



SRB WORK PROGRAMME 2026

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Foreword



Dominique Laboureix,
SRB Chair

Building on the first two years of the SRM Vision 2028, the SRB's priorities for 2026 reflect our ambition to deepen our operational readiness and strengthen cooperation across the resolution community. We will launch the multi-annual testing framework, established under the European Banking Authority guidelines, carry out a series of comprehensive dry runs and produce our revamped resolvability assessment, in cooperation with the National Resolution Authorities (NRAs). These activities will ensure that resolution strategies are not only well designed, but also practical, efficient, and ready for use when needed.

Crisis preparedness remains at the core of our mandate. The SRB will continue to progressively expand its on-site inspections and deepen its analysis of governance and key operational capabilities. At the same time, we will continue to contribute to broader discussions on simplification, competitiveness, the single market, and the Savings and Investment Union.

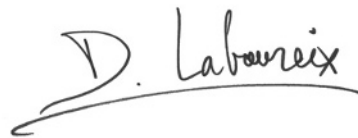
In 2026, we will also strengthen our contribution to thought leadership in the resolution domain. The SRB will hold its first international Economic Conference, providing a platform for dialogue between academia and policymakers on the economic aspects of resolution policy, drawing lessons from the past and anticipating challenges ahead.

Digital transformation will remain a central enabler of our work. The SRB will make significant progress in operationalising its Data Quality Framework, which will help to streamline data governance and foster consistency across the Single Resolution Mechanism. These efforts will be supported by intensified collaboration and knowledge sharing with the NRAs, ensuring a consistent and efficient use of data for resolution purposes.

Finally, together with the NRAs, we will conduct in 2026 a mid-term review of the SRM Vision 2028 strategy, assessing our achievements to date and identifying areas for further improvement in light of a changing financial and geopolitical landscape. Within our organisation, we will continue to build an engaged and skilled workforce through enhanced talent management, internal mobility and diversity initiatives.

As we move forward, our focus remains clear: to strengthen the SRB as a trusted and effective authority capable of responding decisively to crises and contributing to a stable and more resilient European banking sector.

Dominique Laboureix,
Chair of the Single Resolution Board

A handwritten signature in black ink, reading 'D. Laboureix'. The signature is stylized, with a large, sweeping 'D' and a horizontal line underneath the name.

Abbreviations

AI	Artificial Intelligence
BRRD	Bank Recovery and Resolution Directive
BU	Banking Union
CCP	Central Counterparty
CMDI	Crisis Management and Deposit Insurance
Commission	European Commission
CoRes	Resolution Committee
Council	Council of the European Union
DGSD	Deposit Guarantee Schemes Directive
DTG	Digital Transformation Group
DORA	Digital Operational Resilience Act
DPO	Data Protection Office
EBA	European Banking Authority
ECB	European Central Bank
EfB	Expectations for Banks
ESM	European Stability Mechanism
ESMA	European Securities and Markets Authority
ESRB	European Systemic Risk Board
EU	European Union
FWC	Framework contract
HR	Human Resources
ICT	Information and Communications Technology
IRIS	Integrated Resolution Information System
IRRD	Insurance Recovery and Resolution Directive
IRT	Internal Resolution Team
KM	Knowledge management
LSI	Less Significant Institution
MIS	Management Information System
MREL	Minimum Requirements for Own Funds and Eligible Liabilities
NRA	National Resolution Authority
OCIR	Operational continuity in resolution
OSI	On-site inspection
Parliament	European Parliament
PIA	Public Interest Assessment
R4C	Ready for Crisis
RPC	Resolution Planning Cycle
SI	Significant Institution
SRB	Single Resolution Board
SRF	Single Resolution Fund
SRM	Single Resolution Mechanism
SRMR	Single Resolution Mechanism Regulation
SWD	Solvent wind-down
TPLE	Trilateral Principal Level Exercise

Executive summary

In 2026, the Single Resolution Board (SRB) will continue to strengthen its capacities and the tools at its disposal to prepare for and manage crisis. Building on the groundwork carried out during the first two years of the Single Resolution Mechanism (SRM) Vision 2028 strategy, 2026 will be an important year to advance further in the operationalisation of tools and apply revised methodologies such as the **revamped resolvability assessment** and dry runs in close collaboration with the National Resolution Authorities. Among others, 2026 will mark the year in which the SRB starts **implementing the newly developed multi-annual testing framework**, established under the respective European Banking Authority (EBA) guidelines, to ensure banks' resolvability capabilities are effective in practice and remain adequate over time.

In this context, the SRB will also continue to **organise deep-dives** in collaboration with the resolution authorities and **gradually increase the number of on-site inspections (OSIs)**.

The SRB will also support the ongoing debate by the European Union (EU) and global policymakers to review the effectiveness of the framework for banks and **support simplification initiatives that reduce undue burden** without compromising on resolvability. The SRB will contribute to the European Commission (EC) review of the competitiveness and the single market for the banking system, as an important pillar of the Savings and Investment Union.

In 2026, the SRB will advance its strategic objective to position the SRM as a leading reference in the resolution domain. To pursue this matter, the SRB will foster dialogue between academia and policymakers by convening its **first Economic Conference in March 2026**, a high-level platform to explore key economic issues related to resolution, including lessons from the past and future challenges.

The SRB will continue to monitor and **contribute to relevant EU and international regulatory initiatives**. Key focus areas include the Crisis Management and Deposit Insurance (CMDI) implementation, the completion of the Banking Union (BU) as part of the Savings and Investment Union, digitalisation in financial services, the macroprudential framework review and global developments.

The SRB, in close cooperation with the NRAs, will also continue its regular operations, such as implementing the annual resolution planning cycle, Less Significant Institutions (LSI) oversight and the development and dissemination of policies.

Moreover, the SRB will intensify efforts to **streamline decision-making processes** and to foster a shared SRM culture together with NRAs. This effort will go hand in hand with a stronger emphasis on digital innovation and transformation. In 2026, the SRB will accelerate the implementation of key data initiatives, with a particular focus on **operationalising a Data Quality Framework**. This will be supported by intensified collaboration and knowledge-sharing with NRAs. These actions are

designed to increase institutional efficiency, improve transparency and strengthen coordination across the SRM.

The SRB, together with the NRAs, will also undertake a **mid-term review of its SRM Vision 2028 strategy** in 2026. This review serves as an important intermediate assessment point for reviewing the effectiveness of current practices and identifying opportunities for improvement, while considering the evolving geopolitical landscape.

Lastly, as the SRB has progressed in updating internal Human Resources (HR) policies and tools for the development of its employees, it will draw from the lessons learnt from its first waves of internal mobility based on the revamped mobility programme, **continue developing its talent management tools** and further drive the implementation of targeted diversity & inclusion initiatives.

Figure 1. SRM Annual Work Programme 2026: key priorities



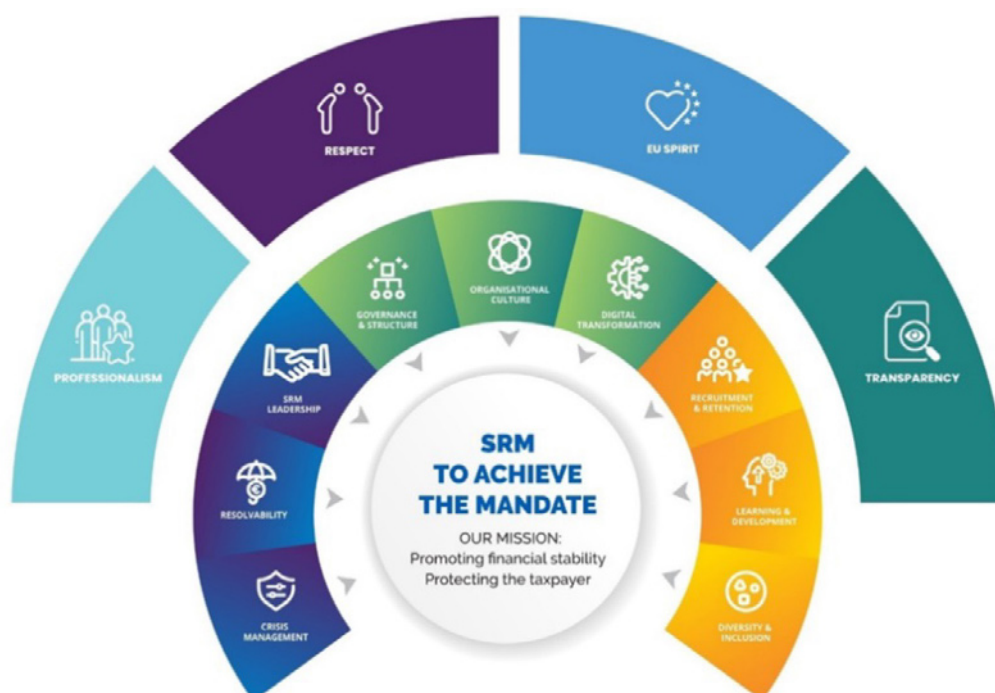
Introduction

Mission statement

The SRM has the mandate to ensure an orderly resolution of failing banks, preserving financial stability and protecting the taxpayer, thereby contributing to the integration of the BU, the prosperity of the EU and the economic and social welfare of EU citizens. The SRM is composed of the SRB and the NRAs, with the participation of the Commission and the Council of the European Union (Council).

The SRB is entrusted with centralised resolution powers and is accountable for the effective and consistent functioning of the SRM. The SRB and the NRAs collaborate closely and have a division of responsibilities to work proactively on crisis readiness, resolution planning and enhancing resolvability of large and smaller banks and cross-sectoral groups. Moreover, the industry-funded Single Resolution Fund (SRF), managed by the SRB, can be used to ensure the efficient application of resolution tools. To achieve its goals, the SRM works closely with the Single Supervisory Mechanism and other European bodies. In addition, the SRM cooperates with other sectoral authorities in charge of resolution, with the national authorities of Member States outside the BU and of third countries and with the industry.

