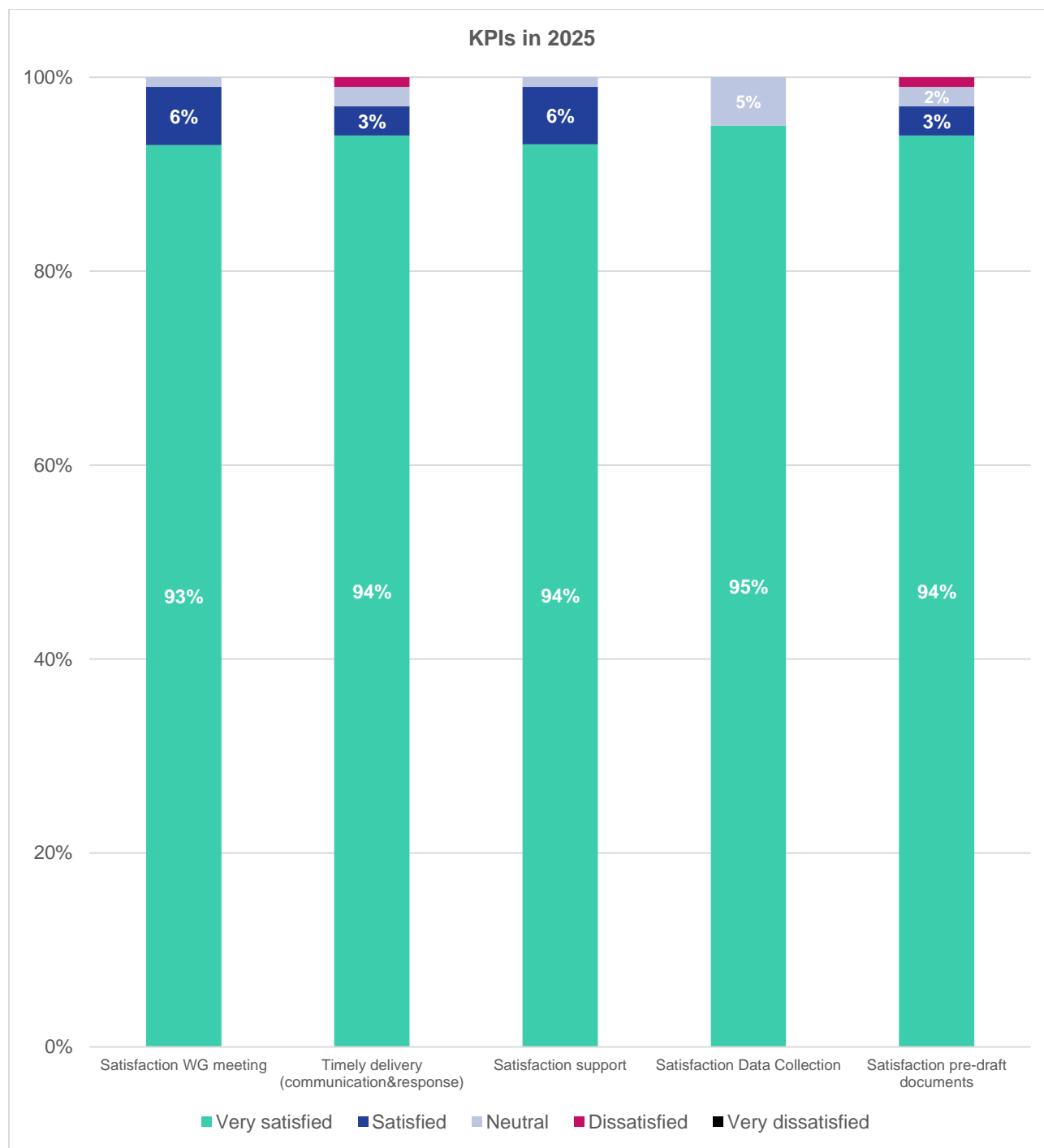


Figure 2: Satisfaction KPIs in 2025

2. High level meetings and support to the Boards

The total resources planned and used for the support to high-level meetings and the Boards meetings are as follows:

Resource type	Planned resources, as envisaged in the WP 2025	Resources used
Financial resources (EUR)	926,175.72	779,105.01
Full-time equivalent (FTE) posts	3.08	4.29

In the reporting period, the BEREC Office supported the organisation of 35 high-level meetings and events, including:

- four BEREC Board of Regulators (BoR);
- four BEREC Office Management Board (MB) meetings;
- four BEREC Contact Network (CN) meetings;
- four meetings of the BEREC Office Advisory Group (BAG);
- 19 meetings of the BEREC Mini Board.

In addition, the BEREC Office supported the organisation of 26 other events attended by the BEREC Chair and four BEREC international events (for more data please see Annex I, Tables 3 and 4).

In the reporting period, the BEREC Office provided logistical support to all the above-mentioned meetings, including registration of meeting participants and the timely preparation and dissemination of meeting documents. It also reimbursed the travel expenses of 287 experts participating in high-level BEREC events, amounting to EUR 252,277.81

The BEREC Office also provided professional and administrative support services to the Chair/Chairperson for the organisation of BoR and MB electronic voting procedures when the organisation of a meeting for adoption of the decision needed was not possible or practicable and the adoption of the decision could not be postponed until the next ordinary meeting. In total, 18 electronic voting procedures were organised for the BoR and five electronic voting procedures were held for the MB. A detailed list of the documents adopted by the MB, including via electronic voting procedures, can be found in Annex VI.

To measure NRAs' satisfaction with the services and support provided by the BEREC Office the BEREC Office convened a survey among the BoR, MB, CN and BAG members. The BEREC Office got high satisfaction levels receiving 95% of responses to 11 questions in the two highest marks.

3. Information and communication technology (ICT) support to BEREC

The resources planned and used for ICT support to BEREC are, as follows:

Resource type	Planned resources, as envisaged in the WP 2025	Resources used
Financial resources (EUR)	1,002,134.86	945,623.14
Full-time equivalent (FTE) posts	3.87	4.08

3.1. Information technology (IT) support, licenses, hardware and business continuity for BEREC

Throughout 2025, the BEREC Office continued to provide ICT support to BEREC in regards to ICT systems, services and audio video conferencing facilities. The BEREC Office ensured timely purchase of necessary software licenses, hardware, services (IaaS, SaaS and PaaS), connectivity services and ICT professional services. The Agency maintains primary and secondary data centres, including a geographically redundant disaster recovery site, for hosting critical systems and the corporate website. BEREC Office supported BEREC's operations by maintaining high availability of ICT systems, IT services and infrastructure, with availability ratio more than 99%.

The Agency continued to maintain and support the audio-video conference (AVC) facility in Brussels for the needs of the BEREC Working groups (WGs). The Agency provided support for the organisation of AVC service including streaming service in hybrid meetings and events necessary for the successful organization of virtual meetings with allocation of necessary ICT resources. The BEREC Office ensured purchase of necessary hardware, licences, maintenance services and connectivity services for AVC meeting rooms.

Moreover, all ICT services and systems support have been delivered as planned:

- audio-video conferencing solutions/platforms for virtual collaborations,
- streaming and recording services,
- ICT security administration,
- Information system technological updates,
- IT support and licenses for the management of video content and email distribution groups,
- managed security services for email communication system,
- backups and end-user support for all operational systems.

In 2025, the BEREC Office continued to provide and maintain the corporate website, benefitting from a trustful inter-institutional collaboration with another EU Agency. This collaboration is a

practical example of ICT knowledge sharing between agencies and fostering of inter-institutional synergies.

Throughout 2025, the BEREC Office continued to manage ICT systems - BERECNet+, General Authorisation Database (GADB), Union-wide database of numbering ranges for value-added services (VAS), Union-wide database of means of access to emergency services (Emergency database), Information Sharing Portal and other systems. This included the allocation of the operational costs for infrastructure, security, maintenance and further improvements, licenses and services related to the ICT systems. In particular, the BEREC Office focused on strengthening its cybersecurity posture. Throughout the year the Agency dedicated resources necessary to comply with the provisions of the Regulation (EU) 2023/2841, where each expected deliverable received a formal approval at the Agency level, and all deadlines were fully met.

3.2. Information technology (IT) projects for BEREC

In 2025 the BEREC Office implemented the following important IT projects and activities in support to BEREC:

- Implementation of requirements of the Cybersecurity Regulation and strengthening the cybersecurity and resilience;
- Replacement of old, malfunctioning, or vendor unsupported hardware of the audio-video conference (AVC) systems in Brussels and Riga;
- Migration of the corporate website to a new datacentre;
- Maintenance of the electronic voting tool (eVT) and end user support.

During the year, the BEREC Office focused on the implementation of the requirements of the Cybersecurity Regulation, as follows:

Deadline	Article	Task and Deliverable	Status
8 Apr 2025	Art.6	Initial cybersecurity review Initial cybersecurity plan	Completed on time
8 Jul 2025	Art.7	Risk assessment Maturity assessment	Completed on time
8 Sep 2025	Art.8	Cybersecurity risk-management measures	Completed on time
8 Jan 2026	Art.9	Approval of cybersecurity plan	Completed on time

The detailed Cybersecurity Plan outlines strategic objectives and operational safeguards to maintain compliance and support continuous improvement, taking into account latest developments, the threat landscape, as well as available resources and budget constraints. This

accomplishment not only ensures regulatory adherence but also reinforces the Agency's commitment to proactive risk management and long-term security resilience. Additionally, the BEREC Office continued to strengthen the ICT security perimeter with different ICT security measures, such as multi-factor authentication, Zero Trust Network Access, firewall improvements and revised back-up policies. The BEREC Office remains fully dedicated to counter cybersecurity threats and to ensure the required level of cybersecurity.

In 2025, the BEREC Office succeeded in maintaining a record of zero significant security incidents. The Agency experienced a zero-day exploit that was promptly and effectively contained by its IT personnel. The incident affected one of its major information systems and required several hours of controlled downtime to implement the necessary mitigation measures, ensuring the protection of data and system integrity and preventing any damage. This is an excellent outcome, especially considering the constantly evolving threat landscape relevant to BEREC and the BEREC Offices mandate and location. It demonstrates that the commitment and efforts invested so far have led to significant achievements in this critical area.

Throughout 2025, the BEREC Office continued to maintain AVC facilities in Brussels and Riga to support BEREC and the BEREC Office activities. The Agency ensured the Brussels AVC remained operational and continuously available, improving its sustainability and interoperability with the Riga facility. A security assessment of the Brussels AVC was carried out to verify the security baseline applied. Due to budgetary constraints, a redesign of the Brussels AVC and the purchase of portable AVC equipment remain under consideration for future budget periods.

In July 2025, the BEREC Office migrated its website to a different datacentre, ensuring the corporate website continued to operate securely. The change was necessary because the EU Agency that had hosted the system for several years decided to discontinue the service. However, disaster recovery and maintenance services continue to be provided under the existing SLA with the partnering EU Agency, despite the change in the infrastructure location.

The BEREC Office continued to operate and maintain its internally developed electronic voting tool (eVT) for BEREC BoR and the BEREC Office MB procedures using in-house resources. Capacity for further enhancements and end-user support was secured during 2025, and planning for future development is ongoing.

3.3. Support to the activities of the Information and Communication Technology (ICT) Expert Networking Group (ENG)

Throughout the year of 2025, the ICT ENG continued the implementation of its mandate. To provide the necessary ICT expertise in the domain, the ICT ENG held 1 physical and 7 virtual meetings by collaborating on the following activities, thus sharing the experience and the best practices among the NRAs:

In the first part of 2025, the ICT ENG provided the expertise and the support by contributing to the implementation and testing of self-service password reset functionality in BERECNet+ and

GADB. This functionality improves the user experience when a password has expired and allows users to reset their passwords more easily via the self-service function.

Another important project started by the ICT ENG was a launched survey of all NRAs to collect information on cloud adoption, messaging application use, and corporate mobile device practices across the network. The survey and subsequent assessments were intended to produce a comprehensive overview of the tools in use, their high-level characteristics, the high-level security measures applied, and to recommend a secure messaging solution for the community. Due to limited expert participation during the analysis phase, the report could not be finalized in 2025. A call for additional resources was made and the work has been rescheduled for completion in 2026.

4. Information gathering and distribution

The total resources planned and used for support Information gathering and distribution activities were as follows:

Resource type	Planned resources, as envisaged in the WP 2025	Resources used
Financial resources (EUR)	29,566.37	221,821.01
Full-time equivalent (FTE) posts	0.23	0.21

4.1. Studies and other projects for BEREC

In 2025, the BEREC Office supported several activities, ranging from a study on data centres, the provision of data sets for important BEREC outputs, subscriptions to databases and financial software, the Information Sharing Portal, training provided to BEREC, as well as additional language and reimbursement services.

4.1.1. Study on data centres

Data Centres are a fundamental element for providing cloud services, and a large part of the IT services supplied to citizens and companies by various actors, including platform providers and AI-based services. This study provided an evidence-based analysis of the deployment, use, and future trends of the data centres ecosystem in Europe. It intended to inform regulatory discussions by mapping the current landscape, identifying key dependencies, and highlighting the interplay between technological, economic, and regulatory (electronic communications) factors. The study draws on desk research, a broad stakeholder survey, and in-depth interviews with operators, academia, and regulators. It provided a comprehensive, evidence-based analysis of the deployment and use of data centres in Europe.

The External Study on data centres¹⁰ was completed in December 2025 and adopted by the Board of Regulators at the start of 2026.

4.1.2. Data sets for calculating the weighted average cost of capital (WACC)

The BEREC Office serves BEREC in collecting, exchanging and transmitting information between NRAs regarding regulatory tasks. It also contributes to draft reports on specific aspects of the communications market, such as roaming and benchmarking of termination rates. Considering the amount and complexity of the data collection, the BEREC Office has purchased and provided BEREC data sets and a database for the calculation of specific parameters

¹⁰ BoR (26) 01, External Study on Data Centres, 30 January 2026, see: <https://www.berec.europa.eu/en/all-documents/berec/reports/external-study-on-data-centres>.

underlying the WACC and other financial parameters required for the data collected for the BEREC Report on WACC parameters 2025. The report was adopted by the Board of Regulators and published thereafter.

4.1.3. Information Sharing Portal (ISP)

The ISP is designed to complement the information available on the websites of the national regulatory authorities (NRAs). The ISP provides a one-stop access point to public documents in electronic communications and ensures public access to a comprehensive, regularly updated list of documents. The ISP includes several sections and covers all categories of documents issued by NRAs for public use. The BEREC Office acts as an administrator of this portal and regularly promotes the links uploaded by the NRAs.

In 2025, following the implementation of the Cybersecurity Regulation¹¹, it was identified that additional security improvements were needed to enhance the cybersecurity of the IS Portal to secure it from unauthorised access and loss of data integrity. The BEREC Office procured the implementation of two-factor authentication (2FA) using software-based token authentication.

Detailed statistics on this portal are available in Annex I Table 5.

4.1.4. Language services for BEREC

The Translation Centre of the Bodies of the European Union (CdT) provided the translation services required to assist BEREC with its public documents. The BEREC Office also used CdT's services in 2025 to proofread the BEREC Annual Report.

4.1.5. Advanced gateway for meetings (AGM)

The BEREC Office concluded a Service Level Agreement (SLA) with the European Commission (EC) Office for Administration and Payment of Individual Entitlements (PMO) for the use of the AGM tool in order to automate the meeting registration and expert reimbursement process.

In 2025, all physical and hybrid BEREC meetings¹² organised by the BEREC Office, were managed through the AGM tool, including the reimbursement of the expenses to the experts participating in those meetings.

In 2025, the BEREC Office processed 544 applications for reimbursement of experts participating in BEREC meetings through the tool. As of 1 January 2025, the PMO started the migration of the AGM tool to the new financial system SUMMA. During migration, multiple

¹¹ 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

¹² These are meetings organised through the AGM tool, such as CNs, BoRs meetings, BEREC Chair's events, international travels, WG meetings, ENG's meetings and other events organised by the BEREC Office for BEREC throughout 2025.

technical issues and errors occurred between the two systems that prevented experts from introducing their claims, and consequently for the PMO from processing those. The number of non-processed payments increased each month, and the majority of late payments registered by the Agency in 2025 (93 late payments) were due to this change.

The BEREC Office was in regular contact with the AGM help desk and its hierarchy to address the issues and help experts to encode their expenses. The situation improved towards the end of the year, and the technical issues were resolved.

4.1.6. Training for experts of the national regulatory authorities (NRAs)

The BEREC Office continued providing training sessions covering latest developments of the legal framework and trends within the digital sector for junior experts of BEREC's NRAs.

This training was organised using the services of an external provider and BEREC's internal resources. The BEREC WG Co-Chairs and ENG Co-Chairs contributed their expertise to the training and provided a solid basis on the topics and areas of BEREC's activities.

The topics covered during lectures by the Co-Chairs related to the end users' rights, roaming legal framework, regulatory accounting and cost models, SMP remedies, and others.

Figure 3 below represents the summary of activities performed under Information gathering and distribution.







		
Training for NRA experts	Information Sharing Portal	Study on Data Centres
		
Financial data sets WACC data sets	544 reimbursements via AGM	CDT translations / proof-readings

Figure 3: Activities performed under Information gathering and distribution.

5. BEREC communications activities

The total resources planned and used for support to BEREC communications activities were as follows:

Resource type	Planned resources, as envisaged in the WP 2025	Resources used
Financial resources (EUR)	554,473.01	792,772.82
Full-time equivalent (FTE) posts	2.43	3.4

In 2025, the BEREC Office advanced its communications activities in support of BEREC, in line with the Single Programming Document 2025–2027, pursuing two overarching objectives: ensuring broad visibility, transparency, and accessibility of BEREC's regulatory work and promoting consistent application of the European electronic communications regulatory framework. The BEREC Office delivered communications activities in line with the BEREC Communications Plan 2025 and in close coordination with the BEREC Chair's team (ComReg, Ireland).

5.1. Organisation of the BEREC public events

In 2025, the BEREC Office organised key public events to engage stakeholders and ensure transparency of BEREC's regulatory work, including the annual BEREC Stakeholder Forum and four public debriefings following BEREC ordinary plenary meetings.

The 13th BEREC Stakeholder Forum was held on 1 April 2025 in Brussels. The event brought together senior telecommunication professionals, industry representatives, policymakers, and other interested parties from across the EU and beyond. Structured around two central themes — end-user rights in fast-changing digital markets and competition-driven open digital ecosystems, with a focus on the upcoming Digital Networks Act (DNA) — the programme included morning Meet & Greet sessions between attendees and BEREC Working Group Co-Chairs. The Forum was livestreamed on the BEREC website, LinkedIn, and YouTube, with the recording subsequently published on the



BEREC website. The event achieved a record in-person attendance — 611 registered attendees — while overall reach — including livestream audiences — extended to 1269, reaching 36 countries worldwide, notwithstanding a general strike in Brussels the day prior to the event that affected the possibility of physical attendance for numerous attendees.



after.

The four public debriefings — one held in hybrid format and three online — followed each BEREC ordinary meeting. They featured presentations by the BEREC Chair and the Working Group Co-Chairs on adopted outputs, followed by a Q&A session. Events were livestreamed and recordings published on the BEREC website shortly

5.2. BEREC's digital presence

During the reporting period, the BEREC Office continued to maintain and strengthen its digital presence through its central information hub – berec.europa.eu – and accounts on social media platforms – [LinkedIn](#), [X](#), and [YouTube](#).

The BEREC Office regularly updates the website with the organization's latest work results, adopted documents, information on public consultations, procurements, vacancies, upcoming events, and BEREC's external engagements. This information was further promoted on its social media through various engaging content types and via regular newsletters that support nurturing relationships, build brand loyalty, and drive traffic back to core digital assets.

The figure below offers a general overview of the number of followers on the official BEREC social media channels.

