



# Revitalising the JRC Strategy 2030

Joint  
Research  
Centre

### **Revitalising the JRC Strategy 2030**

The JRC Strategy 2030, adopted in 2016, reinforced the JRC's position as the science for policy Directorate-General of the European Commission. This document is a complement to, and an evolution of, that strategy, seeking to reset, re-imagine and re-energise the JRC, signalling an increased openness to engaging with partners to put science at the service of the European project.

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IN BRIEF

The Joint Research Centre (JRC) provides independent, evidence-based knowledge and science, supporting European Union (EU) policies to positively impact society. In this revitalised Strategy 2030, we have sought to reset, re-imagine and re-energise the JRC with a value proposition rooted in anticipation, integration and impact. We offer expanded foresight capacities, a more systemic approach in the frame of cross-cutting portfolios, and support to policymakers to maximise and measure impact. In the spirit of trust, collaboration and transparency, we signal our increased openness to engaging with partners to put science at the service of the European project.

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large-scale research infrastructures  
located in five Member States  
of the European Union

## THE JOINT RESEARCH CENTRE PROVIDES THE SCIENCE FOR EUROPEAN UNION POLICIES

The Joint Research Centre (JRC) provides independent, evidence-based knowledge and science, supporting European Union (EU) policies to positively impact society. As a department of the European Commission, the JRC plays a key role at multiple stages of the policy cycle. It works closely with research and policy organisations in the Member States, with the European agencies, and with scientific partners in Europe and internationally, including within the United Nations system. It also cooperates with EU institutions, notably the European Parliament.

Originally established under the Euratom Treaty, the JRC's focus has expanded significantly over time. While a proportion of its work continues to be in the nuclear field, the JRC now offers scientific expertise and competences from a very wide range of scientific disciplines in support of almost all EU policy areas.

The JRC is funded by the EU's framework programme for research and innovation – currently Horizon Europe – and the Euratom research and training programme. Further income is generated through additional work for European Commission services and, to a far lesser extent, contract work for third parties. Specific funding is also made available to the JRC under the nuclear waste management and decommissioning programme.

The JRC Strategy 2030, published in 2016, confirmed the place of the JRC at the interface of policy and science, with strong networks in both policy and scientific communities. **This mid-term revitalisation of the Strategy 2030 signals the JRC's intention to engage more actively with partners in the production and sharing of knowledge and science in support of EU policies to positively impact society.**





# Revitalising the JRC Strategy 2030

The European Union has set an ambitious course in response to planetary challenges such as climate change and ecosystem degradation, digital acceleration, changing demographics, public health, security, shifting human geography and the future of work, all against a rapidly evolving geopolitical backdrop. Europe needs to strengthen its resilience to address these challenges.

The JRC Strategy 2030, adopted in 2016, reinforced our position as the science for policy Directorate-General of the European Commission, supporting EU policy and political priorities. This document should be seen as a complement to, and an evolution of, that strategy, revitalising key elements in tandem with a mid-term review. As the world has not stood still since 2016, we have sought to reset, re-imagine and re-energise the JRC.

Through this revitalisation of the Strategy 2030, we seek to strengthen our role at the service of the European project. **Working in enhanced partnerships inside and outside the European Commission, we can improve our capacity to anticipate new challenges and opportunities and help policymakers to better understand problems, and provide answers and solutions to the complex and interlinked challenges faced by society.**



Read our  
→ [JRC strategy 2030](#)

The revitalised strategy and our new organisational structure aim to position the JRC as an organisation **even more clearly focused on science for policy**. As the nature of the challenges the EU faces becomes increasingly systemic, calling for far-reaching societal, technical and policy responses, our scientific focus will also evolve:

- We will support excellence in science for policy and related tools.
- We will be forward-looking and will better integrate scientific expertise across disciplines to contribute to more joined-up policymaking.
- We will bring together our work on foresight, innovation for policy and administration, knowledge synthesis and the promotion of exploratory research.
- We will profile our digital and data expertise in a more visible, integrated and impactful way – leading by example within the European Commission and working with partners to leverage expertise – and respond to the increasing challenges of digital transformation, both in policy terms and in our own research and deliverables.
- We will better communicate our value proposition to partners inside and outside the European Commission.