Figure 2. SRM Vision 2028 strategic objectives and values



Policy context

In 2026, the EU is likely to continue operating in a context of heightened geopolitical uncertainty, with persistent global tensions and fragmentation affecting economic prospects, global trade and market confidence. The macroeconomic outlook remains highly volatile. This uncertainty will continue to shape both market developments and the policy agenda of EU institutions and national authorities alike. At the European level, policymakers are starting a holistic review of the EU banking regulatory framework, with an emphasis on competitiveness, simplification and internal coherence.

At EU level, several key regulatory and policy developments are of particular relevance to the SRB for 2026:

- ▶ The finalisation of the CMDI framework review.
- ▶ The new rules of the Insurance Recovery and Resolution Directive (IRRD) becoming applicable.
- ▶ The review of the State Aid framework for banks, notably the 2013 Banking Communication, is expected to follow the CMDI conclusion, to align the competition and resolution frameworks more closely.
- ▶ Broader simplification and streamlining initiatives in banking regulation may emerge, seeking to increase the efficiency of the framework.
- ▶ The long-standing debate on completing the BU may regain momentum.
- ▶ A possible review of the macroprudential framework may take shape.

Structural trends, such as digitalisation and disruption from new players, climate change, demographic challenges and geopolitical tensions, will continue to shape the financial ecosystem. The SRB is acutely aware of these new risks and, under the umbrella of SRM Vision 2028 strategy, is working to be able to deal with any of these risks.

Going forward, the SRB will maintain its focus on promoting financial stability by ensuring that banks under its remit are resolvable and working on preparedness for potential crises. Building on its accumulated experience and international standing, the SRB will continue to engage closely with EU and global counterparts to promote coherent, trusted and effective resolution planning and execution.

Strategy mid-term review

In 2026, the SRB will undertake a mid-term review of its SRM Vision 2028 strategy. This review serves as an important intermediate assessment point within the five-year strategic framework initiated in 2024, following the completion of the SRM's phase-in period.

Integral to the review process is the active involvement of NRAs and SRB staff. During the strategic review in 2023, the SRB engaged in consultations with various stakeholders to inform the strategy's development. Continuing this collaborative approach, the mid-term review will likely include surveys and feedback mechanisms to gather insights from NRAs and SRB staff. These inputs are crucial for assessing the effectiveness of current practices and identifying opportunities for improvement.

Ultimately, the 2026 mid-term review aims to ensure that the strategic direction remains relevant and effective, reinforcing its role as a central authority in the BU's resolution framework. By aligning its objectives with the evolving landscape and incorporating feedback from key stakeholders, the SRB seeks to enhance its capacity to manage banking crises and contribute to the stability of the EU financial system.

Part I: Operations

Strategic area 1: Core Business

Building on the groundwork carried out during the first two years of the strategy, 2026 will be an important year to advance further in the operationalisation of tools at hand, but also to apply new and revised methodologies such as the revamped resolvability assessment and dry runs. In resolution planning, a focus on operationalisation, together with NRAs, remains a priority. Among others, 2026 will mark the year where the SRB starts implementing the newly developed multi-annual testing framework, transposing the EBA guidelines. The SRB, in cooperation with the NRAs, will also continue its regular operations, which are embedded in its core business, such as implementing the resolution planning cycle, LSI oversight and the development and dissemination of policies, with related all-encompassing quality assurance and monitoring activities.

Strategic objective 1.1. Powerful crisis preparedness and management

The SRB, together with the NRAs, will continue to centre its focus on the operationalisation of resolution tools and support the NRAs in the finalisation of National Handbooks. In 2026, in line with the multi-annual dry run plan 2025-2028, standardised 'crisis days' will be developed involving both the SRB and NRAs. In 2026, there will be a focus on general crisis procedures¹ and on dry runs testing the Sale of Business tool, although dry runs testing other resolution tools and topics will also be carried out. To ensure the right skill set during crisis, the SRB will also further advance the development of dedicated training, such as communication in crisis, valuation and other relevant crisis readiness training programmes.

Crisis management also entails dealing with external threats and risks in resolution scenarios. In 2026, the SRB will continue its work on assessing risks in the finance sector, as well as emerging risks, and will maintain an adequate reporting and monitoring framework.

¹ Flashcards, templates, guidance notes.

The SRB will further enhance crisis documentation, updating internal flashcards, templates and crisis-related procedures, organised in an interactive platform environment. In order to enable efficient and effective execution of procedures, the SRB will also update their supporting Information and Communications Technology (ICT) tools, such as Ready for Crisis (R4C), and other business tools, such as the Public Interest Assessment (PIA) tools, the crisis liquidity monitoring tool, the market monitoring tool, the bail-in calculator and the valuation tool. It will continue enhancing functionalities in its platforms, driving integration with legal and operational considerations.

Single Resolution Fund

Contributions

In 2026, the SRB will further update and improve the Fund's ICT systems, engage in relevant policy discussions with all concerned stakeholders and continue the annual SRF data collection, so that contributions can be determined and levied, when required. In this regard, a critical milestone is the annual target level verification exercise, to be performed in Q1 2026, where the SRB will check whether (at 31 December 2025) the available financial means of the Fund continue to be at least 1% of the amount of covered deposits of all credit institutions authorised in the participating Member States, in accordance with SRM Regulation article 69(1). In each contribution period, should the available financial means in the SRF diminish below the target level or prove insufficient to cover the losses, costs or other expenses incurred by the use of the SRF in resolution actions, the Board will assess the need to calculate and raise SRF contributions.

In particular, the SRB must take the same preparatory steps as during the initial period, to ensure that, if necessary, it is in a position to calculate and raise contributions to the SRF in the 2026 contribution period, in full compliance with the applicable legal framework.

Investment

A key SRB priority is monitoring the implementation of the 2026 investment plan by two external investment managers, taking into account changes in market conditions and other circumstances to ensure the objectives of liquidity and capital preservation are met. The SRB will also review the investment strategy and prepare the annual investment plan for the following year, and further explore opportunities on green investments. Lastly, the SRB will also develop and test its procedures for using its funds in case of a resolution.

Funding

The SRB is responsible for the operationalisation of the SRF, with two priorities in 2026:

- ▶ Conducting dry runs to test the operational steps involved in using the SRF;

- ▶ A joint European Stability Mechanism (ESM) - SRB dry run may be organised in 2026 to support the full operational readiness of the Common Backstop, although the ESM Treaty has not yet been ratified.

Strategic objective 1.2. Crisis-oriented resolution planning and resolvability

In 2026, the SRB will continue to deliver on its strategic objective for crisis-oriented resolution planning and resolvability to ensure resolution plans are actionable in a crisis and banks remain resolvable under stress. Through a streamlined Resolution Planning Cycle (RPC), robust testing and inspection frameworks, the SRB will advance its capacity to manage banking crises effectively. Disseminating knowledge and expertise in the resolution sphere remain core enablers of this agenda. In 2026, the SRB will deliver tailored training packages for IRTs. Comprehensive materials and knowledge repositories will underpin these activities, fostering a common understanding of expectations and approaches across the SRM.

Revamping the annual Resolution Planning Cycle and promoting crisis readiness

Developing further more simplified, effective and actionable resolution plans will remain a key focal point. This will be accompanied by the gradual development of 'crisis repositories' for banks, to reinforce Internal Resolution Teams' (IRTs) crisis readiness by preparing crisis-related documents as part of the IRTs' normal activities during the RPC. Furthermore, building on the lessons learnt from the RPC 2025, the 2026 resolution plan template may be finetuned in the spirit of simplification. The SRB will also continue enhancing its tools to manage resolution planning activities (e.g., IRIS²), among other enhancements, and explore more options to advance existing tools to support automatised in updating resolution plans and Minimum Requirement for Own Funds and Eligible Liabilities (MREL) decisions, and data visualisation where possible (see also further digitalisation initiatives under section 2.3).

In parallel, communication on the RPC will be bolstered through targeted outreach to both public and internal stakeholders. Through expanded press and media engagement, enhanced website content and direct communication with NRAs, the SRB will promote greater understanding and transparency of latest developments.

² Integrated Resolution Information System.

Resolution Planning for banks under SRB remit

As in previous years, during 2026, the SRB will continue to manage the annual RPC in different execution phases: the 2025 RPC will terminate; the 2026 RPC will start in April 2026 to be completed in the following year; and preparations will start for the 2027 RPC.

Completion of the 2025 Resolution Planning Cycle

During the first few months of 2026, the SRB will continue with the adoption of the plans not already adopted before end December 2025, following the usual staggered approach in three batches. The summary of the key elements of those plans adopted will be communicated to banks during the first months of the year.

Implementation of the 2026 Resolution Planning Cycle

The 2026 RPC will be the third after the completion of the phase-in of the Expectations for Banks (EfB). The common priorities for the 2026 RPC, as communicated in the 2026 priority letters sent to banks, will target further work on separability and transferability, as well as bank testing of bail-in operationalisation and operational continuity in resolution (focused on Management Information System (MIS) capabilities). In addition, the SRB's priority letters also point out bank-specific priorities for further progress. For this purpose, the SRB will continue to engage with NRAs and banks (including for the preparation of multi-annual testing plans) in order to enhance preparedness at a resolution planning stage, including deep-dives as an important part of the planning.

As in previous cycles, the RPC will be launched on 1 April, once all banks have submitted their annual resolution data reports (e.g., Liability Data Reports). In parallel, the SRB will publish any necessary updates to policies and bank guidance. The 2026 RPC will continue to follow the new simplified approach for resolution planning with the perspective of reducing time spent drafting, to make plans more actionable and enable the shift towards more testing.

The table below (Table 1) provides an overview of the number of SRB banks for which the SRB expects to adopt resolution plans as part of the 2026 RPC.

2027 Resolution Planning Cycle preparation

The preparation of the subsequent 12-month cycle, which will take place from April 2027, will start in 2026. This includes the definition of the priorities and the preparation of priority letters for banks under the remit of the SRB and the completion of the policy updates necessary for that cycle. In 2025, the SRB introduced the Single Planning Process, an enhanced centralised planning approach for IRTs' resolution planning activities. In 2026, the SRB will incorporate the lessons learnt from the global priority setting to further improve the next cycle and streamline the Single Planning Process for the SRB's resolution planning activities to maintain a high level of crisis readiness.

