



Public Affairs Council

EU Decision-Making: *Procedures and Engagement*

October 6, 2026

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www.pac.org/europe



Europe's institutional landscape

Commission, Parliament & Council

Mapping the main stakeholders

The Ordinary Legislative Procedure

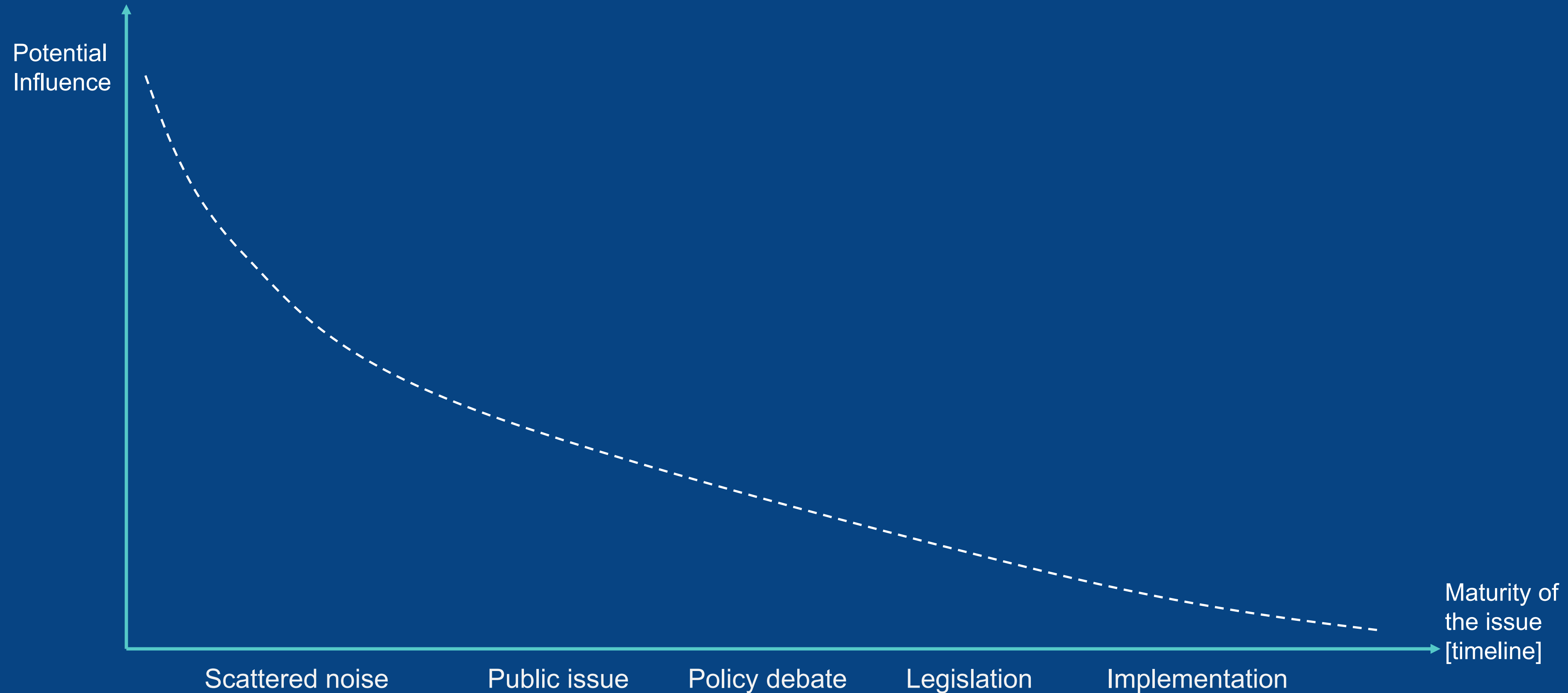
Forces shaping EU decision-making in 2026