We will remain **agile, embracing change and continuing to adapt our strategy to anticipate and respond to emerging challenges**.



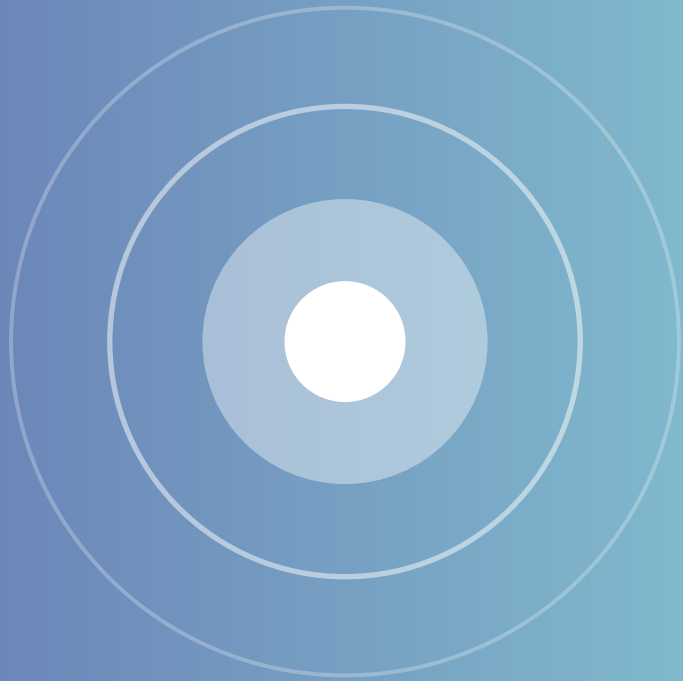


The revitalisation of the JRC Strategy 2030 is also informed by the findings of the evaluation of the JRC (2014-2020), completed in 2022 by an independent panel of external high-level experts. This ex-post evaluation covered JRC work both under Horizon 2020 and the Euratom research and training programme. In addition to its overall positive assessment of the JRC's performance, the panel made a number of recommendations, among which were that the JRC should:

- be involved at an early stage in the setting of policy priorities
- give anticipation a high priority
- use more holistic approaches in designing the work programme and responding to policy needs
- develop and implement an organisation-wide data strategy



Read the  
→ [Ex-post evaluation](#)



Purpose  
and ambitions

By revitalising our Strategy 2030, we are setting our North Star: our purpose and ambitions, our culture and values, and the offer we make to our partners in the European Commission and beyond (our value proposition).

## OUR PURPOSE



The JRC provides independent, evidence-based knowledge and science, supporting EU policies to positively impact society.



## OUR AMBITIONS

We are recognised as a strategic partner and key contributor to the priorities of the European Commission, Member States and citizens.

1



2



We are the leading science and knowledge service, supporting evidence-informed policymaking and strategic foresight through our world-class research and co-creation with (partner) communities.

3



We are passionate about scientific excellence and integrity, and ensure that this is prioritised, multi-disciplinary and leveraged in a policy-relevant fashion.

We are a great place to work, attracting, developing and maintaining talent.