Table 1. Overview of resolution plan figures by Member State for banks under SRB remit

Member State	Number of banking groups under the SRB's remit as at 1 June 2025		Number of resolution plans expected to be adopted for the 2026 RPC ³	
	Total	Of which EU-hosted banks ⁴	Total	Of which with resolution colleges ⁵
Belgium	6	1	5	1
Bulgaria	1	1	0	0
Germany	28	0	27 ⁶	2
Estonia	3	1	2	0
Ireland	5	0	5	0
Greece	4	0	4	0
Spain	10	0	10	2
France	13	0	12 ⁷	4
Croatia	0 ⁸	0	0	0
Italy	12	0	11 ⁹	2
Cyprus	1	0	1	0
Latvia	3	2	1	0
Lithuania	3	1	2	0
Luxembourg	2	0	2	0
Malta	2	0	2	0
Netherlands	7	0	6 ¹⁰	1
Austria	8	0	7 ¹¹	2
Portugal	3	0	3	1
Slovenia	3	1	2	0
Slovakia	0 ¹²	0	0	0
Finland	3	0	3	1

³ These numbers are estimates based on the banks under the SRB's remit and available information in June 2025. They could change in the following months due to on/off-boarding and other bank-specific circumstances.

⁴ EU-hosted banks are subsidiaries of banking groups headquartered in the EU for which the SRB is not the Group Level Resolution Authority. For the EU-hosted banks, the SRB contributes to the group resolution plan that is adopted by the relevant Group Level Resolution Authority and these are not counted under the number of resolution plans expected to be adopted by the SRB.

⁵ Not counting European Resolution Colleges.

⁶ One bank is expected to be acquired by another bank under the SRB's remit and is not counted.

⁷ One bank with simplified obligations is not expected to update its resolution plan and is not counted.

⁸ Banks are subsidiaries of groups under the SRB's remit.

⁹ One bank is expected to be acquired by another bank under the SRB's remit and is not counted.

¹⁰ One bank with simplified obligations is not expected to update its resolution plan in the 2026 RPC and is not counted.

¹¹ One bank is expected to be off-boarded and is not counted.

¹² Banks are subsidiaries of groups under the SRB's remit.

Member State	Number of banking groups under the SRB's remit as at 1 June 2025		Number of resolution plans expected to be adopted for the 2026 RPC ³	
	Total	Of which EU-hosted banks ⁴	Total	Of which with resolution colleges ⁵
TOTAL	117	7	105	16

Central Counterparties (CCPs)

The SRB is an observer of the European Securities and Markets Authority (ESMA) CCP Resolution Committee and a voting member in CCP resolution colleges as the resolution authority of clearing members with the largest contributions to the CCP's default fund. In 2026, the SRB will continue to contribute to the resolution planning for CCPs by providing comments and input on the CCP resolution plans and resolvability assessments to the relevant CCP NRAs, in accordance with its mandate under the EU CCP Recovery and Resolution Regulation. The SRB will also take part in Crisis Management Groups for CCP Clearing as the resolution authority for the largest clearing members. The SRB will actively contribute to the work of ESMA on CCPs and will share experience with resolution planning applicable to the CCPs.

Oversight of Less Significant Institutions

While the SRB is directly responsible for the resolvability of Significant Institution (SI) and cross-border groups (SRB banks), the NRAs are responsible for the LSIs. The SRB performs an oversight function, which ensures that SRM standards are consistently applied across the BU.

During 2026, the SRB will continue to concentrate on enhancing the consistent application of resolution standards among the LSIs and across countries. For this purpose, and to address cross-cutting matters, the SRB will keep cooperating closely with NRAs, bilaterally or multilaterally, in order to discuss relevant SRB policies and to provide relevant feedback to NRAs in crisis situations.

As in the previous RPCs, the focus will be on around 70 LSIs that are earmarked for resolution in case of failure. The SRB will support NRAs in making LSI resolution plans operational and enhancing their own crisis readiness, to ensure that resolution strategies can be executed effectively and efficiently. With a focus on the specific aspects of resolving an LSI, this will include integrating lessons learnt from the 2024 SRB-led LSI dry-run exercise. On this basis, working closely with all NRAs, the SRB will focus on testing and will organise LSI mini dry runs.

Together with the NRAs, the SRB will further enhance its analytical work on LSIs, in particular performing financial analysis.

With respect to resolution planning, all NRAs reached full (100%) coverage in past RPCs, with only minor exceptions (due to ongoing corporate events, such as mergers and acquisitions, presence of newcomer banks, etc). Full coverage is also expected in the 2026 RPC. As Table 2 demonstrates, in most Member States, the

number of LSIs for which resolution planning is required is fairly stable and the same numbers are expected in the 2026 RPC.

Table 2. Overview of Less Significant Institutions and Less Significant Institution groups by Member State

Member State	Number of LSIs or LSI groups to be covered by resolution plans in the 2025 RPC	Total number of LSIs or LSI groups covered by resolution plans in the 2024 RPC
Austria	310	311
Belgium	9	9
Bulgaria	13	13
Croatia	14	14
Cyprus	4	5
Estonia	4	4
Finland	9	9
France	70	70
Germany	1 105	1 121
Greece	8	7
Ireland	8	8
Italy	111	111
Latvia	6	5
Lithuania	11	10
Luxembourg	42	41
Malta	13	13
Netherlands	21	21
Portugal	22	22
Slovakia	5	5
Slovenia	4	4
Spain	56	57
TOTAL	1 845	1 860

Resolvability assessment, testing and quality assurance

In 2026, a revised methodology for resolvability assessments, also reflected in banks' self-assessment reports¹³, will be implemented to ensure banks' resolvability capabilities are effective in practice and remain adequate over time. This will be supported by the multi-annual testing programmes for banks, which will cover three years and be updated annually, on a rolling basis. Testing outcomes will be assessed by IRTs and reflected in the new resolvability assessment Heatmap, which

¹³ Operational guidance for banks on resolvability self-assessment.

will reflect how well banks are prepared to support the resolution action. Both will be included in quality assurance work.

In addition to assessing bank-specific capabilities through bank-led tests in critical areas, the SRB will organise deep-dives led by the IRTs evaluating the practical implementation of resolution capabilities. Building on the methodological framework developed in 2025, the SRB will also gradually increase the number of on-site inspections. Results of testing exercises and OSIs will be factored into the resolvability assessment Heatmap. Individual Heatmap outcomes will be shared and discussed with each bank to foster continuous enhancement in banks' resolvability.

Within the context of the continuing quality assurance activities performed on the 2025 RPC, the SRB will continue to closely monitor the adherence of MREL to their individual targets and the quality of MREL eligible liabilities through eligibility checks on an *ex post* basis. The legislative framework provides the SRB with formal tools for addressing any breaches, such as the imposition of restrictions relating to the MREL Maximum Distributable Amount (MREL MDA) or, in situations where the shortfall impedes the resolvability of the institution, triggering the substantive impediments procedure with possible measures listed in the Single Resolution Mechanism Regulation (SRMR).

Strategic objective 1.3. SRM as a reference in the resolution field

In 2026, the SRB will advance its strategic objective to position the SRM as a leading authority in the resolution domain. Key deliverables under this objective focus on enhancing knowledge management, showcasing resolution expertise and fostering international cooperation and relations with relevant stakeholders.

In 2026, the SRB will strengthen institutional knowledge and operational readiness through a series of initiatives. These include finalising the knowledge management framework and needs assessment, documenting key knowledge assets and maintaining knowledge repositories and sharing platforms. In parallel, the SRB will launch long-term initiatives, including a community of practice and best practices in knowledge management, marking a shift from knowledge capture to continuous learning and collaboration across the resolution community. Furthermore, the SRB will continue implementing an enhanced communication strategy and stakeholder engagement to reinforce its leadership in the resolution field. Notable initiatives include ongoing collaboration with academia and production of staff and academic papers.

To further support its strategic goals and foster dialogue between academia and policymakers, the SRB will organise its first Economic Conference in March 2026. The conference will serve as a high-level platform to explore key economic issues related to resolution, including lessons from past and future challenges. It will feature academic presentations, policy discussions and a dedicated workshop for young researchers, including the launch of an SRB Young Researcher Award. This initiative will not only

strengthen the SRB's analytical footprint, but also promote knowledge exchange and visibility within the broader resolution and financial stability community.

In 2026, the SRB will continue delivering policy analyses, drafting position papers and hosting expert events to contribute to regulatory evolution. Engagement with third countries will intensify with a dedicated stakeholder analysis and collaborative reports, including those co-authored with the International Monetary Fund, to promote international alignment and best practices. Cooperation with relevant EU bodies and international stakeholders will also continue.

Strengthening cooperation with EU bodies and relations with third countries

The SRB will continue to support policymakers with a view to enhancing the resolution regulatory framework, by providing analysis, informed positions and lessons learnt.

At the international level, the SRB will continue to engage actively within the Resolution Steering Group (and its subgroups) at the Financial Stability Board (FSB), for which the SRB Chair was appointed as Chair in March 2025. Focal points of the work will be to finalise the work on the priorities identified during the March 2023 turmoil, namely to set a credible framework and tools for liquidity in resolution, share good practices on transfer tools and improve cooperation and information sharing with authorities which are not part of crisis management groups.

At the EU level, the SRB will also maintain cooperation with the Commission, the Parliament, the Council and the European Central Bank (ECB). The SRB will take part in regular hearings before the Parliament's Economic and Monetary Affairs Committee, and in meetings of the Economic and Financial Affairs Council and the Eurogroup.

As part of its cooperation with EU institutions and agencies, the SRB will continue to take part in the activities of the European Systemic Risk Board (ESRB) in the General Board and in the Advisory Technical Committee.

The SRB is an observer of the EBA Board of Supervisors and will also continue to play an active role in various EBA committees and task forces, more specifically the Resolution Committee, and its subgroups at the technical level, as well as in the Standing Committee on Regulation and Policy.