Tools and resources

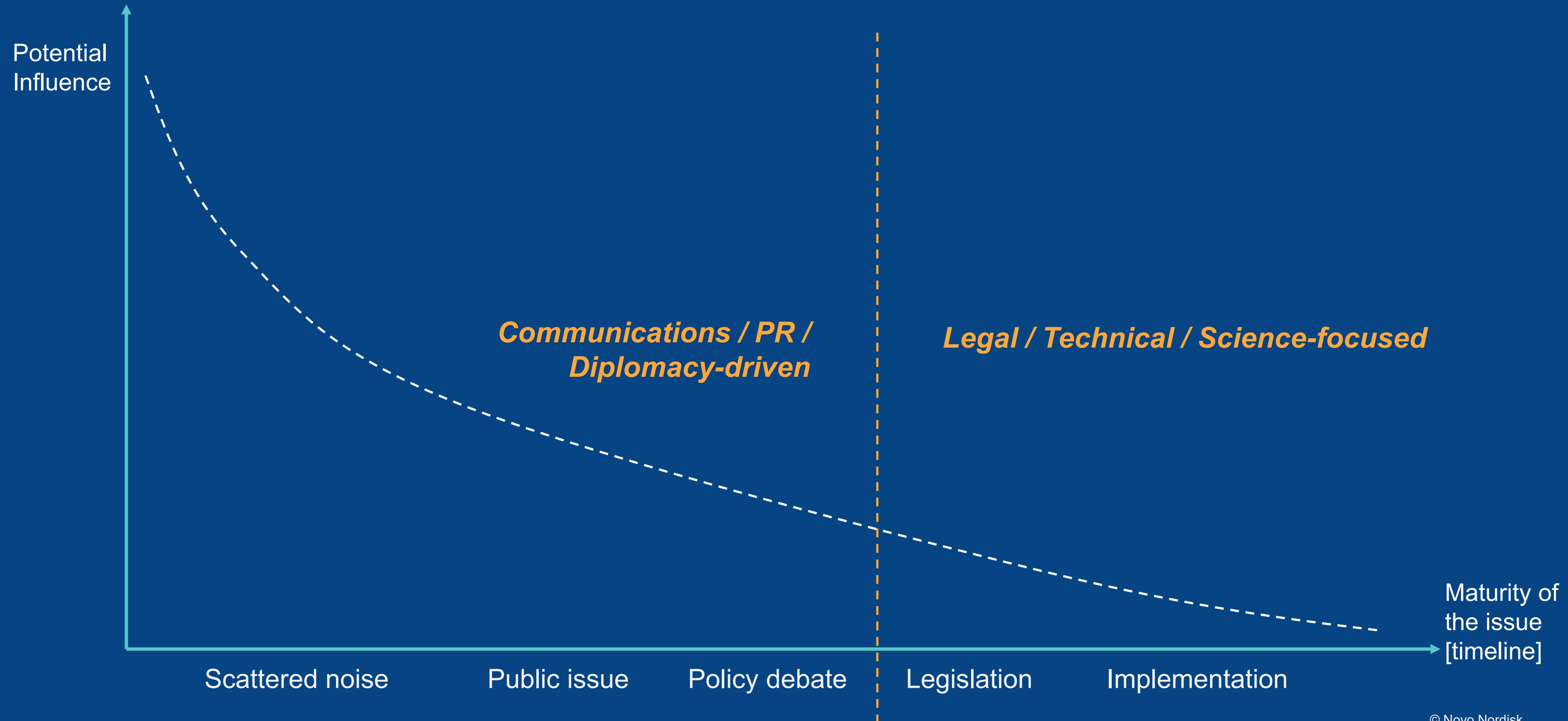
Q&A

TODAY'S AGENDA

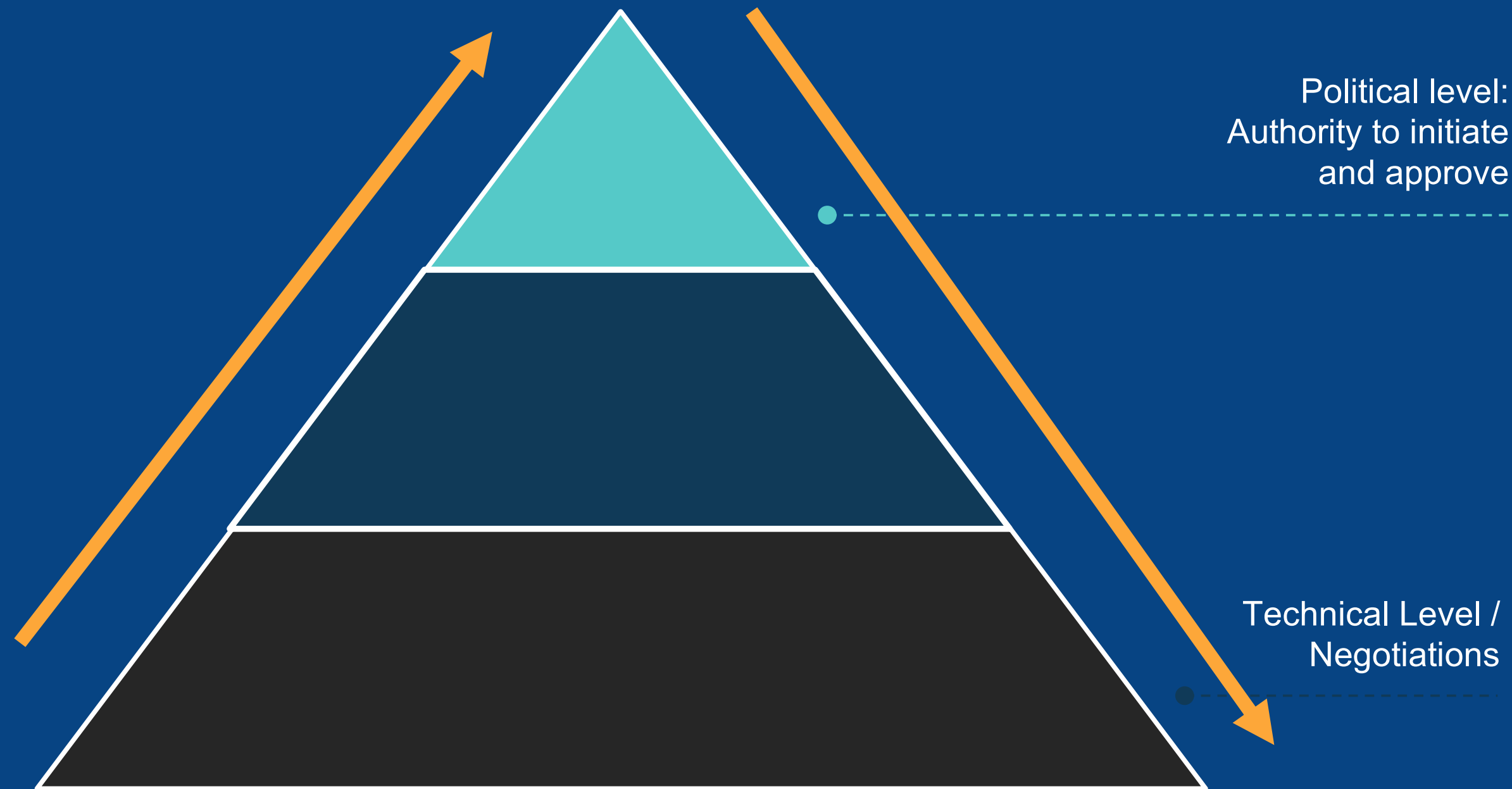
What Can You Achieve... And When



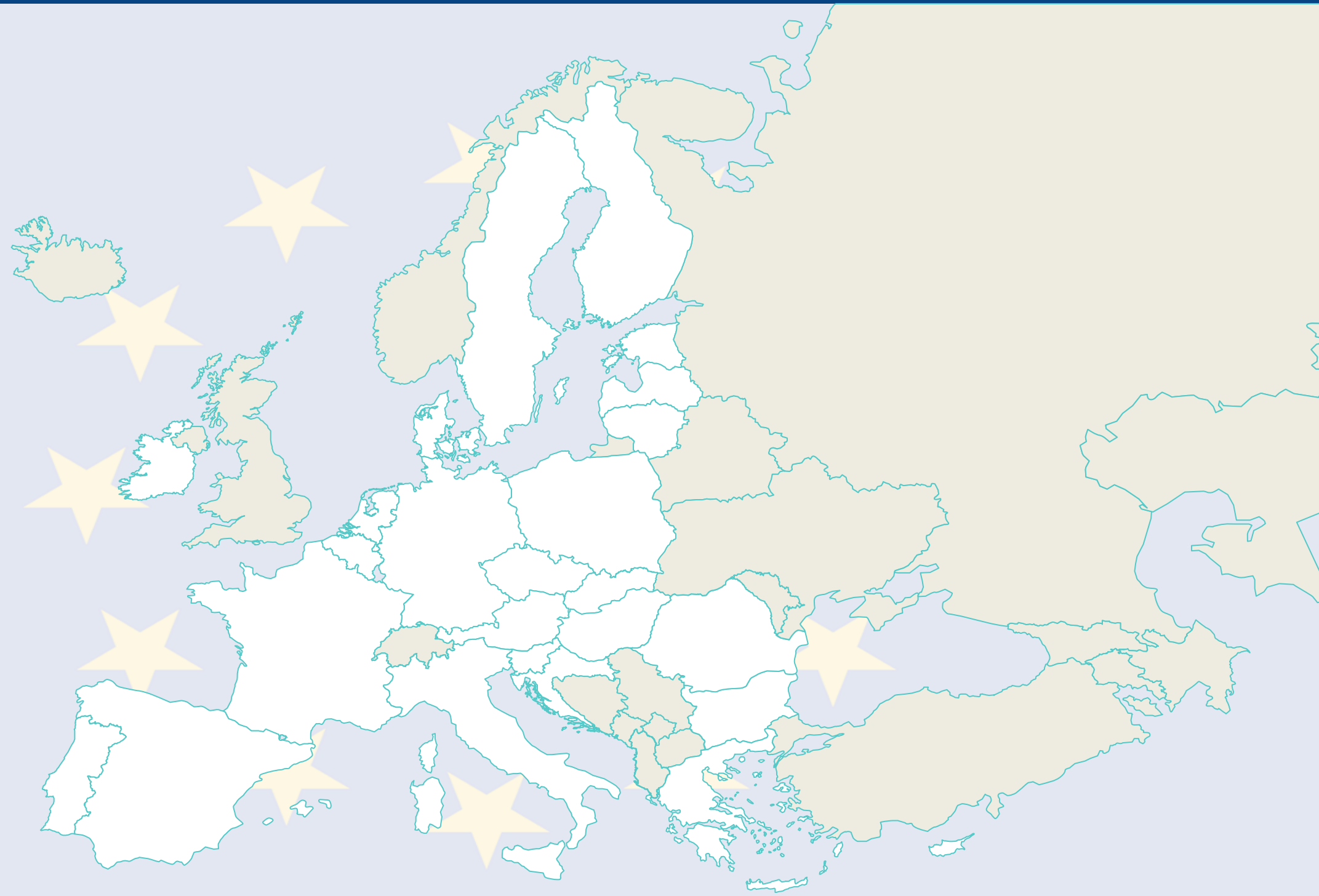
What Can You Achieve... And When



Policy-Making in the Institutions



Defining the context – What is “the European level?”



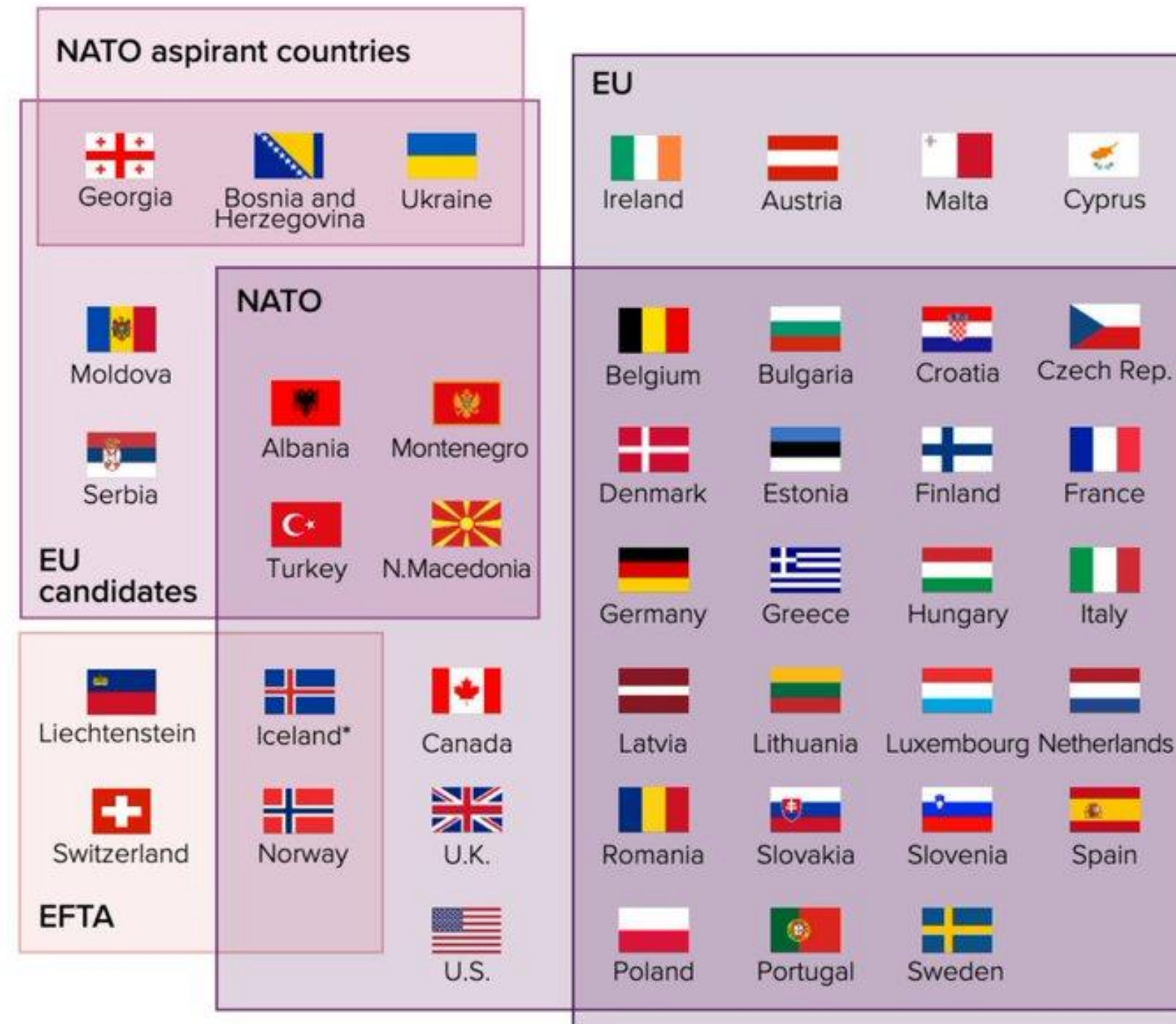
The European Union

- 27 Member States. Population: 450 million
- 24 Official Languages
- Euro area: 21 Member States + 6 non-EU
- Schengen Area: 25 EU Member States + EFTA (Iceland, Norway, Liechtenstein, Switzerland)



SWEDEN JOINS NATO CLUB

Sweden has officially become the Western military alliance's 32nd member. That leaves only four EU member countries now out of the club — Ireland, Malta, Austria and Cyprus.



*Iceland has not officially withdrawn its EU application, but in 2015 its government requested that "Iceland should not be regarded as a candidate country for EU membership."