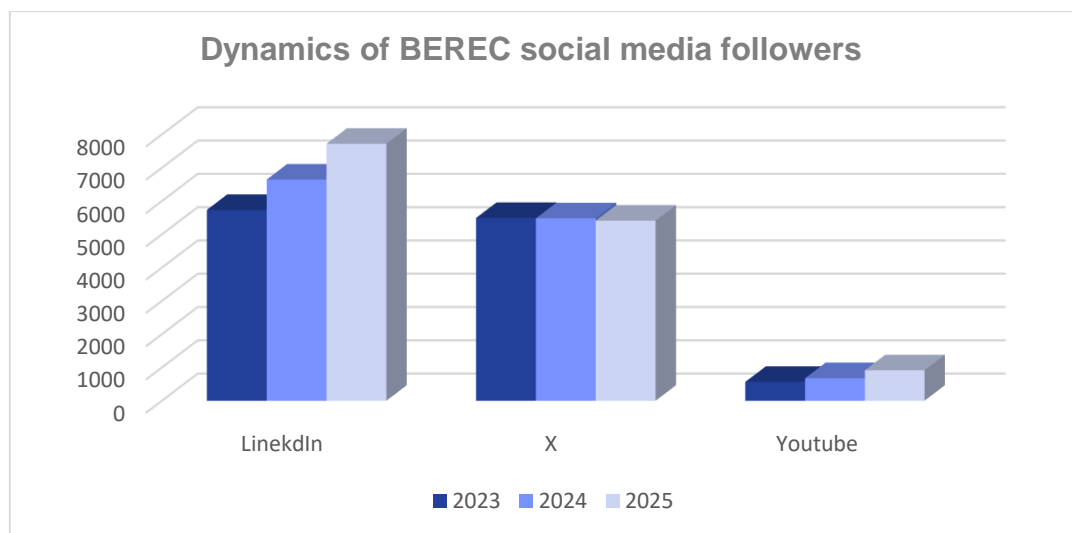


Figure 4: Dynamics of BEREC social media followers



2025 also marked the 15th anniversary of BEREC, celebrated through dedicated events and a social media campaign highlighting its key achievements and future perspectives. A separate campaign on digital fraud was launched to raise end-user awareness on emerging threats and how to recognise and respond to them. The first-ever BEREC podcast was recorded on the same subject. To further support stakeholder engagement, the BEREC Office produced a series of 12 audiovisual animations — each dedicated to one of the BEREC Working Groups — serving as long-term communications assets to promote BEREC's regulatory work and inform stakeholders of each Working Group's scope and activities. First deployed at the 13th BEREC Stakeholder Forum, the animations were used across future communications activities to maximise their reach and value. All materials were shared with the Communications ENG, allowing further dissemination among national regulatory authorities and beyond.

5.3. Communications Planning and Strategy

During the reporting period, the Annual Communications Plan and the Message House were developed by the BEREC Office in close cooperation with the Communications ENG through online meetings and regular exchanges. Both documents were prepared in collaboration with the incoming BEREC Chair's team (AKOS, Slovenia) and with input from the relevant BEREC Working Group Co-Chairs, setting out the key messages and communications priorities for the year ahead, ensuring input and alignment across national regulatory authorities. In parallel, a BEREC Social Media Strategy was drafted to provide a structured and consistent framework for BEREC's presence and engagement across digital channels. The Strategy is pending formal

adoption and will serve as a guiding document for BEREC's social media activities going forward. Moreover, a document providing helpful tips and best-practices using social media was drafted, offering voluntary steps on how to harmonise social media profiles for BEREC and the BEREC Office affiliated people and how to engage with content published through the official social media accounts. This document is also pending formal approval.

In recognition of the evolving digital threat landscape, the BEREC Office developed a Communications Crisis Roadmap to ensure preparedness in the event of a cyberattack on the BEREC or the BEREC Office website or the spread of disinformation concerning BEREC's activities. The roadmap sets out clear response procedures and communications protocols for such scenarios. The communications team actively participated in a cyberattack simulation exercise, during which the approved roadmap was implemented, testing the organization's readiness and resilience in responding to potential threats.

Part II: Management

1. Management Board (MB)

In 2025, the BEREC Office MB held four ordinary meetings, during which it discussed different topics related to the functioning of the BEREC Office. In addition, the MB Chairperson organised five electronic voting procedures for the adoption of BEREC Office documents in accordance with a preliminary plan. The full list of documents adopted via electronic voting procedures is available in Annex VI, Table 1.

As required by Article 3 of the Rules of Procedure¹³, all decisions taken by the MB during its ordinary meetings or through the electronic voting procedures were reviewed by the BEREC Office Advisory Group (BAG). The BAG opinions were approved either electronically or during meetings organised by video-conference (four in total – see Annex I, Table 4). The BAG did not organise any physical meetings. In 2025, the BEREC Office MB adopted 14 decisions, the BEREC Office Single programming documents (SPD) for 2026-2028 and for 2027-2029, the BEREC Office Budget and Establishment plan 2026, Amendment No 1 to the 2025 BEREC Office Budget and Establishment Plan, as well as to the SPD for 2025-2027, one opinion concerning the final Annual accounts of the BEREC Office for 2024 and the assessment and analysis of the Consolidated Annual Activity Report for 2024.

The full list of all public documents adopted in 2025 by the MB is available in Annex VI, Table 2.

2. Major developments

2.1. Operational highlights: Major developments in support to BEREC

In 2025, the BEREC Office on boarded a new participant without voting rights. On 4 March 2025, the BoR and MB established Working Arrangements with ANRCETI, the NRA of the Republic of Moldova. This milestone allowed ANRCETI to participate in the work of BEREC and the BEREC Office, further expanding the network's reach and inclusiveness.

Besides organizing a very successful Stakeholder Forum in April 2025, BEREC also celebrated its 15th anniversary by reflecting on its long-term contributions to Europe's digital landscape. Through a dedicated social media campaign featuring short videos, the BEREC Chair, Robert Mourik, the incoming Chair, Marko Mišmaš, the BEREC Office Director, Verena Weber together with the Co-Chairs of the BEREC Working Groups, highlighted the progress made in promoting connectivity, supporting sustainable and open digital markets, and empowering end users. They also shared a forward-looking perspective — reaffirming BEREC's commitment to remain a future-oriented, independent European expert body that supports a regulatory approach fostering connectivity, competition, open digital ecosystems, and end-user empowerment, while

¹³ MB (19) 95Rev.1 'Rules of Procedure of the MB of the BEREC Office'.

guiding the development of sustainable, secure, and resilient digital networks.

Last year, the BEREC Office, in cooperation with the BEREC Communications Expert Networking Group and the BEREC Working Groups, launched several major educational and awareness-raising campaigns. Using a variety of tools and communication channels, the following subjects were promoted:

- BEREC's work on empowering end users;
- Evolution of public and private 5G networks in Europe;
- Network security and resilience;
- Access to in-building physical infrastructure and the coordination of civil works;
- The copper network switch-off;
- Awareness of threats posed by digital fraud, including practical tips on how to avoid being scammed;
- The specific work produced by each BEREC Working Group.

Specifically, the major developments in the field of supporting BEREC and its WGs included the organisation of meetings and workshops, engaging stakeholders in regulatory developments on various topics, including submarine cable connectivity, end-user rights, environmental concerns of satellite constellations, and the competitive impact of strategic fibre network deployments. Throughout the year, the BEREC Office played a crucial role in data collection efforts and contributed to five significant draft reports, such as the Annual Report and the intra-EEA communications report. In 2025, the Agency supported BEREC by procuring essential resources, maintaining databases, and organising training courses related to electronic communications regulations. In addition, to keep up with the newest trends and developments of the telecommunications sector, the BEREC Office supported the purchase of a study on data centres. This study provided an evidence-based analysis of the deployment, use, and future trends of the data centres ecosystem in Europe. It intended to inform regulatory discussions by mapping the current landscape, identifying key dependencies, and highlighting the interplay between technological, economic, and regulatory (electronic communications) factors. The study draws on desk research, a broad stakeholder survey, and in-depth interviews with operators, academia, and regulators. It provided a comprehensive, evidence-based analysis of the deployment and use of data centres in Europe.

2.2. Russia's full-scale invasion of Ukraine and its implications

Russia's full-scale invasion of Ukraine continues into its fourth year. The ongoing war maintains constant emotional tension and affects the work of the BEREC Office. The proximity of the Agency to the border of Russia and Belarus calls for persistent focus and tougher measures to ensure a safety of the personnel, assets and improve the operational resilience, if emergency would arise. The Local Security Officer maintained its commitment to constantly monitor the security developments in Ukraine and Baltic region by assessing and mitigating risks to the

safety of the Agency and provide this information to the management. In 2025, the Business Continuity Plan of the Agency has started to go through a major rebuild by introducing a new structure and specific scenarios with their associated risks and operations to be taken during crisis with the aim to approve the new version the Business Continuity Plan in 2026.

Furthermore, in collaboration with a security expert team of the European Commission's HR.DS, the Agency performed a security assessment of its premises which will be concluded in 2026. This activity is an important prerequisite and will be the basis of the upcoming premises security project scheduled to start in 2026.

As in previous years, the Agency stayed committed to cooperate with the Latvian authorities and other EU Agencies in the region to further improve and strengthen its preparedness in the security domain.

2.3. BEREC Office premises

Pursuant to the Headquarters Agreement concluded with the Government of the Republic of Latvia on 21/12/2020, the BEREC Office is presently located at 14 Zīgfrīda Annas Meierovica boulevard in Riga. The Agency occupies a part of a historic building owned by the state property management company "Valsts Nekustamie Īpašumi" (VNI). However, the infrastructure of the current premises is outdated, and the building does not fully comply with applicable requirements concerning accessibility, safety, energy efficiency, and the security standards of the European Commission. In this context, three distinct options for upgrading or relocating the BEREC Office have been thoroughly assessed in 2025. Following deliberations at the extraordinary meeting of the BEREC Office Advisory Group (BAG) on 14 April 2025¹⁴, it was concluded that the existing premises should be retained and the necessary upgrades and security enhancements implemented, as this approach represents the most cost-effective solution. As a result, on 24 April 2025, the Management Board (MB) adopted Decision No MB/2025/05 for amending the draft BEREC Office Single Programming Document for 2026-2028, which confirmed the conclusion of the BAG in relation to the BEREC Office premises.

2.4. Further digitalisation of the BEREC Office and strengthening of its cybersecurity

All activities under the cybersecurity legal framework were successfully completed within the established deadline, marking a significant achievement in strengthening the Agency's resilience. The efforts encompassed a comprehensive maturity and risk assessment, providing a clear view of the BEREC Office's current security posture and identifying priority areas for improvement. Based on these findings, robust risk mitigation measures were defined to address

¹⁴ For further information please refer to the Decision No MB/2025/05 of the Management Board of the Agency for Support for BEREC (BEREC Office) on the adoption of the Amendment No. 1 to the draft Single Programming Document of the BEREC Office for the period 2026-2028.

potential vulnerabilities and ensure alignment with regulatory requirements. Furthermore, a detailed Cybersecurity Plan was developed and formally adopted, outlining strategic objectives, and operational safeguards to maintain compliance and support continuous improvement.

2.5. BEREC Office external communications

During the reporting period, the BEREC Office engaged in a range of outreach activities to increase awareness of BEREC's work and its benefits for EU citizens. On the occasion of World



Telecommunication and Information Society Day, the BEREC Office organised an annual celebration bringing together Latvian authorities and foreign ambassadors, with a focus on end-user rights and BEREC's regulatory role. The BEREC Office also supported the social media campaign of the World Telecommunication and Information Society Day, initiated by the International Telecommunication Union.

In October, the BEREC Office received Executive Vice President Henna Virkkunen for a high-level meeting, presenting BEREC's and the BEREC Office's role in the forthcoming Digital Networks Act and underscoring the Agency's growing relevance in shaping the future European digital regulatory landscape.

The BEREC Office further engaged with the next generation of professionals by welcoming a student group from Riga Stradins University and offering an in-depth presentation on the Agency's mandate, mission, and the European electronic communications regulatory framework.

Community engagement was maintained through participation in events in Riga and online. The BEREC Office took part in the traditional Christmas Bazaar organised by the International Women's Club, where the BEREC Office Director served as one of the event's ambassadors and delivered a speech. The Agency continued to support the operation of the online auction platform. The Agency supported social media campaigns by the EU Agencies Network (EUAN), including Europe Day, EU Diversity Month, and Cybersecurity Month.

In 2025, the BEREC Office implemented its annual Internal Communications Action Plan to strengthen staff engagement and a sense of belonging within the organisation. Activities under the plan included regular internal newsletters, staff meetings, and informal gatherings. To further improve internal communications and gather staff feedback, an annual internal survey was conducted. Building on the outcomes of the 2025 plan, the BEREC Office developed the Internal Communications Action Plan for 2026 to ensure continuity and further development of internal communications activities in the year ahead.

3. Budgetary and financial management 2025

In 2025, commitment appropriations **reached 100% for the second consecutive year**, while the payment execution rate amounted to 87.92%. It is also noteworthy that the cancellation rate of carried-over appropriations (C8/2025) was among the lowest recorded, at 1.18% of the total carried-over amount.

These results can be attributed to rigorous budget management practices, including the use of the corporate financial planning and management tool a consistent framework of budget monitoring meetings (quarterly, mid-term, and ad hoc at managerial level), as well as the commitment and expertise of staff across all units involved in contract and financial management.

3.1. Budget 2025 in figures

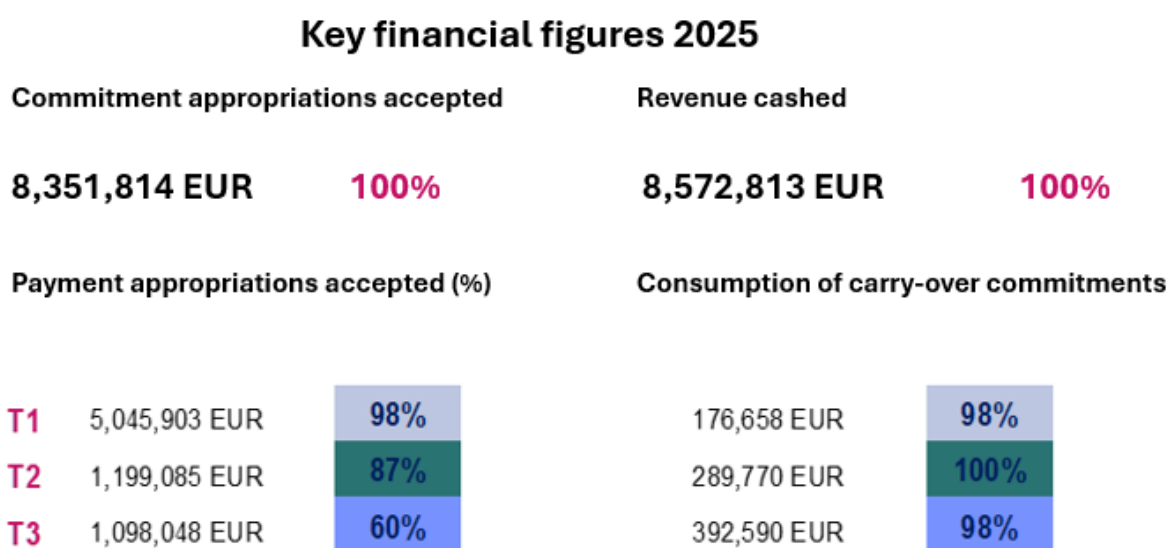


Figure 5: BEREC Office key financial figures 2025

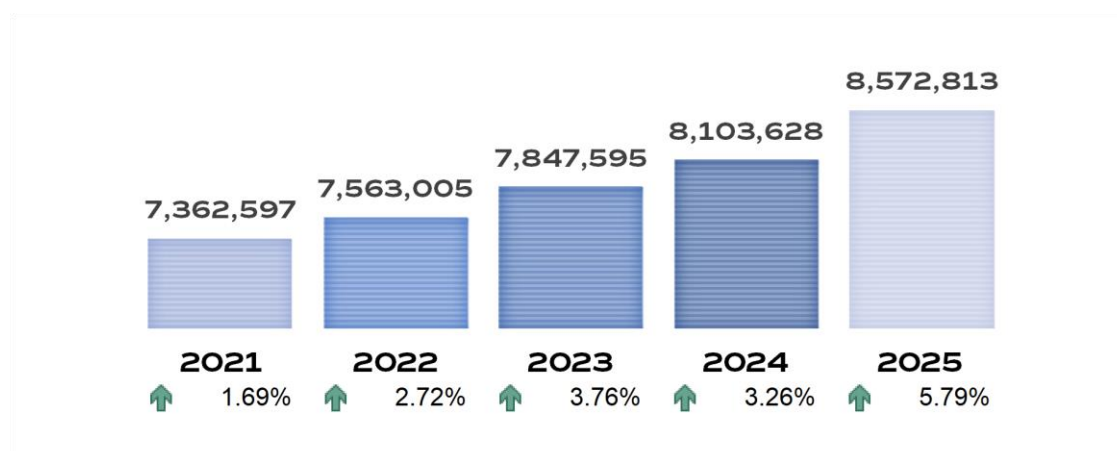


Figure 6: BEREK Office total budget and changes to prior year

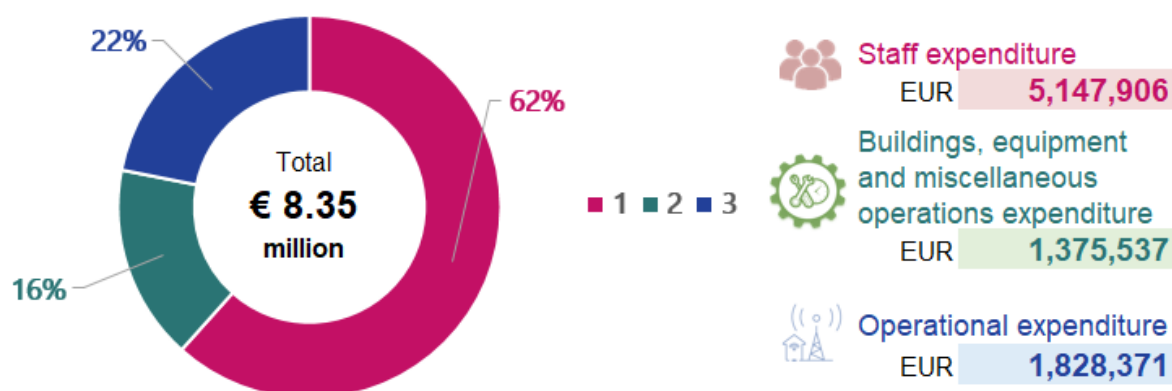


Figure 7: BEREK Office budget (C1) by titles

3.2. Revenue

The Budget for 2025 (revenue and expenditure) of the Agency for Support for BEREC (BEREC Office, Agency), as amended, amounted to EUR 8,351,814 (in 2024 – EUR 7,932,805). The main revenue in the 2025 BEREK Office budget was the European Union's contribution of EUR 8,125,577 which was fully cashed. Additionally, EUR 253,267 were received as a third countries contribution: EUR 226,237 from the EEA/EFTA countries (excluding Switzerland), EUR 14,143 from the NRA of the Republic of Serbia and EUR 12,887 from the NRA of the Republic of North

Macedonia. In addition, in line with the Service Level Agreement with the Latvian Government, in 2025, the Agency collected EUR 190,666 as a voluntary contribution from the host Member State (Latvia) to the BEREC Office Budget to partially cover the fees for the schooling in Latvia of the children of the BEREC Office staff. The BEREC Office also collected EUR 3,303 as miscellaneous income from administrative and miscellaneous operations.

