

Management Plan 2025

Directorate-General
for Translation

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PART 1. Introduction and strategic outlook

Mission statement and operating context

Mission statement

DG Translation (DGT) is the **domain leader for all translation-related work** in the European Commission. As a partner in the legislative and communication processes, DGT's overarching goal is to provide the Commission with **high-quality translations and other language services**, ensuring clarity of meaning and precision in all EU official languages and in other languages as needed. DGT also provides an **editing** service during the drafting process to make texts clear, correct, and concise. By making legislation and information available to people in a language they understand, DGT enables the Commission to communicate better with EU citizens and support their engagement in EU policymaking. This helps build **trust** in the EU and supports the **EU's democratic processes**.

In addition, DGT provides a range of **AI-based multilingual services**, including its in-house machine translation system eTranslation, for use by the EU institutions and by national administrations, academia, small and medium-sized enterprises (SMEs) and other stakeholders. Their aim is to overcome language barriers in the digital sphere, to enhance multilingual communication and access to digital services, support the **modernisation of EU and national public administrations**, and contribute to the **EU's competitiveness and technological sovereignty**, to the benefit of EU citizens and businesses.

DGT is a reference in the world of translation. In this capacity, it promotes **multilingualism** and the **development of the language professions**, contributing to enhancing their status as attractive career choices.

The operating context

Translation in the Commission is based on articles in the **Treaties** ⁽¹⁾ and on **Council Regulation No 1 of 15 April 1958** ⁽²⁾, which sets the rules governing the use of languages by the EU institutions and requires that legal acts are drafted in all EU official languages. No legislation can be passed unless translated.

The Commission's language regime is set out in its **Rules of Procedure** ⁽³⁾. The 2016 **Communication on Translation** explicitly recognises 'translation as part of the decision-making process' and DGT's central role in multilingual law making, as it delivers equally

⁽¹⁾ Art. 24 and 342 - Treaty on the Functioning of the European Union; Art. 10 and 11 - Treaty on European Union

⁽²⁾ OJ 17, 6.10.1958, p. 385-386.

⁽³⁾ C(2024)10000

authentic language versions of the legislation proposed and adopted by the Commission ⁽⁴⁾. Since all language versions of legal acts are equally authentic and have the same legal effect, the Commission relies on the timely delivery of high-quality translations.

The Communication on Translation is the primary tool by which DGT manages demand to ensure efficient translation planning and the best possible use of resources. DGT's key stakeholders are primarily the Commission departments that request language services. DGT has concluded **service-level agreements** with most of them to organise the delivery of DGT's services and products and describe mutual expectations regarding the operational aspects of providing these services and products.

DGT's production is demand-driven. Translation work depends on the Commission's political agenda and has increased significantly in recent years, due to the need for the Commission to respond promptly to new challenges (such as Russia's war of aggression against Ukraine). DGT has kept pace with demand for translation and the increase in the speed of expected delivery, while handling a progressive reduction in staffing resources and maintaining the high quality required by the Commission's work. While it is not a compulsory stage in the drafting process, **editing** is key to improve the clarity and linguistic quality of documents produced by the Commission. Demand for editing has remained stable but is now expected to grow, in line with the Commission's increased emphasis on clear communication and simplification.

Investments in innovation and data-driven language technology have enabled DGT to pioneer the practical **implementation of AI-based multilingual services** in the Commission and beyond, in cooperation with the Directorate-General for Communications Networks, Content and Technology under the Digital Europe programme. This has added a new, growing field of activity to DGT's portfolio. As a forerunner in the field of AI and the use of language data and IT tools, DGT is well-placed to contribute to the **modernisation of EU and national public administrations**, drawing on its experience with new technology and working methods, data-driven decision-making and knowledge sharing.

The main challenges for 2025-2029 are to:

- **maintain DGT's world-class quality of service** against a background of generational shifts in its staff, fast-evolving priorities and continued pressure on human resources, while embracing radical technological changes in the translation profession;
- **streamline DGT's IT landscape, processes and workflows**, leveraging AI, technology and data-driven innovative strategies to enhance process efficiency;
- **remain at the forefront of developing AI-based multilingual services** by ensuring the coverage of all EU official languages, and **promote a human-centric approach to AI**, by prioritising human expertise in the AI transformation.