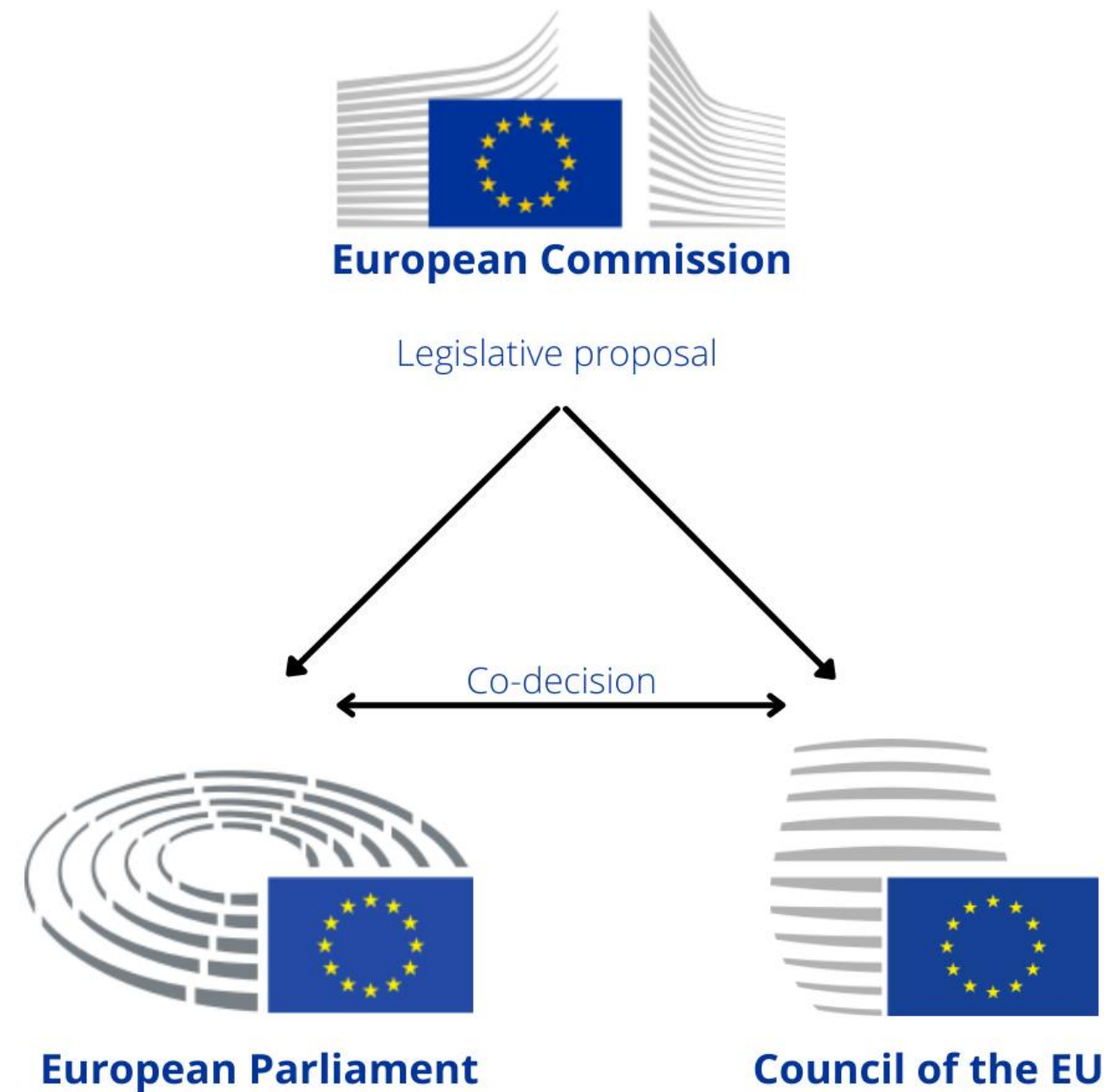
SOURCE: POLITICO research, European Union, NATO, EFTA

By Arnau Busquets Guàrdia and Lucia Mackenzie

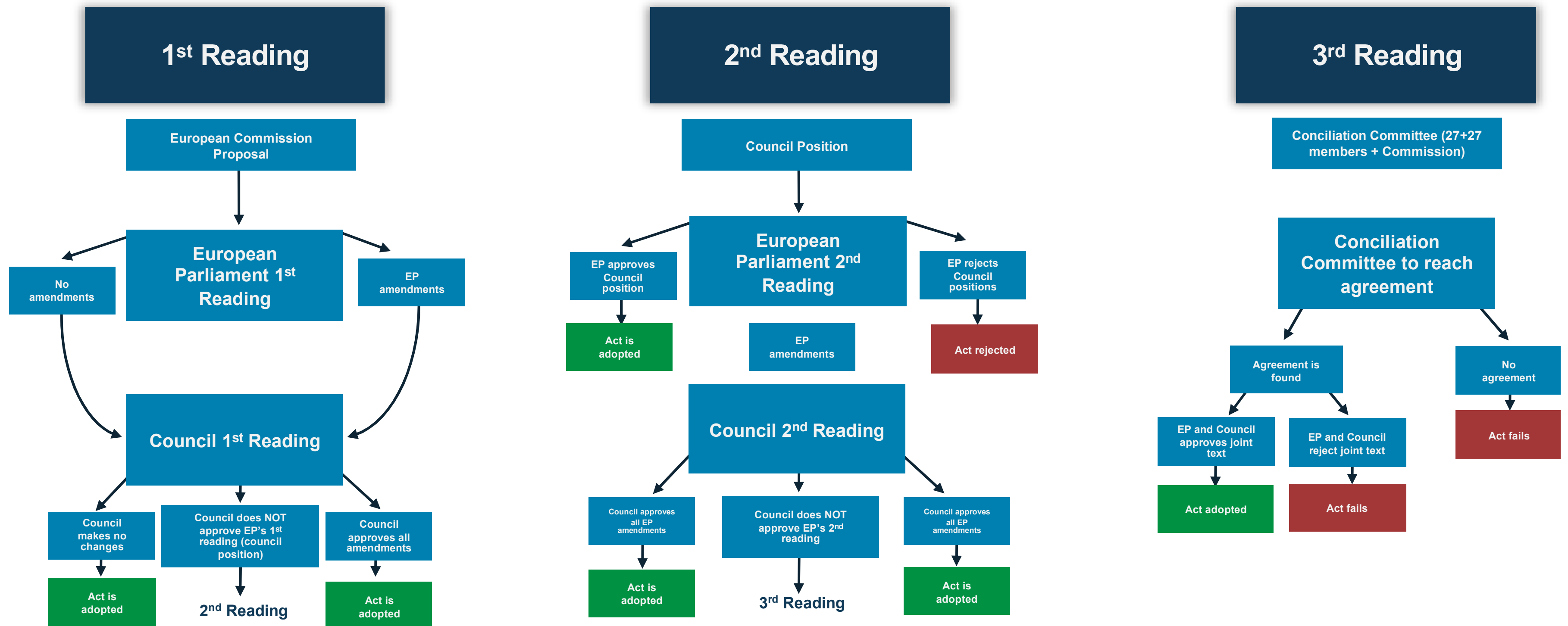
Source: POLITICO, last update March 2024

POLITICO

Decision-making in the EU Institutions



The Ordinary Legislative Procedure. Any Questions?



The Competences: What does the EU Regulate?



Exclusive EU ([Art. 3 TFEU](#))

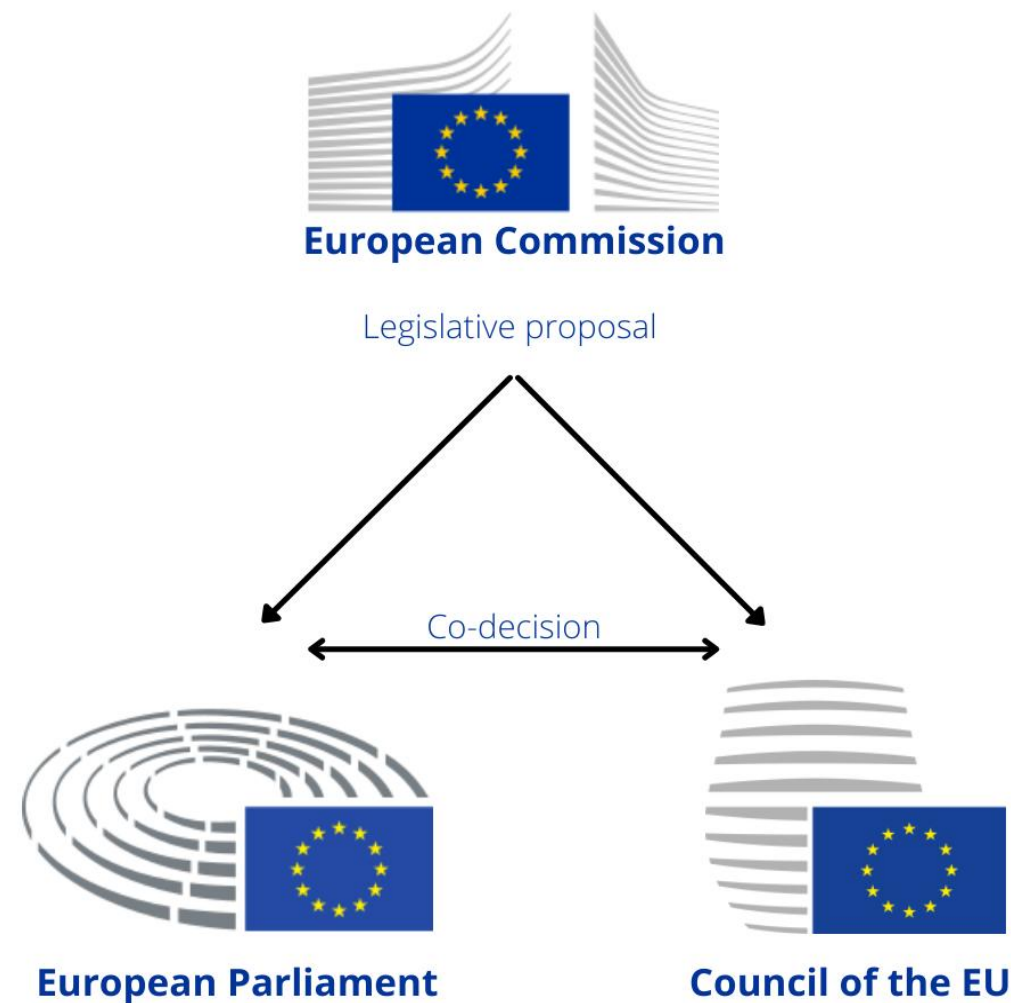
- Trade Policy: Management of trade, tariff and investment relationships, signing agreements w/ non-EU:
 - Trade in goods and services; commercial aspects of intellectual property, such as patents; public procurement; foreign direct investment
- Competition rules necessary for the functioning of the internal market
- Conservation of marine biological resources under the common fisheries policy