6



4

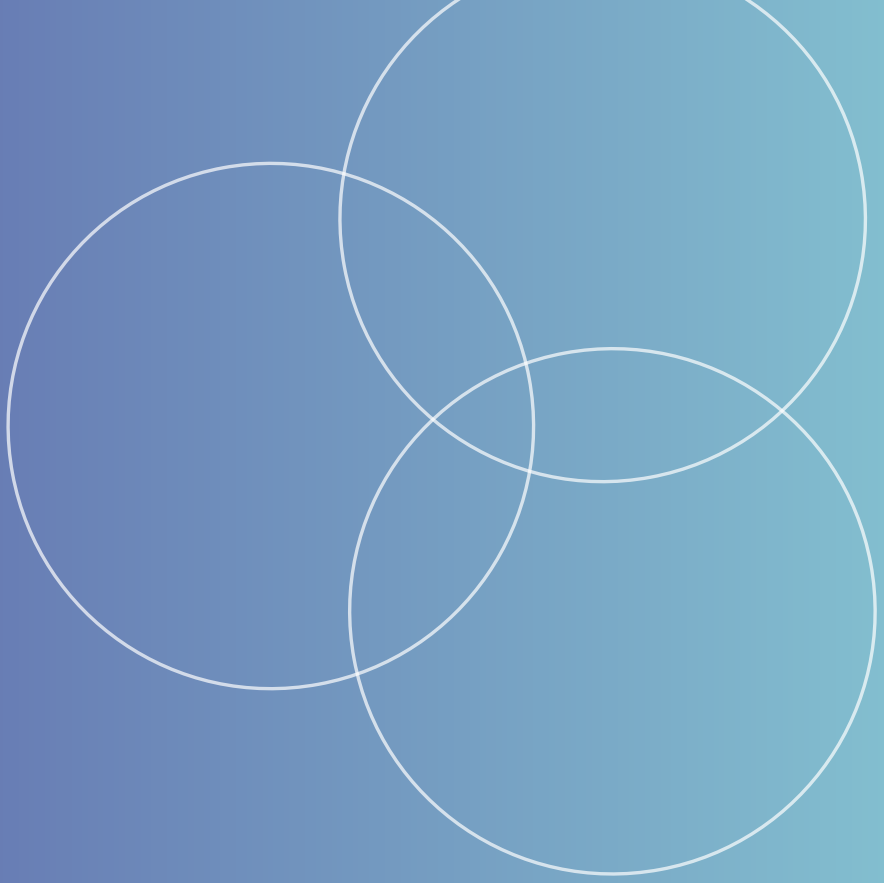


We are focused on stakeholder value and use our convening power for better integrated EU policies and policymaking.

We remain future-proof by finding the right balance between performing (operational excellence) and transforming (innovation excellence).

5





# Culture and values

Our ambitions for the future of the JRC can only be fully realised if they are embedded in the culture of our organisation. The way we carry out our work is as important as the work itself, and this is represented in our core values.

We are a people-centric organisation and the values set out in the Strategy 2030, of integrity, accountability, openness, innovation and inclusiveness, remain as true as ever. As part of our North Star process of positioning the JRC, we re-evaluated these and established a broadened set of values to help us define the culture we want to encourage. During discussions and consultations across the JRC, three core values were identified which JRC staff most wished to see enacted in their working lives now. These three core values will drive our efforts as we seek to transform the way we work in the coming period.

**Trust, collaboration and transparency** are mutually reinforcing and represent the way we want to work with each other, and the reputation we want to build for ourselves externally.

## TRUST

**Inside the JRC**, our successful Trust Pilot will be rolled out across the organisation to trigger more conversations on the nature of trust and how it can be nurtured in our working relationships.

**Looking outwards**, the JRC will maintain and enhance its reputation for producing robust scientific evidence as a trusted partner for policymakers.

## TRANSPARENCY

**Inside the JRC**, management will continue to model transparency by sharing progress and seeking views, recognising that our shared journey is strengthened by a common sense of purpose.

**Looking outwards**, the JRC practises open science, making its findings and data sets publicly available where possible for maximum impact and accountability.

## COLLABORATION

**Inside the JRC**, our new portfolio way of working will empower staff at all levels to collaborate routinely within and across portfolios, creating a more integrated view across the policy areas we address.

**Looking outwards**, we will embrace new partnerships across Europe and internationally to broaden the knowledge base and impact of our work.

Moreover, we will prioritise investment in specific human resources pathways in line with our ambition to be **a great place to work**.



