Management Plan 2024

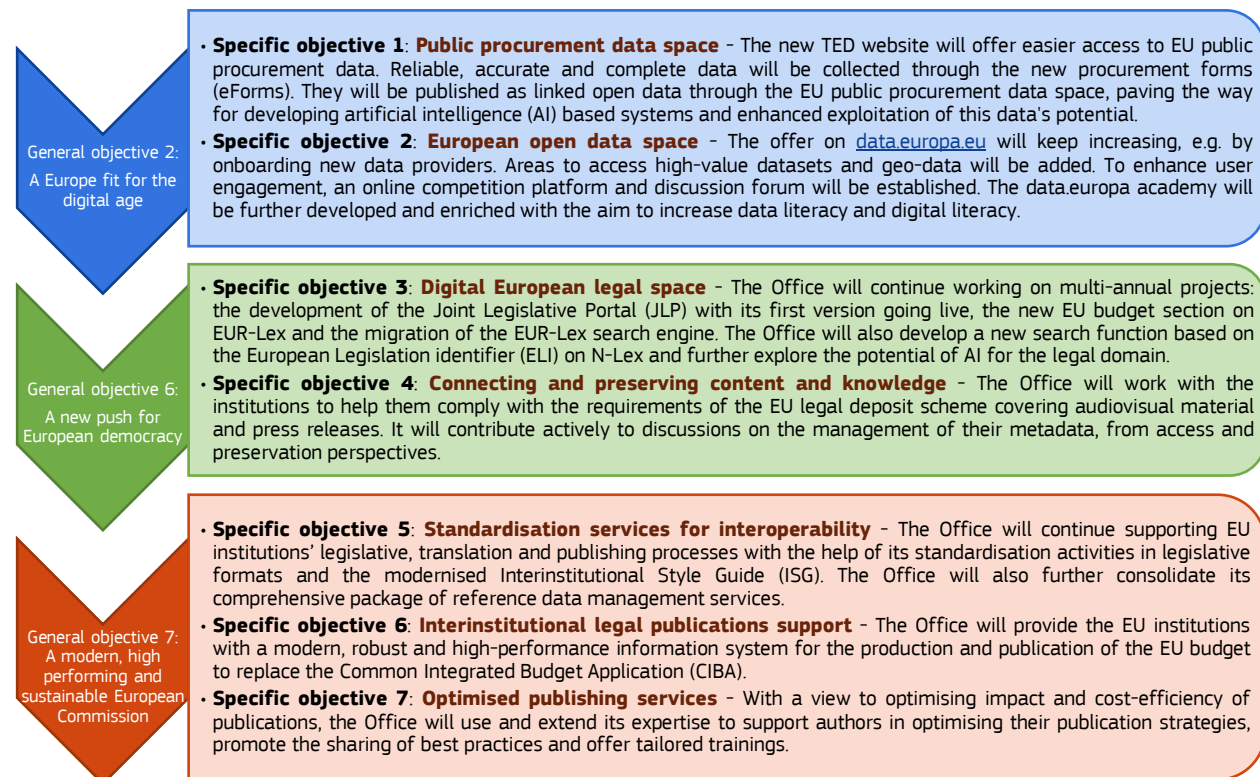PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

Contents

Introduction

Mission statement

The Publications Office of the European Union ('the Office') is the official **provider of publishing services** to all EU institutions, bodies and agencies. As such, it is the **central point of access** to EU law, and also to publications, data, research results, procurement notices and other official information. The Office therefore plays a central role in informing the public about what the EU does and means for them, and in unlocking the power of data. Its mission is to support EU policies as a centre of excellence for information, data and knowledge management, and to ensure that this broad range of information is available to the public as **accessible and reusable data** to facilitate transparency, economic activity and the diffusion of knowledge. A visual overview of the Office's service offer is below.

Main priorities and key deliverables in 2024

The Management Plan 2024, the last in the framework of the Strategic Plan 2020-2024, details the concrete outputs that the Office will deliver in 2024 and explains how these will contribute to reaching the objectives set out in the strategic plan. These are the Commission's general objectives on the one hand, and the Office's specific objectives on the other hand, highlighting its specific contribution to the attainment of the general objectives. The main elements of the Management Plan are shown below:

General objective 2:
A Europe fit for the digital age

- **Specific objective 1**: **Public procurement data space** – The new TED website will offer easier access to EU public procurement data. Reliable, accurate and complete data will be collected through the new procurement forms (eForms). They will be published as linked open data through the EU public procurement data space, paving the way for developing artificial intelligence (AI) based systems and enhanced exploitation of this data's potential.
- **Specific objective 2**: **European open data space** – The offer on data.europa.eu will keep increasing, e.g. by onboarding new data providers. Areas to access high-value datasets and geo-data will be added. To enhance user engagement, an online competition platform and discussion forum will be established. The data.europa academy will be further developed and enriched with the aim to increase data literacy and digital literacy.

General objective 6:
A new push for European democracy

- **Specific objective 3**: **Digital European legal space** – The Office will continue working on multi-annual projects: the development of the Joint Legislative Portal (JLP) with its first version going live, the new EU budget section on EUR-Lex and the migration of the EUR-Lex search engine. The Office will also develop a new search function based on the European Legislation identifier (ELI) on N-Lex and further explore the potential of AI for the legal domain.
- **Specific objective 4**: **Connecting and preserving content and knowledge** – The Office will work with the institutions to help them comply with the requirements of the EU legal deposit scheme covering audiovisual material and press releases. It will contribute actively to discussions on the management of their metadata, from access and preservation perspectives.

General objective 7:
A modern, high performing and sustainable European Commission

- **Specific objective 5**: **Standardisation services for interoperability** – The Office will continue supporting EU institutions' legislative, translation and publishing processes with the help of its standardisation activities in legislative formats and the modernised Interinstitutional Style Guide (ISG). The Office will also further consolidate its comprehensive package of reference data management services.
- **Specific objective 6**: **Interinstitutional legal publications support** – The Office will provide the EU institutions with a modern, robust and high-performance information system for the production and publication of the EU budget to replace the Common Integrated Budget Application (CIBA).
- **Specific objective 7**: **Optimised publishing services** – With a view to optimising impact and cost-efficiency of publications, the Office will use and extend its expertise to support authors in optimising their publication strategies, promote the sharing of best practices and offer tailored trainings.

A comprehensive stocktaking in 2023 reviewed the relevance and implementation of the Office's 2017-2024 strategic objectives. The Office will present a proposal for **updated strategic objectives** to its Management Committee in 2024. These will cover a five-year period, reflect the shift towards digital and data and the use of **artificial intelligence** (AI), and pay particular attention to interoperability, visualisation, greening and further fostering interinstitutional synergies.

In preparation of the 2024 **elections for the European Parliament**, the Office will provide all necessary support to the institutions through its websites and publications. Against the background of growing disinformation, the Office will offer authentic and trustworthy information, helping to empower voters to make an informed decision.