In 2026, the SRB will also continue its collaboration with the European Supervisory Authorities (ESAs).

Furthermore, the SRB will uphold strategic cooperation with third countries and regional bodies and establish further cooperation through exchanges with regulators and academia, international institutions, public events and conferences. In this context, the SRB will also continue its effort to establish cooperation arrangements with third-country authorities both on a bilateral basis and in the context of the Crisis Management Groups, in order to facilitate resolution planning, the implementation of resolution decisions for cross-border entities and the exchange of information.

The SRB will also continue its collaboration with resolution authorities in the UK and the US, notably via the Trilateral Principal Level Exercise (TPLE), to enhance understanding of each jurisdiction's resolution regimes, strengthen coordination on cross-border resolution and promote confidence in and commitment to the orderly resolution of banks. The SRB will also engage in other dialogues and forums with key international partners and resolution authorities.

In 2026, the SRB will maintain its close cooperation with the banking industry on a bilateral basis and via other forms of engagement, including public events. Dedicated industry events and public consultations and hearings by the SRB offer representatives from the banking sector the opportunity to provide feedback on SRM policies, raise questions, seek clarification and get feedback on resolution-related matters.

Monitoring of and contributions to external policy and regulatory activity

The SRB will continue to monitor and contribute to relevant EU and international regulatory initiatives. Key focus areas include the CMDI implementation, completion of the BU as part of the Savings and Investment Union, digitalisation in financial services, the macroprudential framework review and global developments. Formulation of positions in line with the SRM mandate and external engagement will remain essential.

Crisis Management and Deposit Insurance proposal

The SRB will support the finalisation of the CMDI legislative process (review of Bank Recovery and Resolution Directive (BRRD)/SRMR/Deposit Guarantee Schemes Directive (DGSD)), if required, and contribute to its effective implementation in the SRM.

European Deposit Insurance Scheme (EDIS) and completion of Banking Union

The SRB will monitor political developments and contribute to discussions on completing the BU. It will continue to advocate for progress towards a European scheme, and ensure coherence with the CMDI framework, providing input to technical and policy-level debates. The SRB will also continue to call for the completion of the Banking Union and the pending reforms, including the update of the State Aid rules for banks, the need for liquidity in resolution, and progress on the integration of the Banking Union.

Digitalisation (e.g., Digital Operational Resilience Act (DORA), Markets in Crypto Assets Regulation (MiCAR), Digital Euro)

The SRB will follow developments in the digital finance agenda from an international and EU perspective and assess impact and relevance for the SRB.

Macprudential framework review

The SRB will actively monitor and contribute to the ongoing review of the macroprudential framework for banks. It will provide input to ensure that new measures enhance financial stability and are compatible with effective resolution regime, supporting a coherent and resilient EU banking sector.

Implementation of Insurance Recovery and Resolution Directive (IRRD) and Anti-Money Laundering Directive (AML)

The SRB will consider any implications that the implementation of the AML Directive and of the IRRD may have. It will assess links to bank resolution planning, support the development of level 2 acts for the IRRD and participate in institutional exchanges where relevant.

Development and dissemination of SRB policies**Liquidity and funding in resolution**

In 2026, the SRB will further develop operational procedures for employing the SRF, continuing to ensure (by means of the standardisation of procedures and documentation) a seamless response from the SRF to support resolution actions.

Based on the outcome of the resolvability assessment and the identification of best practices and/or weaknesses, banks will continue to enhance their capabilities to comply with all resolvability expectations related to the three EfB liquidity principles. In line with the multi-year testing programmes, banks will continue testing their liquidity capabilities.

Operationalisation of resolution tools

In 2026, the SRB will continue working on separability as a driver not only for Sale of Business, but also for the design and implementation of the other transfer strategies and tools such as the Bridge Institution and the Asset Separation.

Combination of tools

In 2026, the SRB will continue working on its approach to combination of tools. Together with the operationalisation of individual resolution tools, combinations of resolution tools may provide the necessary flexibility and ensure effectiveness in managing bank failures, while maintaining a proportionate and tailored approach to each crisis scenario.

Operational continuity in resolution (OCIR)

The SRB will continue to work with banks to improve their ability to ensure that critical and essential services can continue during and after resolution, such as by performing analysis on the resolution resilience of relevant contracts. In 2026, the SRB will focus on the impact of emerging technologies and ICT risks on the continuity of these services, particularly in relation to new areas such as digital operational resilience, in line with DORA changes to the BRRD which focus on elements of increasing significance for OCIR, such as ICT contracts and identification of critical third-party ICT service providers.

In addition, the SRB will implement the OCIR part of the new guidance on resolvability self-assessments for banks, with the revised methodology for IRT resolvability assessment (heatmap).

Finally, in 2026, the SRB will provide targeted support as necessary for banks and IRTs on the OCIR tests as part of the new testing framework and guidance.

ICT Risk

The SRB is already working with NRAs to analyse the consequences of ICT risks for banks (e.g., cyber-attack, core banking system failure) on resolution crisis management. In 2026, the SRB will continue its work on this, with a view to addressing the recovery and resolution actions to manage a bank's crisis triggered by ICT incidents, in cooperation with relevant regulatory partners such as the ECB.

In 2026, the SRB will also continue to implement the new provisions of DORA relating to bank resolvability. Under BRRD, matters that the resolution authority is to consider when assessing the resolvability of an institution or group include the digital operational resilience of the network and information systems supporting critical functions and core business lines of the institution, taking into account major ICT-related incident reports and the results of digital operational resilience tests under DORA. Reports of major ICT-related incidents are now shared with the SRB under DORA, and in 2026, the SRB will continue to include these in the IRT assessment of digital operational resilience.

Valuation in resolution

As an enhancement to the Valuation Data Set published in 2020, the SRB developed the *Expectations on Valuation Capabilities* in 2025, which is structured in three main components: (i) Minimum data requirements (Valuation Data Index); (ii) Data storage requirements (Data Repository for Resolution); and (iii) Governance and Processes (Valuation Playbook). Following the public consultation, the document will undergo the SRB's decision-making process, with a view to it being published in late 2025 or early 2026. In 2026, banks will continue working on enhancing their MIS capabilities related to valuation in resolution, based on the new expectations.

Solvent wind-down of trading books

The SRB will continue to monitor the solvent wind-down (SWD) plans and playbooks of banks subject to the SWD policy. Following the issuance of the updated SWD guidance in July 2025, these plans and playbooks will be aligned with the revised guidance throughout 2026.

Public Interest Assessment (PIA)

The SRB will continue its consistent horizontal assessment of public interest, both during the resolution planning phase and in crisis situations. In line with the simplification of resolution plans, a risk-based approach, introduced in 2025, will continue to be applied to resolution planning. More specifically, IRTs focus on new banks and banks that meet a set of well-established risk and legal criteria, and for which an update of PIA is provided. Dashboards to support the PIA are maintained and updated when new data are released, and they remain accessible to users across the SRB. Any potential need for targeted enhancements to SRB policies on the PIA will be assessed, and the relevant dashboards used by IRTs will be updated, if necessary. Regarding crisis readiness, the PIA will also be revised accordingly for the banks concerned. The potential impact of the agreed CMDI review on the existing PIA policy will also be assessed and implemented.

Regular assessment of finance sector risks and reporting

The SRB will continue to closely monitor financial market developments, both in business as usual and in crisis cases. The SRB is enhancing its quantitative and qualitative analytical capacity to assess emerging external threats and risks.

Simplification and competitiveness agenda

The SRM mission to safeguard financial stability and protect taxpayers fosters competitiveness by increasing resilience of and trust in the EU financial sector. The SRB is committed to delivering on this mandate effectively and efficiently. This means assessing the costs and benefits of how we implement the resolution framework and seeking to avoid undue burdens. The key priorities of the SRM Vision 2028 include the simplification of resolution planning, as well as an increase in transparency, stability and predictability of how we apply the resolution framework for regulated entities. The SRB will support the ongoing debate by EU and global policymakers to review the effectiveness of the framework for banks and support initiatives that reduce undue burden without compromising on resolvability. The SRB will also contribute to the Commission review of the competitiveness and the single market for the banking system, as an important pillar of the Savings and Investment Union.

Strategic area 2:

Governance, organisation and tools

In 2026, the SRB will intensify efforts to reinforce internal governance and streamline its organisational structures and decision-making processes. These actions are designed to increase institutional efficiency, improve transparency and strengthen coordination across the SRM. This effort will go hand in hand with a stronger emphasis on digital innovation, transformation and intensified collaboration and knowledge-sharing with NRAs. Tailored initiatives will play a central role in fostering a shared SRM culture and reinforcing common values across the system.

Strategic objective 2.1.

Strengthened governance and streamlined structure

In 2026, the SRB will focus on strengthening internal governance and streamlining the decision-making process by simplifying Executive and Plenary Session procedures and other internal rules to ensure greater clarity, efficiency and consistency. Moreover, the SRB will enhance the working rules of the structures including NRAs (e.g., technical networks, working groups), to foster even better technical cooperation between SRB and NRAs.

The SRB will also continue identifying areas for improvement and pursuing efficiency through initiatives that will enable the organisation to better manage its internal processes and, more prominently, the process for the approval of internal and external policies, as well as standardising practices across units.

Furthermore, the SRB will continue its integrated and coherent approach to stakeholder engagement by regularly updating its list of relevant events. This will facilitate more effective communication and collaboration with stakeholders, ultimately contributing to the SRB's goal of increasing SRM integration. The SRB will also continue to foster substantive discussions at Plenary Session level to drive alignment on relevant matters across the SRM.

By streamlining internal procedures, simplifying decision-making and enhancing collaboration with NRAs, the SRB aims to be a more agile, transparent and effective resolution authority, strengthening the SRM's operational readiness and responsiveness in times of crisis.

Strategic objective 2.2. Strong and positive organisational culture and values

The SRB will continue, in 2026, to prioritise the development of a strong and positive organisational culture and values with continued emphasis on establishing managerial practices based on trust and shared values, fostering a positive SRM culture and promoting a 'tone at the top' culture.