⁽⁴⁾ [Communication to the Commission 'Translation as part of the Commission's decision-making process', C \(2016\) 2000](#)

Strategic outlook 2025 - 2029

By enabling the Commission to draft legislation and policy and to communicate in all EU official languages, DGT will contribute to the achievement of all the general objectives of the Commission. DGT will directly contribute to general objective 8: 'A modern, high-performing and sustainable European Commission' and general objective 1: 'A new plan for Europe's sustainable prosperity and competitiveness'. Below is an overview of DGT's specific objectives and corresponding key performance indicators (KPIs). The full list of result indicators for DGT's specific objectives is provided in Annex 1.

General Objective 8: A modern, high-performing and sustainable European Commission

- **Specific Objective 8.1: Language services in the EU official languages support the Commission's decision-making process, policies and implementing work**
 - Key Performance Indicator 8.1.1: Customer satisfaction rate
 - Key Performance Indicator 8.1.2: Deadline compliance rate
- **Specific Objective 8.2: DGT's state-of-the-art language tools and technology enhance the efficiency and quality of translation work**
 - Key Performance Indicator 8.2.1: Use of linguistic data assets to support translation work
- **Specific Objective 8.3: Multilingualism is promoted and the development and attractiveness of the language professions are supported**
 - Key Performance Indicator 8.3.1: Share of participants in DGT's outreach events that found the event useful

General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness

- **Specific Objective 1.1: Advanced AI-based multilingual services are used to overcome language barriers and support the EU's competitiveness and technological sovereignty**
 - Key Performance Indicator 1.1.1: Number of eTranslation engines updated per year

General objective 8: A modern, high-performing and sustainable European Commission

Specific objective 8.1: Language services in the EU official languages support the Commission's decision-making process, policies and implementing work

DGT will deliver high-quality translation and other language services that meet the needs of its customers (Commission departments) and end users. It will use a **flexible resources mix** combining **in-house staff** (officials, temporary agents and contract agents), a reliable and qualified **pool of external contractors**, and **language technology** as an enabler.

In delivering its services, DGT will apply a set of principles and rules enshrined in **framework documents** covering customer relations management, quality management, terminology work, outsourcing and editing. DGT's **customer relations management** draws on the principles set out in the 2016 Communication on Translation, complemented by service level agreements with Commission departments (see above, 'The operating context'), and by a set of **measures to manage translation demand**. Despite resource

constraints and generational shift, service **quality** – measured by customer satisfaction – and **timely delivery** – measured by deadline compliance – will remain the two key features of DGT's performance.

DGT will apply a coherent and holistic approach to **outsourcing**, ensuring the effective and efficient use of external contractors to handle fluctuating demand. As a crucial component of DGT's translation quality management system, **risk management** will play a key role in ensuring the overall quality of translation while making sustainable use of DGT's resources.

To best support the Commission's objectives to simplify EU legislation ⁽⁵⁾ and achieve clear communication, DGT will **refocus and expand its provision of editing services**. By underpinning the Commission's clear language efforts, DGT's work will help build trust in the EU and tackle misinformation and disinformation, which are threats to our democratic processes. In this sense, DGT will also contribute to general objective 5, 'Protecting our democracy, upholding our values'.

KPIs: Customer satisfaction rate and deadline compliance rate

Specific objective 8.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work

DGT's multilingual data repository, continuously updated by high-quality translations, is a unique asset that feeds into and improves the performance of its translation tools. In turn, the combination of the use of tools and data improves the efficiency and quality of translation work.

Over the coming years, DGT will transform its working environment with the **roll-out of eDGT**, an end-to-end workflow tool to manage its operations. eDGT will replace the current workflow applications and **increase efficiency** through streamlined working methods, automation, and a simpler, more user-friendly IT environment, contributing to the cost-effective delivery of DGT's services. DGT will also rollout a **new, state-of-the-art computer-assisted translation environment**, supporting automation and collaborative working methods, and providing access to all language resources.

DGT will explore and use **AI and data learning methods and services** to support translation, editing and terminology work. It will invest in the management, curation and reuse of its **linguistic data** (translation memories, translated documents and terminology records), working on ever smarter and more efficient ways of using them.