The BEREC Office revenue cashed in 2025 is reflected in the table below:

Revenue type	Revenue cashed
1. EU Subsidy	8,125,577.00
2. Third countries contribution (incl. EFTA and candidate countries)	253,266.77
3. Other contributions (Member states, NRAs, etc.)	190,666.00
4. Administrative operations	3,303.19
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution</i>	0
TOTAL	8,572,812.96

3.3. Expenditure

The execution of commitment and payment appropriations by budget titles in 2025 is as follows:

Expenditure	Credit Available, EUR	Commitments Accepted, EUR	% Committed	Payments Accepted, EUR	% Paid
TITLE 1	5,147,906.43	5,147,906.43	100%	5,045,902.77	98.02%
TITLE 2	1,375,536.52	1,375,536.52	100%	1,199,085.17	87.17%
TITLE 3	1,828,371.05	1,828,371.05	100%	1,098,047.92	60.06%
TOTAL	8,351,814.00	8,351,814.00	100%	7,343,035.86	87.92%

In 2025, the budget implementation in commitments was 100% and in payments - 87.92%.

The BEREC Office has also reported very good figures in relation to the cancellation of the amounts to be carried forward (C8/2025 credits), with a cancellation rate of **1.18 %**, as follows:

Title / fund source	Payment / Commitment appropriations	Payments made	Cancellation of payment appropriations (EUR)	Cancellation %
TITLE 1	179,545.85	176,657.84	-2,888.01	1.61%
TITLE 2	291,120.09	289,769.94	-1,350.15	0.46%
TITLE 3	398,609.69	392,589.73	-6,019.96	1.51%
TOTAL	869,275.63	859,017.51	-10,258.12	1.18%

3.4. Operational expenditure

To ensure the delivery of its core mandate in 2025, the BEREC Office committed EUR 4,887,916.74 which were used to fund the following operational activities:

Operational expenditure by operational activity (%)

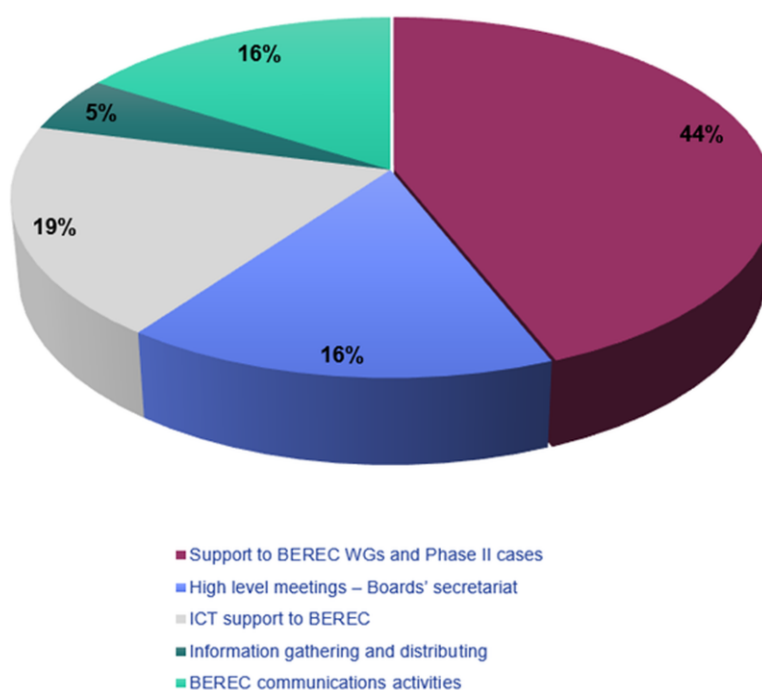


Figure 8: Operational expenditure by operational activity

For a detailed breakdown of human and financial resources by operational activity, see Annex V. In addition, more information on the budget execution is provided in the BEREC Office Report on budgetary and financial management 2025, available on the BEREC Website¹⁵.

The report provides detailed information on:

- the general context and legal framework
- the results of the implementation of the budget in 2025.

3.5. Budgetary transfers

During 2025, the BEREC Office Director executed four budgetary transfers in order to ensure the best use of the financial resources available to the BEREC Office. The list of transfers and final budget figures are available in Table 2 of Annex II. Detailed information on each transfer executed is available on the BEREC Office's Website¹⁶.

¹⁵ <https://www.berec.europa.eu/en/all-documents/berec-office/budget-of-the-office/reports-on-the-budgetary-and-financial-management/berec-office-report-on-budgetary-and-financial-management-for-financial-year-2025>

¹⁶ <https://berec.europa.eu/en/all-documents/berec-office/budget-of-the-office/berec-office-budget>

4. Public procurement

To provide BEREC with all means necessary for the implementation of the BEREC work programme (WP) and to ensure the proper functioning of the BEREC Office, the BEREC Office managed 22 procurement procedures in 2025: 19 were launched in 2025 and 3 were carried-over from 2024, broken down into the following types:

- Very low-value negotiated procurement procedures for contracts not exceeding EUR 15 000.00 - 4;
- Low-value negotiated procurement procedures for contracts between EUR 15 000.01 and EUR 60 000.00 – 1;
- Open procurement procedures for contracts equal to or above EUR 143 000.00 - 5;
- Reopening of competition – 12.

Figure 9 depicts the procurements by the requesting Unit.

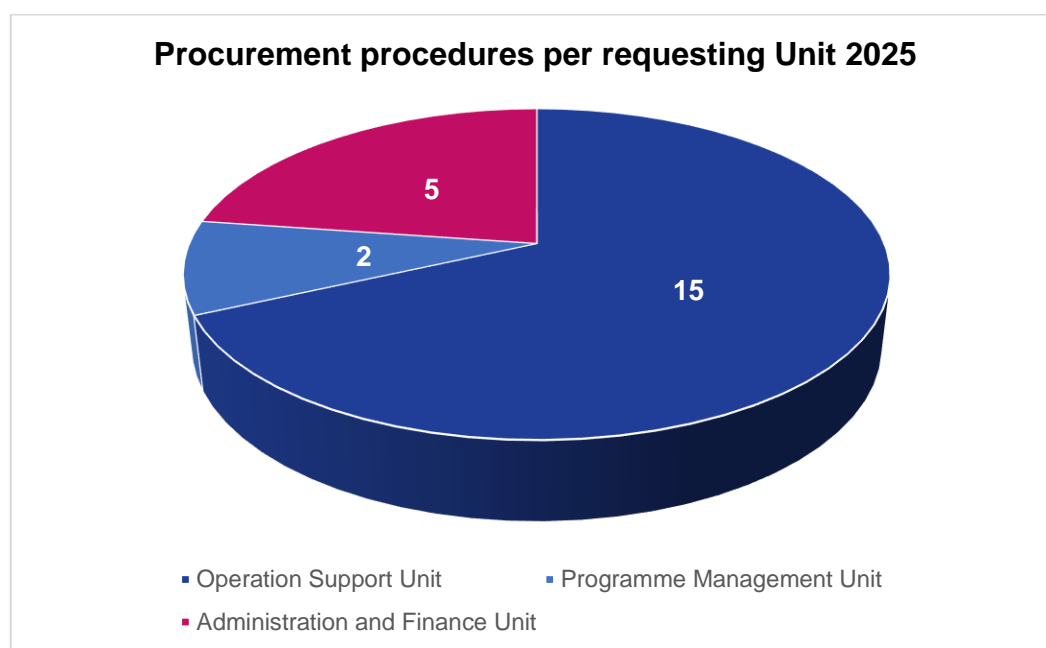


Figure 9: Procurement procedures by requesting Unit 2025

Out of these 22 procurement procedures¹⁷, 18 resulted in the signature of a contract. One procedure was not finalised by the end of 2025 and consequently was carried-over to 2026 and 3 resulted in the cancellation of the procedure by the decision of the Responsible Authorising Officer due to different reasons including no admissible tenders received, redrafting of the technical specifications and the postponement of the study trip.

¹⁷ 13 procurement procedures in support to BEREC and 9 – for the BEREC Office needs.

The public procurement procedures of the BEREC Office were initiated by its entities in compliance with their responsibilities and according to the BEREC Office Procurement Plan 2025. All procurement procedures were managed in a central manner by the Procurement officers from the Administration and Finance Unit - Legal and Procurement Team - of the BEREC Office.

To ensure the control objectives set out in Article 30(2) of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council, each procurement was subject to at least the 4-eye principle controls, and the most of them to the 6-eye principle.

To improve efficiency and to ensure compliance with the procurement rules, the European Commission's Public Procurement Management Tool (PPMT) was used for all procedures launched in 2025 with the exception of the reopening of competition for which the tool has not been designed. To reduce the administrative burden on staff, in 2025 the BEREC Office continued to use inter-institutional framework contracts (FWCs) and FWCs established by the BEREC Office.

In 2025, the BEREC Office was invited to join 26 inter-institutional procurement procedures and expressed its interest to join 14 of them, which resulted in the conclusion of 15 FWCs during the reporting period. In 2025 the BEREC Office became a participating contracting authority in 54 new inter-institutional FWCs launched in previous years and in the course of 2025. In addition, the BEREC Office became a party of the Microsoft Business and Services Agreement signed by DG DIGIT.

In 2025, the BEREC Office as a lead contracting authority signed 5 direct service/supply contracts, and 6 FWCs. The Agency further entered into 121 specific contracts under the FWCs in force. In addition, in 2025 the BEREC Office signed 7 agreements not resulting from procurement procedures, out of which 3 were related to the premises, 3 - linked to schooling services. In 2025, the BEREC Office signed also the inter-agency Service level agreement (SLA) of the EUAN Shared Support Office (SSO).

In total, the BEREC Office signed (or became part of) 195 contracts for supporting BEREC's activities and for ensuring the day-to-day operation of the BEREC Office. From this total number of contracts, 190 contracts were registered in the Contract Register under 2025 and 5 were registered under 2024 due to its signature date in December 2024.

5. Delegation and sub-delegation

In accordance with the Financial Regulation of the EU and the BEREC Office Financial regulation (Decision No MB/2019/13), and in particular Articles 41 and 46 thereof, the Authorising Officer of the BEREC Office, delegates, on a yearly basis, the powers of budget implementation to the Authorising Officers by delegation (AOD).

The Delegation of Powers is exercised in accordance with the Charter for AOD, containing a series of tasks and responsibilities for the AOD, which are carried out on the basis of both paper documents signed manually and computerised management systems signed electronically.

These delegations apply to a series of predefined transactions having the articles and items listed in an annexed page and providing specific limits for each transaction. For the financial year 2025, the BEREC Office Authorising Officer partly delegated budget implementation powers to the three Heads of Units and partially, to a Head of Unit ad interim (substituting one of the Heads of Unit). For the first time the BEREC Office introduced a sub-delegation from an AOD to a Team Leader. The sub-delegation was related to further delegation of powers from the Director to one of the AODs, with the objective of allowing her to focus on high-impact work.

The corresponding budget lines reflecting the nature of each unit's activities were respectively assigned for authorisation to the Authorising Officers by (sub)delegation. The correct implementation of these delegations is also verified on a yearly basis, during the periodic validation of user access rights granted in the BEREC Office accounting system ABAC (meaning "Accrued based accounting"). The process consists in cross-checking that access rights granted in ABAC are in line with the delegations and responsibilities entrusted, and it is performed by a neutral verifier. The results of these verifications were disclosed to the Authorising Officer(s) (by delegation) and to the entity in charge of these controls within the European Commission Directorate-General for Budget.

6. Human resources (HR) management

6.1. Staff retention and working conditions

During 2025, the BEREC Office HR management remained focused towards maintaining full occupancy of the posts to enable the Agency to deliver its mandate as defined in the Regulation (EU) 2018/1971 of the EP and of the Council of 11 December 2018.

The average duration of contracts by category of staff has increased compared to previous years and as of 31 December 2025 was, as follows:

Category of staff \ Year	2023	2024	2025
Temporary agents category (TAs) 2(f)	4.48 years	4.68 years	5.14 years
Contract agents (CAs)	2.86 years	3.14 years	3.56 years
CAs + TAs 2(f) [excluding seconded national experts (SNEs) and TA 2(a)]	3.60 years	3.84 years	4.25 years

In 2025, there were no resignations submitted, which is a significant achievement compared to previous reporting periods¹⁸. This highlights the Agency's commitment to retaining its staff despite the challenging geopolitical context, particularly due to the proximity of Russia's war of aggression against the Baltic states, as well as the complexity of the job responsibilities assigned to the posts' incumbents, which often entails a multidisciplinary expertise not reflected in the posts' classification are additional challenges to retain and further develop highly specialised staff. To address these challenges and support the retention and development of highly specialised staff, the BEREC Office continued to implement various measures initiated in previous years. These measures include assistance with home care or care for a sick child, legal assistance for the staff provided by a legal firm, general and language training courses and others, all aimed at fostering a conducive environment for retaining highly qualified personnel throughout 2025.

For the first time since 2022, there was no intermediate update to the remuneration. Instead, during the reporting period, there was a first update of remuneration as of 1 April 2025, which was not accompanied by a change of the country correction coefficient nor by a retroactive effect. The update in question amounted to +1,2% and it was the remainder of the 2024 annual remuneration which was deferred to 1 April 2025. On 1 December 2025 the 2025 annual remuneration update was adopted. The latter entailed an increase of +3% which was accompanied by an increase of the pension contribution from 12,1% to 13,1 both with retroactive

¹⁸ The annual turnover rate in 2025 was 0 %¹⁸ (turnover: Number of employees who left/ (Beginning + ending number of employees)/ 2) x 100%.

effect from 1 July 2025. In addition, the correction coefficient for the host Member State (MS) slightly increased from 84,1% to 84,3%, also with retroactive effect from 1 July 2025. Despite the slight increase, the host MS correction coefficient remained the lowest among the Baltic States, significantly below those of the other two Baltic States.

In 2025, the recruitment of Seconded National Experts (SNEs) continued to be a challenge. A call for expression of interest for the Boards' Support Team was launched on 28/10/2024, with an initial deadline for submitting applications set for 22/11/2024. However, since no applications were received by that date, the deadline was extended to 26/01/2025. Similarly, the deadline for another call for SNEs to the Programme Management Unit was extended multiple times in order to ensure a sufficient number of applications for the eight SNE posts in that Unit.

The Agency faced similar challenges in terms of the selection of statutory staff. More specifically, in May 2025, the Agency identified a suitable reserve list established in April 2025 for the post of Local Cybersecurity Officer. Following the selection procedure, two candidates were found suitable, but both rejected the job offer sent. Among the reasons invoked by the two candidates two reasons stood out: 1) the overall compensation package did not align with the candidates' expectations who concluded that due to the complexity of the role a TA post would be more suitable and 2) relocation to Latvia posed challenges.

Offering better working and living conditions to the staff members throughout the reporting period in question remained one of the priorities for the BEREC Office. It was translated into the following concrete actions: payment of full tuition fees for enrolment in international schools in Latvia, financial support for kindergarten, access to general (EU Learn) and language training, provision of legal advice for staff members' private matters regarding their life in Latvia, comprehensive induction programmes for newcomers, support to the family members in their establishment in Latvia and others. Many of these measures were implemented jointly with the Latvian authorities in accordance with provisions of the HQA and subsequent SLA concluded between the Agency and the Government of the Republic of Latvia.

The highest part of the expenditure for social welfare in 2025 was spent on the temporary financial support for schooling until the establishment of an accredited European school. For this purpose, the BEREC Office concluded agreements with six international schools accredited in the host state for provision of schooling to the children of the BEREC Office staff in English, French and German. In the calendar year 2025, 25 dependent children of statutory staff and SNEs were enrolled in five international schools. The total schooling costs for 2025 amounted to EUR 397,375.00. Out of this amount, the Latvian Government contributed to the BEREC Office budget with EUR 190,666.00 and EUR 2,742.00 were received as municipality grant/co-financing. The final expense for schooling under the agreements with the international schools in Latvia for the BEREC Office budget, therefore, amounted to EUR 203,966.00.

More details about the specific measures in place in 2025 and their financial implication, where applicable, are presented in Annex IV, Table 6.

The BEREC Office traineeship programme remained suspended during the entire reporting due

to financial constraints.

6.2. Changes in the establishment plan and number of posts

In 2025, the number of the posts in the establishment plan remained unchanged in comparison with the previous year. It continues **to remain the lowest among all decentralized agencies which poses difficulties to the overall well-functioning of the Agency**. In regard to the number of external personnel – contracted agents, the post of Local Cyber Security Officer FG IV has been created in line with the Single Programming Document for 2025-2027.

6.3. Recruitment and selection

During the reporting period, the Agency concluded two selection procedures for seconded national experts (SNEs) at its operational units. To improve its geographical balance and to attract more candidates from the under and non-represented Member States the BEREC Office systematically advertised its vacancies throughout the EU by disseminating the information via the EPSO portal, the website of the EU Agencies' Network, the members of the Management Board (MB), the Communication Expert Networking Group (ENG), the diplomatic mission of the EU Member States (MSs) and BEREC countries in Latvia, the Permanent Representations of the EU MSs in Brussels and the BEREC social media accounts. The BEREC Office also organised two dedicated information sessions for NRAs and candidates to explain the conditions and advantages of secondment. High-level information was also presented at the Contact Network and MB meetings.

Nevertheless, the interest from NRAs to second experts to the BEREC Office remained relatively low and the applications remained limited to specific NRAs while a considerable number of NRAs do not put forward any candidates.

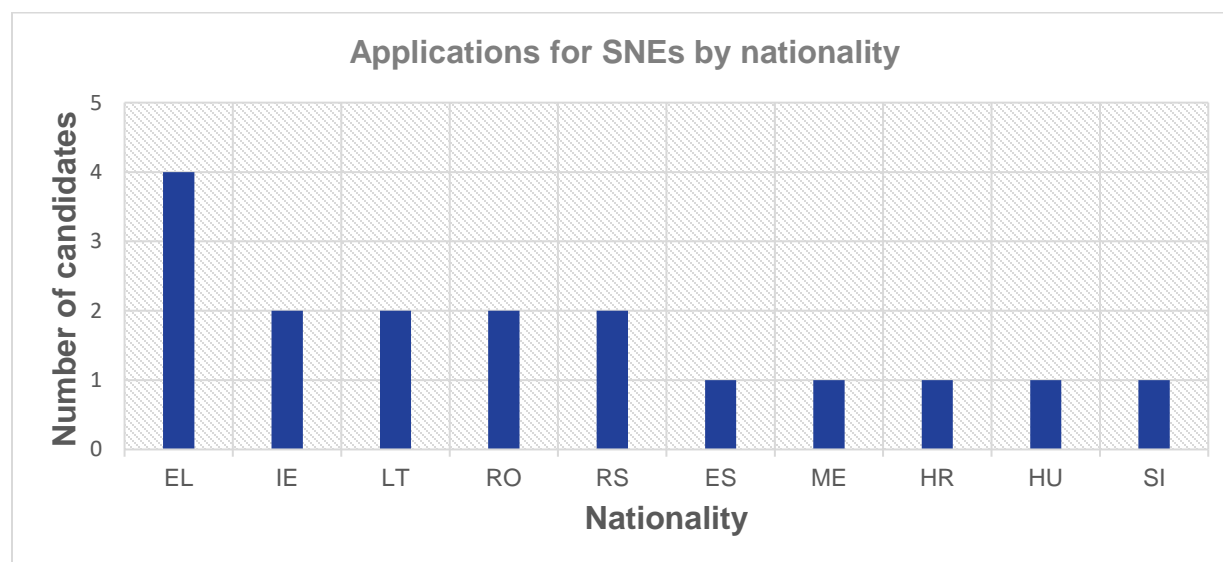


Figure 10: Application for SNEs by nationality

In 2025, the BEREC Office launched the selection for the post of Local Cybersecurity Officer. Initially the selection was carried out based on an existing reserve list concluded by another decentralized agency but the outcome was negative as indicated in part 6.1 above. Therefore, the Agency relaunched a new external selection, which resulted in the receipt of only 8 completed applications, irrespectively of the massive dissemination of the information about the vacancy via the channels listed above. This led to extension of the deadline for applications, which was accompanied by leveraging the networks of staff and by a paid campaign in Linked that proved to be beneficial since the number of the submitted complete applications tripled. The final geographical distribution became more diverse. The selection was not finalised by the end of the reporting period and continued at the beginning of the 2026. The lesson learned from this initial stage of the selection was that the job seekers nowadays increasingly rely on professional networking platforms to identify opportunities, making targeted digital campaigns a key tool to reach a broader and more relevant talent pool. Based on this experience, the BEREC Office has decided that LinkedIn campaigns will be used as a standard practice for all future vacancy publications, establishing digital outreach as a key supporting element of the recruitment strategy to maximize visibility and attract a larger, more geographically diverse talent pool from the outset.