In 2026, the SRB will review the code of ethics, ensuring that the organisation's principles are clearly defined and adhered to. The SRB will also conduct a staff engagement survey providing valuable insights into the organisational culture and identifying areas for improvement, also in the context of the strategy mid-term review. Targeted leadership training will continue in order to equip managers with the necessary skills to promote a positive and inclusive work environment.

Furthermore, the SRB will enhance its performance management system through exploring the introduction of new accountability systems (e.g., 360 performance review) and maintaining those in use. Regular middle management meetings, town hall events and monitoring of deliverables will ensure that everyone is aligned and works towards common goals. The SRB will also organise team-building activities in 2026 to foster collaboration and connection among staff members.

The SRB will continue the publication of an internal bimonthly newsletter and biannual magazine, as well as rolling out targeted awareness campaigns.

Promoting sustainability within SRB work

The SRB will explore how sustainability principles can also be imbedded in core business activities, building on the work initiated in 2025, and in close collaboration with NRAs via relevant structures such as CoRes. This will ensure NRAs are included in the discussions, such as how to account for sustainability aspects in the SRB investment strategy.

To promote environmental sustainability within its work, the SRB will also implement an Environmental Management System in 2026. This implementation will entail cultural shifts, cross-functional collaboration and process modifications (see section 2.8 Environmental Management).

Strategic objective 2.3. Digital transformation and use of best-practice technologies

SRB's digital transformation

In 2026, the Digital Transformation Group (DTG) will be working at full speed, drawing on the combined expertise of its members from the SRB and NRAs, and in close collaboration with key partners such as the ECB and the Commission.

In 2026, efforts will focus on the development, testing and evaluation of Proofs of Concept (PoCs). These PoCs, identified through structured conception processes and monitored by the DTG, aim to explore digital solutions that can bring concrete improvements in SRB and SRM operations, from automation of internal workflows to improved data analytics capabilities and scenario modelling. Each concept will be evaluated not only on technological feasibility, but also on its potential to enhance efficiency, resilience and effectiveness across the resolution framework.

The Innovation Laboratory, launched in 2025, now serves as the dedicated space where these concepts are developed and stress tested. In 2026, PoCs will be assessed, focusing on tangible outcomes and alignment with the broader objectives of the SRM strategy. Some of the most promising pilots will be further refined for broader application or integration into SRB systems. Others will generate valuable lessons for future iterations.

The DTG will coordinate regular exchanges with NRAs to align efforts, share results and ensure that transformation is inclusive and beneficial across the SRM. Additionally, best practices from the Single Supervisory Mechanism will be actively leveraged to inform methodological choices and promote interoperability where relevant.

SRM and SRB data capabilities

The SRB will use 2026 to accelerate the implementation of key data initiatives, with a particular focus on fully operationalising its Data Quality Framework. It will include the deployment and enhancement of dedicated tools to improve the quality of data used in core business processes.

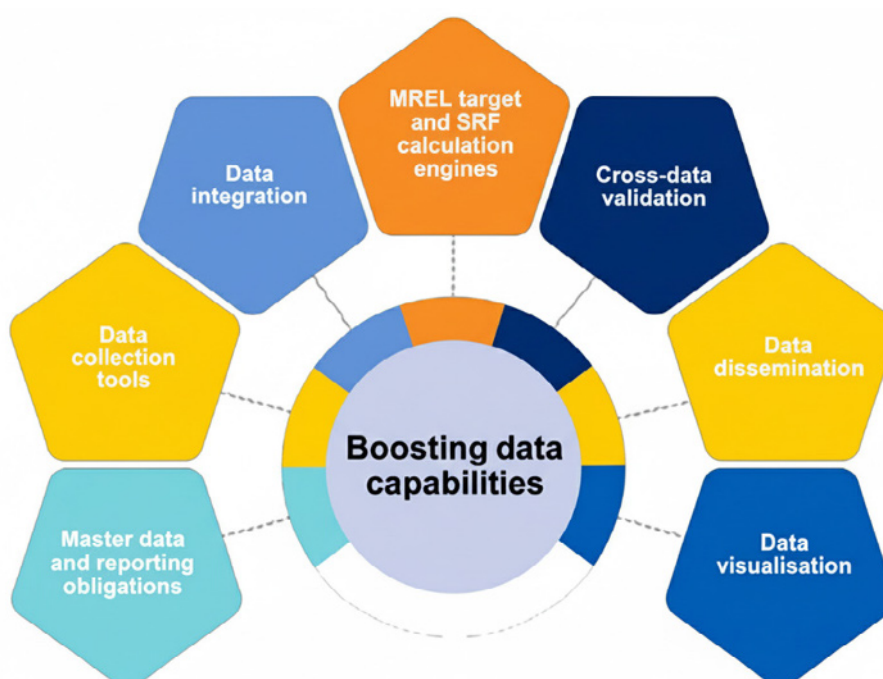
Close cooperation with NRAs remains a cornerstone of this work. Through active collaboration, the SRB will promote common standards, share implementation insights and ensure that data initiatives are practical and beneficial at both central and national levels. The ongoing dialogue with NRAs will be complemented by lessons learnt from participation in EU-level initiatives such as the Joint Banking Reporting Committee, where the SRB continues to advocate for streamlined

reporting requirements and more integrated use of supervisory and resolution data.

The SRB will also continue to enhance its data ICT architecture, focusing on better integration of internal systems and exploring opportunities to provide NRAs with broader access to selected SRB digital platforms. This will create a more seamless and collaborative data environment, reinforcing the SRM's capacity to respond effectively and consistently to emerging challenges.

Furthermore, the SRB ICT Unit will continue to improve the applications provided to users to fulfil the SRB mission.

Figure 3. Data capabilities focus areas



Application enhancements

In 2026, the SRB will continue to further enhance its landscape to support the core business objectives. Key developments will focus on strengthening the applications supporting the SRB's crisis management (R4C) and annual resolution planning processes (IRIS), both of which are shared with the NRAs as part of the broader SRM integration.

In parallel, significant efforts will be dedicated to data capabilities to ensure alignment with evolving regulatory requirements and strategic objectives (see Figure 3).

Operational efficiency

The SRB is investing in refining its internal processes, which includes introducing an upgraded document management platform, a new ICT solution for financial planning and audit management and an optimised platform for e-recruitment. In addition, the SRB will invest in an ICT solution for automated template drafting, most notably the annual MREL decisions.

Deployment and monitoring

The SRB will further modernise its processes for deploying ICT systems through automation, centralisation and standardisation. Moreover, the SRB will enhance end-to-end system monitoring for data and system owners.

Resilience and infrastructure

The SRB will focus on resilience measures, especially in terms of a disaster recovery plan, and will enable the segregation of environments to ensure a more resilient, secure and adaptable infrastructure. The SRB will progressively implement the infrastructure necessary to support future innovation initiatives related to the SRM Vision 2028.

Cybersecurity initiatives

The SRB will continue to work on cybersecurity, implementing its newly developed ICT Cybersecurity Framework and the corresponding ICT standards. As part of the implementation efforts, the ICT security assessment is conducted for each ICT system to ensure an adequate level of cybersecurity through their lifecycle. In addition, the SRB will continue to strengthen its internal cybersecurity risk management, governance and control framework with effective reporting mechanisms in line with the Cybersecurity Regulation¹⁴.

¹⁴ 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.

Strategic area 3: Human Resources

The SRB has progressed in updating internal policies and tools for the development of its employees. In 2026, the SRB will draw from the lessons learnt from its first waves of internal mobility based on the revamped mobility programme, continue developing its talent management tools and further drive the implementation of targeted diversity & inclusion initiatives.

Strategic objective 3.1. Motivated and professional pool of talent

In 2026, the SRB will deepen its commitment to building a motivated and future-ready workforce by advancing key initiatives launched in 2025 under its talent strategy. With the goal of enabling staff to grow professionally while supporting the organisation's evolving needs, the focus for 2026 will be on boosting internal and external mobility, expanding career development support and embedding a culture of continuous professional evolution.

Internal and external mobility

Following the introduction of its updated internal mobility programme in 2025, the SRB will continue to build on the new programme, designed to encourage staff to explore new roles and broaden their skillsets within the organisation. This is supported through a dedicated internal platform, accessible via the SRB's intranet, offering transparency and accessibility to available mobility opportunities.

In 2026, the SRB will continue to create opportunities for external mobility, in particular through staff exchange programmes, with the aim of expanding the scope of partner institutions and staff profiles participating in the exchanges. The SRB staff will be supported in their careers, including mobility opportunities, by the Career Guidance Officers.

Recruitment

In 2026, the SRB will work on its attractiveness as an employer. This will include the development of an HR communication plan and a revamped HR section on the external website to showcase the SRB as a desirable workplace. These efforts will enhance the SRB's reputation and ability to attract and retain top talent, ultimately supporting its effectiveness in bank resolution.

In addition, the SRB will continue to select and onboard Temporary Agents, secondees, trainees and interims to meet the SRB's needs, in line with the legal framework.

Table 3. Number of staff

Staff population	Budget 2023	Actual as at 31 December 2023	Budget 2024	Actual as at 31 December 2024	Budget 2025	Actual as at 31 August 2025	Budget 2026
Temporary Agents	457	436	499	456	506	464*	506
Seconded National Experts	35	22	25	17	27	16**	27
Total	492	458	524	473	533	480	533

(*) This figure does not include 30 staff members on unpaid leave on personal grounds.

(**) This figure does not include 6 seconded national experts placed at the disposal of another institution without impacting the SRB budget for the year.

HR administration

The SRB will continue working to ensure that the fundamental HR administration runs in a timely manner and in line with the legal basis. This includes effective and fair performance management; the management of payroll, entitlements and allowances; time management; and management of the establishment plan, underlying posts and staff-related budget.

Team building and well-being

In 2026, the SRB will continue to support the well-being and social cohesion of its staff through targeted actions, including team-building events, and well-established structures such as the Confidential Counsellor Network.