KPI: Use of linguistic data assets to support translation work

⁽⁵⁾ See the [Communication on implementation and simplification](#), COM/2025/47 final: '(...), it is also essential that new legislation is simple, easy to understand and implement, clearly drafted and unambiguous'.

Specific objective 8.3: Multilingualism is promoted and the development and attractiveness of the language professions are supported

As a reference in the world of translation, DGT has an interest in promoting **multilingualism** and supporting the development and attractiveness of the **language professions**. To this end, since 2014 it has run a range of outreach projects with different target audiences, with the support of the Directorate-General for Education, Youth, Sport and Culture (DG EAC) under the Erasmus+ programme.

Over the coming years, DGT will continue its **‘Translating Europe’** project, linking public- and private-sector stakeholders to give visibility to the role of translation and the language professions, and share good practices. It will organise a yearly **Translating Europe Forum** to bring together the community of language professionals, and a series of national and cross-border **Translating Europe workshops** for specialised audiences. DGT will promote translation, languages and language learning via **Juvenes Translatores** (a translation contest for secondary schools) and events marking the **European Day of Languages**. **DGT field officers** in the Commission Representations will organise and support these projects and events, engaging with stakeholders at national and local level.

DGT coordinates the **European Masters’ in Translation (EMT)** network with the goal of developing excellence in translator training and enhancing the status of the translation profession. 81 translation study programmes from 79 universities in the EU and beyond are part of the network for 2025-2029. Over the next five years, the network will focus on human-centric AI, cooperation with industry, visibility and outreach, accessible and inclusive communication, competences and training, and linguistic data and terminology.

A key priority for the Commission will be to step up support to prepare candidate countries for enlargement. DGT will do its part by carrying out **translation capacity-building** activities for candidate countries. DGT will also facilitate cooperation between the EMT and universities in these countries on projects to promote **quality translator training**. Through these activities, DGT will also contribute to general objective 6, ‘A global Europe: leveraging our power and partnerships’.

KPI: Share of participants in DGT’s outreach events that found the event useful
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General objective 1: ‘A new plan for Europe’s sustainable prosperity and competitiveness

Specific objective 1.1: Advanced AI-based multilingual services are used to overcome language barriers and support the EU's competitiveness and technological sovereignty

Through its cooperation with the Directorate-General for Communications Networks, Content and Technology (DG CNECT) under the Digital Europe programme, DGT has a

proven track-record of implementing AI-based multilingual services, which are made available to the EU institutions and to national administrations, academia, EU freelance translators, SMEs, non-governmental organisations and Digital Europe-funded projects, located in EU Member States and in countries associated to the programme. They currently include **eTranslation**; **eSummary** (a multilingual summarization tool); **eBriefing**, using generative AI to produce first drafts of briefings; **eReply**, facilitating the process of preparing replies to formal requests; a **speech-to-text service**; a tool enabling short translations of **multilingual posts** and a set of **natural language processing tools**.

Over the coming years, DGT will continue to improve all of these services. It will endeavour to ensure that eTranslation remains a competitive state-of-the-art machine translation service by enhancing the quality of its output and the speed and reliability of the service in view of its widest possible use. DGT will also explore and develop **new and advanced AI-based services**, ensuring the comprehensive coverage of all EU official languages.

By removing language barriers, these services will help SMEs reach a broader audience and enhance their competitiveness in the EU market and beyond. By enabling **multilingual communication and access to information**, they will empower citizens to actively participate in public debates, consultations, and decision-making regardless of their linguistic background, thus supporting the EU's democratic processes. These services will also **support the modernisation of EU and national public administrations**, e.g. by facilitating the implementation and enforcement of EU law. They will improve the provision of digital services, ensuring that crucial information is accurately conveyed in every EU official language, to the benefit of EU citizens and businesses.

Making safe, lawful, and trustworthy AI widely available in the EU will contribute to the **EU's competitiveness and technological sovereignty** and open the way to a more connected, innovative and accessible Union.