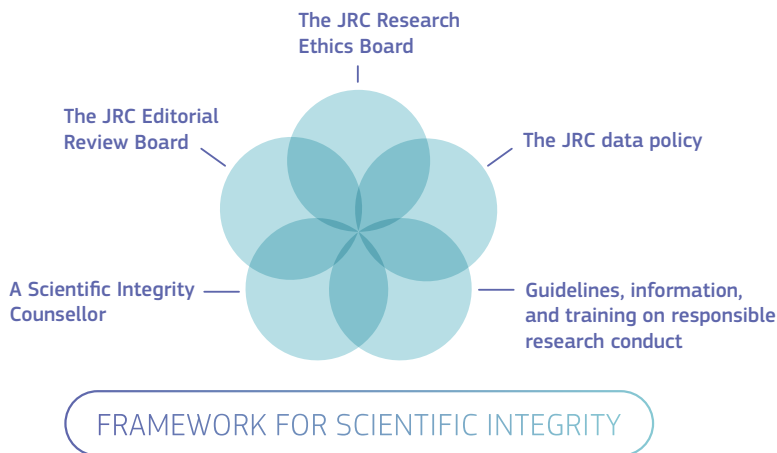
Scientific integrity,  
research ethics  
and scientific  
excellence

Scientific excellence must always be assured in the JRC's work, confirming our established role as a reliable partner in developing and translating scientific data into credible and trustworthy evidence for policy. **For the JRC, scientific excellence is not only about carrying out high quality research, but also about assessing, structuring, synthesising and communicating existing knowledge in a clear and trustworthy manner.**

In order to maintain and improve our performance, we regularly assess the impact of our work on science and policy and in the media. Our scientists are well embedded in the international scientific community, collaborating with researchers within the European Research Area and beyond.

The vast majority of our research supports multiple stages in the policy cycle (conception, implementation, evaluation and impact) and is co-developed with policymakers. We also undertake underpinning research in new, emerging areas likely to be important for future policy, and engage in some cutting-edge, exploratory research, including through our Exploratory Research Programme, the Collaborative Doctoral Partnership and the Centre for Advanced Studies. Together, these programmes form a powerful set of instruments to vitalise the JRC's scientific life and bring new, state-of-the-art research to our organisation.

Scientific excellence requires proper research conduct and high standards of scientific integrity. In 2020, we adopted a framework for scientific integrity and research ethics, including a number of instruments that help to ensure compliance with the JRC Scientific Integrity Statement adopted in 2016. The framework inspires trust and helps to manage risks from inside and outwith the world of science. The framework includes:



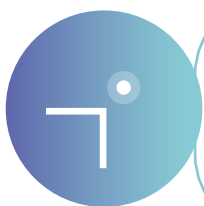
Our ambition is to maintain a set of standards of practices, processes and structures to ensure integrity and ethical values in the way the JRC conducts research. We will not do this in isolation, but will deepen our exchanges with comparable organisations to ensure that we continue to follow, and indeed help to shape, international best practice.



# Value proposition and priorities

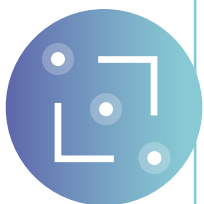


The core strengths we offer are **anticipation, integration and impact**. Anticipation focuses on what is coming at us, beyond the latest crisis, and being able to provide the scientific underpinning for future policy initiatives. Integration means enhancing our ability to build links between the different scientific and policy areas inside the Commission and beyond, since the challenges we face are so complex that one single area of science can rarely provide all the necessary answers. Last, but not least, impact is about assisting policymakers to track and assess the impact of their policies.



## ANTICIPATION

We will use our science to exploit the power of foresight and to boost our anticipatory capabilities.



## INTEGRATION

We will use our science to look at synergies, trade-offs and gaps between EU policies – within and across high-level objectives – and between internal and external policies, especially as we augment efforts to work on EU priorities with international partners.



## IMPACT

We will use our science to focus on the impact of EU policies, continuing to support their design, monitoring and performance measurement.

We have put these core strengths at the centre of our multiannual work programming and set priorities to guide our work. These priorities are interconnected and address the high-level objectives of the European Commission. They should also enable us to prepare the scientific input needed to address future policy challenges beyond the immediate political cycle, including those resulting from the new geopolitical context.