The Office will introduce significant novelties among its products and services to further **enhance user and stakeholder satisfaction**. The eForms and the new TED website will provide easier and more user-friendly access to public procurement information, improve the quality of data and foster better services and workflows. The Office's Unified Production Platform (UPP) is set to cover all workflows related to general publications, and modules for the production of legal publications will progressively be added.

Throughout its work, the Office will pay particular attention to ensuring a client-oriented approach, carefully assessing clients' needs, and step up outreach to further **enhance the uptake** and **impact of its services**. It will aim to make optimal use of AI to provide new services and continuously improve the efficiency of business processes, paying particular attention to transparency and explainability.

Main challenges in 2024

The Management Plan 2024 seeks to ensure that the core activities of the Office are conducted effectively and efficiently, against the background of high **geopolitical tension**, in particular Russia's aggression against Ukraine—where the Office ensures the timely publication of restrictive measures to give these legal effect--, high inflation, cybersecurity threats, increased workload resulting from the geopolitical, social and economic context in the EU and beyond, and the particular human resources challenges facing the EU institutions in Luxembourg.

Maintaining **cybersecurity** is a major challenge for the EU institutions and the Office. The Office will continue to further step up measures to ensure IT security, safeguard the integrity of its IT systems, and raise staff awareness in this area.

The specificities of Luxembourg as a **recruitment** site imply that recruiting highly qualified staff in line with the Office's competency needs remains a challenge. Fostering staff motivation, engagement and wellbeing is a primary objective of the Office.

Service offer of the Publications Office of the European Union

PART 1. Delivering on the Commission's priorities: main outputs for 2024

General objective 2: A Europe fit for the digital age

Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)

Towards the European public procurement space

To develop a truly effective European public procurement space, it is crucial for the Office to obtain and offer access to public procurement data that is structured and standardised. In 2024, the Office will further improve **eForms** (standard forms used by public buyers to publish notices on the TED website), provide easy and user-friendly access to public procurement data, and enhance the quality of data, while fostering better services and workflows**.**

The Office will assess the usability of the new web interface for submitting procurement notices (**eNotices2**) and the new layout of the procurement forms. Based on the results of this assessment, the Office will update the new eForms publication workflow where needed and will continue to support national eSenders and reusers to exploit the potential of eForms.

Easy and user-friendly access to public procurement data

The **new website for TED** will be operational by the beginning of 2024. It will offer easier, more user-friendly access to public procurement data and to bulk data. It will also allow for the extraction of statistical data and enable improved search and display of results. Channels for closer contact with users and reusers of TED will be established.

Higher data quality

The implementation of eForms will centralise the quality control of data with transparent rules that can also be checked by external parties (**eSenders**) before they submit procurement notices for publication on TED. The new schema of **eForms based on Universal Business Language** and wider use of **authority tables** will contribute to the collection of accurate, structured and standardised data that can be easily made interoperable and reusable. This will simplify the publication process and improve the quality of the information.

The development of the **eProcurement ontology** (^{1}) will cover further phases of the procurement workflow (eEvaluation, eAwarding, eRequest, ePayment) and will also facilitate exchanges between actors, thus setting the basis for the European public procurement space.
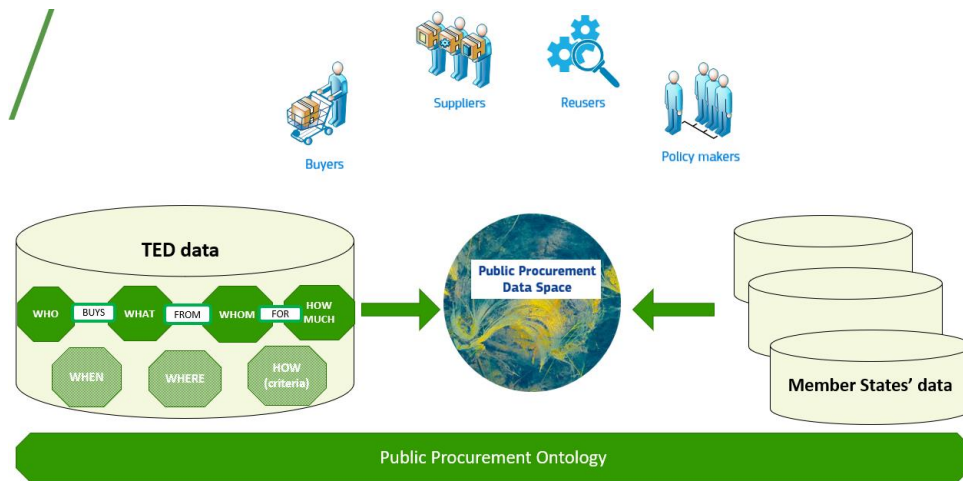
Better services and workflows

The new eForms will enable a simpler and more automated workflow in the publication process. The Office will continue to contribute to the **procurement analytics service**, i.e. a framework to analyse European public procurement data to support EU policies and objectives. It will continue to develop the artifacts needed to convert notices in a format compliant with the eProcurement ontology. These files will also be fed into the public procurement data space developed jointly with other Commission DGs (DG Informatics and DG for Internal Market, Industry, Entrepreneurship and SMEs). This project will facilitate the monitoring of public procurement data at regional, national and EU level, and thus foster efficient government spending, effective policy making and single market competitiveness.

The Office will develop solutions to automatically control certain aspects related to the lawfulness of notices published in TED. It will also continue to clean and enrich TED data and present it in dashboards and reports for both internal and external use while further working on data visualisation.

The Office will continue to help to integrate the **TED eTendering** service in SEDIA, the corporate eProcurement workflow, so that the institutions benefit from an enlarged set of procurement services.

In the context of the **30-year anniversary** of the internal market, the Office will organise a conference on the importance of procurement data in in the context of EU policies.


(^{1})   An ontology is a description of the concepts that represent a given subject. It provides formal naming and descriptions of their meaning, the categories used to classify the concepts, and the relations between them.