Decision-making in the EU Institutions

Power of initiative by Commission

Sent to Parliament and Council, who:

- ✓ Adopt without changes;
- ✎ Amend the proposal and adopt it;
- ✗ Reject proposal



Council and Parliament may:

- 📄 Adopt official recommendations
- 👉 Ask the Commission for a proposal on a given topic
- 👤 Shape the mandate of a new Commission

The European Commission

Executive Body of the EU

-  1 Commissioner per Member State
-  Proposes & enforces EU law
-  **President:** Elected by the European Parliament
Currently: **Ursula von der Leyen** (DE)

AS AN ORGANISATION

~50

departments
(DGs & services)

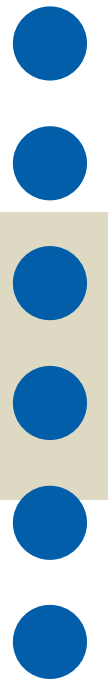
6

executive
agencies

~32,000

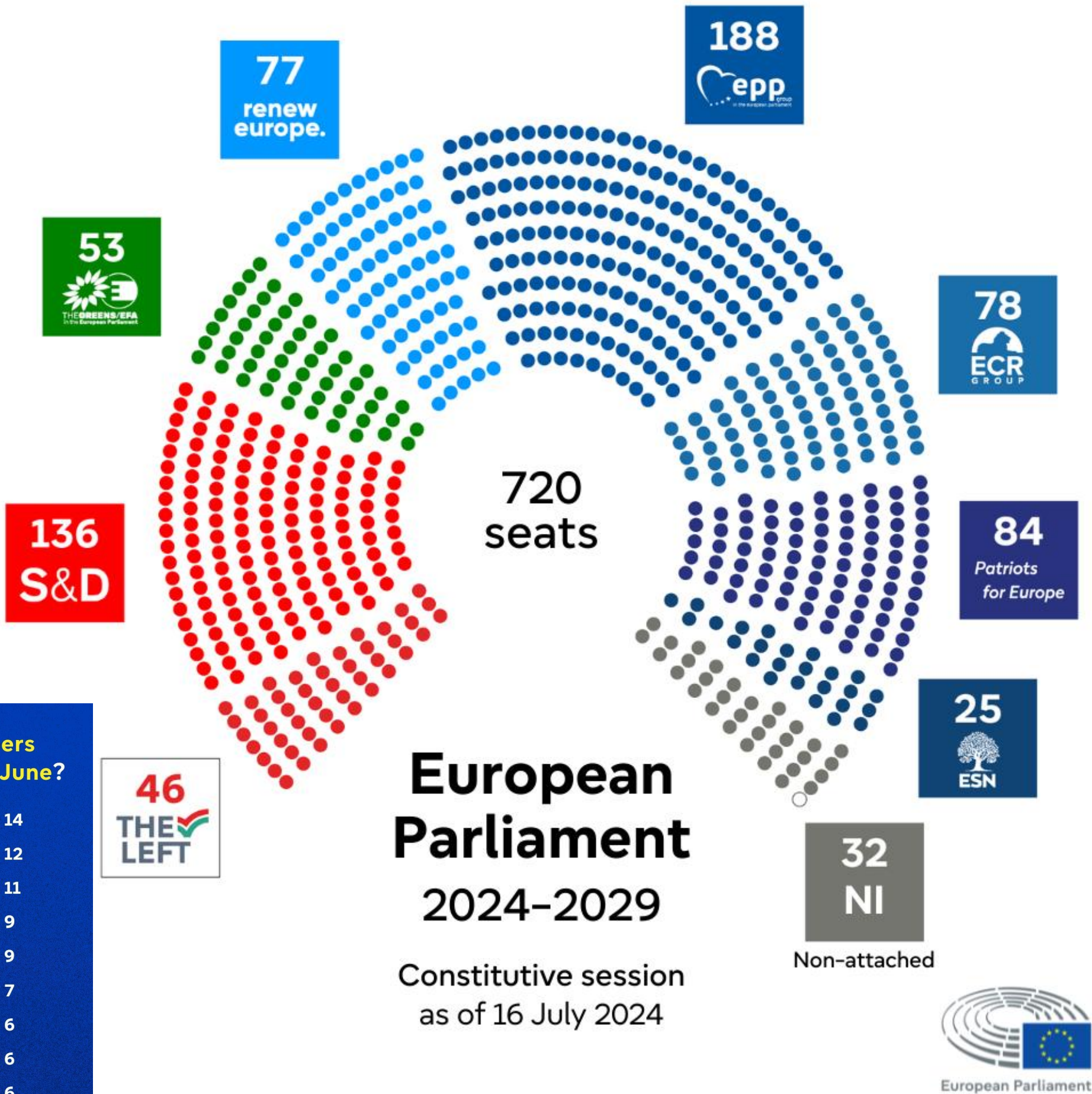
employees





How many **Parliament members** will each EU country elect **this June**?

DE  96	CZ  21	IE  14
FR  81	SE  21	HR  12
IT  76	PT  21	LT  11
ES  61	HU  21	SI  9
PL  53	AT  20	LV  9
RO  33	BG  17	EE  7
NL  31	DK  15	CY  6
BE  22	FI  15	LU  6
EL  21	SK  15	MT  6



The European Parliament

-  8 Political Groups
-  MEPs per country: **6 to 96**
-  22 Committees
-  Monthly Plenaries in Brussels / Strasbourg
-  **President** elected by MEPs
Currently **Roberta Metsola** (MT, EPP)



EARLY 2027 · Mid-term “reshuffle”: President, Vice-Presidents & committee chairs up for re-election

The Council of the EU vs. European Council

Council of the European Union

- Co-legislator with the European Parliament
- Forum for negotiation of 27 Governments
- Dozens of thematic Working Groups
- Presidency** rotates every 6 months. Currently **Ireland**



European Council

- Periodic Official Meeting of the 27 Heads of State + Parliament & Commission Presidents
- President** 2.5 Years renewable once
- Currently **António Costa** (PT)



ÉIRE2026.EU
IRELAND2026.EU

Presidency 1 Jul – 31 Dec 2026 · next: Lithuania



Questions?



Teresa Ribera Rodríguez
Executive Vice-President
Clean, Just and Competitive Transition



Ursula von der Leyen
President



Henna Virkkunen
Executive Vice-President
Tech Sovereignty, Security and Democracy



Maroš Šefčovič
Commissioner
Trade and Economic Security
Interinstitutional Relations and Transparency



Valdis Dombrovskis
Commissioner
Economy and Productivity
Implementation and Simplification



Dubravka Šuica
Commissioner
Mediterranean



Olivér Várhegyi
Commissioner
Health and Animal Welfare



Wopke Hoekstra
Commissioner
Climate, Net Zero and Clean Growth



Andrius Kubilius
Commissioner
Defence and Space



Marta Kos*
Commissioner
Enlargement



Stéphane Séjourné
Executive Vice-President
Prosperity and Industrial Strategy



Jozef Šikela
Commissioner
International Partnerships



Costas Kadić
Commissioner
Fisheries and Oceans



Maria Luís Albuquerque
Commissioner
Financial Services and the Savings and Investments Union



Hadja Lahbib
Commissioner
Preparedness and Crisis Management
Equality



Kaja Kallas
High Representative/Vice-President
Foreign Affairs and Security Policy



Magnus Brunner
Commissioner
Internal Affairs and Migration



Jessika Roswall
Commissioner
Environment, Water Resilience and a Competitive Circular Economy



Piotr Serafin
Commissioner
Budget, Anti-Fraud and Public Administration



Dan Jørgensen
Commissioner
Energy and Housing



Ekaterina Zaharieva
Commissioner
Startups, Research and Innovation



Michael McGrath
Commissioner
Democracy, Justice and the Rule of Law



Apostolos Tzitzikostas
Commissioner
Sustainable Transport and Tourism



Roxana Mînzatu
Executive Vice-President
People, Skills and Preparedness



Christophe Hansen
Commissioner
Intergenerational Fairness, Youth, Culture and Food



Glenn Micallef
Commissioner
Intergenerational Fairness, Youth, Culture and Sport



Raffaele Fitto
Executive Vice-President
Cohesion and Reforms



Dog Planet, People & Science for Policy					Directorate A			Directorate B	Directorate C		Directorate D	Directorate E	Directorate H					
ERCEA.A.1 Alban KELLERBAUER	ERCEA.A.2 Martin PENNY	ERCEA.B Philippe CUPERS	ERCEA.B.1 Raluca IONESCU	ERCEA.B.2 Josefina ENFEDAQUE	EISMEA.E Stephane GUAKI	EISMEA.E.1 Agnès MONFRET Grzegorz AMBROZIOWICZ	EISMEA.E.3 Denise PERRIN Andrei LINTU	REA.B Mila BAS SANCHEZ	CINEA.C Matthias LANGEMEYER	CINEA.C.2 Rodrigo GUTIERREZ-DOMINGUEZ	HADEA.A.3 Stephane HOGAN	HADEA.B.3 Watarcio LAU	CINEA.A.1 Francisco LOPEZ MECHERO	CINEA.A.2 Giuseppe BARBARA	CINEA.A.3 Céline VANDRECHTE- TINIERS	EISMEA.C Maartt VIILANEN	EISMEA.C.1 Alice LANGEROVA	EISMEA.C.2 Kyriakos GEORGIOPOULOS
ERCEA.B.3 Catherine BERENS	ERCEA.B.4 Pablo PEREZ-ILLANA	ERCEA.B.5 Lino PAULA	ERCEA.C Timo HALLANTIE	ERCEA.C.1 Niki ATZOULATOU	EISMEA.I.1 Francesca DORIA	REA.C Mikko WILKKI	REA.C.3 Alex FIALA	REA.B.3 Arnoldas MILIKAS Attila PERCZAK	CINEA.C.3 Ivan ROMANOVICH		REA.C.1 Kristien VAN GEGY Bart VAN CAEMMEGH	REA.B.1 Sebastiano FUMERO Julio ALESSO ARNALDO	ERCEA.C.4 Nikola CAR	ERCEA.D Pascale CIG	ERCEA.D.1 Philippe VUIGRIEN	ERCEA.D.2 Carole MICHAELER	HADEA.C.1 Alexandros IATROU Katerina STRYJANAK	REA.A.5 Michel VANDIERVLIET Frederic MICHELIS
ERCEA.C.2 Timo HALLANTIE (adj.)	ERCEA.C.3 Anita KUCHARSKA	ERCEA.D.3 Tobias LAMBECK			REA.C.4 Sari VARTANEN- HARTIKU Walter ARSOLI			CINEA.C.1 Domenica SLOWINSKA					REA.D Gaie PANTOCH	REA.D.1 Lars DE NUL	REA.D.2 Barbara KAMPIS Jens Christian GAYRARD	REA.D.3 Griet VAN CAEMMEGH	REA.D.4 Ekaterina SIMOVA	

¹ The Common knowledge and data management service works jointly with the Common Policy Centre (CPC).