At the end of 2025 the BEREC Office carefully reviewed the exiting reserve lists and decided to maintain only the reserve lists for job profiles considered still relevant and not outdated so as the BEREC Office's needs to ensure fast track recruitment in case of unforeseen vacancies. As a result, the number of the existing reserve lists was halved compared to the previous reporting period.

6.4. Talent Management

The 2025 annual appraisal exercise was launched in January 2025, whereas the 2025 reclassification exercise was launched in August 2025. Both exercises were successfully finalised.

Throughout the year 2025, the BEREC Office staff members benefited from training sessions covering 130 topics, which included introduction to the use of artificial intelligence in different areas (incl. in support to BEREC), analysing data with Microsoft Power BI, cybersecurity, data protection, policy making, future of EU resilience, web publishing platforms, clear writing, document management, budget planning and monitoring in accordance with the principle of activity-based budget management, green public procurement, ethics and fraud prevention, etc. The BEREC Office organised 22 online language training classes in English, French, German, Latvian, Spanish, and Italian, which were attended by 30 staff members.

6.5. Gender and geographical balance of the staff

At the end of 2025, the BEREC Office ensured a balanced gender distribution among its staff, with 53.06% female and 46.94% male employees. Considering that the Agency has only three middle management positions, a reasonable gender balance was also achieved at this level, with one woman and two men.

Taking into account the small size of the Agency, a satisfactory geographical balance was achieved, with representatives from 13 EU Member States (MSs) and one Western Balkan country.

However, while the host MS remains over-represented, a number of EU MSs are still not represented within the BEREC Office. The main reasons for the low level of interest among nationals of non-represented MSs to apply for and/or accept job offers at the BEREC Office are the low correction coefficient, the low number of TA posts in the establishment plan, the relatively low entry grades which often entails multidisciplinary expertise and knowledge which are not commensurate with the offered low grade compared to those offered by other EU institutions.

A detailed overview of the gender and geographical distribution of the BEREC Office staff members is available in Tables 3 and 4 of Annex IV.

6.6. Implementing rules

In 2025 the BEREC Office Management Board (MB) adopted one staff implementing rule (Decision No MB/2025/08) to apply by analogy to the BEREC Office Commission Decision C(2025) 2495 laying down general provisions for the implementation of Articles 11, 12 and 13 of Annex VII to the Staff Regulations. In addition, having obtained the prior agreement of the European Commission, the MB adopted Decision No MB/2025/09 laying down ethics rules and rules on the prevention and management of conflicts of interest in respect of the staff members of the BEREC Office.

6.7. Benchmarking

In line with the obligations deriving from Article 29 of the Framework Financial Regulation (FFR), the BEREC Office annually conducts a benchmarking exercise, which shows the internal distribution of the BEREC Office's HR according to the role of each job. The compared results for 2023, 2024 and 2025 are reported in Table 5 of Annex IV.

The identification of the above-mentioned organisational roles is obtained through a job screening conducted on the basis of the specific methodology common to all agencies and the list of the roles corresponding to each job is reflected in Table 2 of Annex IV.

The final results of these exercises reflect the distribution of tasks and responsibilities following the entry into force of the new BEREC Regulation at the end of 2018 and the change in the BEREC Office's staffing associated with the creation of the new post of the Local Cybersecurity Officer in 2025 in line with the BEREC Office Single Programming Document for 2025-2027.

7. Strategy for efficiency gains

7.1. Highlights

The actions for achieving efficiency gains in 2025 were aimed at the following main areas:

1. Strategy for achieving efficiency gains and synergies in the field of Procurement;
2. Use of services and capacities offered by the European Commission, European Union (EU) Agencies' Network and other agencies and bodies of the EU, and the Latvian public authorities;
3. Outsourcing of technical and auxiliary tasks to private service providers.

The following results were achieved in these areas:

7.2. Strategy for achieving efficiency gains and synergies in the field of procurement

Joint procurement arrangements lead to efficiency gains, particularly through economies of scale. This results in cost savings, such as lower purchase prices or enhanced client services at the same cost. Inter-institutional procurement procedures, as detailed in section 4, or joint procurement with the public authorities of the host Member State also help save human resources for the BEREC Office, which due to its small size has a very limited number of staff available to manage the Agency's procurement.

In terms of joint procurement with the public authorities of the host Member State, the BEREC Office utilizes the Latvian electronic procurement system (EIS) and is recognised as a contracting authority in procurement procedures conducted by Latvian public authorities. In 2025, the BEREC Office was authorised to use 12 catalogues for joint procurement with the Latvian contracting authorities and actively used 4 of these catalogues for purchasing IT hardware and software, office supplies, furniture, and household goods.

7.3. Use of services and capacities offered by the European Commission (EC) and the Latvian public authorities

One of the means for ensuring efficiency gains is the digitalisation and automation of the services used and offered by the BEREC Office. Most of the time, the BEREC Office does not have sufficient resources to develop and implement its own administrative IT tools, as most of its IT specialised staff is dedicated to support to BEREC. Consequently, the BEREC Office tries to make maximum use of the IT tools developed by the EC services.

In 2025, the BEREC Office started the onboarding of the HR Reporting and Analysis Services¹⁹. The service provides access to HR reporting and analytics tools based on the data available in the EC HR management tool Sysper2, supporting evidence-based HR management through standard reports, dashboards and ad hoc analyses, as well as related support and data

¹⁹ The BEREC Office and the Directorate General for HR and Security of the EC signed Amendment No 7 to the SLA between them adding the Appendix on HR Reporting and Analytics Services.

governance activities. The Agency has also expressed its interest concerning an additional Sysper2 module about appraisal and reclassification but the EC relevant services has declined the request due to the development of the HR Transformation Tool at the EC level which limits considerably the possibility for the onboarding of other Sysper2 modules.

During the reporting period, the BEREC Office made use of services and capacities offered by the Latvian public authorities, including the Liaison Office established in 2022, under the framework of the Headquarters Agreement and the Service Level Agreements signed between the Agency and the Latvian Government. The Liaison Office provided reliable, locally based administrative and technical support, particularly in relations with Latvian authorities, by helping to build stable cooperation with various government entities and by facilitating the handling of bureaucratic procedures requiring knowledge of the national legal framework and language.

The BEREC Office also successfully exercised the procedure for claiming the Latvian Government's contribution to the international schooling costs of the BEREC Office's staff children in the Republic of Latvia, as a temporary measure until an accredited European school is established. Although significant progress has been made in providing the necessary conditions for the smooth and efficient functioning of the BEREC Office by the host Member State, the delayed establishment of an accredited European school remains a serious concern.

7.4. Outsourcing of technical and auxiliary tasks to private service providers

During the reporting period, the BEREC Office continued to outsource selected IT support functions to specialised external service providers to address evolving technological requirements and increasing operational demands. These functions included handling IT support requests, troubleshooting user reported incidents, and support in managing ICT systems.

This approach improved operational efficiency and service continuity. It ensured access to specialised technical expertise and appropriate response times, enabling the ICT team to focus on strategic and more complex ICT related activities.

Throughout 2025, the Agency made full use of the services provided by CERT-EU, which contributed significantly to maintaining and further strengthening its cybersecurity baseline. The Agency closely cooperated with CERT-EU, whose support proved invaluable in achieving high-quality results, including the conduct of cybersecurity maturity and risk assessments, the definition of appropriate and proportionate technical, operational, and organizational measures to manage cybersecurity risks, and the establishment of a comprehensive cybersecurity plan. This cooperation enabled the Agency to meet all mandatory deadlines imposed by the Regulation. Over the reporting period, the Agency invested substantial effort in fulfilling all requirements of Regulation (EU) 2023/2841 on cybersecurity and is fully compliant with its provisions.

7.5. Use of best practices from the European Commission (EC), European Union

Agencies' Network (EUAN) and other agencies and bodies of the EU

During the reporting period, the BEREC Office continued the use best practices from the EC services, EUAN and other agencies and bodies of the EU. The Agency also benefited from support in the administrative area provided by European Union Agency for the Cooperation of Energy Regulators (ACER) within a Memorandum of understanding signed between the two Agencies. The cooperation with ACER was beneficial also for the local authorities, who obtained a deeper insight in the practice of Slovenia in establishing an accredited European school.

8. Assessment of audit and ex-post evaluation results during the reporting year

8.1. BEREC Office evaluation according to Article 48 of the BEREC Regulation

As per Article 48 of the BEREC Regulation, by 21 December 2023, and every five years thereafter, the EC shall carry out an evaluation in compliance with the EC guidelines to assess BEREC's and the BEREC Office's performance in relation to their objectives, mandate, tasks and location. The evaluation shall, in particular, address the possible need to modify the structure or mandate of BEREC and the BEREC Office, and the financial implications of any such modification. The EC shall report to the EP, the Council and the MB on the findings of its evaluation and shall make those findings public.

On 21 January 2026, the EC published its Evaluation of BEREC and the BEREC Office²⁰, as required by the provisions of Article 48 of the BEREC Regulation. This document outlines the EC main findings of the evaluation of the performance of BEREC and the BEREC Office in terms of their effectiveness, efficiency, coherence and their added value within the European Union (EU). Simultaneously with the Evaluation, the EC published its proposal for the Digital Networks Act²¹ (DNA), whose objective is to modernise the legal framework for connectivity and foster resilient digital infrastructures in the EU. Among others, the draft DNA proposal envisages enlarging and strengthening the mandate of the BEREC Office by assigning additional tasks to the Agency as of 2028.

8.2. Internal Audit Service (IAS)

According to the provisions of the BEREC Office Financial Regulation, specifically the provisions set out in Chapter 7 thereof, the European Commission's IAS is the internal auditor of the BEREC Office. Following their in-depth risk assessment covering all BEREC Office's operations in 2024, for the reporting year 2025 the IAS, had no engagement carried out.

8.3. Internal audit capability

Not applicable²².

8.4. European Court of Auditors (ECA)

In ECA's opinion²³, the BEREC Office's accounts for the year ended 31 December 2024 present a fair view, in all material respects, of its financial position as of that date, as well as of the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and the accounting rules adopted by the European Commission (EC) accounting officer. These are based on internationally accepted accounting standards for the public sector. ECA also concluded that the revenues and payments underlying the accounts for the year 2024 are legal and regular in all material respects.

ECA made two observations on management and control systems, namely on two negotiated

²⁰ <https://digital-strategy.ec.europa.eu/en/library/evaluation-berec-and-berec-office>

²¹ <https://digital-strategy.ec.europa.eu/en/policies/digital-networks-act>

²² The BEREC Office has no internal audit capacity

²³ [Annual report on EU agencies for the 2024 financial year](#)

procedures where there was no indication on the selection criteria in the tender specifications. One observation further referred to the fact that the EC had not yet finalised the 5-year evaluation of the BEREC Office. These observations were addressed by the BEREC Office in its replies to ECA (see section 8.5).

8.5. Follow-up to observations made by the discharge authority

In connection with the discharge, the BEREC Office followed up with the European Parliament (EP) regarding its observations presented in the 2023 discharge resolution. The BEREC Office submitted the necessary information about the measures taken by the Agency to address the concerns raised by the discharge authority. The BEREC Office responded to the EP observations in so-called "horizontal" resolution (addressed to all EU Agencies) and to the EP comments addressed specifically to the BEREC Office. The "horizontal" report provided information on various topics, including enhancing the Agency's presence in the media, public awareness initiatives, the types of contracts for cleaning personnel employed by the Agency, and details about the corporate sustainability plan and its integration into the Agency's corporate strategies. The individual follow-up report from the BEREC Office addressed specific observations made by the discharge authority, highlighting issues such as high staff turnover and the steps being taken to reduce it. Additionally, it included information on gender balance within the Agency, particularly in management positions.

On 29 April 2026, the EP granted discharge in respect of the implementation of the BEREC Office budget for the financial year 2024, and to close the accounts for that financial year. The BEREC Office is mentioned in the resolution accompanying the discharge decisions as a positive example regarding budget execution and the implementation of the internal control framework.

Specifically, the EP notes that the BEREC Office (together with 11 other agencies²⁴) has no open observations related to reports issued by ECA in previous years. Alongside granting the 2024 discharge, the EP issued two recommendations to the BEREC Office for which the BEREC Office has already taken corrective actions by ensuring that clear selection criteria are always specified in procurement documents and providing training to responsible procurement officers. It will report to the Discharge Authority on the timely completion and follow-up of the EC's five-year evaluation, which was ultimately published on 21 January 2026.

8.6. Follow up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)²⁵

Not applicable.²⁶

²⁴ CdT, CEPOL, EASA, EBA, ECHA, EFSA, EMA, EMSA, ERA, ESA and ESMA

²⁵ Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)

²⁶ The BEREC Office has not been subject to OLAF investigations.

9. Environment management

In 2025, the BEREC Office advanced its environmental initiatives outlined in its Greening Action Plan, achieving a reduction in greenhouse gas (GHG) emissions from mission air travel, the primary contributor to its ecological footprint, while remaining below pre-pandemic levels. Although emissions from heating have remained stable, improvements are limited due to the Agency's lack of ownership over its premises, classified as a historical building. Positively, electricity consumption reached its lowest level in a decade, reflecting the effectiveness of previous investments in low-energy solutions. The Agency made strides in waste management, significantly lowering paper use and pursuing a paperless administration.

Although BEREC has recorded only air travel GHG emissions, emissions from WG meetings have declined due to fewer in-person gatherings and the successful integration of hybrid meeting solutions. However, emissions from flights to BoR and CN meetings have increased mainly due to their locations.

The Agency maintained close collaboration with the EUAN Greening Network and other organisations, aiming for participation in common carbon removal initiatives.

10. Access to documents and data protection

In 2025, the BEREC Office received two requests for access to documents under Regulation (EC) No 1049/2001 concerning both BEREC and BEREC Office documents. The requests were processed in a timely manner, and the responses were considered devoid of purpose, as the documents requested were not held by the BEREC Office.

Regarding data protection, the Agency continued its efforts to ensure compliance with Regulation (EU) 2018/1725. Building on the progress achieved in 2024, it has further strengthened data protection policies and procedures, while maintaining a satisfactory level of compliance. Continued focus will be required in 2026 and beyond, particularly to address emerging challenges related to demonstrating compliance in the use of Artificial Intelligence (AI).

Key data protection activities in 2025 included:

- Development and maintenance of key records of processing operations, including those related to BERECnet and the stakeholder database.
- Recurring awareness activities, including the celebration of Data Protection Day and dedicated awareness sessions for staff and newcomers.
- Provision of advice on data protection issues, including on data protection aspects of service-level agreements (SLAs) and contracts.
- Involvement of the Data Protection Officer (DPO) in the AI task force to support the development of privacy-compliant AI initiatives and templates.
- Contributions to responses to EDPS requests, including on the right of erasure.
- Closure of a longstanding data breach case related to Microsoft services

A more detailed account of these activities is provided in the DPO Annual Activity Report 2025.

11. Assessment by management

Based on the information in Section II, no significant weaknesses or gaps that may threaten the achievement of the BEREC Office objectives were identified. An overall conclusion taking into account the findings from the internal control assessment is available in Part III.

Part III: Assessment of the effectiveness of the internal control systems

1. Risk management

The BEREC Office established its risk register for 2025 at the beginning of the year, which identified one critical risk and two high risks. The critical risk involved the potential interruption of the Agency's activities due to IT security issues, particularly considering the BEREC Office geographical location and its handling of sensitive data related to telecommunication regulators and telecommunication companies. To address these concerns, it was decided to implement mitigation measures to achieve lowering the risk levels. As a result, the Director adopted an action plan for each risk mitigation. The progress of implementation of this action plan was regularly monitored and formally reported to management in July 2025.

As part of its annual risk management activities on 15 September 2025, the BEREC Office held an internal risk assessment workshop. During the workshop, the BEREC Office's management together with key staff reviewed all risks associated with the activity of the BEREC Office, including any risk related to fraud. It was concluded that the critical risk included in the previous BEREC Office Risk register should be maintained and monitored in the updated BEREC Office Risk Register 2025. All risks included in the Risk register were addressed via action plans for mitigation of their risk level.

According to the conclusions of the risk assessment workshop of 15 September 2025 the above-mentioned risk register was revised and all action plans were up-dated, including for the identified critical risk.

The BEREC Office also took part in the inter-agency peer review risk-assessment exercise. The Agency shared information with its partner Directorate General and other agencies from its respective cluster about the risks identified in its risk register.

The BEREC Office risk management process is integrated into the planning and reporting processes of the Agency.

2. Compliance and effectiveness of internal control principles

2.1 Efficiency and effectiveness of internal control systems

2.1.1 Assessment

During December 2025 – April 2026, the BEREC Office performed a full assessment of the efficiency and effectiveness of the Agency's internal control system (ICS). The assessment of the ICS in place was divided according to the five components of the Agency's ICS, as follows:

- Control Environment
- Risk Assessment
- Control Activities

- Information and Communication
- Monitoring activities

The assessment took into account the fact that in 2025 the performance of the BEREC Office was in line with the expectations of the Management Board (MB) as defined in the Agency's annual work programme (AWP) for 2025. The overall level of compliance with the legislation in force was high. The assessment of the efficiency of the BEREC Office ICS demonstrated that the controls in place work as intended and that the control strategy is still fit for purpose.

Specifically, the assessment revealed that 11 out of the 17 internal control principles (ICPs) were found well-functioning without the need for any follow-up, while for six ICPs moderate deficiencies were observed. It should be noted that for the 2025 assessments of the internal control system the agency has updated and simplified its assessment strategy aiming at providing a dashboard overview of the key findings and making it more user friendly, while being fully aligned with the legislation in place.

The overall conclusion is that BEREC Office ICS contains the necessary mechanisms, rules and procedures to ensure the integrity of the financial and accounting data, to promote accountability amongst the BEREC Office staff, and prevent fraud. Furthermore, the concept of segregation of duties, a key component in the preventive internal control process, is completely understood and implemented at all levels of the Agency. The ex-ante controls in place on procurement and financial transactions are sufficient and limit administrative and material errors. It can be concluded that the performed control activities are overall efficient and effective. The assessment exercise also revealed some areas for improvement related to KPI management, monitoring and reporting, including an increase in the number of non-compliances in 2025 (4) if compared to 2024 (3), disclosure of critical risks in the reporting documents, update of the business continuity plan in the light of the challenging geopolitical situation, and delays in updating of some internal documents and procedures given overall resource constraints.

2.1.2 Conclusions

The BEREC Office's internal controls contain the necessary mechanisms, rules and procedures to ensure the integrity of financial and accounting information, promote accountability and prevent fraud. Overall, it can be concluded that the BEREC Office is compliant with its ICF. However, some areas for improvement have been identified above that the management has to consider.

2.2 Costs and benefits of controls

The costs of controls at the BEREC Office for the financial year 2025 have been, as follows:

2.2.1. Outsourced:

The verification of the 2025 BEREC Office annual accounts has been performed by an independent external auditor in accordance with the provision of Article 70 (6) of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024

on the financial rules applicable to the general budget of the Union (recast)²⁷ and was estimated to kEUR 12. If we compare the cost of the independent auditor to the overall BEREC Office budget in 2025 available for payments (e.g., 8.352 million EUR), it represents 0.14% of the available appropriations for payment.