Towards the European open data space – data.europa.eu

The European open data space provides user-centric **data access and reuse services** that support the **dissemination, promotion and reuse of information** generated by the EU public administrations.
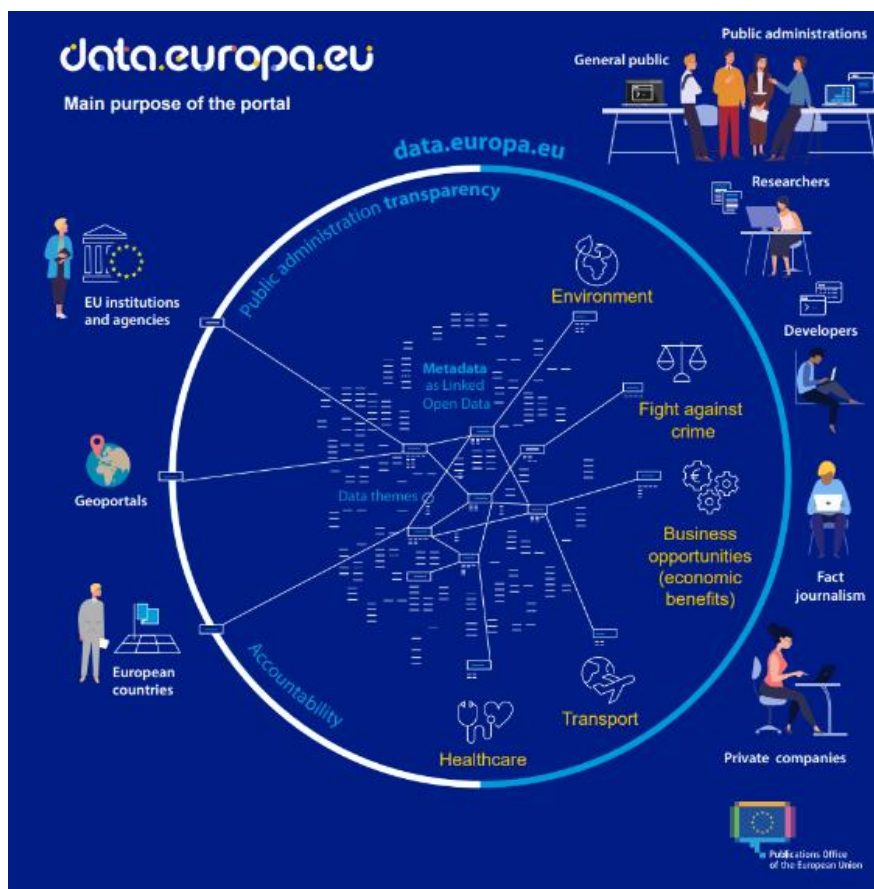
The focus in 2024 will be to enhance the features and services of data.europa.eu. The main upcoming improvements include the following areas:

- **datasets**: onboarding new data providers, continued support to existing and new data providers, new areas on the portal for high value datasets and geospatial data, the possibility to preview and visualise datasets, a new visualisation feature to help users to quickly grasp the content of a dataset and include the visualisation in their own publication, and access to the history of datasets to allow a better understanding of how a dataset has evolved over time.

- **search**: a new expert search to help finding the right datasets quickly and efficiently, and a new AI-based feature to check datasets for similarities.

- **user engagement**: establishing an online competition platform, creating a discussion forum for data users, reusers and providers, and conducting usability studies as well as a user survey, which will be used to improve the user interface.

- **data skills**: new content in the data.europa academy, and a personalised access to the academy, including a personal dashboard to allow learners to track their progress and the possibility to get badges and certificates for successfully completed courses.

During 2024 extra efforts will be dedicated to **user-oriented communication** to better understand users' needs and attract new users to data.europa.eu. Data stories will be written about the datasets and the topics that spark most interest among the visitors of data.europa.eu, and open data-related news and events will be shared extensively.

The **open data maturity** exercise to annually assess the quality of the metadata from European countries will be conducted and the report from the exercise will be further enhanced thematically and visually compared to previous years.

CORDIS services

To support the dissemination and exploitation of EU research results, the Office will continue to produce **multilingual articles and publications** that bring EU research results to professionals in the field and help innovators to develop new products and services based on the results of EU-funded research. The Office will further **intensify multichannel outreach** to targeted audiences and professionals via videos, podcasts, emails and user surveys.

The website of the Community Research and Development Information Service (CORDIS) will be further optimised based on results from web analytics and surveys. It is planned to increase the number of translations, by introducing the possibility to use machine translation and additional subtitling in 2024. CORDIS data services (e.g. the knowledge graph, public data extraction) developed in 2023 will be integrated into the website with focus on visualisation. Building on the European Research Information Ontology knowledge graph, CORDIS will further explore and implement enrichment methods and sources, including crowdsourcing. The Office will widen the scope of semi-automatic classification of EU research projects to cover sustainable development goals.

General objective 6: A new push for European democracy

Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Joint Legislative Portal

The main objective for 2024 will be to progress in the development of the **Joint Legislative Portal** (JLP) which aims to foster transparency in the EU law-making process by providing user--friendly access to information on the different stages of EU legislative procedures. The first version of the JLP will be delivered in April 2024.

EU budget section on EUR-Lex

Currently, the budget-related section on EUR-Lex is a static page. In 2024, it will be redeveloped and fully integrated into the EUR-Lex architecture, hence benefitting from all EUR-Lex features like the search function and information (metadata) enrichment. The goal is to make visible progress in publishing EU budget-related documents, thereby fostering transparency.

Akoma Ntoso for EU for consolidation

After the first documents based on the **Akoma Ntoso for EU (AKN4EU) format for consolidation** were published on EUR-Lex in 2023, the production of documents in this format will be gradually implemented in the daily production in the course of 2024. This format enables more detailed and flexible presentation of consolidated texts of legal acts and will also help to speed up the consolidation process.

AI-assisted analysis of the Union acquis

In the context of the Commission's endeavours to rationalise reporting requirements and reduce them by 25%, the Office will further develop its capacity to conduct targeted analyses of the corpus of EU legal data with the help of AI. In addition to its in-house work, the Office will also continue participating in the common efforts of the Joint Research Centre, DG Informatics and the Office to harness SeTA, the Semantic Text Analysis tool for this purpose.

EUR-Lex user needs and user experience

The Office constantly seeks to improve the user experience of EUR-Lex users. The results of an analysis of EUR-Lex visitors carried out at the end of 2023 will provide useful insights for further work in this direction in 2024.

Special focus will be given to get to know EUR-Lex users better through **extensive stakeholders' consultation**. The Office will collect more data on user's needs, to help ensure that EUR-Lex can respond as best as possible to what users really want.

New features to enhance user experience on EUR-Lex will continue to be developed (e.g. deep linking based on ELI subdivisions, display of case life-cycle, dedicated search for acts on specific subjects). Accessibility will be continuously improved to provide the best possible experience to users with visual or other impairments.

A **search function based on ELI metadata** will be proposed on N-Lex to provide better access to national law. A pilot project covering national transposition measures in Member States will be built in 2024.

The EUR-Lex search engine currently implemented using Micro Focus IDOL will migrate in the second half of 2024 to **ElasticSearch**, the corporate search solution at the Commission.

The Office will also start the work to **enrich the EUR-Lex collection of national case-law**. The goal is to include documents relating to preliminary ruling procedures, namely national decisions initiating those procedures and the national follow-up decisions.

Artificial intelligence for legal information and analysis of the Union acquis

Artificial intelligence (AI) is a fast-growing domain that will be key for further improving access to law in the digital European legal space. In the context of its community of practice **AI@OP**, the Office will continue to engage in internal and external activities related to 'legal AI'. It will continue to experiment with the use of semantic text analysis tools and systems (such as **SeTA@OP**)**,** and Publio, the chatbot of the OP Portal.

The Office will also further develop its capacity to conduct targeted analyses of the corpus of EU legal data, combining its extensive expertise in the legal field with its experience in the use of AI-powered tools.

Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

The Office's central repository (Cellar) as a data and information hub

Cellar, the Office's central repository, that makes content available via the Office's portals and directly to reusers, will be further optimised, in particular to offer the desired scalability. Cellar will be rendered more robust with a view to federating the Office's data with systems of multipliers in academia, public and private sectors.