What Influences the Commission to Initiate Legislation?



TECHNICAL ACTORS

- Input from scientific and advisory committees
- Expert Groups
- EU Agencies



POLITICAL ACTORS

- European Parliament
- Member States in the Council
- European Citizens' Initiative: 1 million citizens from at least 7 Member States



PUBLIC ACTORS

- Public Consultations
- Stakeholder Consultations
- Member States Engagement
- Media
- “Real Life”, Political Events



Important: check the relevant institutional stakeholders to your sector!

Reading the 2026 Commission Work Programme



Adopted 21 October 2025

CWP 2026 · “Europe’s Independence Moment”

47

legislative initiatives

53%

with a simplification / burden-reduction dimension (25 of 47)

25

pending proposals marked for withdrawal (+1 repeal)

111

pending proposals the Commission wants closed

Also: 38 new policy objectives · 20 evaluations & fitness checks

How practitioners read a work programme

- 1 Go straight to the annexes.** Annex I = what is coming · III = what must close · IV = what may be withdrawn · V = what is repealed.
- 2 Read the timing column as a countdown.** A Q3 date means the call for evidence, consultation and impact assessment are happening now: that is your window.
- 3 Decode the label.** “Legislative, incl. impact assessment”, the legal basis and “omnibus” tell you the procedure, evidence depth and who decides.
- 4 Treat simplification as a reopening.** Burden-reduction omnibuses reopen recently agreed laws: a chance to fix problems, and a risk to hard-won compromises.
- 5 Notice what is missing or slipping.** Delayed, downgraded or withdrawn files signal priorities. Cross-check with the State of the Union, Council presidency programmes and Parliament resolutions.

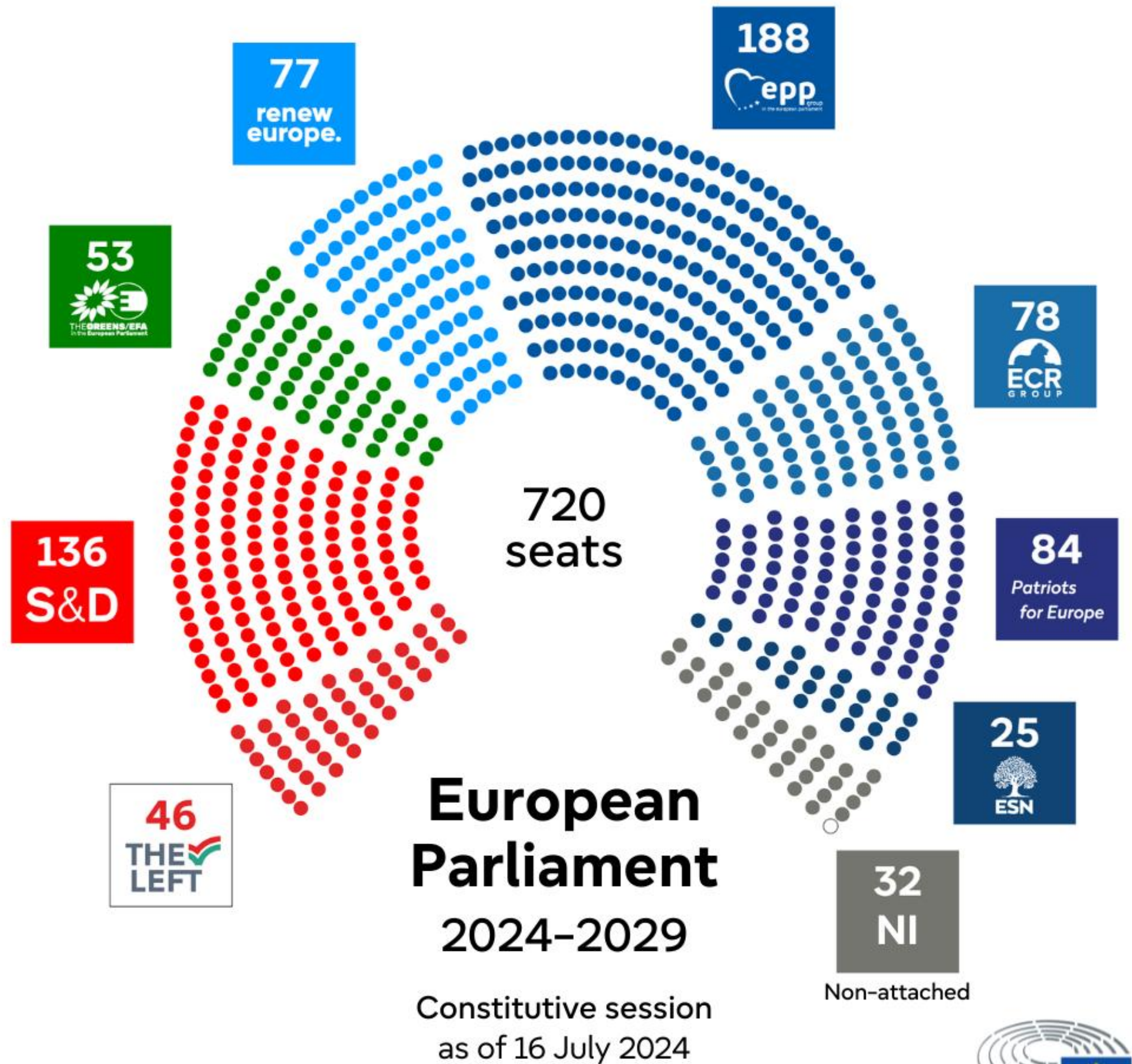
2026 emphasis:

Competitiveness

Simplification

Implementation & enforcement

Source and cover image: European Commission, Commission work programme 2026 and annexes



European Parliament

Who Chairs What: Parliament Committees 2024-2027

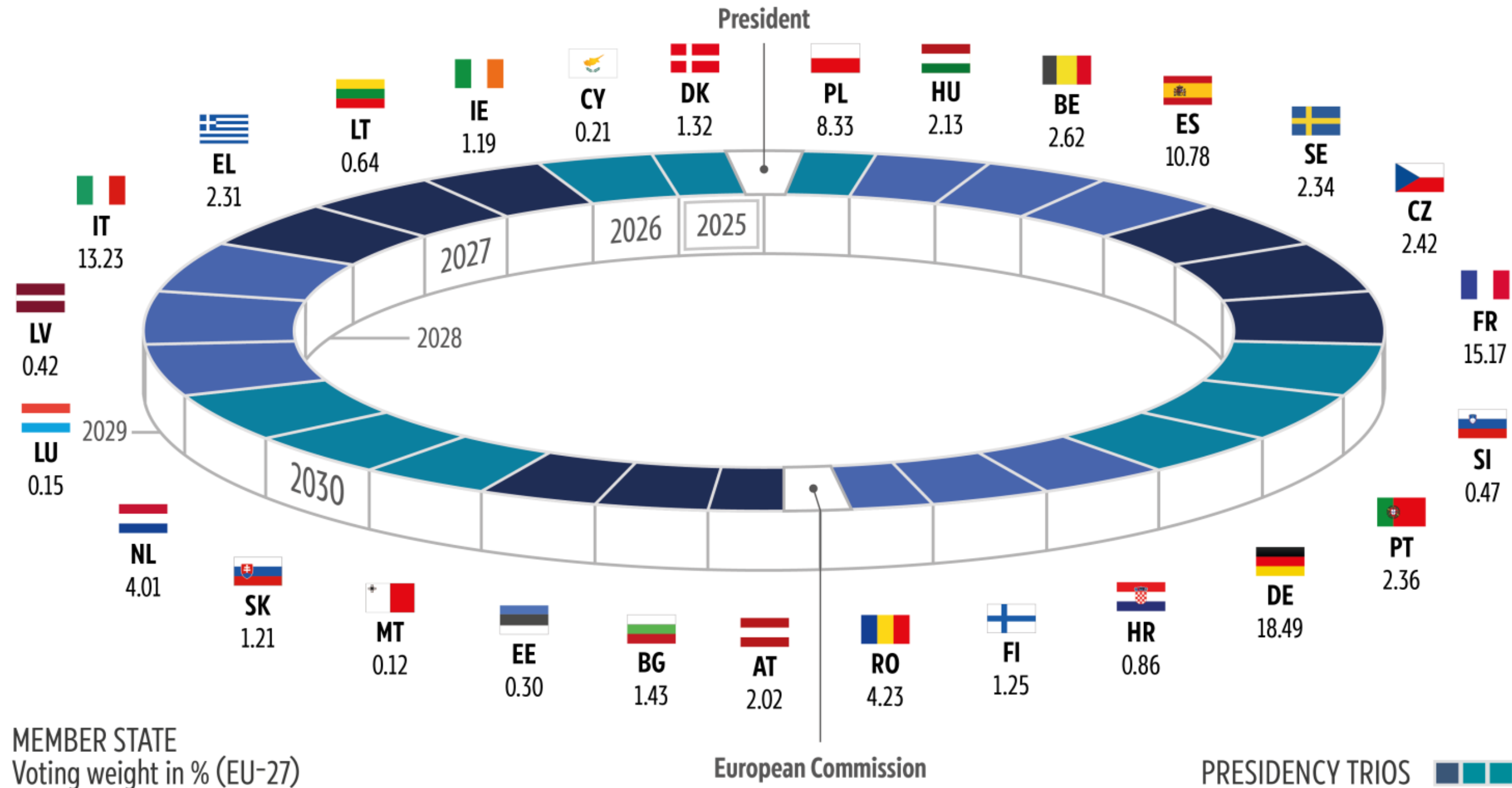
Foreign Affairs	Security and Defence	Development	International Trade	Budgets	Budgetary Control	Economic and Monetary Affairs	Employment and Social Affairs	Environment, Climate and Food Safety	Public Health	Industry, Research and Energy	Internal Market and Consumer Protection
											