KPI: Number of eTranslation engines updated per year

Cross-cutting efforts – implementation and simplification agenda

DGT is not responsible for any EU legislation in substance but will contribute to the Commission's drive for simplification and implementation through its editing services and by designing and rolling out a multilingual AI-based service, '**eReporting**', in cooperation with other Commission departments in the AI@EC network (see Part 3, Section B).

eReporting will be available on the [Commission AI-based multilingual services platform](#). It will support the fulfilment of **reporting obligations stemming from EU legislation** on businesses and national administrations by reducing the related administrative burden, thereby helping to modernise public administrations and public services in turn.

PART 2. Delivering on the Commission's priorities in 2025

General objective 8: A modern, high-performing and sustainable European Commission



Specific objective 8.1: Language services in the EU official languages support the Commission's decision-making process, policies and implementing work

DGT will actively support the Commission's work by delivering **high-quality translations and other language services in the EU official languages** and in others as needed.

2025 will be an intense year, with the **translation of large, high-priority legislative packages**, notably the **Multiannual Financial Framework**, a number of initiatives in the field of **defence and security** ⁽⁶⁾, the Competitiveness Compass, the Single Market Strategy, and a number of trade agreements ⁽⁷⁾, reflecting the relentless policy work of the Commission to deliver on its political priorities and respond to the increasingly volatile geopolitical context. DGT will continue to support the Commission's work in response to Russia's war of aggression against Ukraine, including by maintaining its **capacity and commitment to translate into Ukrainian and Russian**.

In a context of decreasing staff resources, meeting the Commission's demand for translation will require even more **flexibility and agility** on the side of DGT, through sound workflow management, an optimal use of its resources mix (in-house staff, outsourcing, technology) and targeted quality control based on risk assessment.

To pursue this specific objective, in 2025 DGT will take the following actions.

- Start implementing **DGT's new approach to customer relations** as enshrined in the Customer Relations Management Framework adopted in 2024. DGT will set up a **network of DGT correspondents** across Commission departments to be the main contacts for any matters related to DGT's products and services, including translation, editing and AI-based multilingual services.
- Update the **service-level agreements** with Commission departments to reflect the new organisation of DGT and the increased portfolio of its products and services.

⁽⁶⁾ For example: White Paper on the Future of the European Defence; ReArm - Proposal for a Council Regulation establishing the Security Action for Europe (SAFE); Joint Communication on the European Preparedness Union Strategy.

⁽⁷⁾ For example, the EU-Mercosur and the EU-Mexico agreements.

- Run **three editing pilot projects** on, respectively, legislative packages, strategic planning and programming documents, and key web content. The aim will be to explore how to maximise DGT's editing resources to achieve a **gradual expansion of DGT's editing, training and clear writing offer** and thereby raise the quality and clarity of Commission documents.
- Continue to **monitor the quality of its in-house and external production** and implement the translation quality management framework in line with its new organisation of translation quality management activities.
- Introduce a **new standard workflow for the translation of press material** in cooperation with DG COMM, taking full advantage of the possibilities offered by eTranslation to enable real-time availability of multilingual content.
- Carry out, in its role as partner DG, the first **evaluation of the Translation Centre** for the Bodies of the European Union, in line with the requirements of the Common Approach on decentralised agencies ⁽⁸⁾ and the Better Regulation guidelines.

Please see the related performance table in Annex 2, on page 23.



Specific objective 8.2: DGT's state-of-the-art language tools and technology enhance the efficiency and quality of translation work

In 2025, DGT will start the execution phase of the **eDGT programme**, with the development of the first business processes on the eDGT workflow platform. Work will continue on one of the sub-projects of eDGT, **TRèFLe Next Generation**, supporting the outsourcing workflow; a composite IT solution will be developed to enable the use of functionalities of the corporate eProcurement platform together with features that support DGT's specific needs. The two remaining eDGT sub-projects (AI-based services and the data pillar) will be formalised, planned and enter the execution phase.

A major change for the whole Commission and for DGT will be the **roll-out of EdiT**, an online collaborative authoring environment for the drafting of legal acts. DGT will further adapt its language applications and workflow systems for handling requests in the new machine-readable structured format produced by EdiT and will carry out **targeted training** for translators, assistants and other profiles of staff.