Using artificial intelligence to enrich metadata

SeTA@OP, the Office's semantic text analysis project, can propose quality metadata for new documents during reception. This tool combines traditional AI techniques with modern machine learning to quickly associate the right set of metadata to documents. The Office creates metadata that describe its documents precisely, connect related documents and facilitate their precise search and retrieval. In 2024, the Office will move from a proof of concept to a first implementation step that can support metadata creators in their work.

The Digital Europe Programme-supported new exploratory project AI4XML aims to automate the generation of AKN4EU-compliant XML using open source large language models. This initiative will significantly enhance the availability of compliant legal data, and reduce the associated production costs.

Exploring natural-language user interfaces

EU institutions and Member States study how AI and related solutions could provide seamless, trustable and accurate 24/7 access to public services while using **natural language interfaces** and **large language models**. The Office will explore how interoperable networks of AI-based services, such as virtual assistants and voice-based interfaces, will let users have multilingual and transparent access to public data and services at any time.

Digital analytics services

The Office plans to refine its usage of AI cluster algorithms ([2]) with the aim of gaining a deeper understanding of the usage patterns on its websites. Based on such information the Office will enhance the services and information provided to its audiences.

The Office will analyse the feasibility of adopting new benchmarks for websites in line with the Green Deal. The Office will explore the carbon footprint of its websites with a view to

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[2]   Clustering algorithms is a technique in machine learning that discovers patterns and groups together similar data points. It has a wide range of applications in fields of AI and machine learning.

reducing it, taking into account the number of page views, the location of the server, the devices accessing the websites, the type of browser used, and the amount of data transferred.

EU Whoiswho

In 2024, the Office will further automate the production of the EU's directory of officials, EU Whoiswho, striving to further enhance the degree of data standardisation across institutions and publish their directories in a user--friendly way.

Identification and metadata provision

In 2024, the Office will look to expand the assignment of **digital object identifiers** (DOIs) to all general publications, including serial issues and parts. At the same time, there will be an extension of the metadata used to register DOIs, leading to an overall improvement of their discoverability and enabling a better connection with other DOIs in the identifier universe. The Office will also assess the opportunities to leverage the use of an **international identifier** for names to identify organisations and people (ISNI – International Standard Name Identifier).

New metadata elements will support the dissemination of new types of content, such as audiovisual works or press material. Richer metadata of disseminated works coupled with the potential of linked open data will facilitate access to EU information with new search capabilities. The Office aims to introduce a **new cataloguing tool** in 2024, improving the efficiency of bibliographical metadata production and allowing to add new types of content.

The Office will also streamline the workflow for assigning identifiers, ensuring a smooth follow-up of requests, in compliance with the legal deposit scheme. As part of this improvement, it will implement a **business-to-business workflow** with author services to establish an efficient request and deposit process between the Office's production platform and the IT systems of its clients.

Long-term preservation

The Office will continue to implement actions to ensure progress towards compliance with the international standards for trustworthy digital repositories. The Office will also add new collections to the digital repository dedicated to long-term preservation. In 2024, the Office envisages to deposit in this repository the files captured through its web preservation service.

EU legal deposit

In 2024, the EU institutions will evaluate their individual capabilities to comply with the requirements of the **EU legal deposit scheme** for **audiovisual and press material**. The Office will investigate how to exploit data flows and repositories to offer a central catalogue of this material, and it will assess the steps to extend the scheme to datasets and social media.

Web preservation

The Office will continue to provide a **web preservation** service on behalf of the EU institutions, through its collections, including the general archive of the europa.eu domain, and selective collections including HTML publications, social media, and research projects.

Digitisation of historical physical collections

The Office will launch a new call for tenders for **digitisation services**, with an entry into force later in 2024. The Office will promote the use of this new interinstitutional contract, to enable historical physical collections within the institutions to be transformed into a digital format.

The Commission (EC) Library

In 2024, the Library will play a central role in the **Evidence Transparency Service**, a cross-DG service intended to guide and support policy officers in their work by helping to identify, access, retrieve and (re)use evidence used in policy files. The Library will offer guidance sessions and a training programme to assist in the discovery and preservation of evidence for impact assessments and evaluations. The Library will enhance its online platform, **EC Library Guides**, highlighting essential research and information resources for policymaking. The Library will roll out the **EC Data Catalogue**, empowering Commission staff to discover the wealth of Commission data assets.

The **Ask-a-Librarian** service will offer comprehensive support to Commission staff across all their inquiries regarding data, information and knowledge in publications provided by the EC Library, using modern communication tools such as online chat for efficient assistance.

Furthermore, the Library will further reinforce its role as the central Commission service for the **acquisition of data, research, and information resources**. It will foster collaboration among EU institutions by supporting projects like a **union catalogue** and a **consortium-based model for acquisitions**. The Library will conclude a new interinstitutional framework contract for books in paper format, as well as yearbooks, updates and monographic series.

Increasing uptake and impact of content and information through multipliers

In 2024, in close cooperation with all EU institutions, the Office will continue to identify and reach out to actors and general and topic-specific networks that can serve as multipliers, to further increase the uptake and impact of the Office's services, content and information.

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge

Achieving greater interoperability in the EU institutions by facilitating the **streamlined exchange of legal data** and establishing a **corporate approach** for the management of reference data and knowledge organisation systems is a key objective for the Office.

AKN4EU for legal data

The introduction of **AKN4EU** as a standard format for structuring and exchanging legal data between the EU institutions will improve the processes of exchanging, accessing and reusing legal information. It will also bring new opportunities to develop innovative services (artificial intelligence) and support the needs of digital-ready policymaking.

In the context of development of the standard under the Interinstitutional Metadata and Formats Committee, the scope of the common vocabulary to structure semantically the content of documents will be extended to cover further types of documents produced by the EU institutions. Conceptual work will continue on a new version of AKN4EU to cover fully documents of the ordinary legislative procedure.

At technical implementation level, the Commission will start providing stakeholders with legislative proposals in AKN4EU format in a pilot mode. The institutions will be able to fully benefit from automated validation and conversion services implemented by the Office.

Corporate reference data management policy

In 2023, the Commission's Information Management Steering Board recognised the Office's comprehensive service package supporting **corporate reference data management policy** as a fully operational corporate service. The Office will consolidate its service offering further taking due account of user's feedback.

The Office contributed to the successful elaboration of the corporate list of countries and territories which was adopted at the Commission level, with active participation of the Council and the Parliament. In 2024, the Office will continue supporting the functioning of the corporate reference data management working group with a view to adopting further corporate reference data assets (e.g. corporate bodies). The Office will continue raising awareness across the Commission of the importance of corporate reference data management and engage in upskilling staff.


In the second semester of 2024, the Office will launch a call for proposals in the framework of the European Data Conference on Reference Data and Semantics (**ENDORSE**). The third edition of the event will be organised in March 2025.