David MCALLISTER	Marie-Agnes STRACK-ZIMMERMANN	Barry ANDREWS	Bernd LANGE	Johan VAN OVERTVELDT	Niclas HERBST	Aurore LALUCQ	Li ANDERSSON	Antonio DECARO	Adam JARUBAS	Borys BUDKA	Anna CAVAZZINI
EPP	Renew	Renew	S&D	ECR	EPP	S&D	The Left	S&D	EPP	EPP	Greens/EFA
											
Transport and Tourism	Regional Development	Agriculture and Rural Development	Fisheries	Culture and Education	Legal Affairs	Civil Liberties, Justice and Home Affairs	Constitutional Affairs	Women's Rights and Gender Equality	Petitions	SUBCOMMITTEES 	
											
Elissavet IOZEMBERG-VRIONIDI	Adrian-Dragoș BENEA	Veronika VRECIONOVÁ	Carmen CRESCO DÍAZ	Nela RIEHL	Ilhan KYUCHYUK	Javier ZARZALEJOS	Sven SIMON	Lina GÁLVEZ	Bogdan RZOŃCA		
EPP	S&D	ECR	EPP	Greens/EFA	Renew	EPP	EPP	S&D	ECR		
											
										Mounir SATOURI	Pasquale TRIDICO
										Greens/EFA	The Left
											

Chairs by group: EPP 8 · S&D 5 · ECR 3 · Renew 3 · Greens/EFA 3 · Left 2 · Patriots 0 · ESN 0 Mid-term re-election of chairs: early 2027.

22 standing committees + 2 subcommittees (DROI, FISC); special committees not shown. Source: European Parliament, as of October 2026

The Council of the European Union

The rotating presidency of the Council



Data source: Council

EPFRS | European Parliamentary Research Service

Source: epthinktank.eu



Filter by topic

☒ Consumer protection

[+ See all topics](#)

Working parties by Council configuration

☐ Agriculture and Fisheries Council

☐ Competitiveness Council

☐ Economic and Financial Affairs Council

☐ Education, Youth, Culture and Sports Council

☐ Employment, Social Policy, Health and Consumer Affairs Council

[+ See all Council configurations](#)

Council preparatory bodies

- › [Ad Hoc Working Party on Genetically Modified Organisms \(GMO\)](#)
- › [Coreper I](#)
- › [Working Party of Chief Veterinary Officers](#)
- › [Working Party of Veterinary Experts](#)
- › [Working Party on Agricultural Questions](#)
- › [Working Party on Consumer Protection and Information](#)
- › [Working Party on Foodstuff Quality](#)
- › [Working Party on Foodstuffs](#)
- › [Working Party on Pharmaceuticals and Medical Devices](#)
- › [Working Party on Technical Harmonisation](#)

COVID-19: This page is constantly updated to reflect the latest changes to the calendar of summits, ministerial meetings and video conferences.

The list of meetings of the Council preparatory bodies is included in the following document:

The Council is supported by the Committee of Permanent Representatives of the Governments of the Member States to the European Union (**Coreper**) and more than **150 highly specialised working parties and committees**, known as the 'Council preparatory bodies'.

The preparatory bodies can be divided into two main categories:

Voting calculator

Council of the EU

Download the voting calculator also for your mobile device.



> Download from App Store

> Download from Google Play

Set the votes for each country

Countries participating	Votes	Reset all to Yes
☒ All countries participating ☐ Only Eurozone countries participating		
☒ Austria 1.98% of population	☒ ☐ ☐	
☒ Belgium 2.56% of population	☒ ☐ ☐	
☒ Bulgaria 1.56% of population	☒ ☐ ☐	
☒ Croatia 0.91% of population	☒ ☐ ☐	
☒ Cyprus 0.20% of population	☒ ☐ ☐	
☒ Czech Republic 2.35% of population	☒ ☐ ☐	
☒ Denmark 1.30% of population	☒ ☐ ☐	
☒ Estonia 0.30% of population	☒ ☐ ☐	
☒ Finland 1.33% of population	☒ ☐ ☐	

Choose the voting rule

Voting rule

Qualified majority

Voting result



Final result

Approved

Download results as pdf

27

member states

Minimum "Yes" required for adoption: (55%) 15

27

Yes

0

No

0

Abstain

The Council of the EU: How It Decides

Qualified majority = a double majority

55%

of Member States
(15 of 27) vote in favour



65%

of the EU population
is represented

- **Blocking minority:** at least 4 Member States representing more than 35% of the population.
- **Abstention** counts as a vote against under QMV.
- **~80%** of EU legislation is adopted by QMV (ordinary legislative procedure).
- **Unanimity** still applies to taxation, foreign & security policy, enlargement and the long-term budget (MFF).

Where decisions are really prepared

Ministers

10 Council configurations

Political decisions and formal votes

Coreper I & II

Deputy ambassadors / ambassadors

Settle most files before ministers meet

150+ working parties

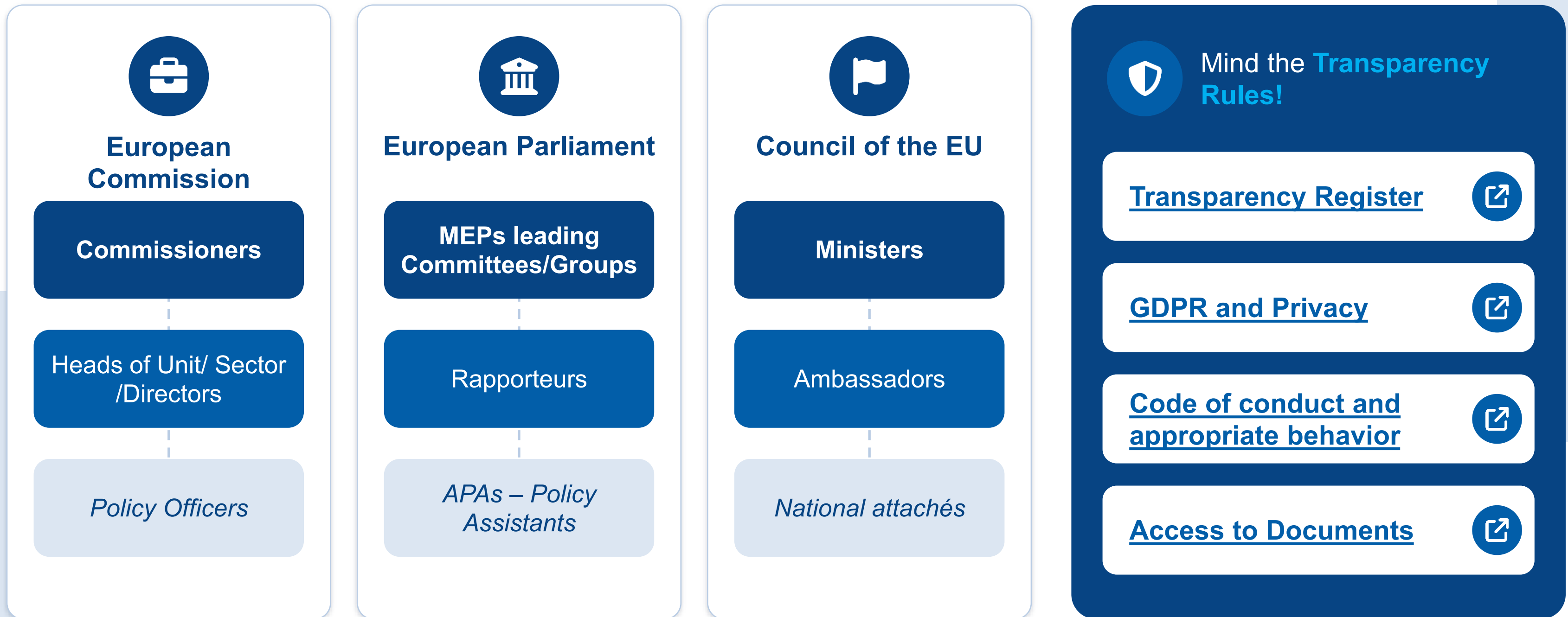
National attachés & experts

Line-by-line negotiation of the text

Engage attachés early, then Coreper: by the time ministers meet, most of the text is settled.