Strategic objective 3.2. Learning and development

Training

The SRB will focus on revamping its learning and development (L&D) programme, in 2026, to ensure that staff have the necessary skills and knowledge to perform their duties effectively, thus leading to improved job performance, increased staff engagement and retention and a more effective and efficient SRB.

The SRB will build on a skills gap analysis (e.g., through a targeted survey) which will inform the development of a revised L&D programme. The SRB will also further improve the communication of its learning offer to staff and define measures to assess the quality and effectiveness of training.

Additionally, the SRB will further advance in the development of a common SRM Training Curriculum for SRB and NRA staff members. The training offered under the SRM Training Curriculum will be organised in cooperation with additional providers, beginning with NRAs, and will also explore training possibilities with external stakeholders and organisations at a later date.

The SRB will continue to build up career and personal development programmes, including a reviewed mentoring programme, and consider implementing other L&D tools such as job-shadowing initiatives.

In addition, the SRB will continue to offer training to SRB staff through internal and external training, and offer coaching to staff members with people management responsibilities in particular.

Strategic objective 3.3. Increased focus on diversity and inclusion

In 2026, the SRB will continue strengthening its commitment to diversity and inclusion (D&I), building on the foundations laid through the D&I working group and the approved D&I Charter. The focus now shifts from planning to implementation, with targeted actions designed to create a more inclusive, equitable and supportive workplace.

Targeted awareness campaigns will be launched in 2026, raising staff engagement on D&I topics such as unconscious bias or inclusive language. In parallel, the SRB will explore further measures to support staff with disabilities and chronic conditions.

These initiatives will use internal communications, events and interactive formats to reinforce a culture of respect and belonging.

Part II: Management

2.1. SRB Secretariat

In 2026, the Secretariat will have a key role in strengthening the SRB governance and processes and streamlining its internal structures, as it will review two key documents underpinning the Board's decision-making process: the Rules of Procedure of the Board and the internal rules of procedure. The Secretariat will continue its work on optimising and simplifying internal procedures as much as possible, with a view to increasing flexibility, more efficient resource management and enhancing communication, including with NRAs. It will play a key role in assessing confidentiality and disclosure aspect, including for requests in the context of various bilateral and multilateral cooperation instruments with the SRB stakeholders and with third countries' authorities. The Secretariat will also assess ways to enhance cooperation with the NRAs on secure handling of documents and information sharing, within the more general SRM framework on confidentiality. As a supporting service in the work on revamping the annual RPC, it plays a key role in guiding and ensuring an efficient new approach for the relevant decisions on resolution plans and MREL. In addition, the Secretariat will continue to simplify and optimise the Board's decision-making and internal procedures on other topics, such as the prior permission regime.

In 2026, the Document Management Office will conduct a series of information management exercises to support the implementation of the Records Management and Information Retention Policies. In addition to its ongoing responsibilities – monitoring the use of Document and Records Management systems, training staff and providing user support – the Document Management Office will also focus on enhancing the SRB archives.

Following the development of the fully fledged Business Continuity Management framework, the Business Continuity Office will launch a new Business Continuity cycle in view of further improving its operational documentation. Building SRB resilience towards major disruptions is at the heart of the Business Continuity Office's mandate.

In 2026, the Knowledge Management Office will further enhance cooperation with internal SRB Units and progressively deepen collaboration with NRA representatives.

2.2. SRB Legal Service

The SRB Legal Service will continue to coordinate the SRM Legal Network, facilitating discussions on legal issues relevant to all SRM stakeholders, thus fostering further SRM integration. This promotes collaboration between SRB legal professionals, EU bodies and Member State authorities.

Specifically in 2026, the SRB Legal Service will continue with its mission to provide guidance to management and business units on the interpretation of intricate legal matters concerning, in addition to the SRB's core mission related to crisis management and readiness, the operationalisation of all resolution tools and the implementation of comprehensive testing aiming at the effective resolvability of banks. The core objective remains unwavering: delivering timely, law-compliant, impartial and clear contributions, whenever needed. The SRB Legal Service actively encourages learning for all its members and functions in a creative and inclusive atmosphere and is committed to sharing this approach with other units.

In 2026, the SRB Legal Service will again organise a Legal Conference, a high-level forum to discuss topical legal matters relevant to the regulation of the financial system both within and beyond the EU.

Looking ahead, the SRB Legal Service's vision for the future is to consistently deliver excellent legal advice and litigation services. The SRB Legal Service will take maximum advantage of digital tools and internal case management systems or KM databases. The SRB Legal Service has already moved its litigation management system into a fully digitalised database, allowing for enhanced and more efficient litigation handling. Finally, in the coming years, the SRB Legal Service will place significant emphasis on an even more proactive anticipation of legal problems and maintaining a flexible approach, aiming to be ready to deploy an excellent service and support to the SRB Board, senior management and business units.

2.3. Appeal Panel

In 2026, the Appeal Panel composition will be renewed, as the mandate of the five members will come to an end on 31 December 2025. The Appeal Panel is supported in its work by a Secretariat whose tasks are defined in Article 4 of the Appeal Panel's Rules of Procedure. Besides these specific appeal-related tasks, the Secretariat performs any other tasks that ultimately allow the Appeal Panel members to perform the mandate entrusted to them in the best conditions.

In 2026, the Appeal Panel, in its new composition, will handle possible appeals triggered by resolution cases or determination of MREL and it will continue to follow developments on the procedure for substantive impediments to resolution.

As a member of the Inter-Agency Appeal Proceedings Network, the Panel will contribute to that Network's activities, including being part of the working group for defining and creating the European Appeal Case-Law Identifier, quality management of appeals, measuring decision-making quality and developing harmonised terminology to be used by the Boards of Appeal.

2.4. Communications

The SRB Communications Team supports the achievement of the organisation's goals through high quality and effective external, internal and crisis communication. It works in close collaboration with the SRM Communications Forum.

As well as the contribution to strategic objectives outlined earlier, the main drivers for 2026 will be:

- ▶ implementing its new communication strategy and SRM communications framework, following their development in 2025;
- ▶ continuing to raise awareness of the SRB and SRM mission, work and objectives through its media relations, awareness campaigns and digital strategy, tools and channels, including the SRB website, blog and podcast;
- ▶ ensuring stakeholders have access to clear and reliable information in normal and crisis times, with an increased focus on transparency, including managing publications, audio-visual material, infographics and other tools;
- ▶ enabling policy dissemination through a series of impactful events, including an economic conference;
- ▶ facilitating internal communication through events, an intranet, internal newsletters and a magazine;
- ▶ continuing to prepare for and manage effective crisis communication, putting in place and coordinating relevant processes with NRAs and other major stakeholders, including the Commission, ECB and international partners. In particular, the team will implement capacity building and training around crisis communication in 2026, building on the updated crisis communication plan; and
- ▶ the team will also continue to manage the organisation's translation and interpretation services.

2.5. Data Protection Office

In 2026, the SRB Data Protection Office (DPO) will keep providing advice to SRB staff and units to ensure that the Agency complies with EU data protection legislation and to contribute to the protection of the rights and freedoms of individuals whose personal data is processed by the SRB.

The main priorities for the year will be to ensure the compliance of SRB cloud and Artificial Intelligence (AI) solutions with the European Data Protection Regulation. The DPO will further work on addressing the data protection aspects in AI tools and technologies, including awareness raising among staff members in respect to data protection in AI. The DPO will also have rolled out the centralised register for records, which will be available on the SRB website.

Following the adoption of the SRB's retention policy in 2025, the DPO will advise the business areas involved on its implementation and encourage them to follow up with an appropriate email retention framework.

With all these actions and efforts, the DPO will continue assessing various issues concerning the SRB's processing of personal data, and identifying suitable legal, organisational and, where applicable, technical or digital solutions. The DPO plans to audit selected areas at SRB to monitor data protection compliance. In addition, it will deliver internal training sessions and create awareness-raising material aimed at SRB staff at all levels and data protection representatives at the SRB.

2.6. Ethics and Compliance

To ensure that every organisational layer actively contributes to a robust, high-trust culture, the Ethics & Compliance Office will build on the progress made in 2025 and will further develop the SRB's ethics, integrity and fraud-risk-management framework in 2026. The focus areas include:

- ▶ **Deepening the culture of integrity and competence:** rolling out a new ethics-awareness campaign, expanding learning opportunities and further promoting 'tone-at-the-top' dialogues in management off-sites and mandatory training sessions.
- ▶ **Reinforcing external engagement and conflict-of-interest controls:** concluding the redesign of the annual staff declaration process, incorporating real-time conflict of interest checks into recruitment and procurement workflows.
- ▶ **Advancing data-driven assurance and fraud detection:** rolling out new compliance metrics and stakeholder-feedback mechanisms, and reinforcing fraud-response protocols.

Additionally, with the support of other units, the Ethics & Compliance Office will continue to investigate potential breaches of the Staff Regulations, providing advice to the Appointing Authority.

The goal is to enhance anti-fraud defences, promote responsible decision-making and maintain public trust in the SRB's role in protecting financial stability.

2.7. Internal Control Office and Risk Management

In 2026, the Risk Management, Control and Compliance Unit will further build on its established risk appetite framework and continue its work on growing the SRB's risk culture through awareness sessions, among others. The Internal Control Office, as part of the Risk Management, Control and Compliance Unit, will continue to support the SRB in applying its Internal Control Framework. It will keep assessing areas for improvement and provide reasonable assurance to the Chair regarding the achievement of the strategic objectives set out in the SRB annual work programme. Work will focus on achieving SRB's internal control objectives as set out in the SRMR and the SRB Financial Regulation: effectiveness, efficiency and economy of operations; reliability of reporting; safeguarding of assets and information; prevention, detection, correction and follow-up of fraud and irregularities; and adequate management of risks relating to the legality and regularity of the underlying transactions.

The SRB Internal Control Office will identify possible internal control deficiencies and issues that could affect the SRB's activities and the achievement of its objectives, assess them and recommend necessary improvements.