Interinstitutional Style Guide (ISG)

Based on the successful user experience with the new digital edition of the ISG, the Office will put more focus on promoting this reference tool to fully explore its added value for corporate linguistic standardisation. Adequate **citations** are a key tool for improving transparency of EU information. Thus, more space will be given to this subject in the ISG following the successful pilot in the framework of the Evidence Transparency Service: **Quick Guide on Citation**.
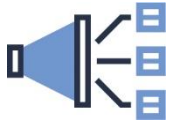
Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Production and publication of the EU budget

The Office will continue to develop the **Interinstitutional Budget Information System (IBIS)** to replace the Common Integrated Budget Application (CIBA) to provide the EU institutions with a modern, robust and high-performance information system for the production of the EU budget. IBIS is designed to optimise the user experience for both functionality and user interface.

The Office will pursue extensive testing campaigns for IBIS in 'production simulation mode' together with the stakeholders of the institutions concerned to make sure the system is 'fit for purpose' and efficiently supports this critical inter-institutional process.

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Interinstitutional reference centre for publishing services

The Office's service offer in the domain of publishing spans the full publication cycle, including pre- and post-production services, dedicated editorial advisory services and performance analysis. To **provide authors with state-of-the-art, demand-driven services** and with tools to optimise the efficiency of their publications, the Office, as domain leader for publications, will further extend its service offer in 2024, tailored towards specific authors' needs and considering new technologies, including AI technologies.

To provide expertise in support of collective EU communication efforts, work will also focus on further **professionalising the community of practice** and on **fostering a collaboration** and **performance culture** in the publishing domain. The overall goal is to support authors in enhancing the impact of their publications and to evaluate their cost-efficiency.

Collaborative planning of publications

The collaborative planning tool developed by the Office will enable authors and communication services to access publication information and to **collaborate on planned publishing activities** across the institutions. It will assist horizontal services in obtaining an overview of resources dedicated to publication activities and to provide insight on publishing strategies in line with political priorities. A stocktaking exercise on planning activities will be done in 2024.

Editorial advice

In 2024, the Office will further refine a range of advisory services, make **editorial guidelines** available online, and continue to provide an assessment of drafted or planned publications to consolidate best practices on optimizing outreach, developing concepts, structuring and disseminating publications. The Office will analyse the **impact of AI technologies on publishing activities** and assess potential new needs in advisory services.

Publication performance measurement

In 2024, the Office will offer a **single-entry point** to authors for performance analysis. The Office will expand its capacity to provide feedback on digital and physical consumption, social media coverage and citations, assisting authors to define and refine publication strategies.

Professionalisation of the community of practice

The Office has developed a modular set of learning materials related to publishing and accessibility, including in-person and on-line training, e-learning modules and videos, and a website on accessible publishing containing guidelines and tutorials. In 2024, the Office will complete its course offer to **cover the whole publishing cycle**.

Training offer for the publishing community of practice
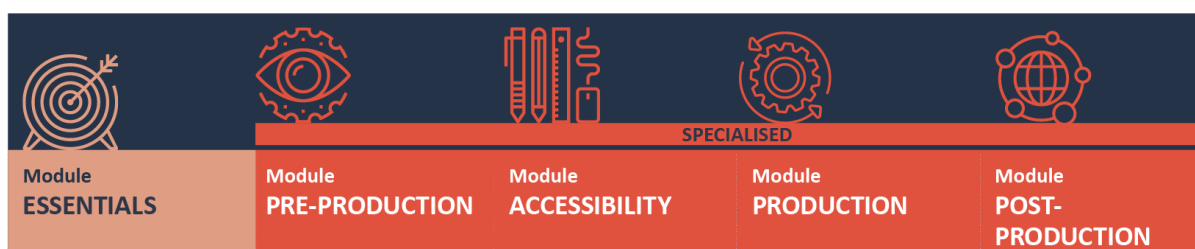
Optimised production services for accessible digital publications

With a view to making content accessible for people with disabilities, the Office will continue to encourage author services to provide the necessary input to increase the volume of digitally accessible publications.

Key elements that help achieving accessibility in digital publications are correct structure, sufficient colour contrast, consistent navigation, alternative text for meaningful images or illustrations, and plain language. The Office will continue to develop and deliver courses on accessibility, and tailor-made modules for groups (e.g. communicators, authors, designers and graphic designers).

The Office will further support authors with technical and practical advice, and will enhance its dedicated accessibility website and the virtual space for the publishing community of practice.

Linguistic services

In 2024, the Office will continue to provide **language quality services** in line with its mission as a **centre of excellence**. This entails streamlining the language quality services provided, providing author services with automated linguistic tools in the areas of language editing, linguistic quality assurance and linguistic quality support.

To meet the high demand for language-editing services from EU institutions, agencies and bodies, the Office will continue to foster process efficiency, e.g. by streamlining operational processes with the new UPP, by prioritising workload, by investing in staff skills, and by developing linguistic tools, including through the use of AI and new formats like AKN4EU.

Synergies in the printing domain and reduction of publications' stock

The Office will continue to provide services for printing, which remains relevant for specific audiences in parallel to the increasing use of digital publications. Through the **interinstitutional network on printing capacities**, the Office will contribute to facilitating potential synergies between internal printshops in the institutions.

The Office will continue to raise awareness on the need to **reduce stocks** with regular destocking proposals sent to author services, to ensure effective stock management and more environmentally friendly services. The Office will continue to advise author services to carefully estimate and streamline print run quantities required for immediate distribution.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework (³) supports **sound management and decision-making**. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

The Office has established an **internal control system** tailored to its particular characteristics and circumstances. The effective functioning of the Office's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

The Office will continue to implement the Office's strategy to support its transformation based on the following main axes.

Organisational structure

The Office will go through a medium-scale reorganisation in January 2024 to further optimise the way the Office and its teams are organised to be able to deliver the highest added value in a rapidly evolving technological and societal context.

Attractive workplace

The Office will continue its daily efforts to ensure an **attractive workplace** for current and future staff and will **strengthen** collaboration with other DGs and institutions operating in similar activity areas to facilitate inter-DG/interinstitutional mobility. It will also continue to participate to several interinstitutional initiatives taken to enhance the attractiveness of the site of Luxembourg. This includes cooperation with the European Personnel Selection Office and with the European Academia network to further increase the pool of prospective candidates for recruitment. The Office will pay special attention to ensuring that job vacancies focus on the objectives of the job rather than on technical skills alone.

The Office will continue its daily work to ensure a **trust-based, inclusive and respectful workplace**. Managers will continue to be trained to prevent and fight against harassment and to avoid unconscious bias.

The Office will take concrete actions to follow up on the results of the Commission's 2023 staff survey launched by DG Human Resources.

Selection and recruitment policy

The Office will continue to build up talent pipelines, speed up selection procedures and reduce the vacancy rate as much as possible. A special effort will be made to strengthen geographical

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(³) Communication C(2017)2373 – Revision of the Internal Control Framework.

balance among AD non-managerial functions and to privilege recruitment from under-represented Member States whenever possible.

The Office is committed to ensuring gender-balanced management. It actively supports women in their career development aspirations, in line with the various female talent development policies and coaching programmes. It will continue its efforts to attract and promote **women in middle management positions**, and maintain balanced first appointments at middle management level.