DGT will roll out the latest version of the commercial computer-assisted translation (CAT) tool used by its translators. DGT's network of **language technology coordinators** will accompany staff throughout these changes by providing training and assistance.

⁽⁸⁾ See https://europa.eu/european-union/sites/europa.eu/files/docs/body/joint_statement_and_common_approach_2012_en.pdf.

The procurement process for a **new framework contract for a computer-assisted translation environment** to be used by DGT and other EU translation services (**CATE27**) will start with internal and interinstitutional consultations and the drafting of the functional requirements. In this context, DGT's Innovation Lab ⁽⁹⁾ will carry out a market study to identify the tools available and potential providers. DGT will present the results of this study to the EU institutions before the procedure is formally launched.

The new Euramis portal ⁽¹⁰⁾ under the **Euramis Next Generation** project will be completed and the old portal fully decommissioned. The Euramis translation memories will be enriched with metadata indicating the reusability of Euramis segments.

DGT will work with other EU translation services on **managing shared interinstitutional tools** (eTranslation, Euramis, Quest, DocFinder) and as a partner in IATE, the world's largest terminology management system, which it will continue to enrich through coordinated terminology project work. It will deploy **ELI2E**, a tool facilitating interinstitutional communication and cooperation on translation files.

DGT will update its **terminology framework** to reflect technical developments, organisational change, and new workflows. It will enhance and refine the **TermiteOne** prototype, leveraging AI to extract terminology from documents, with the potential to develop it into a comprehensive tool, fully integrated into DGT's IT landscape.

DGT will carry out the second stage of an exploration project on **AI and quality control** with the aim of assessing to what extent Large Language Models (LLMs) can help improve the quality of translations.

Please see the related performance table in Annex 2, on page 23.



Specific objective 8.3: Multilingualism is promoted and the development and attractiveness of the language professions are supported

Being a reference in the world of translation, DGT aims to reach out to language stakeholders, including professional translators, language service and language technology providers, clear language professionals, universities and language students, national, regional and local authorities in the Member States, schools and members of the general public with an interest in languages. The purpose is to:

⁽⁹⁾ DGT's Innovation Lab focuses on researching, testing and proposing improvements to DGT's translation environment and workflow processes following a grassroots, hands-on, and user-driven approach. It is managed by a dedicated core team and relies on volunteers from across DGT to perform its activities.

⁽¹⁰⁾ Euramis is a large-scale linguistic data asset in the form of a translation memory database built up and curated by DGT staff since the mid-1990s. It is a key resource for DGT and an important component of the workflow of all the EU institutions' translation services

1. **showcase translation and its benefits to society**, and promote clear writing
2. **support the development and the attractiveness of language professions**, sharing knowledge and best practices, and
3. **champion multilingualism**, highlighting the importance of language learning for personal and professional purposes.

In 2025, DGT will continue to run its four major multilingualism outreach projects, with the cooperation and support of DG EAC under the Erasmus+ programme:

- the **Translating Europe Forum**, DGT's annual conference bringing together language professionals, private and public-sector stakeholders from across Europe. The 2025 edition will focus on quality and include a special programme on clear language. DGT will also run **Translating Europe workshops** for translation stakeholders in the EU;
- the **European Day of Languages** (26 September), in-person and online events celebrating languages and language learning, open to the general public. 2025 will mark the 25th anniversary, and events will be organised throughout the year;
- the **Juvenes Translatores** translation contest for secondary schools, promoting the opportunities offered by language learning, translation as a possible career choice and the overall EU values and objectives;
- the **European Master's in Translation (EMT)** network. DGT will support the network by facilitating the work to set the priorities for 2025-2029 and create the EMT working groups, and by organising two network meetings. DGT will step up cooperation between the EMT network and the language industry, focusing on bridging skills gaps, providing the industry with qualified talent, and joint upskilling initiatives, thus contributing to the Union of Skills.