Source: Council of the EU (consilium.europa.eu), October 2026

Main EU Stakeholders

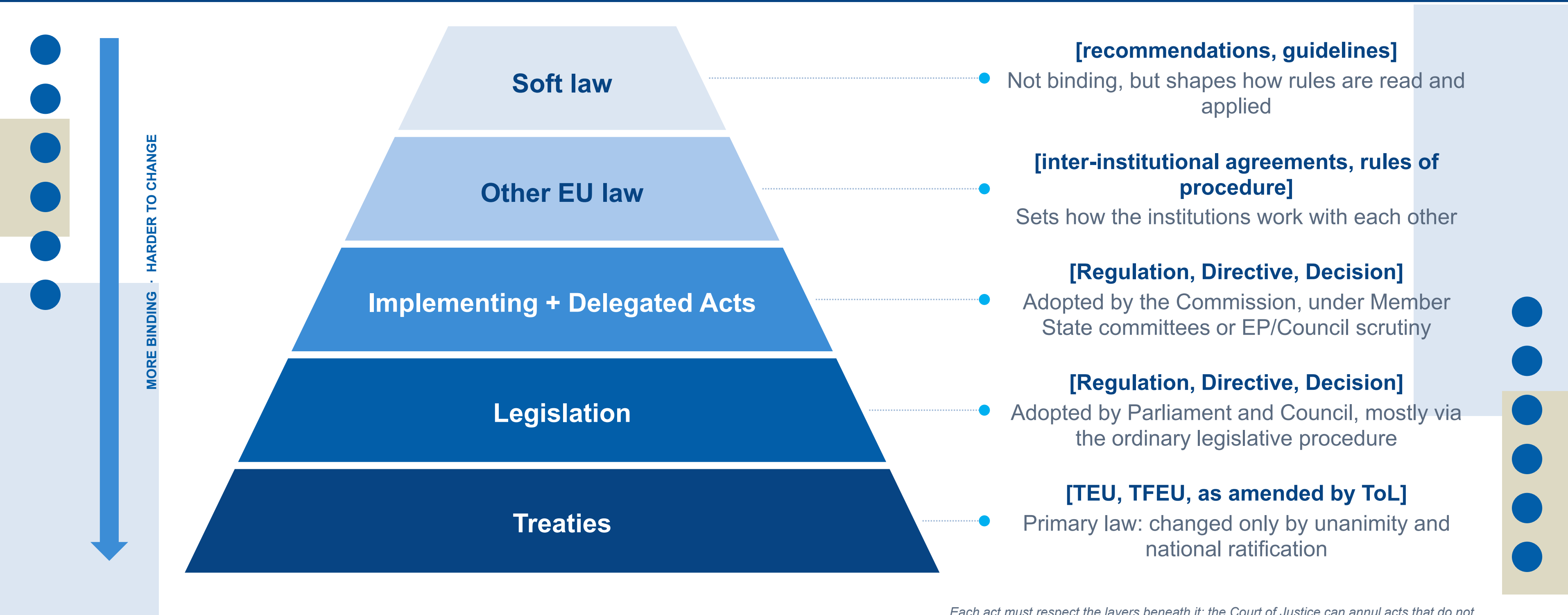


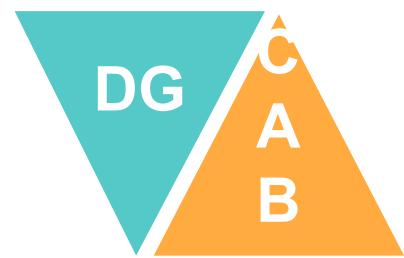
Top: political level · bottom: technical / working level

Questions?

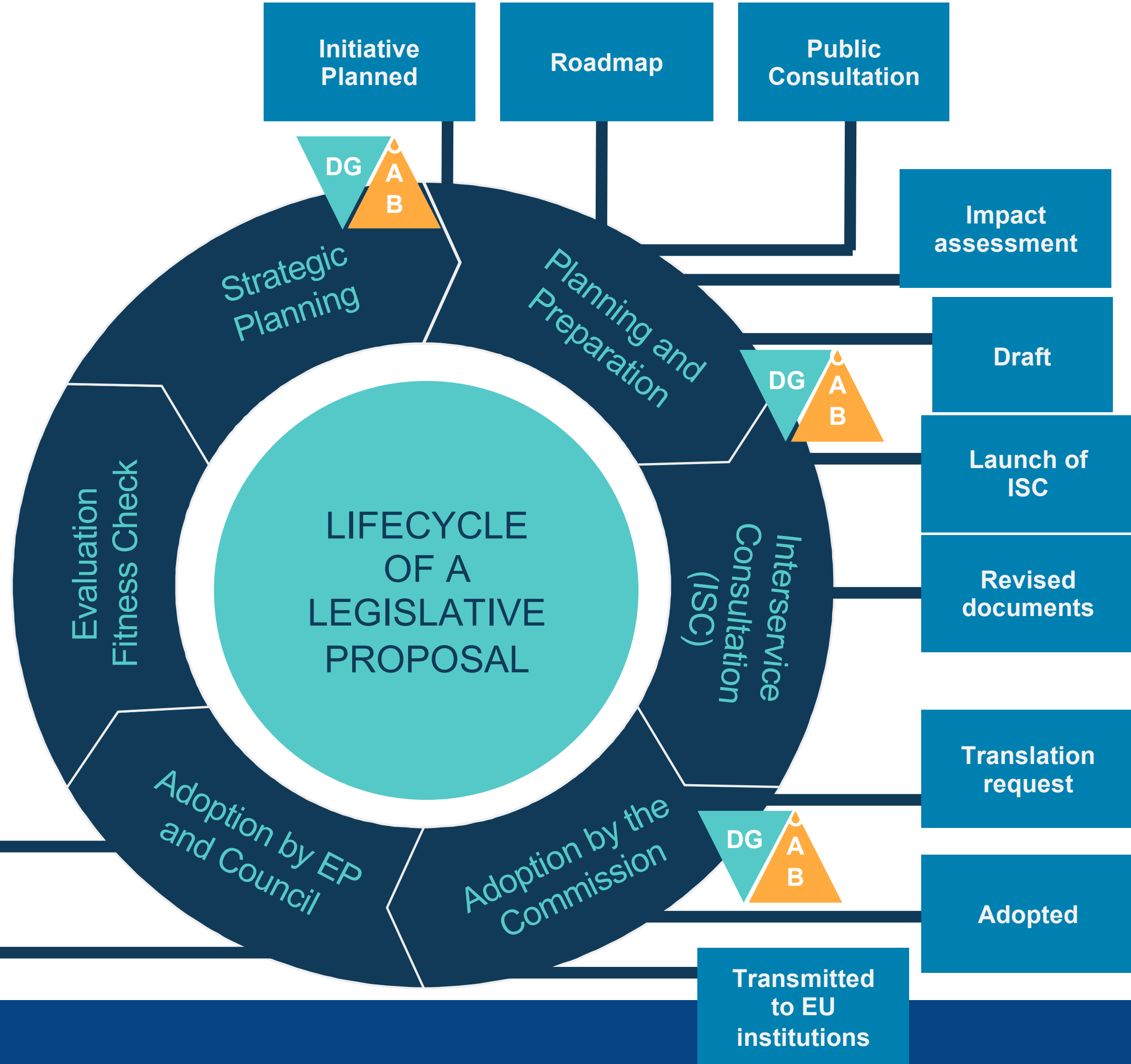
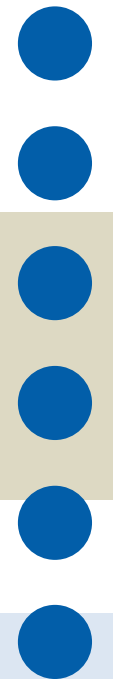