Capacity skills and knowledge development

To define short and medium-term plans for recruitment and allocation of resources, the Office will perform a gap analysis at unit level to assess existing and missing competencies.

Through careful succession planning, job shadowing prior to departure, extensive exit interviews and handover files, the Office will **capture the competencies and knowledge of staff** who leave, motivate those colleagues who take over their responsibilities, and facilitate a smooth transition, thereby also ensuring business continuity.

Equality mainstreaming

The Office will continue to implement its equality work plan to better integrate and promote an equality perspective. The Office will provide staff with information on equality, diversity and inclusion in the form of learning materials and training courses.

Internal communication

Internal communication will continue to foster staff engagement and help staff place their work within the wider context of the Office's mission, the Commission's political priorities and overall developments in the EU and the world. A particular focus will be placed on informing staff in the context of the upcoming European elections.

Internal communication will also keep staff informed about organisational developments and projects led by or involving the Office. It will thus contribute to raising staff awareness about the Office's various work strands, the challenges and achievements of the Office's different teams, and its relationship with the EU institutions. Internal communication will continue to promote 'OP Talks' and other information sessions for staff. The Office will continue to promote clear writing among staff, in close cooperation with DG Translation.

Internal communication will use multiple channels: the intranet (to be migrated to the corporate platform in 2024), email messages, screens situated in the building, regular townhall meetings and open-door sessions organised by the Director-General. The 'One OP' away day for all staff will aim at team bonding across the organisation, connecting staff with the technological and societal developments affecting the Office, and positioning its services in the wider European, institutional and geopolitical context.

B. Sound financial management

Internal control system

The Office's internal control plan for 2024 includes regular financial control exercises (both *ex ante* and *ex post*). Pertinent problems will be addressed through recommendations.

Based on the upcoming renewal of contracts and future important projects, the Office will plan and execute contract analyses and evaluations according to the corporate guidelines to support decision making by management.

The Office will conduct its risk assessment exercise for 2024 in accordance with the Commission's risk management methodology, based on discussions with all heads of units and directors. Risks identified will be analysed and actions undertaken to manage and mitigate them.

Public procurement and budget implementation

The Office will continue to ensure high levels of budget implementation, in line with the budgetary principles and respecting the financial rules and contractual obligations. The Office will actively support and cooperate with the Commission central services in preparing the transition to the **new corporate financial systems SUMMA and eProcurement** in 2025. It will ensure that staff are duly trained and informed.

Public procurement procedures will be launched and concluded in accordance with the Financial Regulation, using the models and guidelines issued by DG Budget. The Office's business units will be provided with expert legal advice on calls for tenders and on contracting, as well as on copyright and co-publishing, including – where appropriate – in-house training related to calls for tenders and contracts.

C. Fraud risk management

The Office will implement the actions planned for 2024 in its **anti-fraud strategy**, that was reviewed internally in 2023 based on the lessons learned since 2020 and the guidelines provided by OLAF. The objectives of the new strategy for the 2024-2026 period will focus on further enhancing analysis for fraud prevention and detection, further strengthening the anti-fraud culture in the Office and maintaining an effective cooperation with OLAF. The Office will contribute to the implementation of the revised action plan accompanying the Commission's Anti-Fraud Strategy by responding to all actions where all DGs were appointed as lead or support DGs (e.g. by participating in all relevant networks and working groups aiming to strengthen the anti-fraud culture in the Commission and fostering digitalisation to fight fraud). Regular communications to raise fraud awareness will be launched during the year. Three anti-fraud trainings are planned to take place in 2024 with the contribution of colleagues from OLAF. The aim of the trainings is to ensure the adequate level of knowledge for newcomers and to continue to raise awareness of colleagues. The register of exceptions will also be

analysed every semester from a fraud detection perspective, by monitoring the trend of contractual conditions' overrides and the takeover of costs. The amounts of payments by contractor will be monitored.

D. Digital transformation and information management

Digital transformation

The Office will work to ensure the business continuity and continuous improvement of the information systems underpinning the Office's priority services such as the production and dissemination of the Official Journal.

A **new Multiannual IT Plan 2024–2027** will be established, mapping out a business and user centric service framework based on cloud-native, seamless, secure by design, green and agile solutions, cloud-based collaboration tools aligned with the Commission's digital transformation roadmap and supporting digital-ready policymaking, and tapping into the innovation opportunities offered by AI. These plans accompany the transformation of the Office's way of working towards streamlined and where suitable, AI–enhanced processes.

The Office will continue empowering staff through enhanced digital, cybersecurity and data literacy, via the definition of minimal digital workplace skills, trainings, testing, knowledge bases and collaboration networks.

The Office will progress towards end-to-end coverage of the production process of general publications based upon the new UPP, and onboard legal publications. This will lead to streamlined processes and to further decommissioning of legacy information systems. Reusing the same platform, IBIS, the development of the new interinstitutional budget information system, will be further pursued in 2024 with a view to replacing the legacy CIBA system. The Office remains fully committed to the ongoing Corporate IT legacy exercise. It will focus on the Cellar and Ceres information systems and engage in the revamp of the EUR-Lex and CELLAR dissemination platform.

The Office will further explore and establish digital partnerships with other Commission DGs and other institutions, both as a reuser and as a provider of services itself. Several partnerships will be implemented in the context of the "dual-pillar approach", such as the reuse of the Cellar and OP Portal services by the Secretariat-General and of the EC corporate search services on EUR-Lex. The Office will further reinforce its cooperation with other DGs in the context of corporate AI-related initiatives and the "cloud council".

Information and IT security rules

The Office gives the highest priority to managing IT security risks and continuously strengthening its maturity posture. The 2023 Risk Maturity Quadrant (RMQ) of the Commission shows the Office in the top-quadrant 'Acknowledge'. Having reached full coverage of its information systems with security plans in 2023, the Office will ensure in 2024 their

implementation and revision within eighteen months or earlier, and implement the decisions of the Information Technology Cybersecurity Board, notably on EU Login and multi-factor authentication compliance.

The cornerstone in building the Office's capacity and maturity in managing cybersecurity is its **IT Security Competence Centre**. The Centre contributes to the IT Security Risk Management Community of the Commission, and to the Development, Security and Operations Community of Practice. It will continue to support the Office's system owners, and increase the use of DG Informatics' services such as continuous security assurance (e.g. automatic security scanning of code supplied by external contractors).

Data, information and knowledge management

As a recognised centre for data, information and knowledge management, the Office is a member of the European Commission's Information Management Steering Board (IMSB) and actively implements the **Commission's data strategy** and the 2023–2024 IMSB rolling Action plan. In 2024, the Office will roll out the EC Data Catalogue Commission-wide, including training programs for end-users, data stewards and statistical correspondents.

The Evidence Transparency Service – which aims to help identify, access, retrieve and (re)use evidence used in policy files (such as data, studies, and models) to facilitate scrutiny and future reuse – will be fully operational in 2024.

The Office leads the corporate action on implementing and refining the corporate reference data management policy. The Office offers a comprehensive service package, including drafting guidelines, supporting the application of the common corporate methodology, raising awareness, upskilling staff and fostering best practices at Commission services.