2.2.2. Internal:

During the assessment of the efficiency and effectiveness of the internal control systems, a detailed calculation regarding the costs of controls on financial transactions and procurement procedures was performed, as follows:

(a) Financial transactions: in 2025 the BEREC Office financial actors were engaged into 7118 actions related financial transactions (operational and financial), which included the ex-ante controls performed by each involved actor. Total costs of controls of those transaction amounted to kEUR 41, or on average EUR 5.72 per transaction.

(b) Procurement procedures: 19 procurement procedures were attributed directly to the budget of 2025. The total costs of controls of procurement constitutes kEUR 4.5 or on average EUR 236.61 per procedure.

The control in place in 2025 has proved to be sufficient to limit potential errors and material deviations and it has ensured the expected level of data accuracy. Thus, the performed control activities are effective and beneficial for the organisation.

The general benefits of the controls set by the BEREC Office are:

- (a) Limited risk of fraud;
- (b) Limited risk of corruption;
- (c) Assurance of compliance with Financial Regulations;
- (d) Reliability of reporting;
- (e) Transparency;
- (f) Safeguarding assets and information;
- (g) Prevention, detection, correction and follow-up of irregularities.

The cost of controls of procurement and financial transactions is below the established threshold of 2,0% of the total BEREC Office budget. Exceeding the set threshold would mean that the control measures are excessive and need reconsideration.

The overall management assessment is that the costs of controls are justified taking into account the benefits listed above.

²⁷ OJ L, 2024/2509, 26.9.2024, ELI: <http://data.europa.eu/eli/reg/2024/2509/oj> (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV)

3. Statement of the Manager in charge of risk management and internal control

I, the undersigned, **Iskra STOILOVA-TSONEVA**

Manager in charge of risk management and internal control within the Agency for Support for BEREC (BEREC Office),

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with Agency's Internal Control Framework, a report with recommendations on the overall state of internal control in the Agency has been presented to the attention of the Director.

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

Riga, 22 June 2026.

(e-signed)

Iskra STOILOVA-TSONEVA

Head of Administration and Finance

Part IV: Management assurance

1. Review of the elements supporting assurance

The information reported in Parts I and II stems from the results of management and auditor monitoring conducted in 2025. They are based on a systematic analysis of the evidence available, as stated below.

i. Ex-ante controls of transactions

In 2024, all transactions (operational and financial) at the BEREC Office have been subject to ex-ante controls. The staff entrusted with the ex-ante controls has the necessary professional knowledge to perform these controls. Their knowledge has been acquired during previous experience and the specific trainings offered by the BEREC Office.

ii. Assessment of the efficiency and effectiveness of the internal control system

In 2024, the BEREC Office assessed the implementation of the BEREC Office Internal control framework (ICF) as defined by the Management Board (MB) in document MC (18) 69²⁸.

The assessment was carried out in accordance with Internal Control Principle No. 16. It was aligned with the objectives and key performance indicators (KPIs) outlined in the BEREC Office Work Programme for 2025, as part of the BEREC Office Single Programming Document (SPD) for 2025-2027²⁹ and its Amendment No 1³⁰ by taking into account the standards at the EC services.

The outcome of the assessment demonstrated that the BEREC Office has overall a well performing ICF in place with the key criteria specified by the European Commission (EC) Directorate-General for Budget (DG BUDG), the BEREC Office own regulations, the BEREC Office key policies and procedures, and with good practices.

iii. Validation of the accounting system carried out by the EC Accounting Officer

In 2025, the BEREC Office Accounting Officer carried out its annual evaluation of the local financial systems set up in BEREC Office, as provided for in Article 50(e) of the BEREC Office Financial Regulation.

The evaluation has not identified any control weakness which would have a material impact on the accuracy, completeness and timeliness of the information required to draft the annual accounts and produce reliable reporting, but issued some important issues for considerations. On the basis of the available evidence, the Accounting Officer concluded that the internal

²⁸ See, <https://berec.europa.eu/en/document-categories/berec-office/others/berec-office-internal-control-framework>

²⁹ See, MB (24) 106, BEREC Office SPD for the period 2025-2027, 17.12.2024, published: <https://www.berec.europa.eu/en/all-documents/berec-office/berec-office-work-programmes/single-programming-document-of-the-agency-for-support-for-berec-berec-office-for-the-period-2025-2027>

³⁰ See, MB (25) 32, Amendment 1 to the BEREC Office SPD for the period 2024-2026, published: <https://www.berec.europa.eu/en/all-documents/berec-office/berec-office-work-programmes/amendment-no-1-to-the-single-programming-document-of-the-agency-for-support-for-berec-berec-office-for-the-period-2025-2027>

control systems are working as intended.

iv. Lessons learned from the reports of the European Court of Auditors (ECA)

The management has taken into account the lessons learned from the ECA reports and has introduced the necessary improvements in those areas in which there were comments by the auditors.

v. Audit based on internationally accepted audit standards conducted by an independent auditor on the financial statements and reports setting out the use of a Union contribution

Under a framework contract (FWC) with DG BUDG, the BEREC Office engaged an independent auditor to examine its financial accounts (both provisional and final) and to report on the use of the Union contribution, on the bases of internationally accepted audit standards. After reviewing the provisional and final accounts, as well as the documents related to the use of the Union contribution, the independent auditor issued a clean opinion. This opinion stated that the annual accounts of the Agency fairly presented, in all material respects, its financial position as of 31 December 2025.

vi. Declarations of Assurance by the Authoring Officers by Delegation (AOD)

As AOD, each Head of Unit submitted a Declaration of Assurance. These declarations confirm that resources are allocated appropriately and used for their intended purposes, in line with sound financial management principles. The declarations also confirm the adequacy of the existing controls in place.

vii. Declaration of the manager in charge of risk management and internal controls

The Manager in charge of risk management and internal control signed a declaration taking responsibility for the completeness and reliability of management reporting. This declaration covers both the state of internal control in the BEREC Office and the robustness of reporting on operational performance. However, responsibility for achieving operational objectives remains with the relevant unit.

This approach provides sufficient guarantees of the completeness and reliability of the information reported and the results achieved by the BEREC Office in 2025.

In conclusion, the management has reasonable assurance that, overall, suitable control systems are in place and working as intended, risks are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented.

2. Reservations and overall conclusions on assurance

Taking the above into consideration, no weaknesses were identified related to the financial management of appropriations inside the Agency. Therefore, no reservations are made in this context in the declaration.

Part V: Declaration of Assurance

I, the undersigned, **Verena WEBER**, Director of the Agency for Support for BEREC (BEREC Office), in my capacity as authorising officer, declare that the information contained in this report give a true and fair view, and state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the ex-ante controls of all transactions (operational and financial) carried out by the BEREC Office staff, the assessment of the efficiency and effectiveness of the internal control system carried out by the internal control coordinator, the validation of the accounting system carried out by the BEREC Office Accounting Officer, the lessons learnt from the reports of the European Court of Auditors, the outcome of the audit based on internationally accepted audit standards conducted by an independent auditor on the financial statements and reports setting out the use of a Union contribution and the declarations of assurance of the authorising officers by delegation.

I confirm that I am not aware of anything not reported here which could harm the interests of the Agency.

Riga, 22 June 2026.

(e-signed)

Verena WEBER

BEREC Office Director and

Authorising Officer

Annexes

Annex I: Core business information and statistics

Annex I, Table 1: List of BEREC public consultations (PC) supported by the BEREC Office in 2025

PC No	Start	End	Topic	Documents subject to consultation	No of contributions
PC 01/2025	10/12/2024	19/02/2025	BEREC Report	Draft BEREC Report on the regulation of physical infrastructure access	11
PC 02/2025	10/12/2024	31/01/2025	BEREC Report	Draft BEREC Progress Report on managing copper network switch-off	14
PC 03/2025	16/12/2024	31/01/2025	BEREC Report	Draft BEREC Report on infrastructure sharing as a level for ECN/ECS environmental sustainability	6
PC 04/2025	03/03/2025	10/04/2025	BEREC Work Programme	Outline of the draft BEREC Work Programme 2026	n/a
PC 05/2025	10/06/2025	11/07/2025	BEREC Guidelines	Draft BEREC Guidelines on access to in-building infrastructure according to Art 11 (6) of the Gigabit Infrastructure Act	19
PC 06/2025	10/06/2025	11/07/2025	BEREC Guidelines	Draft BEREC Guidelines on the coordination of civil works according to Art. 5 (6) of the Gigabit Infrastructure Act	14
PC 07/2025	20/03/2025	30/04/2025	BEREC Guidelines	Draft BEREC Guidelines on very high capacity networks	4
PC	10/06/2025	11/07/2025	BEREC Report	Draft BEREC Report on submarine cables connectivity in	7

PC No	Start	End	Topic	Documents subject to consultation	No of contributions
08/2025				Europe	
PC 09/2025	10/06/2025	15/07/2025	BEREC Strategy	Draft BEREC Strategy 2026-2030 Draft BEREC Strategy 2026-2030	13
PC 10/2025	03/10/2025	03/11/2025	BEREC Work Programme	Draft BEREC Work Programme 2026 Draft BEREC Work Programme 2026	16

Annex I, Table 2: Data collection exercises organised by the BEREC Office for the BEREC WGs in 2025

WG	Data collection subject	Addressees
Digital Markets WG	(Fixed/Mobile) Electronic Communications Operators' Associations: Topics/Questions For The Interviews	BEREC members and members without voting rights
	Questionnaire on the use of AI tools and solutions by NRAs, in view of the organisation of an internal workshop	BEREC members and members without voting rights
	Questionnaire: BEREC - Data Act - Meetings with stakeholders - CUSTOMERS	BEREC members and members without voting rights
	Questionnaire: BEREC - Data Act - Meetings with stakeholders - PROVIDERS	BEREC members and members without voting rights
	Questionnaire on submarine cables	BEREC members and members without voting rights
	SCC: data collection from web	BEREC members and members without voting rights
Regulatory Framework WG	Inventory of the evolution of NRAs' roles (updates)	BEREC members and members without voting rights
Roaming WG	Questionnaire for Intra-EU Communications BEREC benchmark data report	BEREC members and members without voting rights
	BEREC Analysis - Monitoring of measures in relation to the war in Ukraine	BEREC members and members without voting rights
	Questionnaire for the BEREC Transparency and Comparability report	BEREC members and members without voting rights
	Questionnaire for the BEREC report on the evolution of roaming prices and volumes for the Western Balkan region (published as annex to BMK)	BEREC members and members without voting rights

WG	Data collection subject	Addressees
	Questionnaire for the BEREC Report on IR BMK Data	BEREC members and members without voting rights
Cybersecurity 5GN WG	Survey on the Supplier Landscape and Supply Chain of European Fixed and Satellite Communications Networks	BEREC members and members without voting rights
Wireless Network Evolution WG	Questions 2G and 3G phaseouts	BEREC members and members without voting rights
	Art 52(2) questionnaire	BEREC members and members without voting rights

Annex I, Table 3: BEREC events by type supported by the BEREC Office in 2025 under activities 2.2 and 2.5 of the BEREC Office WP 2025

Type of event	Number of events supported	Number of experts reimbursed	Additional comments
1. Plenary meetings of the BEREC BoR and high-level workshops	4	121	
2. CN meetings	4	128	
3. Meetings with the EP or presentations at meetings organised by the Parliamentary committees	1	2	
4. Meetings and workshops with other EU bodies	3	1	
5. Public debriefings and engagement with BEREC stakeholders	5	58	Including the 13 th BEREC Stakeholder Forum
6. International events	4	8	
7. Events attended by the BEREC Chair and/or Vice-Chairs on behalf of BEREC and meetings between the Chair and Vice-Chairs	22	27	
Total	42	345	

Annex I, Table 4: Overview of the 2025 ordinary and extraordinary plenary meetings of the BoR and the MB, CN meetings, meetings of the BAG, high-level events with stakeholders and public debriefings

Date and place	Event	Agenda (if applicable)	Conclusions (if applicable)
13 February 2025, virtual meeting	1 st BAG meeting in 2025	n/a	n/a
20 February 2025, virtual meeting	1 st CN meeting in 2025	BEREC CN (25) 01	BEREC CN (25) 23
13 March 2025, virtual meeting	62 nd BoR ordinary plenary meeting	BoR (25) 25	BoR (25) 40
13 March 2025, virtual meeting	62 nd MB ordinary plenary meeting	MB (25) 10	MB (25) 17
20 March 2025, virtual meeting	Public debriefing on the outcomes of the 62 nd BEREC plenary meetings	n/a	n/a
1 April 2025, Brussels, Belgium	13 th BEREC Stakeholder Forum	n/a	n/a
8 May 2025, virtual meeting	2 nd BAG meeting in 2025	n/a	n/a
15-16 May 2025, hybrid meeting in Lisbon, Portugal	2 nd CN meeting in 2025	BEREC CN (25) 24	BEREC CN (25) 56
5 June 2025, hybrid meeting in Reykjavík, Iceland	63 rd BoR ordinary plenary meeting	BoR (25) 63	BoR (25) 87
6 June 2025, hybrid meeting in Reykjavík, Iceland	63 rd MB ordinary plenary meeting	MB (25) 28	MB (25) 38
11 June 2025, virtual meeting	Public debriefing on the outcomes of the 63 rd BEREC plenary meetings	n/a	n/a

Date and place	Event	Agenda (if applicable)	Conclusions (if applicable)
4 September 2025, virtual meeting	3 rd BAG meeting in 2025	n/a	n/a
11-12 September 2025, hybrid meeting in Jahorina, Bosnia & Herzegovina	3 rd CN meeting in 2025	BEREC CN (25) 57	BEREC CN (25) 88
2 October 2025, hybrid meeting in Sofia, Bulgaria	64 th BoR ordinary plenary meeting	BoR (25) 124	BoR (25) 145
3 October 2025, hybrid meeting in Sofia, Bulgaria	64 th MB ordinary plenary meeting	MB (25) 54	MB (25) 61
8 October 2025, Brussels, Belgium	Public debriefing on the outcomes of the 64 th BEREC plenary meetings	n/a	n/a
6 November 2025, virtual meeting	4 th BAG meeting in 2025	n/a	n/a
13-14 November 2025, hybrid meeting in Riga, Latvia	4 th CN meeting in 2025	BEREC CN (25) 89	BEREC CN (25) 133
4 December 2025, hybrid meeting St. Julians, Malta	65 th BoR ordinary plenary meeting	BoR (25) 165	BoR (25) 193
5 December 2025, hybrid meeting St. Julians, Malta	65 th MB ordinary plenary meeting	MB (25) 69	MB (25) 84
9 December 2025, virtual meeting	Public debriefing on the outcomes of the 65 th BEREC plenary meetings	n/a	n/a

Annex I, Table 5: Overview of the Information Sharing Portal activities

By the end of 2025, 32 national regulatory authorities (NRAs) uploaded 946 links to documents. The materials, most frequently uploaded by the NRAs, were statistics and publications (44.1%), followed by consultation (21.2%). In 2025, six NRAs uploaded 218 links.

#	Category	Active
1	Consultation	201
2	Analysis	16
3	Statistics/statistical reports/publications	417
4	News/other	131
5	Decision	179
6	CIRCA	1
7	EFIS	1
	TOTAL ACTIVE:	946

Visitor Map

Figure 11: Visitors activities for the Information Sharing Portal in numbers, 2025

Annex I, Table 6: BEREC WP deliverables or items prepared with the support of the BEREC Office in 2025

No	Document No	Documents on BEREC website
1	BoR (25) 04	BEREC Opinion on Phase II case SE/2024/2555-2556
2	BoR (25) 21	BEREC Opinion on Meta's reference offers to facilitate Messenger and WhatsApp interoperability under Article 7 of the Digital Markets Act
3	BoR (25) 26	31st BEREC International Roaming Benchmark Data and Monitoring Report
4	BoR (25) 32	BEREC Summary Report on the outcome of the public consultation on the draft BEREC Report on the evolution of private and public 5G networks in Europe
5	BoR (25) 33	BEREC Report on the Evolution of Private 5G Networks and interrelation with public networks in Europe
6	BoR (25) 35	Draft BEREC Guidelines on Very High Capacity Networks
7	BoR (25) 48	BEREC Opinion on Regulation (EU) 2022/612 on roaming on public mobile communications networks within the Union
8	BoR (25) 57	BEREC Opinion on the Implementing Regulation on intra-EU communications
9	BoR (25) 64	BEREC Report on WACC parameter calculations according to the European Commission's WACC Notice of 6th November 2019 (WACC parameters Report 2025)
10	BoR (25) 65	BEREC Report on the outcome of the public consultation on the draft BEREC Progress Report on managing copper network switch-off
11	BoR (25) 66	BEREC Progress Report on managing copper network switch-off
12	BoR (25) 67	BEREC Report on the outcome of the public consultation on the draft BEREC Report on Infrastructure-sharing as a lever for ECN/ECS environmental sustainability
13	BoR (25) 68	BEREC Report on Infrastructure Sharing as a lever for ECN/ECS Environmental Sustainability
14	BoR (25) 69	BEREC Report on Stock-taking of NRAs application of Article 52(2) for wholesale access obligations

No	Document No	Documents on BEREC website
15	BoR (25) 75	BEREC Annual Report 2024
16	BoR (25) 77	BEREC Report on the regulation of physical infrastructure access
17	BoR (25) 76	Report on the outcome of the public consultation of the draft BEREC Report on the regulation of physical infrastructure access
18	BoR (25) 83	Draft BEREC Guidelines on the coordination of civil works according to Article 5(6) of the Gigabit Infrastructure Act
19	BoR (25) 84	Draft BEREC Guidelines on the access to in-building infrastructure according to Article 11(6) of the Gigabit Infrastructure Act
20	BoR (25) 85	Draft BEREC Report on submarine cables connectivity in Europe
21	BoR (25) 101	BEREC Input to the European Commission's Call for Evidence on the Digital Networks Act
22	BoR (25) 114	BEREC Input to the European Commission's public consultation on the revision of the Merger Guidelines
23	BoR (25) 119	BEREC response to the European Commission's consultation on the first review of the Digital Markets Act
24	BoR (25) 125	BEREC Report on the implementation of the Open Internet Regulation
25	BoR (25) 128	Intra-EU communications BEREC Benchmark Data Report April 2024 - March 2025
26	BoR (25) 129	Summary Report on the BEREC Workshop on practical issues preventing number misuse and possible fraudulent activities
27	BoR (25) 130	BEREC Summary Report on external workshop on digital services' ecodesign for greener networks and ICTs
28	BoR (25) 135	Summary report on the outcome of the internal workshop on aspects of 2G and 3G mobile technology phaseouts
29	BoR (25) 138	BEREC Opinion on the EC review of the Delegated Regulation setting Union-wide termination rates

No	Document No	Documents on BEREC website
30	BoR (25) 140	BEREC Guidelines on the coordination of civil works according to Article 5(6) of the Gigabit Infrastructure Act
31	BoR (25) 141	BEREC Report on the outcome of the public consultation on the draft BEREC Guidelines on the coordination of civil works according to Article 5(6) of the Gigabit Infrastructure Act
32	BoR (25) 142	BEREC Guidelines on the access to in-building infrastructure according to Article 11(6) of the Gigabit Infrastructure Act
33	BoR (25) 140	BEREC Guidelines on the coordination of civil works according to Article 5(6) of the Gigabit Infrastructure Act
34	BoR (25) 142	BEREC Guidelines on the access to in-building infrastructure according to Article 11(6) of the Gigabit Infrastructure Act
35	BoR (25) 143	BEREC Report on the outcome of the public consultation on the draft BEREC Guidelines on the access to in-building infrastructure according to Article 11(6) of the Gigabit Infrastructure Act
36	BoR (25) 146	BEREC Input to the European Commission's consultation on the revision of the Recommendation on relevant markets susceptible to ex ante regulation
37	BoR (25) 158	BEREC Input to the European Commission's Call for Evidence on the Digital Fairness Act
38	BoR (25) 167	Summary report on Internal Workshop on Direct to Device Satellite Communication
39	BoR (25) 168	BEREC Regulatory Accounting in Practice Report 2025
40	BoR (25) 169	BEREC Summary Report on the external workshop on environmental footprint of satellite constellations
41	BoR (25) 171	BEREC Report on domestic submarine cables connectivity in Europe
42	BoR (25) 170	BEREC Report on the outcome of the Public consultation on the Draft BEREC Report on submarine cables connectivity in Europe
43	BoR (25) 181	BEREC Report on the outcome of the public consultation on the draft BEREC Guidelines on very high capacity networks
44	BoR (25) 182	BEREC Guidelines on Very High Capacity Networks