## OUR 20 PRIORITIES

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SHAPING  
THE NEXT GREEN  
TRANSITION

ACCELERATING  
THE TRANSITION  
TOWARDS CLIMATE  
NEUTRALITY

ENHANCING A  
CLIMATE-RESILIENT  
EUROPE

BOOSTING THE  
ENVIRONMENTAL  
AND WELLBEING  
BENEFITS OF  
SUSTAINABLE  
RESOURCE USE

MOVING TOWARDS  
SUSTAINABLE  
FOOD SYSTEMS

DEVELOPING  
CIRCULAR, BIO AND  
BLUE ECONOMIES

DRIVING  
THE DIGITAL  
TRANSFORMATION

FOSTERING DIGITAL  
TECHNOLOGIES  
AND CAPACITIES  
FOR A SUCCESSFUL  
DIGITAL  
TRANSITION

SUPPORTING SPACE  
TECHNOLOGIES AS A  
STRATEGIC ENABLER  
FOR EU POLICIES

ENSURING FAIR  
TRANSITIONS AND  
A JUST EUROPE

MEASURING  
AND FOSTERING  
A RESILIENT  
AND INNOVATIVE  
ECONOMY

SUPPORTING  
TERRITORIAL  
INTELLIGENCE,  
ENGAGEMENT AND  
GOVERNANCE

PROVIDING SCIENCE  
FOR DEVELOPMENT  
AND INTERNATIONAL  
COOPERATION

ADDRESSING GEO-  
POLITICAL THREATS  
AND INCREASING  
TECHNOLOGICAL  
SOVEREIGNTY

ANTICIPATING  
AND MANAGING  
CRISES

FOSTERING A  
COMPREHENSIVE  
APPROACH  
TO SECURITY

PROMOTING A  
'ONE HEALTH'  
APPROACH

TACKLING DISEASE  
AND PROMOTING  
HUMAN HEALTH

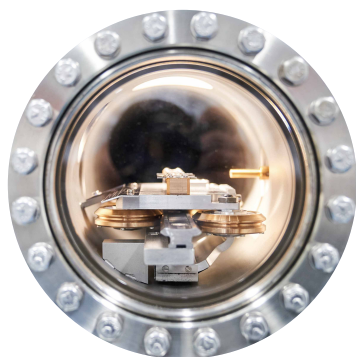
TACKLING  
DEMOGRAPHIC  
CHANGE AND  
MIGRATION

FOSTERING  
INNOVATION IN  
POLICYMAKING  
AND DEMOCRACY

We will work in partnerships to deliver against these priorities and to ensure their continuing relevance. The priorities will, of course, evolve over time in response to new scientific and policy developments.

While these priorities indicate that our scientific expertise and competencies are drawn from a very wide range of scientific disciplines in support of almost all EU policy areas, this revitalisation of the JRC Strategy 2030 also reaffirms the role of nuclear activities in our mandate. We are the reference for scientific and technical research for nuclear safety, security and safeguards policymaking in the EU institutions and a central partner in the European Nuclear Research Area, based on the expertise and knowledge developed through our nuclear work programme. We rely upon the combination of unique competencies and dedicated research infrastructure to continue to fulfil this crucial role for Member States.

The context and scope of nuclear activities in Europe continues to evolve, with a growing interest going beyond traditional energy applications into fields such as health, artificial intelligence and space. At the same time, radioactive waste management and decommissioning, mainly due to ageing infrastructures in Europe, are high on the political agenda of many Member States. To address these challenges in the context of constrained resources, we have put in place a specific strategy and implementation plan for our nuclear activities.