SRF Investment Risk Management

Since 2018, the SRF Investment Risk Management (IRM) function acts as the second line of defence for the investments in the Single Resolution Fund. In 2026, the IRM will continue its work in overseeing the risks linked to the Investment Strategy and Investment Plan of the SRB, developing the risk appetite for the SRF and advising the Investment Committee on all topics related to investments.

2.8. Environmental management

In 2026, the SRB will continue its efforts towards implementing the Environmental Management System such as through environmental data collection, including input data for carbon footprint calculations, analysis of performance trends, benchmarking, monitoring of consumption and identification of potential improvements.

2.9. Budgetary, financial and procurement management

In 2026, the SRB Finance and Procurement Unit will continue to ensure the efficient planning and monitoring of the implementation of the SRB's budget and procurement plan, in full compliance with the SRB Financial Regulation. The Unit will provide continuous, proactive and effective support to SRB units for the annual budget planning, procurement needs and procedures and reporting cycles.

Additionally, the SRB will safeguard the Financial Regulation by enhancing quality assurance and internal processes through:

- ▶ monitoring policies, procedures and work instructions;
- ▶ providing efficient support for internal and external audit missions as well as the *ex post* verification exercise; and
- ▶ timely identification and recording of non-compliance events and exception notifications along with implementing corrective measures.

Beyond these ongoing operational tasks, the SRB Finance and Procurement Unit has identified a new tool for budget and procurement forecasting which will be implemented in 2026 to ensure automated data collection and monitoring. Simultaneously, the Unit will further implement a new e-Procurement tool, and prepare for the rollout of the new EC financial system SUMMA.

2.10. Assessment of audit recommendations during the reporting year

In line with the annual audit cycle, Internal Audit will:

- ▶ present the annual report summarising the previous year's work in January 2026;
- ▶ continuously report to the Board in Plenary session on audit findings and performance against the 2026 audit plan throughout the year;
- ▶ conduct audit engagements and follow up on recommendations from previous audits throughout the year;
- ▶ perform the internal audit annual risk assessment and planning exercise for the 2027 audit plan in the second half of the year; and
- ▶ proceed with the implementation of the new audit tool Teammate+.



Annexes



SRB Organisation Chart

Annex I. Organisational chart



functionally independent - reporting to the Chair of the Appeal Panel
 functionally independent - reporting to the Plenary Session of the Board
 functionally independent - reporting to the Chair of the SRB

October 2025

Annex II. Members of the Plenary Session

Status 1 October 2025

Role	Name	Authority
Chair	Dominique LABOUREIX	SRB
Vice-Chair	Miguel CARCAÑO SAENZ DE CENZANO	SRB
Full-time board member	Karen BRAUN-MUNZINGER	SRB
Full-time board member	Radek URBAN	SRB
Full-time board member	Tuija TAOS	SRB
Full-time board member	Slavka ELEY	SRB
Member appointed by participating Member State representing the NRA	Martin CVIKL	Slovenia – Banka Slovenije
Member appointed by participating Member State representing the NRA	Grégoire VUARLOT	France – Autorité de contrôle prudentiel et de résolution
Member appointed by participating Member State representing the NRA	Álvaro LOPEZ BARCELO	Spain – FROB (Spanish Executive Resolution Authority)
Member appointed by participating Member State representing the NRA	Géraldine THIRY	Belgium – National Bank of Belgium
Member appointed by participating Member State representing the NRA	Constantinos TRIKOUPIIS	Cyprus – Central Bank of Cyprus
Member appointed by participating Member State representing the NRA	Mark CASSIDY	Ireland – Central Bank of Ireland
Member appointed by participating Member State representing the NRA	Julita VARANAUSKIENĖ	Lithuania – Bank of Lithuania
Member appointed by participating Member State representing the NRA	Ioannis VOUTSINAS	Greece – Bank of Greece
Member appointed by participating Member State representing the NRA	Roberto CERCONE	Italy – Banca d'Italia – Resolution Unit
Member appointed by participating Member State representing the NRA	Ilze POSUMA	Latvia – Latvijas Banka
Member appointed by participating Member State representing the NRA	Romain STROCK	Luxembourg – Commission de Surveillance du Secteur Financier
Member appointed by participating Member State representing the NRA	Cindy VAN OORSCHOT	Netherlands – De Nederlandsche Bank
Member appointed by participating Member State representing the NRA	Júlia ČILLÍKOVÁ	Slovakia – Slovak Resolution Council
Member appointed by participating Member State representing the NRA	Christian BUTTIGIEG	Malta – Malta Financial Services Authority

Role	Name	Authority
Member appointed by participating Member State representing the NRA	Riin HEINASTE	Estonia – Finantsinspektsioon (Estonian Financial Supervision and Resolution Authority)
Member appointed by participating Member State representing the NRA	Petar CHOBANOV	Bulgaria – Bulgarian National Bank
Member appointed by participating Member State representing the NRA	Mariana KÜHNEL	Austria – Austrian Financial Market
Member appointed by participating Member State representing the NRA	Jaakko WEURO	Finland – Finnish Financial Stability Authority
Member appointed by participating Member State representing the NRA	Michael FAULEND	Croatia – Croatian National Bank
Member appointed by participating Member State representing the NRA	Birgit RODOLPHE	Germany – Bundesanstalt für Finanzdienstleistungsaufsicht (BaFin)
Member appointed by participating Member State representing the NRA	Luís Augusto MÁXIMO DOS SANTOS	Portugal – Banco de Portugal
Observer in accordance with Article 1.6 of RoP of Plenary Session	Petar DZHELEPOV	Bulgaria – Financial Supervision Commission (FSC)
Observer in accordance with Article 1.6 of RoP of Plenary Session	Daniel PEREZ CID	Spain – Banco de España (Spanish Preventive Resolution Authority)
Observer in accordance with Article 1.4 of RoP of Plenary Session	Pedro MACHADO	European Central Bank
Observer in accordance with Article 1.4 of RoP of Plenary Session	John BERRIGAN	European Commission – DG Financial Stability, Financial Services and Capital Markets Union
Observer in accordance with Article 1.7 of RoP of Plenary Session	Francesco MAURO	European Banking Authority

Annex III. Resource allocation 2026

Areas	Administrators/ Assistants	Seconded National Experts	Total
Strategic Area 1: Core business	331.2	17.7	348.9
Strategic Area 2: Governance, organisation and tools	88.2	4.7	92.9
Strategic Area 3: Human Resources	23.5	1.3	24.8
Support functions	63.1	3.4	66.5
Total	506	27	533

Resources		SRB strategic area of operation				
		1	2	3	4	Total
		Core business	Governance, organisation and tools	Human resources	Support functions	
Outlook resources						
Budget	Title 1	59 264 755	17 981 257	4 036 609	11 559 379	92 842 000
	Title 2	18 467 812	5 603 237	1 257 870	3 602 081	28 931 000
	Title 3	13 625 366	4 134 012	928 043	2 657 579	21 345 000
	Title 4*	30 000 000	—	—	—	30 000 000
	Total	121 357 933	27 718 506	6 222 522	17 819 040	173 118 000
SRB staff	Number	323.0	98.0	22.0	63.0	506
Estimated vacancy rate of 5.3%	Number	305.9	92.8	20.8	59.7	479

(*) Title 4 represents Contingencies budget thus no staff allocation has been applied.

Annex IV. Financial resources

SRB strategic area of operation	Consultancy		Meetings and events –Board/ committees/stakeholders		Translations and publications	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
1. Core business	55 895 000	25 552 000	50 000	50 000	500 000	425 000
2. Governance, organisation and tools	2 935 000	1 503 000	400 000	400 000	—	—
3. Human resources	—	—	—	—	—	—
4. Support functions	15 700 000	11 000 000	—	—	—	—
Total	74 530 000	38 055 000	450 000	450 000	500 000	425 000

(*) The Total represents the operational expenditures (title 3) and contingencies (title 4) of the budget which require a financing decision.

SRB strategic area of operation	Missions		ICT		Total*	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
1. Core business	1 600 000	1 600 000	7 116 533	6 903 646	65 161 533	34 530 646
2. Governance, organisation and tools	—	—	2 159 196	2 094 605	5 494 196	3 997 605
3. Human resources	—	—	484 717	470 217	484 717	470 217
4. Support functions	—	—	1 388 054	1 346 532	17 088 054	12 346 532
Total	1 600 000	1 600 000	11 148 500	10 815 000	88 228 500	51 345 000

(*) The Total represents the operational expenditures (title 3) and contingencies (title 4) of the budget which require a financing decision.

Annex V. Indicative procurement plan for 2026

#	SRB strategic area of operations	Subject/Title of the Project	Contract type	Duration of contract	Estimated multi-annual value (EUR)	Estimated value for 2026 (EUR)	Indicative quarter for launching procedure	Indicative quarter for signing contract
1	Support functions	Training and language courses	Service contract	1 year	250 000	250 000	Q2	Q3
Comments: The SRB is assessing the possibility of using an EC Framework Contract (FWC). In the event that this contract cannot be used to cover the services negotiated, procedures will be launched.								
2	Governance, organisation and tools	Development consultancy and support for the SRB Information Systems (IM)	Framework contract	4 years	25 000 000	0	Q2	Q4
3	Support functions	Financial Times	Service contract	1 year	110 000	110 000	Q1	Q2
4	Governance, organisation and tools	Catering Services venue	Service contract	TBD	80 000	80 000	Q1 – Q4	Q1 – Q4
Comments: For Board Sessions (Plenary Session ABC) and respective social events. The SRB is assessing the possibility of using an EC FWC. In the event that this contract cannot be used to cover the services negotiated, procedures will be launched.								
5	Support functions	Event Organisation and Management	Framework contract	4 years	5 000 000	100 000	Q1 – Q2	Q4
Comments: This FWC would be for various types of events organised by different SRB services: Communications, HR, Legal, Directorate A. It would include elements such as venue, catering, cleaning, security, etc. Communications will consult with the relevant SRB services so that their needs are also reflected in the tender specifications.								
6	Core business	Advice and assistance on economic and financial valuation services	Framework contract	TBC	60 000 000	0	Q4	Q3 2027
7	Support functions	Legal advice for litigation	Service contract	TBD	9 200 000	9 200 000	Q1 – Q4	Q1 – Q4

Tenders above EUR 15 000 are included in the procurement plan.