Hierarchy of EU Law

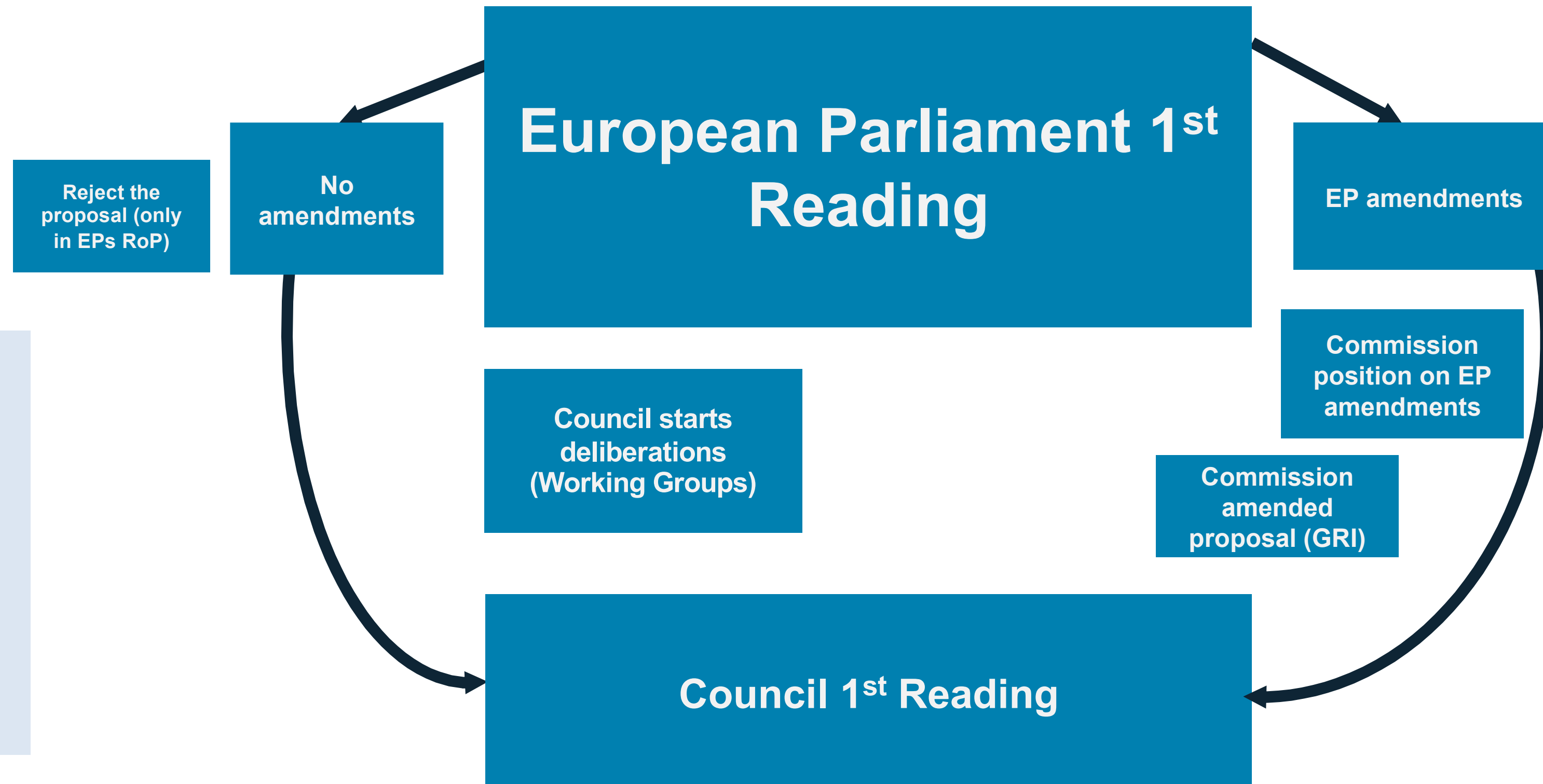




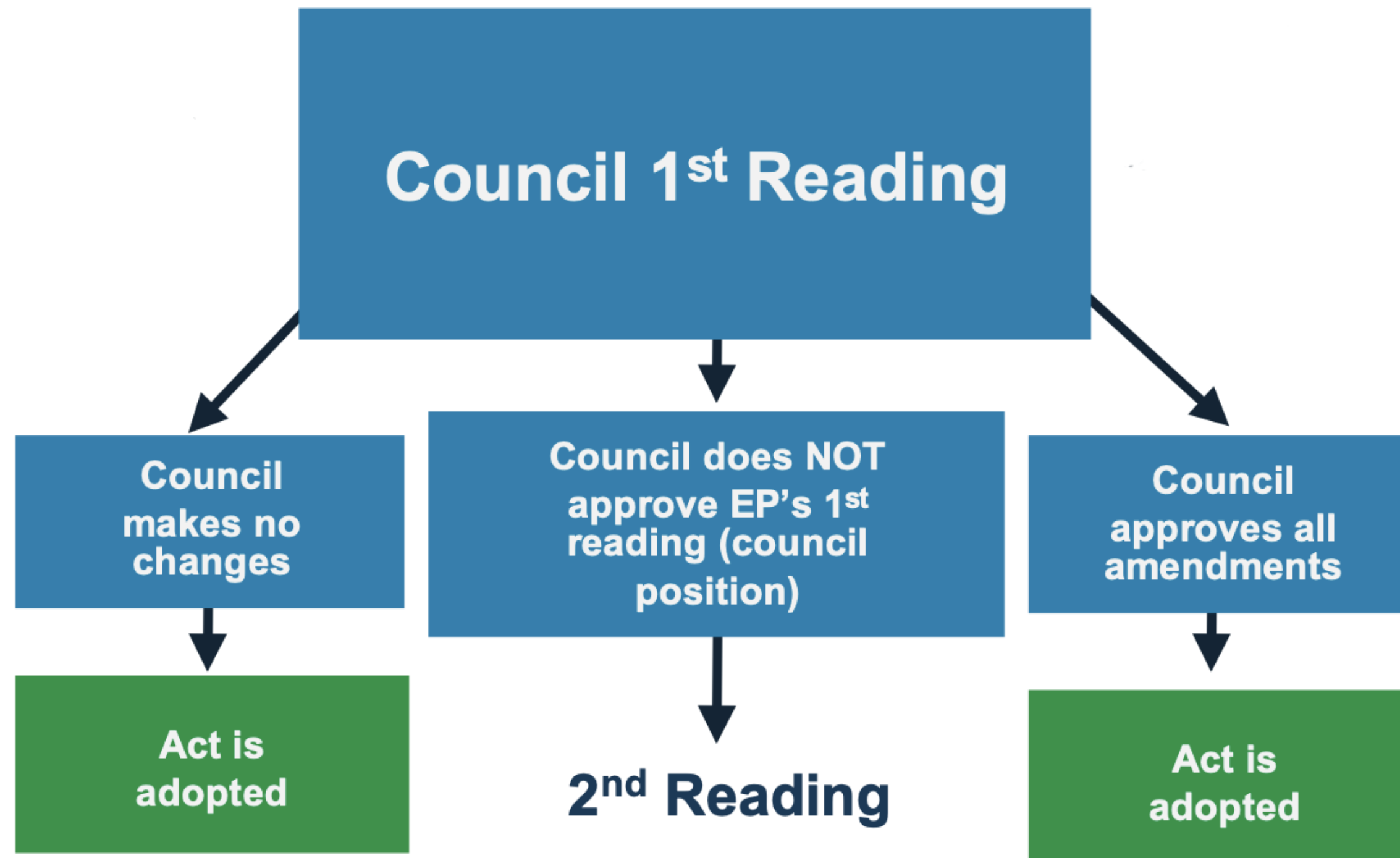
Prior agreement by the responsible Director-General & Cabinet(s)



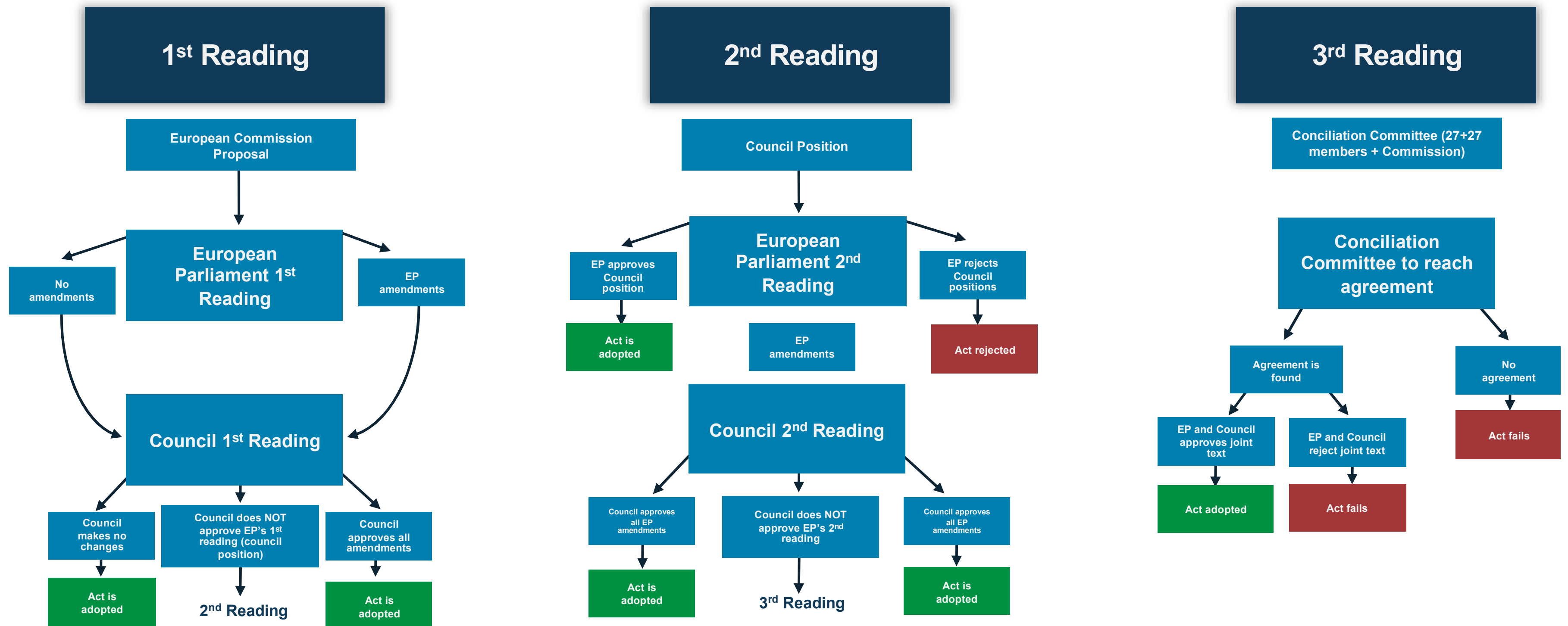
The Ordinary Legislative Procedure



The Ordinary Legislative Procedure



The Ordinary Legislative Procedure



Questions?



Forces Shaping EU Decision-Making in 2026

01 Competitiveness & simplification

WHAT'S DRIVING IT

- Draghi agenda; rolling “omnibus” packages
- 53% of 2026 CWP legislative initiatives cut burdens

WHAT IT DOES TO PROCESS

- Recently adopted laws are reopened
- Faster timelines, lighter impact assessments
- Hard cost data becomes the most persuasive input

EXAMPLE TO WATCH

Sustainability omnibus (CSRD, CSDDD); digital omnibus (GDPR, AI Act)

02 Security & defence

WHAT'S DRIVING IT

- ReArm Europe / Readiness 2030
- €150bn SAFE defence loans; first Defence Commissioner

WHAT IT DOES TO PROCESS

- Emergency legal bases (Art. 122 TFEU) that sideline Parliament
- “Economic security” framing spreads to trade, tech, energy

EXAMPLE TO WATCH

SAFE loans; European Defence Industry Programme (EDIP)

03 Implementation & enforcement

WHAT'S DRIVING IT

- Delivering what is already agreed: DMA, DSA, AI Act, Green Deal files

WHAT IT DOES TO PROCESS

- Action moves to delegated & implementing acts, guidelines and standards
- Reviews and national transposition become engagement points

EXAMPLE TO WATCH

AI Act guidelines & codes of practice; DMA/DSA enforcement decisions

04 Enlargement & geopolitics

WHAT'S DRIVING IT

- Ukraine, Moldova, Montenegro, Albania accession pushes
- Trade diversification amid US tariffs

WHAT IT DOES TO PROCESS

- Unanimity at every accession step gives single capitals leverage
- Trade deals made EU-only to speed ratification

EXAMPLE TO WATCH

Ukraine & Moldova negotiating clusters; EU–Mercosur ratification

05 Next long-term budget (MFF 2028–34)

WHAT'S DRIVING IT

- July 2025 proposal: almost €2 trillion
- National & Regional Partnership Plans; European Competitiveness Fund

WHAT IT DOES TO PROCESS

- Unanimity in Council + Parliament consent; deal targeted by end-2026
- Every policy fight becomes a budget-line fight

EXAMPLE TO WATCH

Farm & regional lobbies vs. merged national plans; new own resources

For every file, ask: which force is it riding — and which procedure, venue and timetable does that imply?

Sources: European Commission (CWP 2026; MFF 2028–2034 proposals); Council of the EU, October 2026



TODAY'S RESOURCES

[Voting Calculator of the Council of the EU](#)

[EU Legislative Observatory](#)

[European Agencies and other EU bodies](#)

[European Register of delegated & implementing acts](#)

[EU Public Register of Documents](#)

[Register of European Commission Documents](#)

[EU Transparency Page](#)

[EU Who is Who](#)

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LET'S CONNECT!

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