Read about our  
→ [Nuclear strategy](#)





# Portfolio approach

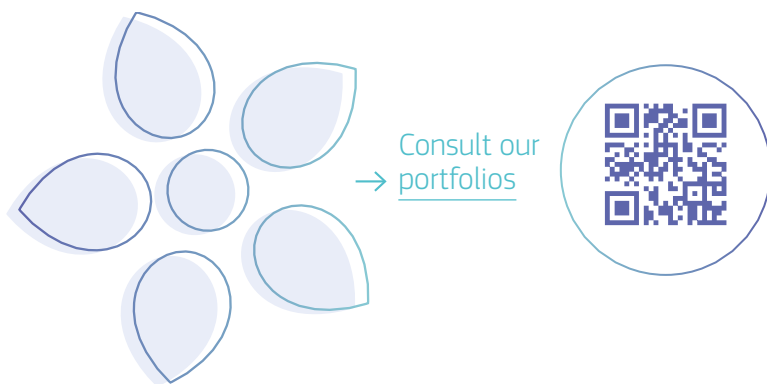
Driven by these priorities, and our commitment to breaking silos, we organise our work in **portfolios** – now the main building blocks of our multiannual work programmes.

Our portfolios bring together scientific disciplines from across the JRC to address a common theme or issue spanning different priorities. This cross-disciplinary approach creates new insights, new knowledge and new methods, which will ensure better integration across scientific and policy domains and maximise our capacity to anticipate new challenges, support the resulting policy development and to project and track its impacts. Through this new, more integrated approach, we will support policymakers in a more coordinated way to respond to the complex, and sometimes unprecedented, current and emerging challenges facing Europe.

This new way of working aims to create the foundation for a more streamlined and agile approach towards programming our work, responding to priorities while improving efficiency and making it easier to work together. Portfolios will help us to strike a better balance between our areas of specialisation and the integration required to best serve policy needs. They will operate from the outset on the basis of joint leadership and self-organising, empowered teams. Moreover, at the portfolio level, we will plan aspects of data strategy, knowledge synthesis, stakeholder engagement, scientific development and outreach in a much more integrated and impactful way.

Our portfolios will adapt and evolve over time in response to new priorities, challenges and opportunities. **They will also help us root our core values of trust, collaboration and transparency in our own organisation.**

**We will engage with partners outside the Commission in the design and delivery of these portfolios.** Portfolios will become our ‘calling cards’ for outreach and for managing our relations with external partners.



An abstract graphic featuring a blue gradient background. Several overlapping circles and dots in various shades of blue and white are scattered across the upper half of the image. Two thin white arcs intersect in the center-right area.

# Orchestrating knowledge for policy

With policy issues becoming ever-more complex, the volume of data growing exponentially, and the pace of change accelerating, we are increasingly challenged to map, review, analyse and synthesise the best available evidence in support of EU policies. We are not alone in facing this challenge, so we aim to step up our collaboration with external partners and networks, as well as with our colleagues in the European Commission.

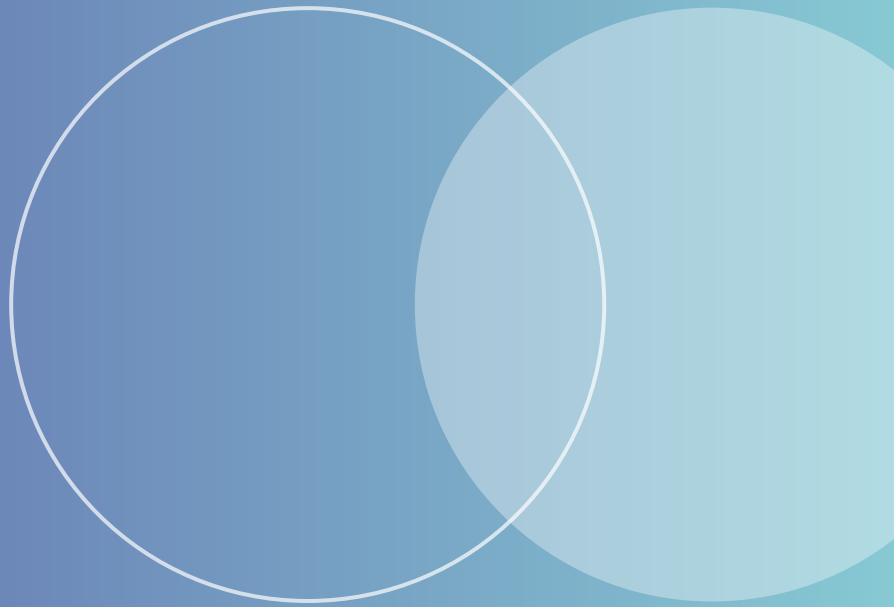
The JRC Strategy 2030 set us on the right course to take on the challenge, seeking to transform the JRC from a traditional research-performing organisation towards a manager, or 'broker', of knowledge for EU policies, capable of helping the Commission to innovate in its working methods, processes and tools. The coming years will require further innovation from us to deal with the challenges that surround the use of scientific knowledge and expertise for policymaking. To do this, we will also make use of our EU Policy Lab, which is both a physical space and a way of collaborative working that combines foresight, behavioural insights and design for policy to explore, connect and find solutions for better policies.