No	Document No	Documents on BEREC website
45	BoR (25) 183	Draft BEREC Report on Switching and Termination of contracts
46	BoR (25) 184	Draft Updated BEREC Guidelines on Geographical surveys of network deployment
47	BoR (25) 185	BEREC Report of the outcome of the public consultation on the draft BEREC Work Programme 2026
48	BoR (25) 188	BEREC Report of the outcome of the public consultation on the draft BEREC Strategy 2026-2030
49	BoR (25) 195	BEREC Input to the European Commission's Call for Evidence on the Digital Decade Policy Programme

Annex I, Table 7: Applications for access to BEREC/BEREC Office documents, 2025

No	Receipt of the initial application (date)	Type of document		Receipt of the confirmatory application, if applicable (date)	Decision taken (full disclosure, partial disclosure, refusal)	Reason(s) for refusal, if applicable
		BEREC document	BEREC Office document			
1	26/02/2025		X	n/a	Devoid of purpose	n/a
2	15/09/2025	x		n/a	Devoid of purpose	n/a

Annex II: Statistics on financial management

Annex II, Table 1: Revenue — appropriations

Revenues	Voted Budget 2025	Amendment 1	Final 2025
1. Revenue from fees and charges	0	0	0
2. EU Subsidy	8,125,577.00	8,125,577.00	8,125,577.00
<i>2.a. of which “fresh” contributions in year 2024</i>	<i>8,108,852.00</i>	<i>8,108,852.00</i>	<i>8,108,852.00</i>
<i>2.b. of which assigned revenues deriving from previous year 2020 surplus</i>	<i>16,725.00</i>	<i>16,725.00</i>	<i>16,725.00</i>
3. Third countries contribution (incl. EFTA and candidate countries)	p.m.	p.m.	253,266.77
<i>3.a. Of which EEA/EFTA (excl. Switzerland)</i>	<i>p.m.</i>	<i>226,237.00</i>	<i>226,237.00</i>
<i>3.b. Of which candidate countries</i>	<i>p.m.</i>	<i>p.m.</i>	<i>27,029.77</i>
4. Other contributions³¹	p.m.	p.m.	190,666.00
5. Administrative operations	p.m.	p.m.	3,303.19
<i>5.a. Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>	<i>p.m.</i>	<i>p.m.</i>	<i>0</i>
6. Revenues from services rendered against payment	p.m.	p.m.	0
7. Correction of budgetary imbalances	p.m.	p.m.	0
Total revenues	8,125,577.00	8,351,814.00	8,572,812.96

³¹ Estimated voluntary contributions from Member States or from their NRAs. These contributions shall be used to finance specific items of operational expenditure as defined in an agreement to be concluded between the Office and the Member States of their NRAs.

Annex II, Table 2: Budgetary transfers 2025

BL No	Budget Line (BL) Description	VOTED BUDGET	Transfer No 1 - August 2025	Transfer No 2 - October 2025	Transfer No 3 - December 2025	Transfer No 4 - December 2025	BUDGET WITH TRANSFERS
1	STAFF EXPENDITURE	5,318,259.00	0.00	0.00	-175,864.92	5,512.35	5,147,906.43
1100	Temporary agents' salaries	2,414,700.00	-49,000.00	-8,178.00	-79,922.36	0.00	2,277,599.64
1111	Contract staff and SNEs	2,259,000.00	-32,000.00	-9,185.00	-106,566.93	0.00	2,111,248.07
1200	Recruitment expenses	3,000.00	0.00	0.00	-1,387.00	0.00	1,613.00
1300	Mission expenses, duty travel and other ancillary expenditure	90,000.00	0.00	22,000.00	9,000.00	10,518.20	131,518.20
1400	Medical service	7,000.00	0.00	-4,637.00	0.00	0.00	2,363.00
1500	Training	74,368.00	5,000.00	0.00	-553.09	-432.00	78,382.91
1600	External services	466,991.00	76,000.00	0.00	-8,130.39	-4,053.13	530,807.48
1700	Representation, receptions and events, and miscellaneous staff expenses	3,200.00	0.00	0.00	11,694.85	-520.72	14,374.13
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	1,212,496.00	0.00	0.00	159,178.01	3,862.51	1,375,536.52
2000	Rental of buildings	284,709.00	0.00	-9,321.00	-47,085.67	0.00	228,302.33
2100	Data processing and telecommunications	670,632.00	0.00	0.00	203,416.25	4,519.60	878,567.85
2200	Movable property and associated costs	24,730.00	0.00	6,605.00	6,916.25	-339.87	37,911.38
2300	Legal and other operational expenditure	210,425.00	0.00	2,716.00	-1,421.81	0.00	211,719.19
2400	Non-operational media and public relations	20,500.00	0.00	0.00	-1,500.00	-317.22	18,682.78
2500	Non-operational meetings	1,500.00	0.00	0.00	-1,147.01	0.00	352.99
3	OPERATIONAL EXPENDITURE IN SUPPORT OF BEREC	1,821,059.00	0.00	0.00	16,686.91	-9,374.86	1,828,371.05
3001	BEREC programme management support	323,944.89	0.00	0.00	16,686.91	0.01	340,631.81
3101	Operation and strategic support to BEREC and NRAs	1,497,114.11	0.00	0.00	0.00	-9,374.87	1,487,739.24
	TOTAL BUDGET	8,351,814.00					8,351,814.00

Annex II, Table 3: Expenditure C1**A. TITLE 1 – STAFF EXPENDITURE**

Official Budget Item	Budget Item Description	Appropriations Available	Commitment Accepted, EUR	% Committed	Payment Accepted, EUR	% Payment
A-1100	Temporary agents` salaries and allowances	2,277,599.64	2,277,599.64	100.00%	2,277,599.64	100.00%
A-1111	Contract staff and seconded national experts	2,111,248.07	2,111,248.07	100.00%	2,111,248.07	100.00%
A-1200	Recruitment expenses	1,613.00	1,613.00	100.00%	1,613.00	100.00%
A-1300	Mission expenses, duty travel and other ancillary expenses	131,518.20	131,518.20	100.00%	119,702.89	91.02%
A-1400	Medical service	2,363.00	2,363.00	100.00%	2,363.00	100.00%
A-1500	Training	78,382.91	78,382.91	100.00%	69,106.16	88.16%
A-1600	External services	530,807.48	530,807.48	100.00%	461,054.13	86.86%
A-1700	Representation and miscellaneous staff costs	14,374.13	14,374.13	100.00%	3,215.88	22.37%
TOTAL TITLE 1		5,147,906.43	5,147,906.43	100.00%	5,045,902.77	98.02%

B. TITLE 2 - BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE

Official Budget Item	Budget Item Description	Appropriations Available	Commitment Accepted, EUR	% Committed	Payment Accepted, EUR	% Payment
A-2000	Rental of buildings	228,302.33	228,302.33	100.00%	178,247.86	78.08%
A-2100	Information and Communication Technology and Security	878,567.85	878,567.85	100.00%	781,050.92	88.90%
A-2200	Movable property and logistic services	37,911.38	37,911.38	100.00%	21,784.21	57.46%
A-2300	Legal and other operational expenditure	211,719.19	211,719.19	100.00%	199,279.19	94.12%
A-2400	Non-operational media and public relations	18,682.78	18,682.78	100.00%	18,370.00	98.33%
A-2500	Non-operational meetings	352.99	352.99	100.00%	352.99	100.00%
TOTAL TITLE 2		1,375,536.52	1,375,536.52	100.00%	1,199,085.17	87.17%

C. TITLE 3 - OPERATIONAL EXPENDITURE IN SUPPORT OF BEREK

Official Budget Item	Budget Item Description	Appropriations Available	Commitment Accepted, EUR	% Committed	Payment Accepted, EUR	% Payment
B 3001	Support to the BEREK WGs	340,631.81	340,631.81	100.00%	201,006.00	59.01%
B 3101	Other support activities to BEREK and NRAs	1,487,739.24	1,487,739.24	100.00%	897,041.92	60.30%
TOTAL TITLE 3		1,828,371.05	1,828,371.05	100.00%	1,098,047.92	60.06%

D. TOTAL BUDGET EXECUTION

TOTAL TITLE 1-3	8,351,814.00	8,351,814.00	100.00%	7,343,035.86	87.92%
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Annex II, Table 4: Expenditure C8 credits (C8/2025)

TITLE	Official Budget item	Budget Item Description	Carried over, EUR	Consumed, EUR	Cancelled, EUR	% Consumed
TITLE 1	A-1300	Mission expenses, duty travel expenses and other ancillary expenditure	7,234.20	7,234.20	0.00	100.00%
	A-1500	Training	20,583.36	20,583.36	0.00	100.00%
	A-1600	External services	151,728.29	148,840.28	2,888.01	98.10%
	TOTAL		179,545.85	176,657.84	2,888.01	98.39%
TITLE 2	A-2000	Rent of building and associated costs	38,447.83	38,447.83	0.00	100.00%
	A-2100	Information and communication technology and security	216,882.87	215,538.19	1,344.68	99.38%
	A-2200	Movable property and logistic services	11,727.32	11,727.32	0.00	100.00%
	A-2300	Legal and other operating services	18,660.00	18,660.00	0.00	100.00%
	A-2400	Non-operational media and public relations	5,402.07	5,396.60	5.47	99.90%
	TOTAL		291,120.09	289,769.94	1,350.15	99.54%
TITLE 3	B-3001	BEREC Programme Management Support	76,924.32	76,874.20	50.12	99.93%
	B-3101	Operation and strategic support to BEREC	321,685.37	315,715.53	5,969.84	98.14%
	TOTAL		398,609.69	392,589.73	6,019.96	98.49%
TOTAL C8:			869,275.63	859,017.51	10,258.12	98.82%

Annex II, Table 5: Other fund sources (C4; C5; R0/2025)

Fund source	Official Budget Item	Budget Description	Item	Sources Available	Commitment	% Committed	Payment Accepted, EUR	% Payment
					Accepted, EUR			
C4	A-1600	External services		2,090.91				
C4	A-2100	Information and Communication Technology and Security		1,212.28				
R0	A-1600	External services		267,091.56	32,156.05	12.04%	32,156.05	12.04%
R0	A-3101	Operation and Strategic Support to BEREC		34,154.48				
	TOTAL C4, R0			304,549.23	32,156.05	10.56%	32,156.05	10.56%

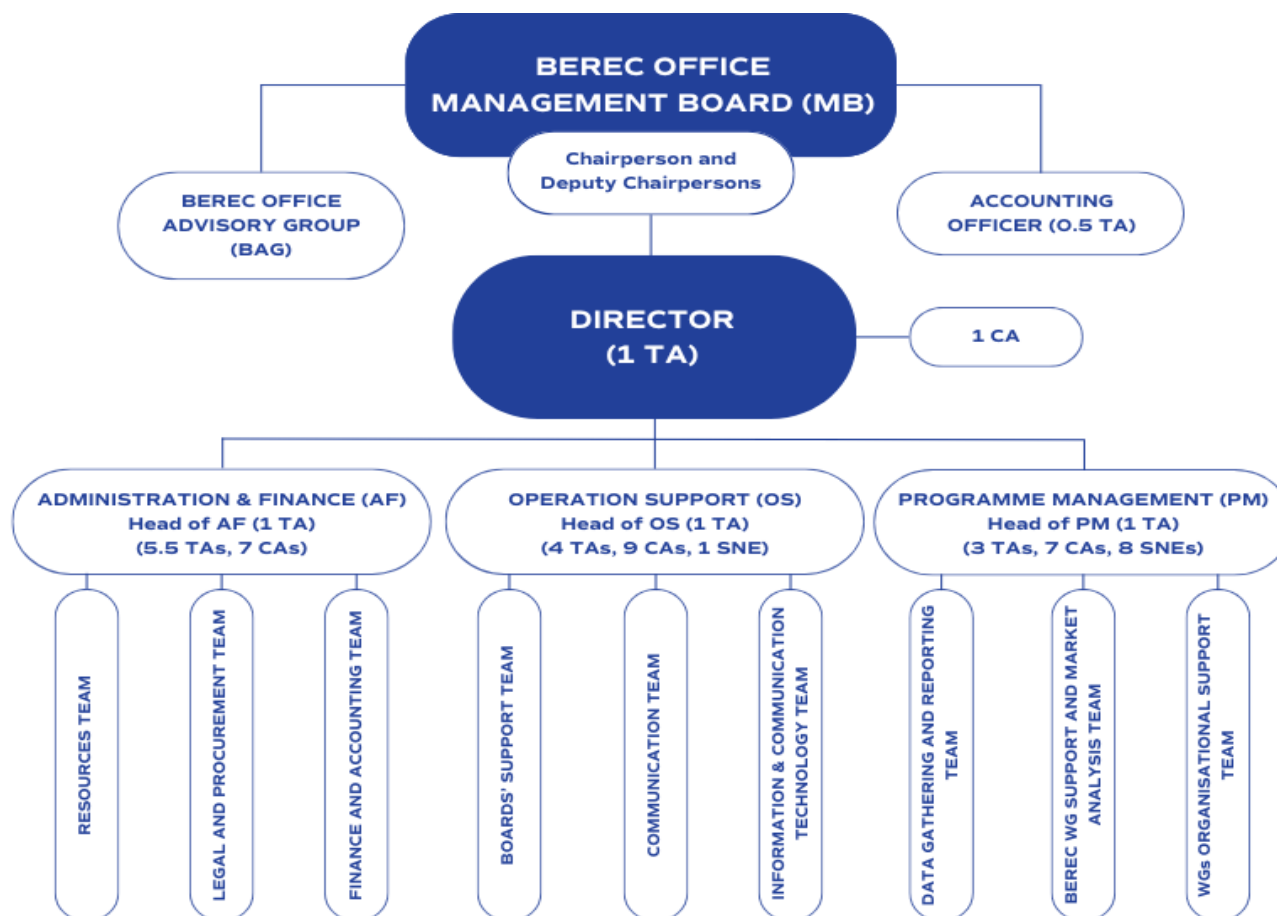
Annex II, Table 6: Payment times 2025

Legal Times									
Maximum Payment Time (Days)	Total Nr of Payments	Nr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
10	2	2	100.00 %	6.50				0	0 %
14	2	2	100.00 %	7.50				0	0 %
30	1028	922	89.69 %	12.76	106	10.31 %	70.97	129,636.68	3.55. %
45	13	13	100.00 %	16.23				0	0 %
60	5	5	100.00 %	19.80				0	0 %
Total Number of Payments	1050	944	89.90 %		106*	10.10 %		129,636.68	3.40. %
Average Net Payment Time	18.70			12.83			70.97		
Average Gross Payment Time	18.87			13.00			71.14		

* Out of the 106 late payments, 93 were related to reimbursement of experts participating in BEREC meetings via the EC Advanced Gateway to Meetings (AGM) tool. The delays were caused by technical issues related to the migration of the AGM tool to a new financial system SUMMA. The BEREC Office was in a regular contact with the AGM help desk and its hierarchy to address the issues and help experts to encode their expenses.

No late interest was paid by the BEREC Office in 2025.

Annex III: Organisational chart of the BEREC Office³²



Abbreviations: TA – temporary agent, CA – contract agent, SNE – seconded national expert

³² Valid from 01.01.2025

Annex IV: Establishment plan

Annex IV, Table 1: Information about authorised and filled posts in 2023-2025

Temporary agents						
Function group and grade	2023		2024		2025	
	Authorised under the EU budget	Filled as of 31.12.2023	Authorised under the EU budget	Filled as of 31.12.2024	Authorised under the EU budget	Filled as of 31.12.2025
AD 16						
AD 15						
AD 14	1	1	1	1	1	1
AD 13						
AD 12	1		1		2	1
AD 11	1	2	1	2	2	1
AD 10	2	1	2	1	2	2
AD 9	3	2	1	2	3	1
AD 8	2		3		2	1
AD 7	3	5	4	6	2	5
AD 6	1	2	1	1		2
AD 5		1		1		

Temporary agents						
Function group and grade	2023		2024		2025	
	Authorised under the EU budget	Filled as of 31.12.2023	Authorised under the EU budget	Filled as of 31.12.2024	Authorised under the EU budget	Filled as of 31.12.2025
Total grade AD	13	13	14	14	14	14
AST 11						
AST 10						
AST 9						
AST 8						
AST 7	1		1		1	
AST 6	1	1	1	1	2	1
AST 5	1					
AST 4			1			
AST 3		2		2		2
AST 2						
AST 1						
Total grade AST	3	3	3	3	3	3
AST/SC6						

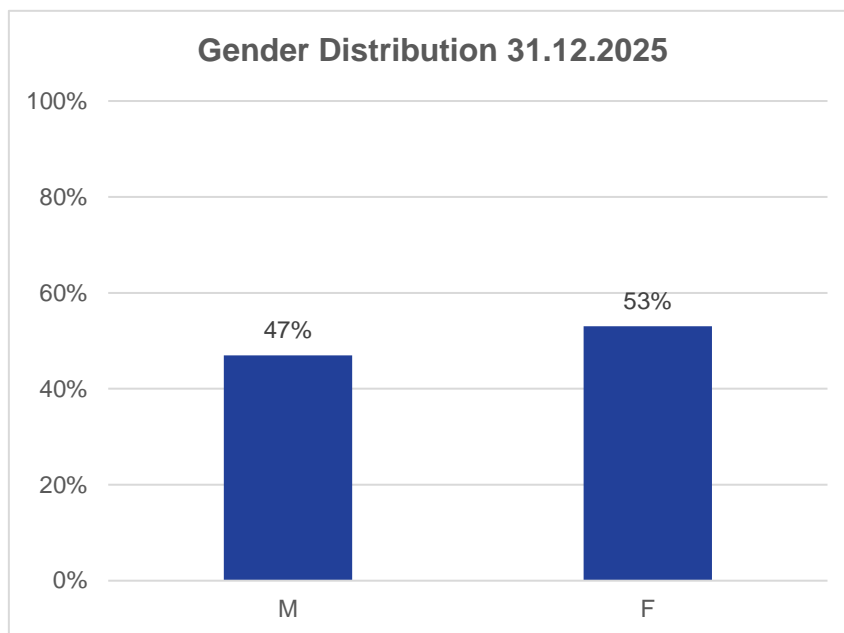
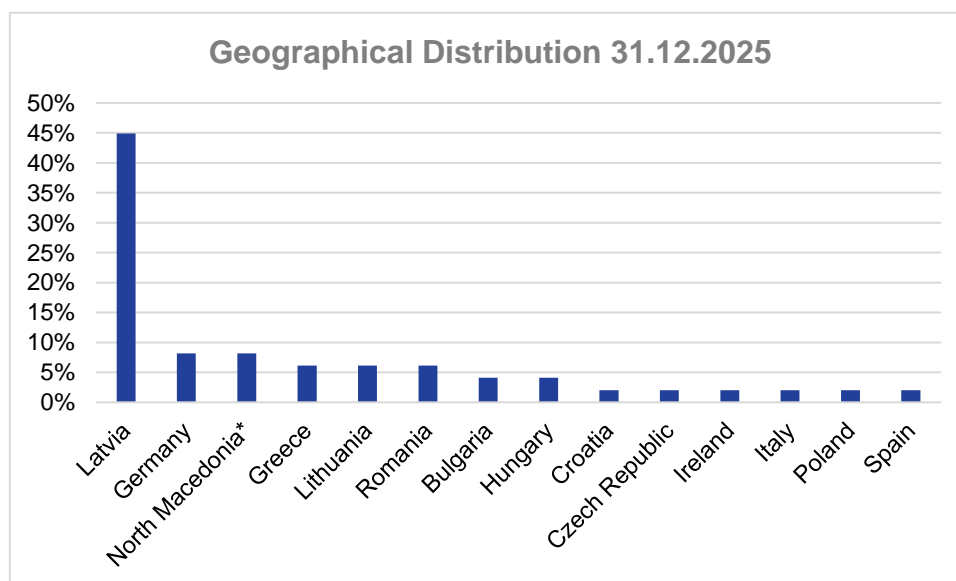
Temporary agents						
Function group and grade	2023		2024		2025	
	Authorised under the EU budget	Filled as of 31.12.2023	Authorised under the EU budget	Filled as of 31.12.2024	Authorised under the EU budget	Filled as of 31.12.2025
AST/SC 5						
AST/SC 4						
AST/SC 3						
AST/SC 2						
AST/SC 1						
Total AST/SC grade						
GRAND TOTAL	16	16	17	17	17	17