The need to set up data governance and data policies in the Commission is stipulated by the DataStrategy@EC action plan. In 2024, the chief data officer will play a key role in defining the Office's high-level data policy and, creating catalogues of internal data assets and initiatives, harmonise data guidelines and revise the data-related aspects of all activities and projects in the Office.

Data protection

The Data Protection Coordinator (DPC) will continue to provide dedicated advice to all units to ensure compliance with Regulation (EU) 2018/1725. This includes monitoring all processing operations and updating all data processing records and their linked privacy statements on a regular basis. The DPC will continue to provide assistance for reviewing the specifications of calls for tenders where the work to be outsourced involves processing personal data, and adapting the relevant contract provisions. The DPC will give specific advice when the outsourcing process may entail international transfers of personal data, and assist in implementing risk mitigating measures.

The DPC will continue to provide training sessions on personal data protection to all staff, now focusing on newcomers and as refresher courses. Key points in these training sessions are to make all staff aware of data protection principles, and how to prevent, and act in case of, a **personal data breach**. The Office will continue to **process data subjects' requests** in full compliance with the applicable rules and in line with the recommendations and guidelines of the Commission Data Protection Officer and the European Data Protection Supervisor.

E. Sound environmental management

The Office will continue working on targeted actions to implement the **Commission's action plan** ([4]) at local level and will pursue its efforts in 2024 to consolidate its contribution to the green transition. The Office will use the findings and recommendations of the study carried out in 2023 on greening the Office, which aimed to assess its carbon footprint. In 2024 it will draft a specific greening action plan and will start implementing a first series of actions.

Since its move to the Mercier-Post building in 2023, the Office already contributes significantly to the collective effort made by the Commission to reduce its carbon emissions, as the building has the environmental certification 'Deutsche Gesellschaft für Nachhaltiges Bauen' (DGNB for sustainable construction) at platinum level. It will seek to further maximise the expected benefits in this area.

The Office will continue to actively participate in the Commission's Eco-Management and Audit Scheme (**EMAS**) network meetings and step up its efforts – in close collaboration with the Office for Infrastructure and Logistics in Luxembourg – to further reduce paper and energy consumption, improve the waste management system.

The Office will improve awareness among staff, by increasing the visibility of the dedicated intranet pages, and by organising local actions and activities through an internal network functioning as a community of practice.

The Office will continue to promote the use of videoconferencing tools for meetings, soft mobility modes among its staff and the use of paperless working methods, such as e-signatories, electronic financial circuits, digital archiving and electronic submissions for calls for tenders. The Office will also continue to use the qualified electronic signature via Ares to replace blue ink signatures wherever possible. The Office will further integrate, whenever possible, green criteria in relevant calls for tenders (Green Public Procurement) and implement good practices for the greening of events.

([4])   Communication and Action Plan on 'Greening the Commission' of April 2022

F. Initiatives to improve economy and efficiency of financial and non-financial activities

Unified Production Platform (UPP)

UPP is the Office's envisaged production workflow management system. It is to bring about synergies throughout the entire process, from incoming requests to the final dissemination of general publications, in particular through the automation and rationalisation of repetitive tasks. By the third quarter 2024, all workflows related to general publications will be covered. As of March 2024, the Office will start the analysis of implementing in UPP the production of legal publications such as the Official Journal or the case-law of the European Court of Justice.

Streamlining reception services

As part of its repository services, the Office ensures the streamlined reception, validation and, if necessary, transformation of documents it receives. By using harmonised methodologies and tools, the Office keeps integrating new document collections, bringing significant efficiency gains. Having added TED data in 2023, 2024 will see the integration of further publication domains, in particular linked to new document types related to the Joint Legislative Portal.

At the same time, the Office will continue standardising its methodologies and tools to enable uniform reporting across publication domains for internal and external clients. This will enable the Office's semantic data competence centre to provide data curation services for more document collections, serving additional internal and external clients with constant staffing.

Through the use of AI-powered semantic text analysis, which helps to create new metadata, mostly for general publications, the Office will be able to make further steps forward in ensuring the accuracy and consistency of metadata for both existing and new documents.

Building a performance culture in the domain of publishing

With its activities as domain leader for publications and its extended advisory services offer, the Office provides a range of services and tools that participate to raising awareness in author service on the performance of their publications and the efficiency of their publishing activities. Collaborative planning, editorial advice, performance measurement and professionalisation of the community of practice altogether form a toolbox for authors to progressively raise a performance culture and concentrate resources on high-performing products.

Rationalisation of the acquisition of data, research, and information resources

As part of the IMSB Rolling Action Plan, the EC Library will finalise guidelines for the acquisition of off-the-shelf data and other information resources for implementation by all DGs. This will make a positive contribution to reducing the duplication of resource acquisition across the Commission. The Library will also launch a reflection on how to extend this action to cover the acquisition of tailor-made or customised data sets.

ANNEX: Performance tables – main outputs for 2024

Part 1 – Delivering on the Commission's priorities

General objective 2: A Europe fit for the digital age		
Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)		
Main outputs in 2024:		
Towards the European public procurement space		
Output	**Indicator**	**Target**
Publication of public procurement notices in the *Supplement to the Official Journal* in accordance with the directives in force	Number of notices uploaded to the TED website during the year (778 142 in 2022)	825 000
Easy and user-friendly access to public procurement data		
Output	**Indicator**	**Target**
New TED website	Entry in production	31 January 2024
Higher data quality		
Output	**Indicator**	**Target**
TED semantic web services	Availability of all types of notices published in TED as linked open data	31 December 2024

General objective 2: A Europe fit for the digital age		
Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries		
Main outputs in 2024:		
Towards the European open data space – data.europa.eu		
Output	**Indicator**	**Target**
Competition platform	Tool available	Q2 2024
Expert search	Tool available	Q2 2024
Data.europa academy personal space	Tool available	Q3 2024
Dashboard for high-value datasets	Dashboard available	Q4 2024

CORDIS services		
Output	**Indicator**	**Target**
Use of machine translation	Machine translation available	Q3 2024
Sustainable development goals taxonomy	Taxonomy available	Q4 2024

General objective 6: A new push for European democracy

Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Main outputs in 2024:

Joint Legislative Portal		
Output	**Indicator**	**Target**
JLP first version	First version of the JLP goes live	April 2024

EU budget section on EUR-Lex		
Output	**Indicator**	**Target**
New EU Budget section integrated into EUR-Lex	Readiness of the EU budget Online section for EUR-Lex users	December 2024

Akoma Ntoso for EU for consolidation		
Output	**Indicator**	**Target**
AKN4EU workflow is integrated into daily production of consolidated texts	Eligible consolidated texts are produced in AKN4EU format, converted to HTML and published on EUR-Lex	December 2024