The practice of basing policymaking on robust, scientific evidence has to be defended in the face of misinformation and populist opposition to experts. New ways need to be found to communicate science and engage with citizens, along with new methods and processes for using science in policymaking. **In this context, we aim to work with our partners to become a leader in the creation, management and application of knowledge for policy.**

The ability to determine the value of available knowledge, leverage and add to it, and convene leading experts represents an important 'soft power', crucial to policy success. We will seek to play our part in knowledge brokerage, working at the interface between science and policy, and investing in key skills and competences. These include expertise in integrating different kinds of data, insights and knowledge to guide understanding and action.

**We will orchestrate and synthesise knowledge for policy through the portfolios that make up our multiannual work programme.**





Open for  
partnership



By revitalising the JRC Strategy 2030, we are signalling our **increased openness to engaging with partners in the provision of independent, evidence-based knowledge and science, supporting EU policies to positively impact society.** We will use our convening power and work with our rich network of European and international partners to enable us to fully exploit the potential of our value proposition.

We have centralised our communications operations to enable us to streamline our messaging both within the Commission and to the outside world, building on the portfolio approach to convey our value and content in the framework of topical, cross-cutting issues. We will prioritise key audiences for strategic communication, while at the same time creating tools to allow our scientists to activate their own networks in the dissemination of their work.

In fostering this approach to partnership, we will also draw on the lessons of our foresight work for the European Commission and the foresight networks established between institutions, Member States and internationally.

One of our ambitions is to be a more strategic partner and key contributor to the priorities of the European Commission and Member States. A strengthened two-way collaboration with country-level science and knowledge services can enhance competences and impact. By identifying priority areas for engagement, there is considerable potential to improve the involvement of countries in our work and our support to the development of country-level science and knowledge services. We will seek improved collaboration with the Member States, neighbourhood and associated countries.



No individual, organisation or country produces all of the scientific knowledge it needs to address its own policy issues. Ensuring that the best available evidence flows seamlessly to policymakers wherever it is needed, in good time, is a common challenge. If scientific knowledge for policy can circulate more easily among Member States and the EU institutions, its impact is likely to increase.

A shared knowledge base and recognition of the importance of scientific evidence leads to better quality policymaking and better regulation. It helps build political consensus and it can better inform negotiations between the co-legislators (the Council and European Parliament) at EU level.

We will work with key stakeholders in the Member States, at the European level and internationally, including a diverse array of scientific organisations, non-governmental organisations, agencies, business and industry.

**We will prioritise strategic partnerships that deliver real value and work with the broader community of knowledge brokers to share and strengthen our own capacity to ensure that science delivers for EU policy.**

## **The JRC provides independent, evidence-based knowledge and science, supporting EU policies to positively impact society.**

In this revitalised Strategy 2030, we have sought to reset, re-imagine and re-energise the JRC with a value proposition rooted in anticipation, integration and impact. We offer expanded foresight capacities, a more systemic approach in the frame of cross-cutting portfolios, and support to policymakers to maximise and measure impact. In the spirit of trust, collaboration and transparency, we signal our increased openness to strategic engagement with partners to put science at the service of the European project.

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# Science for policy

The Joint Research Centre (JRC) provides independent, evidence-based knowledge and science, supporting EU policies to positively impact society



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