Annex IV, Table 2: Information on the entry level for each type of post: indicative table

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment ³³	Indication whether the function is dedicated to administration support or operations
CORE FUNCTIONS			
Director (Level 1)	TA	AD 14	TOP COORD - FIN/CONT
Head of Unit — Administration and Finance (Level 2)	TA	AD 9	RES DIR/HoA - FIN/CONT
Head of Unit — Programme Management (Level 2)	TA	AD 9	TOP COORD
Head of Unit — Operation Support (Level 2)	TA	AD 9	TOP COORD
Senior Programme Manager, Team Leader of the BEREK Data Gathering & Reporting Team (Level 3)	TA	AD 7	GEN OPER
Senior Programme Manager, Team Leader of the BEREK Work Programme Support & Market Analysis (Level 3)	TA	AD 7	GEN OPER
Accounting Officer (Level 3)	TA	AD7	FIN/CONT
Legal and Data Protection Officer (Level 3)	TA	AD 7	LEGAL - GEN OPER
Team Leader Resources (Level 3)	TA	AD 6	HR
Team Leader, Legal and Procurement (Level 3)	TA	AD 6	FIN/CONT - PGM M/IMPL
Team Leader, ICT (Level 3)	TA	AD 6	PGM M/IMPL
Team Leader, Boards' Support, Document Management Officer (Level 3)	TA	AD 6	GEN OPER - TOP COORD
Team Leader Communications (Level 3)	TA	AD6	PGM M/IMPL
Local Security Officer (Level 3)	TA	AD 5	LOG - ICT
SNE — Programme Manager (Level 3)	SNE	SNE	PGM M/IMPL

³³ Entry level for external selection

SNE — Boards' Support Officer (Level 3)	SNE	SNE	GEN OPER
Officer — Advisor and Assistant to Director (Level 2 - reporting directly to level 1)	CA	FG IV	GEN OPER - T/OP COORD
Policy Officer — Data Analyst (Level 3)	CA	FG IV	PGM M/IMPL
Communication Officer (Level 3)	CA	FG IV	PGM M/IMPL
Information and Communication Technologies Officer (Level 3)	CA	FG IV	PGM M/IMPL - FIN/CONT
Programme Management Support Officer (Level 3)	CA	FG IV	PGM M/IMPL
Finance and Procurement Officer (Level 3)	CA	FG IV	FIN/CONT - PGM
HR Officer (Level 3)	CA	FG IV	HR - FIN/CONT
Budget and Reporting Officer (level 3)	CA	FG IV	FIN/CONT
Local Cybersecurity Officer	CA	FG IV	ICT - PGM M/IMPL
Programme Management Assistant – Team Leader of the Working Groups Organisational Support (Level 3)	TA	AST 3	PGM M/IMPL
Budget and Finance Assistant, Mission Officer (Level 3)	TA	AST 3	FIN/CONT
Finance and Accounting Assistant (Level 3)	TA	AST 3	FIN/CONT
Communication Assistant (Level 3)	CA	FG III	PGM M/IMPL
ICT Assistant (Level 3)	CA	FG III	ICT - PGM M/IMP
ICT Infrastructure Specialist (Level 3)	CA	FG III	ICT - PGM M/IMP
HR Assistant (Level 3)	CA	FG III	HR
Facilities Assistant (Level 3)	CA	FG III	LOG - FIN/CONT
Administrative Coordination Assistant - Administration and Finance (Level 3)	CA	FG II	FIN/CONT
Boards' Support Assistant (Level 3)	CA	FG II	GEN OPER
Event Management and Administrative Assistant (Level 3)	CA	FG II	PGM M/IMPL
IT Support Agent (Level 3)	CA	FG II	ICT - PGM M/IMPL

Annex IV, Table 3: Information on the gender distribution of staff**Annex IV, Table 4: Information on the geographical distribution of staff**

* Western Balkan country, whose NRA has signed working arrangement with the BEREC Office pursuant to Article 35 of Regulation (EU) 2018/1971

Annex IV, Table 5: Benchmarking against previous year's results

Job type (sub)category	2023 (%)³⁴	2024 (%)³⁵	2025 (%)
Administrative support and coordination	10.42	10.42	12.24
Administrative support ³⁶	9.38	9.38	11.22
Coordination	1.04	1.04	1.02
Operational	71.87	71.87	71.43
Top-level operational coordination	7.29	7.29	7.14
Programme management and implementation	46.88	46.88	55.10
Evaluation and impact assessment	0	0	0
General operational	17.71	17.71	9.18
Neutral	17.71	17.71	15.96
Finance/control	17.71	17.71	15.31
Linguistics	0	0	0

³⁴ The data take into account the redistribution of tasks and the reorganisation of work implemented in 2020.

³⁵ The data takes into account the new Organizational Chart which entered into force on 1 September 2023 as well as the new job profile as Data Analyst.

³⁶ Staff members assigned to ICT Team have been assigned more administrative tasks to ensure compliance with the new legislation.

Annex IV, Table 6: Implementation of the Multiannual plan for access to measures of social nature in 2025

No	ACTION DESCRIPTION	ACTORS	Budget forecast EUR ³⁷	Budget Spent in 2025 EUR	Report for 2025 (short overview of the implementation)
1	Use best practices for social measures implemented by the European Commission (EC) (including by analogy, where feasible) or by other EU bodies	Administration and Finance Unit, in close cooperation with the Staff Committee	40,000	0 ³⁸	The BEREC Office applies the best practices implemented by the EC or by other EU bodies. As a result, the BEREC Office staff members currently have the following entitlements: maternity leave, paternity leave, parental leave, financing kindergarten and nursery tuition for the dependent children of staff, assistance with the cost of home care and care for sick children, flexi-time work arrangements as well as legal services for staff on private matters.
2	Provide legal advice to statutory staff and SNE on private matters in areas governed by Latvian laws such as Civil law, Consumer law, Tax law, Real estate law, Administrative law, Labour law	Administration and Finance Unit	20,000	1,357.50	In 2025 the Agency's expenditure amounts to 1,357.50 EUR for the provision of legal services to staff private matters in areas governed by Latvian laws such as Civil law, Consumer law, Tax law, Real estate law, Administrative law, Labour law. 14 out of 49 BEREC Office staff members benefited from the provision of legal advice on private matters in 2025.
3	Facilitate the application of more favourable conditions for commercial services in the market for the staff, including private health service providers	Liaison Office in cooperation with Administration and Finance Unit and the Staff Committee	No budgetary implication	N/A	The BEREC Office has received special offers from: - 5 medical centres, where the staff can undergo medical check-ups and receive other medical services; - 2 commercial banks, which facilitate bank account opening for staff and their family members; - 1 telecommunications company with discount for their services to the family members of the staff;

³⁷ Preliminary calculation for the whole period 2023-2027 on the basis of the current practices at the Commission.

³⁸ No requests for assistance with the costs of home care and care for dependent children were submitted during the course of 2025 and therefore no budget was used for this purpose.

No	ACTION DESCRIPTION	ACTORS	Budget forecast EUR ³⁷	Budget Spent in 2025 EUR	Report for 2025 (short overview of the implementation)
					- 1 catering company offering discount for lunch next door the office and couple of restaurants offering discounts from their regular menu, subject to availability.
4	Continue to support access to kindergartens and nurseries by undertaking the following steps:				
	a. support in registration with the Latvian authorities as per the requirements of the local legislation;	a. Liaison Office	No budgetary implication	N/A	In accordance with IAI/2025/03 on BEREK Office schooling, a staff member must declare a place of residence for them and their child in order to receive a municipality grant that covers part of the costs for their child's schooling. In that regard Liaison Office assisted a newly relocated staff member with registration of them and their child with OCMA and provided detailed information on registering their place of residence through the Latvian national e-system. Liaison Office also assisted a staff member with registration of a family member with OCMA and registration of their S1 form, transferring their eligibility to national health insurance from the initial country of residence to Latvia; and another staff member with a renewal of Latvian ID card. In addition, Liaison Office facilitated the receipt of long-term stay visa from the Ministry of Foreign Affairs for 3 BEREK Office staff members and 4 members of their families (7 persons in total).
	b. support in obtaining the municipality grant;	b. Liaison Office	No budgetary implication	N/A	During the course of 2025, all the staff members whose children have been enrolled in school or kindergarten received the municipality grant, and no other help was requested other than registering at the OCMA.

No	ACTION DESCRIPTION	ACTORS	Budget forecast EUR ³⁷	Budget Spent in 2025 EUR	Report for 2025 (short overview of the implementation)
	c. to ensure equal treatment of all staff, provision of financial support by the BEREK Office for kindergartens and nurseries in the event of justified refusal of the Latvian authorities to pay the municipal grant for the children of BEREK Office staff; the amount of the financial contribution shall be corresponding to the amount to the paid for Latvian local authorities.	c. Administration and Finance Unit	7,500.00 ³⁹	0	In 2025, all the staff members whose children were enrolled in the kindergarten received the municipality grant/co-financing and therefore there were no requests from staff form contribution from the BEREK Office budget.
5	<p>Implement measures aimed at creating and maintaining a supportive and healthy work environment that enables staff members to have balance between work and personal responsibilities.</p> <p>The following work-private life balance possibilities will be therefore enhanced on the basis of the applicable rules:</p> <ul style="list-style-type: none"> - hybrid working which includes teleworking from the place of employment and working from the office under flexi time arrangement as well as – teleworking from outside the place of employment - unpaid leave, maternity and paternity leave - special working arrangement for breastfeeding 	Administration and Finance Unit, in close cooperation with the line managers of staff and the Staff Committee, if and where needed	To be financed from the respective budget line for the specific type of expenditure within the available appropriations authorised by the MB.	67,859.00 ⁴⁰	<p>Following the adoption by analogy of the Commission Decision of 24.03.2022 on working time and hybrid working, the flexible working time arrangements have become the default working time arrangements at the BEREK Office.</p> <p>In 2025, none of the staff used unpaid leave. In 2025, 6 staff members benefited from parental leave and 1 staff member benefited from maternity leave, amounting to 66,911.00 EUR and 597 days.</p> <p>In 2025 no special working arrangements were made for breastfeeding. However, respective staff is entitled up to 2 hours a day which is considered as a working time and it has to be agreed in advance with the line manager.</p>

³⁹ Applicable only to point c

⁴⁰ Out of which EUR 948.00 paid to the Medical service for consultation and occupational medicine

No	ACTION DESCRIPTION	ACTORS	Budget forecast EUR ³⁷	Budget Spent in 2025 EUR	Report for 2025 (short overview of the implementation)
	-encourage staff to make use of the preventive medical measures via appropriate information and communication campaigns, such as annual medical check-up and health screening programme of the JSIS	Administration and Finance Unit, in close cooperation with the line managers of staff and the Staff Committee, if and where needed	To be financed from the respective budget line for the specific type of expenditure within the available appropriations authorised by the MB.	1,014.00 ⁴¹	In line with the provisions of the Staff Regulations (SR) and Conditions of Employment of Other Servants (CEOS) the Agency encourages staff members to undergo the mandatory annual check-up. To this end, the agency concluded four service level agreements with private health care providers based in Riga Latvia, which among others offers the possibility of undergoing the annual medical check-up in accordance with the requirements of the PMO in terms of the medical tests to be carried out. Unfortunately, as of 2023, the handling of the reimbursement of the annual check's costs has changed in comparison with previous practice. The PMO reimburses only 85% of the costs incurred by the staff members in regards to the required analyses included in the annual check and a flat rate of the appointment with the occupational doctor, which is less than the 85% if the medical check is carried out outside Brussels Medical Office. From the Agency point of view, conducting the medical check in Brussels Medical office in order for the staff members to be fully reimbursed is not an option, as this would entail additional significant costs (travel, accommodation and per-diems allowance). Consequently, the Agency approached the PMO and also raised the issue to the EU Network of Agencies. For the time being, the issue is still pending.

⁴¹ During the course of 2025 only two staff members attended annual medical check-ups

No	ACTION DESCRIPTION	ACTORS	Budget forecast EUR ³⁷	Budget Spent in 2025 EUR	Report for 2025 (short overview of the implementation)
	-ensure the possibility to practice physical activities at work (incl. by making use of the measures under point 1 and 2 above)	Administration and Finance Unit, in close cooperation with the line managers of staff and the Staff Committee, if and where needed.	To be financed from the respective budget line for the specific type of expenditure within the available appropriations authorised by the MB.	5,542.55	Following a staff committee-led survey, it was identified that employees would appreciate access to fitness equipment as part of social welfare initiatives. It has been decided that the most suitable equipment will be a treadmill and an exercise bike. This initiative is part of a broader effort to enhance staff welfare and well-being, foster a healthier work environment, and promote regular physical activity among employees, in particular given the absence of sport facilities at the premises.
6	Until the establishment of accredited European School in Riga in line with the provisions of the Headquarters agreement concluded between BEREC Office and Latvian Government, pay jointly with the Latvian Government (as per the conditions of the SLA) the tuition fees for the children of statutory staff and SNEs who wish to enrol their children in the international schools with which the BEREC Office has concluded agreements.	Administration and Finance Unit in cooperation with the Latvian Ministry of Education and Science and the Liaison Office.	1,760,000 / 960,000 ⁴²	397,375.00 / 203,966.00 ⁴³	As a temporary measure until the establishment of accredited European school in Latvia, the BEREC Office concluded 6 agreements for provision of schooling to the children of the BEREC Office staff in English, French and German. In the calendar year 2025, 25 children of BEREC Office statutory staff and SNEs were enrolled in 5 international schools (International School of Latvia (8), Exupery International school (1), International School of Riga (11), King's College (2), Lycée Français International Jules Verne de Riga (3)) under the agreements concluded by the BEREC Office. The total schooling costs for 2025 amounted to EUR 397,375.00. Out of this amount,

⁴² Indicative amount (based on 2023 prices). The higher amount includes the full cost of the measure, incl. the voluntary contribution from the Latvian Government, whereas the lower amount indicates the cost to be covered by the BEREC Office budget, excluding the contribution of the Latvian Government. The statutory staff using the measure will not be entitled to education allowance, which will lead to savings in the salary expenditure.

⁴³ The higher amount includes the full cost of the measure, incl. the voluntary contribution from the Latvian Government, whereas the lower amount indicates the cost to be covered by the BEREC Office budget, excluding the contribution of the Latvian Government. The statutory staff using the measure will not be entitled to education allowance, which will lead to savings in the salary expenditure.

No	ACTION DESCRIPTION	ACTORS	Budget forecast EUR ³⁷	Budget Spent in 2025 EUR	Report for 2025 (short overview of the implementation)
					<p>the Latvian Government contributed to the BEREC Office budget with EUR 190,666.00 and EUR 2,742.00 were received as municipality grant/co-financing.</p> <p>The final expense for schooling under the agreements with the international schools in Latvia for the BEREC Office budget, therefore, amounted to EUR 203,966.00.</p>
Total expenditure for the BEREC Office budget for 2025				279,739.10	<p>The direct expenditure covered by the BEREC Office budget for social welfare measures in 2025 amount to EUR 279,739.10.</p> <p>This amount does not include any indirect expenditure, such as salaries of staff involved in those activities or rent / utility costs for premises used for social welfare activities.</p>

Annex V: Human and financial resources by BEREC Office activity

BEREC Office activity in 2025	Financial resources used ^[1]	FTEs used
Operational	4,887,916.74	31
1.1. Support to BEREC WGs including Phase 2 cases	2,148,594.76	19.02 ⁴⁴
1.2. High level meetings Board's secretariat	779,105.01	4.29 ⁴⁵
1.3. ICT support to BEREC	945,623.14	4.08
1.4. Information gathering and distribution	221,821.01	0.21
1.5. BEREC Communications activities	792,772.82	3.4 ⁴⁶
Horizontal	3,463,897.26	20.47
2.1. Coordination activities	626,362.81	3.53 ⁴⁷
2.2. Legal advice, data protection and procurement	425,571.00	3.8
2.3 Finance and Accounting	463,034.50	4.27
2.4. Human Resources Management	289,217.09	3.31 ⁴⁸
2.5. ICT, security, logistics and document management	1,659,711.86	5.56 ⁴⁹
Total Activities	8,351,814.00	51.47

⁴⁴ Includes 0.08 FTE interim worker services replacing vacant post

⁴⁵ Includes 0.94 FTE for interim worker services to address high workload.

⁴⁶ Including 0.85 FTE for interim worker services supporting a specific BEREC project.

⁴⁷ Includes 0.15 FTE for interim worker services.

⁴⁸ Including 1 FTE interim worker services to cover the long-term absence of a staff member.

⁴⁹ Including 0.37 FTE for interim worker services supporting a specific project.