Annex VI. Summary of Key Performance Indicators

CORE BUSINESS		
Strategic objective 1.1. Crisis preparedness		
SRM Vision 2028 – Measurement areas		
Implementation of lessons learnt from dry runs and crisis cases		
Satisfaction with dry runs and simulations		
Integration of mitigation activities stemming from identified and material new threats		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Percentage of lessons learnt implemented from dry runs and crisis cases ¹⁵	70% (2023)	>70%
Percentage of participants in dry runs and simulations that find exercises useful or very useful, measured by post-exercise surveys	80% (2023)	>80%
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of crisis preparedness documents updated or drafted	30 (2024)	115
Number of releases of crisis tools	1 (2023)	1
Number of dry runs and simulations carried out	2 (2023)	4
Number of national handbooks updated/completed	21 (2023)	21
Number of training sessions provided on crisis readiness	4 (2023)	5

¹⁵ The target is set at 70% on a recurrent basis as some lessons learnt require multi-year work on certain topics, but measurement is taken over a natural calendar year.

Strategic objective 1.2. Crisis-oriented resolution planning and resolvability		
SRM Vision 2028 – Measurement areas		
Overall progress of banks' resolvability		
Deep-dives carried out as planned following coverage criteria		
Implementation of OSI recommendations		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Percentage of banks that improve their resolvability in line with the priorities set by the SRB ¹⁶	95% (2025)	95%
Percentage of planned tests that are carried out from the multi-annual testing programme	n/a ¹⁷	95%
Percentage of deep-dives carried out as planned following coverage criteria	83% (2023)	75%
Percentage of OSI carried out as planned following coverage criteria	n/a ¹⁸	100%
Percentage of significant policy initiatives consulted with industry before approval	90% (2025)	100%
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of completed process changes to the RPC	4 (2024)	4
Number of banks assessed for resolvability under SRB remit using the new methodology	n/a ¹⁹	100%
Number of deep-dives carried out as planned	16 (2023)	11
Number of OSIs carried out ²⁰	0 (2024)	5
Number of LSIs covered with resolution plans as percentage of the expected total	99.7% (2024)	100%
Number of SI plans approved within the cycle in RPC 2024 and 2025	99 (2024) – RPO 103 planned (2025)	As planned
Number of regular MREL dashboards prepared	4 (2022)	2

¹⁶ This will correspond to the average increase for areas defined as common working priority by the SRB.

¹⁷ The new multi-annual testing programme will be implemented as of 2026.

¹⁸ The baseline will be established after the completion of the first year of OSI implementation.

¹⁹ The new resolvability methodology will be implemented as of 2026.

²⁰ An OSI is considered carried out when the on-site presence phase is concluded.

Strategic objective 1.3. SRM as a reference in the resolution field		
SRM Vision 2028 – Measurement areas		
Adoption rate of knowledge management tools		
Audience outreach		
Stakeholder perception survey results		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Percentage of change of user interactions of reviewed and updated knowledge management tools	n/a	TBD ²¹
Percentage of change in audience outreach ²²	>5% (2023)	>5%
Percentage of stakeholders with knowledge and/or positive perception of SRB/SRM	75% ²³ (2022)	>75%
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of knowledge management tools mapped	2 (2024)	4
Number of papers produced and published	2 (2023)	3
Number of events with third countries and international institutions	25 (2023)	25
Number of events with industry	2 (2023)	3

²¹ This indicator represents the number of times users consult KM tools, and it is expected to increase as tools become completer and more precise. The target will be established once the mapping of KM tools is completed. This will be completed after the finalisation of the knowledge management framework, needs assessment and mapping of KM tools.

²² This includes website and social media analytics.

²³ This baseline is calculated based on a stakeholder survey performed by the SRB in 2022. Should the methodology of the survey vary in the coming years (particularly in the type of stakeholders surveyed and the number of surveys collected), the target may be revisited.

GOVERNANCE ORGANISATION AND TOOLS		
Strategic objective 2.1. Strengthened governance and streamlined structure		
SRM Vision 2028 – Measurement areas		
Average duration of decision-making processes		
Alignment of work programmes		
Coverage of methodology topics developed by joint NRA-SRB working groups		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Average number of days on formal approval of policy deliverables	18.5 days (2023)	<5% ²⁴
Alignment index of SRB work programmes/Resolution Committee (CoRes) work programme and Technical Network work programmes	100% (2024)	100%
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of terms of reference/mandates for internal bodies reviewed or updated	8 (2024)	15
Number of publications produced with the participation of working groups including NRAs	2 (2024)	TBD ²⁵
Number of business process maps approved/updated	37 (2023)	40

²⁴ Reduction of the average number of days on formal approval by 5% (approximately 17.6 days).

²⁵ This figure will be established during the update of the Technical network's work programmes for 2026. Data is not yet available at the time of publication of this report.

Strategic objective 2.2. Strong and positive organisational culture and values		
SRM Vision 2028 – Measurement areas		
Staff engagement survey indicators on engagement and work environment		
Carbon footprint		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Percentage of staff that responds positively to statements on engagement and positive work environment	55% ²⁶ (2023)	>55%
SRB carbon footprint (greenhouse gas emissions in tonnes per year)	n/a	n/a ²⁷
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of managerial meetings, town hall events and other internal events	7 (2023)	5
Number of SRM Vision 2028 progress reports disseminated	3 (2024)	3
Number of internal magazines/newsletters produced and distributed	12 (2022)	20
Number of awareness raising campaigns launched	10 (2023)	10

²⁶ Baseline obtained during a staff survey (March 2023) in the context of the strategic review. Reflects the percentage of respondents who responded they were 'very satisfied' or 'satisfied' with overall working conditions. The next staff survey is anticipated for 2026.

²⁷ Implementation of EMS (Environmental Management System) is part of the work programme in 2026, including the collection of current data, which will determine the baseline and subsequent targets according to GHG protocol methodology.

Strategic objective 2.3. Digital transformation and adoption of best-practice technologies		
SRM Vision 2028 – Measurement areas		
Business alignment index		
Data management framework coverage		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Number of digitalisation opportunities identified and successfully implemented by Digital Transformation Group ²⁸	n/a	2
Data Governance Framework Maturity Level	60% (2024)	100%
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of initial ideas originated and analysed by DTG	n/a	15
Number of new policies to be developed ²⁹	0 (2024)	2

²⁸ The DTG is part of the new Data and Digital Transformation Unit mandate. The target refers to number of solutions internally developed or adopted (and possibly adapted) from others.

²⁹ Policies relevant to the data governance framework: master data policy and updated business tools policy.

HUMAN RESOURCES		
Strategic objective 3.1. Motivated diverse and professional pool of talent		
SRM Vision 2028 – Measurement areas		
Staff turnover		
Vacancies covered by internal mobility		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Number of staff leaving the SRB in the year as percentage of the total staff	5.4% (2022)	<6%
Number of total posts filled by internal candidates as percentage of total number of vacant posts filled	43.4% (2023)	30% ³⁰
Number of positions from the establishment plan filled or covered by selection procedures as percentage of the total positions in the establishment plan ³¹	97.6% (2023)	>95%
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of internal mobilities	21 (2023)	30
Average number of sick leave days per year as a % of staff	2.8% (2023)	<3.5%
Number of staff on external mobility during the year ³²	8 (2024)	6

³⁰ Not including mobilities due to reorganisations.

³¹ End of Q4 2026.

³² Long-term mission or secondments, in the context of staff exchanges or otherwise.

Strategic objective 3.2. Learning and development		
SRM Vision 2028 – Measurement areas		
Satisfaction rates on training and development offer		
Participation rate in development initiatives		
Multi-Annual Plan – Key Performance Indicators		
Key Performance Indicator	Baseline (date)	Target 2026
Percentage of participants in training sessions that are satisfied with contents and quality of training	84% ³³ (2024)	80%
Number of participants in training sessions as percentage of registered staff as average	77% (2024) all types	>90% all types
Annual Work Programme 2026 – Indicators		
Indicator	Baseline (date)	Target 2026
Number of participants in compulsory training sessions as percentage of required participants	80% (2024)	>95%
Number of staff participating in training by external providers	160 (2024)	>80

³³ Based on an average response rate of 20%.

Strategic objective 3.3. Increased focus on diversity and inclusion
SRM Vision 2028 – Measurement areas

Gender ratios

Staff engagement survey indicators on diversity and belonging

Multi-Annual Plan – Key Performance Indicators

Key Performance Indicator	Baseline (date)	Target 2026
Ratio of female/male staff in different grades and position types	AST-SC 5 AST 1.76 AD 0.68 HoU 0.31 (2023)	3-5% change towards 1
Percentage of staff that respond positively to statements on diversity and belonging in staff engagement surveys ³⁴	57% (2023)	>57%

Annual Work Programme 2026 – Indicators

Indicator	Baseline (date)	Target 2026
Number of awareness-raising events on diversity and inclusion	3 (2024)	4
Percentage of actions addressed from the gender diversity and inclusion initiatives as planned for 2026	n/a	90%

Support activities
Annual Work Programme 2026 – Indicators

Support area	Indicator	Baseline (date)	Target 2026
Information and Communication Technology	Ratio between external and internal resources dedicated to specific ICT activities (ICT operations, ICT cybersecurity, ICT development projects)	IT Ops: 10/8 IT Sec: 1/3 IT Dev: 1/6 (2024)	ICT OPS ³⁵ : 10/8 Cybersecurity: 1/3 ICT DEV: 2/6
Budgetary and financial management	Budget execution rate (in commitment appropriations and excluding Chapter 32 'contingencies')	95% (2022)	95%
	Payment of invoices within deadlines	97% (2022)	97%

³⁴ Baseline obtained during a staff survey (March 2023) in the context of the strategic review. Reflects the percentage of respondents that agreed or strongly agreed with the statement 'The working environment at the SRB is respectful and inclusive'.

³⁵ Excluding ICT contract management and Service Desk.

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