



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

Administration and Corporate Management Division
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EMA human resources strategy

Priorities 2023 - 2025



At the European Medicines Agency (EMA), we value on our most vital asset: our staff. With over 1000 dedicated employees committed to our mission, we recognise that delivering exceptional outcomes for patients and stakeholders depends on our ability to attract and retain top-tier talent. Providing the Agency's management and staff with access to outstanding talent management resources is critical to our success and the delivery of our joint network strategy.

To ensure we continue to achieve our mission in an ever-changing environment post-relocation and post-COVID-19, and in line with our **human resources (HR) vision to attract, manage and develop the best talent at EMA while creating a sustainable organisation meeting the current and future needs of the Agency and its staff**, we have developed a focused HR strategy that details priority actions over the next three years.

The strategy will deliver benefits in five key interlinked areas:

- **Sustainable organisation** – We support the Agency in aligning and allocating resources to deliver the Agency's objectives in a data-driven way, ensuring staff have the capacity to contribute in the most effective way to cross-Agency goals. We continuously review and improve digital tools and processes used for managing the Agency to meet evolving needs of staff and managers.
- **Talent management** - We prioritise talent management, ensuring that we attract, retain, and develop top performers. We invest in comprehensive talent management programs that identify and cultivate high-potential individuals, providing them with opportunities for growth and advancement.
- **Optimised work environment** - By creating and maintaining an attractive environment, we foster a positive organisational culture that encourages collaboration, creativity, and employee satisfaction. We empower managers across all areas to work as a community, aligned in their

Official address Domenico Scarlattilaan 6 • 1083 HS Amsterdam • The Netherlands

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approaches to nurturing their people and supportive of each other. We actively work towards making our workspace in the EMA building support the new ways of working, providing a safe and enriching work environment, minimising our environmental impact, and promoting social responsibility.

- **Managed wellbeing** - We place a strong emphasis on employee wellbeing, recognising that a healthy and balanced workforce leads to increased productivity and engagement. We offer wellbeing initiatives, flexible work arrangements, and a supportive work environment that promotes physical, mental, and emotional wellbeing.
- **One Agile HR** – HR is a data-driven function working closely with the business and deeply understanding its specificities. A broad multifunctional HR team harnesses the power of data analytics to make informed decisions, drive strategic initiatives, and deliver measurable impact to the organisation. HR is a true partner to the business, aligning HR strategy with business goals, anticipating talent needs, developing tailored solutions and providing actionable recommendations to drive growth, productivity, and employee engagement. Our vision is to be adaptive and continuously evolving, leveraging data and business acumen to deliver HR practices that enable the organisation to thrive.

To ensure that the HR strategy aligns with the needs of the Agency, it was developed in close collaboration with the leadership team, managers, and staff. Through consultations, focus groups and interviews, we identified key issues and prioritised actions, with the aim of enhancing the Agency's ability to attract and retain top-tier professionals. We have used this input to develop a comprehensive strategy and implementation plan that will undergo periodic reviews, feedback loops, and reprioritisation by leadership, managers, and staff.

The HR strategy builds on the progress made over the past five years in improving ways of working in talent management, including in the long-term strategic resources planning.