Annex VI: Specific annexes related to Part II

Annex VI, Table 1: 2025 electronic voting procedures of the Management Board (MB) of the Agency for Support for BEREC ("BEREC Office")

№	Subject	Comments Round		Voting Round		Adopted document
		Start	End	Start	End	
1.	Draft Single Programming Document of the Activities of the BEREC Office for the period 2026-2028	23 January 2025	27 January 2025	29 January 2025	30 January 2025	MB (25) 01
2.	Decision of the BEREC Office MB to establish Working Arrangements between the NRA of Moldova and the Body of European Regulators for Electronic Communications (BEREC)	28 February 2025	3 March 2025	3 March 2025	4 March 2025	MB/2025/02
3.	Amendment No1 to the Draft Single Programming Document of the BEREC Office for the period 2026-2028	16 April 2025	22 April 2025	22 April 2025	24 April 2025	MB (25) 23
4.	Consolidated Annual Activity Report of the BEREC Office 2024 & MB Opinion on the Final Accounts 2024	16 June 2025	20 June 2025	25 June 2025	30 June 2025	MB (25) 42 MB (25) 43
5.	Decision of the BEREC Office MB for applying by analogy of Decision C(2025) 2495 final of 13 May 2025 on the general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations of Officials and on authorised travel	16 June 2025	20 June 2025	25 June 2025	30 June 2025	MB/2025/08
6.	Decision of the BEREC Office MB on the appointment of two Members of the BEREC Office Advisory Group for a third term	28 October 2025	30 October 2025	31 October 2025	3 November 2025	MB/2025/11

Annex VI, Table 2: Overview of documents adopted in 2025 by the Management Board of the BEREC Office**Decisions**

Document number	Document date	Document title/hyperlink to document (if applicable)
MB/2025/01	30/01/2024	Decision No MB/2025/01 of the Management Board of the Agency for Support for BEREC ('BEREC Office') on the adoption of the draft Single Programming Document of the BEREC Office for the period 2026-2028
MB/2025/02	04/03/2025	Decision No MB/2025/02 of the Management Board of the Agency for Support for BEREC (BEREC Office) to establish Working Arrangements between the NRA of the Republic of Moldova (ANRCETI) and the Body of European Regulators for Electronic Communications (BEREC)
MB/2025/03	13/03/2025	Decision No MB/2025/03 of the Management Board of the Agency for Support for BEREC (BEREC Office) on the annual appraisal of the Accounting Officer
MB/2025/04	13/03/2025	Decision No MB/2025/04 of the BEREC Office Management Board on the establishment of the BEREC Office Director
MB/2025/05	24/04/2025	Decision No MB/2025/05 of the Management Board of the Agency for Support for BEREC (BEREC Office) on the adoption of the Amendment No. 1 to the draft Single Programming Document of the BEREC Office for the period 2026-2028
MB/2025/06	06/06/2025	Decision MB/2025/06 of the Management Board of the Agency for Support for BEREC (BEREC Office) on the adoption of the Amendment No 1 of the BEREC Office Budget and Establishment Plan for 2025 and Single Programming Document of the BEREC Office for the period 2025-2027
MB/2025/07	06/06/2025	Decision No MB/2025/07 of the BEREC Office Management Board on giving mandate to the Director to strengthen the BEREC Office business continuity and Business Continuity Work Plan
MB/2025/08	30/06/2025	Decision No MB/2025/08 of the Management Board of the Agency for Support for BEREC (BEREC Office) for applying Decision C(2025) 2495 final of 13 May 2025 on the general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations
MB/2025/09	03/10/2025	Decision No MB/2025/09 of the Management Board of the Agency for Support for BEREC (BEREC Office) setting out ethics rules and rules on the prevention and management of conflicts of interest in respect of the staff members of the BEREC Office

Document number	Document date	Document title/hyperlink to document (if applicable)
MB/2025/10	03/10/2025	Decision No MB/2025/10 of the Management Board of the Agency for Support for BEREC (BEREC Office) on the designation of the Reporting Officers to appraise the BEREC Office Director for the period 01.04.-31.12.2025
MB/2025/11	04/11/2025	Decision MB/2025/11 of the Management Board of the Agency for Support for BEREC (the BEREC Office) on the appointment of two Members of the BEREC Office Advisory Group for a third term
MB/2025/12	05/12/2025	Decision No MB/2025/12 of the Management Board of the Agency for Support for BEREC on the Anti-Fraud Strategy 2026-2028
MB/2025/13	05/12/2025	Decision No MB/2025/13 of the Management Board of the Agency for Support for BEREC (the BEREC Office) on the appointment of the BAG Chair
MB/2025/14	05/12/2025	Decision MB/2025/14 of the Management Board of the Agency for Support for BEREC ('BEREC Office') on the adoption of the final Single Programming Document of the BEREC Office for the period 2026-2028

Opinions

Document number	Document date	Document title/hyperlink to document
MB (25) 43	30 June 2025	Opinion of the Management Board of the Agency for Support for BEREC on the Final accounts for 2024

BEREC Office single programming documents

Document number	Document date	Document title/hyperlink to document
MB (25) 01	30 January 2025	Draft Single Programming Document of the Agency for Support for BEREC ('BEREC Office') for the period 2026-2028
MB (25) 23	24 April 2025	Amendment No.1 to the Draft Single Programming Document of the Agency for Support for BEREC ('BEREC Office') for the period 2026-2028
MB (25) 32	06 June 2025	Amendment No 1 to the Single Programming Document of the Agency for Support for BEREC ('BEREC Office') for the period 2025-2027
MB (25) 79	5 December 2025	Single Programming Document of the Agency for Support for BEREC ('BEREC Office') for the period 2026-2028

BEREC Office Budget

Document number	Document date	Document title/hyperlink to document
MB (25) 33	06 June 2025	Amendment No 1 to the 2025 Budget and Establishment Plan of the Agency for Support for BEREC ('BEREC Office')
MB (25) 80	05 December 2025	BEREC Office Budget and Establishment Plan for 2026

BEREC Office Consolidated Activity Report

Document number	Document date	Document title/hyperlink to document
MB (25) 42	30 June 2025	2024 Consolidated Annual Activity Report of the BEREC Office

Annex VII: Final annual accounts

Presented in a separate file.

Annex VIII: Environment management

In 2025, the BEREC Office has continued on its path of greening its operations as set out in its Greening Action Plan. The Agency managed to further reduce its greenhouse gas (GHG) emissions from mission air travel, which is the largest contributor to its environmental footprint, compared to 2024 and it remains well below pre-pandemic levels. The other main sources of emissions from the BEREC Office's operations are emissions related to heating and electricity. Emissions from heating have remained in the long-term range with the usual annual fluctuations due to changing weather conditions and more improvements will be difficult due to the fact that the Agency does not own its premises as well as the building's status as a historical monument. A very positive achievement has been another reduction in electricity consumption to the lowest levels in ten years despite increased staff levels at the Agency, which shows that the measures and investments of recent years in low-energy solutions have yielded results.

In terms of waste management, the BEREC Office has significantly reduced its paper consumption in recent years and continues on its path of becoming a paperless administration. The Agency has also trained its staff again on green procurement and even if there were no particular changes in procurement procedures, whenever possible green public procurement criteria have been used as well as the templates developed by the Directorate General of the European Commission (EC) for Budget (DG BUDG), which contain references to green public procurement.

The picture for BEREC is more nuanced. The Agency is so far only recording the GHG emissions from air travel for BEREC and last year the emissions from BEREC's working group meetings, mostly in Brussels, have further decreased and remain significantly below pre-pandemic levels thanks to less in-person meetings of BEREC WGs and overall lower numbers of participants per meeting. The new ways of working with hybrid and online meeting IT solutions provided by the BEREC Office are well accepted and fully established so that the largest part of working group meetings, which make up the bulk of BEREC meetings, are fully virtual now. However, the emissions from flights to BoR and CN meetings have increased, mainly due to the meeting locations of those meetings.

Furthermore, the Agency continued to cooperate closely on the subject of environmental management and greening with the EUAN Greening Network (GN) and the EC. In particular, the EUAN GN remained an important forum for the sharing of best practices, and the BEREC Office in particular hopes to participate in future joint initiatives for carbon removal schemes.

Annex IX: Overview of the results of the key performance indicators (KPIs) identified in the Single programming document (SPD) for 2025-2027

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
2.1 Support to BEREC WGs, Sustainability ENG and phase II cases	Objective: Provision of professional and administrative support services to BEREC Working Groups (WGs) and Sustainability Expert Networking Group (ENG) for the fulfilment of the regulatory tasks			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Provision of virtual WG meetings (in total)	331	≤500	362
	2. Provision of support to physical WG meetings	24	≤30 ⁵⁰	22
	3. Provision of support to workshops with external experts	5	≤5	6 ⁵¹
	4. Provision of support to participation in 3rd party meetings	8	≤5	8
	5. Provision of ad hoc meetings under Article 32/33 procedures	15	≤5	18
	6. Level of satisfaction of WG meeting organisation (measure the level of satisfaction of the WG co-chairs on a 5-grade scale based on multiple questions : 1) Very satisfied (VS) 2) Satisfied (S) 3) Neutral (N) 4) Dissatisfied (D) 5) Very dissatisfied (VD)	98.3%	≥85% of responses are in the top 2 scores (VS+S)	98.9%
	7. Level of satisfaction of responses and communication (measure the level of satisfaction of the WG co-chairs on a 5-grade scale based on multiple questions)	100%	≥85% of responses are in the top 2 scores (VS+S)	97%

⁵⁰ Estimate based on experiences. It is a priority task; resources will be reallocated if needed.

⁵¹ As per BEREC Work Programme 2025.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	8. Level of satisfaction of provided support to WGs (measure the level of satisfaction of the WG co-chairs on a 5-grade scale based on multiple questions)	96.9%	≥85% of responses are in the top 2 scores (VS+S)	99.3%
	9. Level of satisfaction of data collection exercises (measure the level of satisfaction of the WG co-chairs on a 5-grade scale based on multiple questions)	96.2%	≥85% of responses are in the top 2 scores (VS+S)	95%
	10. Level of satisfaction of pre-draft documents (measure the level of satisfaction of the WG co-chairs on a 5-grade scale based on multiple questions)	96.2%	≥85% of responses are in the top 2 scores (VS+S)	97.3%
	11. Carbon footprint of WG meetings	53 t	≤ 50 t ⁵²	50.7 t
2.2 High level meetings and support to the Boards	Objective: To provide efficient professional and administrative supporting services to the Chair and Vice-Chairs of the BoR, Chairperson and Deputy Chairpersons of the MB of the BEREC Office, Mini Board, the BoR and MB, the CN and BAG in execution of their tasks and responsibilities, including cooperation and liaison with the EC, EP, the Council, other Union bodies, offices, agencies, advisory groups, regulatory authorities of third countries, international organisations, and other stakeholders.			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Level of satisfaction with high-level meetings (measure the level of satisfaction of the CN and BAG members, WG Co-Chairs and the BoR on a -5-grade scale based on multiple questions)	95%	≥90% of responses are in the top 2 scores	95%
	2. Carbon footprint of high-level meetings	157.8 t	180 t	174 t

⁵² As this indicator is measured for the first time in 2022, therefore it is difficult to set its targeted value for the future years.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
2.3. ICT support to BEREC	Objective: Enable operations by maintaining high availability of IT services (dedicated applications, databases, and websites) in regard to IT infrastructure and services (on prem. and cloud). Provision of necessary licenses and IT support. Provision of expertise on ICT matters in support to BEREC (knowledge exchange).			
	Indicators	Results 2024	Target 2025	Results 2025⁵³
	1. System Availability: a. BERECNet+ b. GADB c. BEREC Website d. VAS & EMERGENCY	a. 99.9% b. 99.9% c. 99.9% d. 99.9%	a. >99.8% b. >99.8% c. >99.8% d. >99.8%	a. 99.6% b. 99.6% c. 99.6% d. 99.6%
	2. Ratio of tickets require more than 1.5 days resolution time	1.99%	<10%	1.79%
	Objective: Migration of corporate website to new data centre			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Service contracts for system migration and system maintenance available (either via new procurement or use of already existing framework agreements)	n/a ⁵⁴	Completed/ Signed by end of Q1	Completed/ Signed by end of Q1
	2. Started migration activities according to pre-approved plan	n/a	Completed by end of Q2	Completed by end of Q2
	3. Security measures and testing completed	n/a	Completed by end of Q3	Completed by end of Q3

⁵³ The availability of BERECNet+ and GADB was slightly lower due to immediate actions taken to minimise risks related to discovered Zero Day Vulnerability of Microsoft product. The actions taken ensured service continuity of BERECNet+ and GADB. The availability of the corporate website and VAS & EMERGENCY systems was slightly lower due to countrywide power outage which impacted datacentre and communications.

⁵⁴ This project was launched in 2025.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	4. Go-live and project finalization	n/a	Completed by end of Q4 ⁵⁵	Completed by end of Q3
	Objective: Development and maintenance of ICT systems according to BEREC regulation. Maintenance and availability of the existing products for ensuring their reliability, their need to meet evolving business needs and the need to be kept interoperable with other systems overtime.			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Support man days of external service provider	477	500	480 ⁵⁶
	Objective: Development and deployment of redesigned AVC facility/setup in Brussels			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Number of AVC systems, platforms delivered	AVC systems in Brussels and Riga delivered and maintained ensuring continuation of the service	AVC installation completed by the end of year	AVC installation postponed due to budget constraints
	Objective: Provision of expertise in the ICT domain in support to BEREC			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Provision of virtual WG meetings	11	15	7

⁵⁵ Depending on exact project plan, resources, business decisions throughout the project and can be finalized also in 2026.

⁵⁶ the difference between actual number of support man days and planned amount is due redistribution of some of the tasks within ICT team

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	2. Provision of support of physical WG meetings	0 ⁵⁷	2	1
2.4 Information gathering and distribution	Objective: Provision of information and knowledge dissemination			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Provision of training courses per academic year for NRA experts	1 ⁵⁸	≤3	2
	2. Satisfaction in organisation of trainings (measure the level of satisfaction on a 5-grade scale on the basis of multiple questions)	n/a ⁵⁹	≥85% of responses are in the top 2 scores	95%
	3. Satisfaction on the content/delivery of the trainings (measure the level of satisfaction on a 5-grade scale on the basis of multiple questions)	n/a ⁶⁰	≥85% of responses are in the top 2 scores	95%
	Objective: Ensure visibility and further improved quality of BEREC deliverables			
	Indicators	Results 2024	Target 2025	Results 2025

⁵⁷ The intended physical meetings took place virtually due to easier logistics and indicated availability of the members thus savings were made on expert reimbursements

⁵⁸ In 2024 for the first time the training course was organised by using BEREC own internal resources due to budgetary constraints and prioritisation of other tasks; as a result, only 1 course was launched and organised internally for junior BEREC NRA experts on regulatory framework issues and activities of BEREC;

⁵⁹ In 2024 for the first time the training course was organised using BEREC own resources; due to a heavy workload of WG Co-Chairs, the course was not fully covered, thus survey launched in 2025 after completion of the course.

⁶⁰ See footnote above.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	1. Number of documents sent for language service	1 ⁶¹	≥5	1 ⁶²
	2. Satisfaction on studies & projects (measure the level of satisfaction on a 5-grade scale on the basis of multiple questions).	94.4%	≥85% of responses are in the top 2 scores	97.8%
	Objective: Improvement of reimbursement process			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Reimbursement of the expenses of the meeting participants invited to the BEREC and BEREC Office events in compliance with the applicable BEREC Office rules and within the deadlines envisaged in the BEREC Office Financial Regulation.	593	>500 experts	544 ⁶³
2.5 BEREC Communications activities	Objective: Provision of expertise on communications matters in support to BEREC			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Number of hybrid ENG meetings (Communications ENG)	2	0	0
	2. Number of virtual ENG meetings (Communications ENG)	4	up to 12	5
	Objective: To provide efficient professional and administrative support to BEREC in the implementation of the BEREC External Communications Strategy and the BEREC Communications Plan 2025			

⁶¹ Other documents that are normally proofread (e.g. WP), were drafted and checked for language consistency by BEREC Chair's team 2025 as native speakers; thus, there was a limited need for proofreading services by external contractor.

⁶² Same as above.

⁶³ This number indicates a total number of experts reimbursements from the meetings and events supported by the Agency (OSU and PMU) and organised through the AGM tool.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Social media coverage (number of likes, shares, mentions of BEREC on Twitter and LinkedIn)	6595	6500	6879
	2. Number of connections at all BEREC public events with livestreaming	1695	1500	1480 ⁶⁴
	3. Satisfaction of BEREC public events (logistics)	92.8%	>90%	95.65%
1.6 General coordination activities	Objective: Delivery of BEREC Office planning and reporting documents within the set deadlines and smooth running of activities linked to audit management, budgetary discharge, internal controls and risk management			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Compliance with legal deadlines or deadlines for submission of documents to MB ordinary meetings	100%	100 %	100%
	2. Number of IAS audit recommendations	2	≤3	2
	Objective: To provide professional and administrative support to the BEREC MB in implementing the BEREC Office communications activities			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Number of events	3	up to 2	2
	2. External info items	48	up to 48	98
	3. Internal info items	25	up to 30	28

⁶⁴ The target was not reached due to a technical failure of the livestreaming camera, together with the period of limited internet capacity available at the point of the streaming, as later reported by the external contractors providing this service.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
2.7 Legal services, procurement and data protection	Objective: Timely provision of state-of-the-art supplies and services in support to BEREC and for the needs of the BEREC Office by taking into account the actions identified in the environmental strategy of the Agency			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Number of launched procurement procedures per type (NP1, NP3, NP5, OT, RoC and other)	22, of which: OP – 3 NP – 1 LVP – 1 VLVP – 6 RoC – 11	22, of which: OP – 3 NP – 1 MVP – 2 LVP – 1 VLVP – 4 RoC – 11	22, of which: OP – 5 LVP – 1 VLVP – 4 RoC – 12
	Objective: Effective and efficient protection of personal data			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Number of data protection policies (or DPO notification) in place compared to the number of processing operations identified	86%	85%	85%
	2. Number of personal data breaches notified to the European Data Protection Supervisor (EDPS)	1	≤ 3	0
	3. Negative references to the BEREC Office in the EDPS annual report	0	≤ 2	0
	4. Number of internal trainings organised for newcomers	3	Training is provided to each group of newcomers	2
	Objective: Compliance with the legal framework in place incl. timely processing of applications for access to documents			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Applications processed within 15 working days	100%	100%	100%
2.8 Finance	Objective: Smooth running of activities linked to finance and budget management			

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Commitment appropriations' rate	100%	≥ 95%	100%
	2. Cancellation rate of commitment and payment appropriations carried over	2.77%	≤ 5%	1.18%
	3. Payments of contractual obligations within the limits set by the Financial Regulation	98.11%	≥ 95%	89.90% ⁶⁵
	Objective: Provision and maintenance of a robust, compliant and segregated accounting function			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Independent auditors audit reports	Clean opinion	Clean Opinion	Clean opinion
	2. Accounting Officer findings following validation of accounting systems	5 findings	≤5 findings	2 findings ⁶⁶

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	Indicators	Results 2024	Target 2025	Results 2025
2.9 HR managem ent	Objective: To maintain the appropriate HR capacity in line with the Agency's updated multiannual staff policy plan approved by the MB and to develop the skills required to offer the necessary support to BEREC and its members			
	Indicators	Results 2024	Target 2025	Results 2025

⁶⁵ Due to the transition to the new accounting system SUMMA, AGM financial operations were suspended from the beginning of the year until March 2025, causing a general operational delay. For more information, please check CAAR section 4.1.5 Advanced gateway for meetings (AGM)

⁶⁶ 1 important finding and 1 issue for consideration presented in the SIAP for 2025-2027.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
	1. Fully staffed indicator (Nr of TAs, CAs, SNEs and interim staff / max. number of a fully staffed BEREC Office)	100%	100%	102% ⁶⁷
	2. Gender balance (TA, CA, SNE and trainees)	51.06% Female 48.94% Male	50% Female 50% Male	53.06% Female 46.94% Male
	3. Geographical balance (TA; CA; SNE and trainees ⁶⁸ nationalities)	Representatives of 11 (or 41%) EU MSs and 1 Western Balkan state	Representatives of 15 EU MSs and 2 Western Balkan states	Representatives of 13 EU MSs and 1 Western Balkan states ⁶⁹
	4. Staff turnover (Ratio of total number of leavers divided by average number of staff at the beginning period and end period ⁷⁰) per category of staff and total; a) establishment plan posts (TAs); external staff; b) CAs; c) SNEs; d) total (all staff: TAs + CAs +SNEs)	a) 5.88% b) 0.00% c) 23.53% d) 6.32%	Decrease	a) 0.00% b) 0.00% c) 0.00% d) 0.00%

⁶⁷ At 31/12/2025 the Agency had 51 staff members in the following categories of staff: TAs, CAs, SNEs and interim workers.

⁶⁸ During the reporting period the traineeship programme was suspended for budgetary reasons.

⁶⁹ Due to the suspension of the traineeship program, the target for geographical balance was not achieved.

⁷⁰ Annual Turnover Rate % = (Number of employees who left/ (Beginning + ending number of employees)/ 2) x 100%.

WP 2025 section reference	BEREC OFFICE SPD 2025 KPIs			
2.10 ICT, security and document management	Objective: Provide ICT systems, services and infrastructure and ensure ICT security, confidentiality, integrity and availability of BEREC Office data and ICT systems			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Timely response to user requests provided	5.05%	<10% of user requests require more than 2.5 days to resolve	5.51%
	Objective: Ensure proper functioning of the access card and video-surveillance systems of the Agency			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Operational CCTV system	99%	≥99%	99%
	2. Operational access control system	99%	≥99%	99%
	Objective: Deployment and use of back-up services for the Agency data and development of a reliable disaster recovery plan			
	Indicators	Results 2024	Target 2025	Results 2025
	1. Usage of back-up services	100%	100%	100%