EUR-Lex user needs and user experience		
Output	**Indicator**	**Target**
EUR-Lex is more accessible	80 % of the accessibility issues identified by the study of 2021 are resolved	December 2024
EUR-Lex search is migrated from IDOL to ElasticSearch	First phase of the new search on EUR-Lex goes live (search adapted to current format of documents, i.e. notices)	Second half of 2024
Improved search on N-Lex	ELI-based search is available on N-Lex	December 2024
Increased availability of EUR-Lex	Number of times that EUR-Lex fallback needs to be activated	< once per month (on average)

General objective 6: A new push for European democracy

Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

Main outputs in 2024:

Exploring natural-language user interfaces

Output	Indicator	Target
Assessment of the ability of chatbots to provide deduced and summarised answers to questions	Study on the ability of chatbots to provide deduced and summarised answers is delivered	December 2024

Identification and metadata provision

Output	Indicator	Target
Identification, cataloguing and archiving of publications	General publications: number of notices available in the Cellar (*) (120 389 in 2022)	> 130 000
	New cataloguing tool in production	Q4 2024
	Extended set of general publications metadata covering also serials, available in the Cellar as open linked data	December 2024

(*) A notice covers all linguistic versions and available formats for a given title in the Cellar

EU legal deposit

Output	Indicator	Target
Phased implementation of the scheme's extension for audiovisual and press releases (Phase 2)	Number of institutions having implemented the scheme	> 2

The Commission (EC) Library

Output	Indicator	Target
Implementation of the new interinstitutional framework contract for supply of books in paper format, as well as yearbooks, updates and monographic series in paper and/or electronic format	In use	July 2024
	Number of participating institutions, bodies and agencies	> 20

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge

Main outputs in 2024:

AKN4EU for legal data

Output	Indicator	Target
Parallel flow of LegisWrite and AKN4EU operational for the Commission proposals in Ordinary Legislative Procedure	Commission proposals in Ordinary Legislative Procedure reach the Office in AKN4EU	Q4 2024

Corporate reference data management

Output	Indicator	Target
Optimised infrastructure for reference data management	Dedicated UPP module available	Q1 2024

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Main outputs in 2024:

Production and publication of the EU budget

Output	Indicator	Target
Modules to support key steps of the budgetary procedure in IBIS have been developed and are ready to be tested by the EU institutions concerned.	For those modules tested: IBIS is performing according to the requirements and in line with the needs of the institutions ('fit for purpose')	Second half of 2024

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Main outputs in 2024:

Interinstitutional reference centre for publishing services

Output	Indicator	Target
Community training	Training offer covers the complete publication cycle (including pre- and post-production)	Develop and launch remaining 6 modules (out of 18 in total)
Community engagement	Events organised and information shared	4 newsletters, 3 events on specific topics, 50 information posts
Quality and timeliness in the production of general publications	Percentage of authors satisfied with the Office's services	80 %
Editorial advice	Number of publishing projects covered	100
Performance measurement services	Number of publications covered	200

Optimised production services for accessible digital publications

Output	Indicator	Target
Accessible publications	Percentage of publications produced by the Office accessible to disabled users (22.1 % in 2022)	60 %
	Deliver a set of at least 7 training courses in EU Learn twice per year to promote accessibility	14 courses

Linguistic services

Output	Indicator	Target
Identification of opportunities to increase the efficiency and automatisation of language quality services based on AI	Design and start of AI project, following prior evaluation.	End 2024

Synergies in the printing domain and reduction of publications' stock

Output	Indicator	Target
Reduction of publications' stock	Stock evolution and status	– 20 % (compared to 2023)

Part 2 – Modernising the administration

A. Human resource management

Objective: The Office employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

Main outputs in 2024:

Output	Indicator	Target
Staff engagement	Individual meetings of the DG with all colleagues joining the Office	100 %
	Regular town hall meetings for all staff	4 in 2024
Gender balance	Number of women participating in talent development and coaching actions	5
Gender balance at all management levels	Percentage of women/men in senior management positions	50/50 %
	Percentage of women/men in middle management positions	50/50 %

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets and information	Number of data leaks	0
Efficient controls	Budget execution and timely payments	Remains > 99 % of commitment appropriations with respect to final budgets and 99 % of payments (in value) made on time
Ex post controls (payments)	Coverage of ex post controls in percentage of transactions value (payments)	Remains > 15 % of transactions value
Economy of controls	Overall estimated cost of controls	Remains < 5 % of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) aimed at the prevention, detection and correction ([5]) of fraud.

Main outputs in 2024:

Output	Indicator	Target
Implementation of the new anti-fraud strategy of the Office (2024-2026)	Degree of implementation of the actions for 2024 included in the Office's anti-fraud strategy	100 %
Three dedicated anti-fraud trainings	Percentage of staff reached by training activities	100 %

D. Digital transformation and information management

Objective: The Office is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission.

Main outputs in 2024:

Output	Indicator	Target
List of actions to implement the corporate principles for data governance for the Office's key data assets	Percentage of implementation of the corporate principles for data governance for the Office's key data assets	Interim milestone by 2024: 90 %
UPP	Coverage of production workflows for general publications	100 %
Ensure the continuous improvement of the Office's performance as captured in the Risk Maturity Quadrant (RMQ)	Evolution of the RMQ risk and maturity indicators	Maintain the rating 'Acknowledge' in the RMQ and further improve the posture within
Identify digital skills training needs, create and promote trainings required for the digitalisation of the Office	Participation of staff in customised digital skills trainings in line with the Office's specific needs: • Digital literacy trainings • Data literacy trainings • Collaboration tools trainings • Newcomers' trainings	75 % attendance (70 % in 2023)

([5]) Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

	All staff is invited for a yearly knowledge assessment related to cybersecurity essentials and cyber hygiene, to take an online training and participate in phishing exercises. Staff has participated in at least one cybersecurity training and awareness exercise in 2024	35 % attendance
Strengthen IT projects' compliance, quality and visibility	Percentage of ongoing projects approved by the Information Technology Cybersecurity Board	100 % by end 2024
	Number of project status reports submitted to the Project Support Office	4 project status reports / year
	Level of involvement of the Security Competence Centre and Architecture at project initiation	100 % of projects covered
Promote the digital workplace elements provided by DG Informatics	Providing information to the Office's users on new and existing DG Informatics-provided applications and processes	> 50 Office-wide announcements > 6 dedicated trainings or workshops > 70 % attendance to at least one IT-related training or workshop
Compliance of data processing records	Percentage of records revised / updated throughout the year	95 %
Dedicated data protection training	Percentage of staff reached by training activities	100 %
IT Security Plans	Information Systems having a ITSP not older than 2 years by the end of 2024	> 95 %

E.   Sound environmental management

Objective: The Office takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators or EMAS Site Coordinators.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other

Output	Indicator	Target
Staff awareness actions about waste generation, reduction of water consumption, energy use and CO2 emissions	Communications are published/distributed	At least two communications per year

Reducing CO2, equivalent CO2 and other atmospheric emissions	Reduction of the CO2 (t) emissions from the Office's missions	– 50 % compared to 2019
Organisation of events in line with the EC guidelines for sustainable meetings and events	Percentage of sustainable events	100 %
Green Public Procurement for supplies and services	Percentage of relevant high-value calls for tenders incorporating green procurement criteria	100 %