In addition, DGT will:

- join forces with the Directorate-General for Interpretation (DG SCIC) to launch a joint **Knowledge Centre on Translation and Interpretation** (KCTI). The KCTI will be a comprehensive hub for language professionals, giving access to training resources and fostering knowledge sharing, in line with the objectives of the Union of Skills. It will also enhance DGT's visibility and outreach to potential translators;
- organise in-person and online visits for universities, secondary schools, professional organisations and public institutions;
- foster contacts and cooperation with language stakeholders in the Member States, in particular national administrations, including through language and terminology networks and via on-site or online visits under the **Visiting Translator Scheme**;
- continue to support, together with DG SCIC, the **interinstitutional committees for cooperation among translation and interpretation services**;

- cooperate with the language services of other **international organisations**, in particular in the framework of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) – including by chairing its working group on language services and publishing – and the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT);
- continue its **translation capacity-building** activities for candidate countries. DGT will work with the EMT network to offer guidance to Ukrainian universities on developing sustainable translator training programmes that can equip future language professionals with the skills required on the European translation market.

DGT will promote its outreach work and results on social media and through its network of field officers in the Member States. It will increase its visibility on the Europa website by launching a new website ‘Multilingualism, translation and AI-based services’.

Please see the related performance table in Annex 2, on page 24.

General objective 1: A new plan for Europe's sustainable prosperity and competitiveness



Specific objective 1.1: Advanced AI-based multilingual services are used to overcome language barriers and support the EU's competitiveness and technological sovereignty

In collaboration with DG CNECT, DGT will expand the range of secure and reliable **AI-based multilingual services** made available under the Digital Europe programme. DGT will continue to enhance the existing AI-based multilingual services and work on their integration into the Commission's digital systems.

To pursue this specific objective, in 2025 DGT will:

- release three new AI-based multilingual services: **WebText**, which produces concise and punchy text suitable for web pages; **Accessible Text**, which generates easy-to-read texts for cognitively impaired readers, and **eReporting**, which aims to help reduce the administrative burden related to reporting requirements stemming from EU legislation on businesses and national administrations;
- conclude the training phase of the first LLM started in 2024 at the **Leonardo supercomputer** in Bologna and **pursue work on an institutional LLM**, as a contribution to the drive to modernise EU and national public administrations and to boost the EU's technological sovereignty;
- carry out continuous upgrades and **quality improvements of eTranslation** and deploy an **LLM enhancement feature** to further improve the machine translation output. By the end of 2025, eTranslation will be fully moved to the cloud;

- continue to **promote AI-based multilingual services** to national, regional and local administrations and other potential users;
- host one 'node' of the **European Language Data Space** ⁽¹¹⁾ to share data and open-source software with the EU public ⁽¹²⁾. This is aligned with the general Digital Europe programme goal of fostering technological competitiveness in the EU, particularly on AI;

Please see the related performance table in Annex 2, on page 24.

⁽¹¹⁾ The European Language Data Space (LDS) initiative under the Digital Europe programme aims to build a trustworthy and effective data market for the exchange of language resources in the public and private sectors. For more details: https://language-data-space.ec.europa.eu/index_en.

⁽¹²⁾ Data shared via the LDS will not be stored centrally in the LDS, but remain with the data provider. A 'node' or 'data space connector' will link this data with the central platform, i.e. will show it in the LDS catalogue.

PART 3. A modern and sustainable public administration: outputs in 2025

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

The Directorate-General for Translation has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

DGT will seek to maintain the availability of a highly skilled workforce through recruitment, training and knowledge management. The main challenge will be to **manage the continued pressure on DGT's in-house resources**, due to a redeployment of posts to the Commission's pool of staff combined with a **generational shift** for some language communities. DGT will allocate resources to its entities (posts for in-house staff and budget for external staff) to secure in-house capacity and the continuity of key functions. It will integrate the new recruitment model and will participate in upcoming EPSO competitions, including Luxembourg-specific ones. In 2025, DGT will start preparing for the future move of all its Luxembourg-based staff to the Jean Monnet 2 building and will seek the best possible conditions for a potential short-term move out of the ARIA building to minimise disruption and ensure business continuity.

DGT will consolidate its **gender-balanced management** team, including by participating in the Commission-wide management development programme for future middle managers. With 66.2% in 2024, DGT has reached a **high share of women in middle management positions**.

DGT has a **very high staff engagement rate (80% in 2023)**, one of the highest in the Commission. To maintain this high rate, DGT will nurture its **strong culture of two-way communication** by organising meetings between senior management, staff and trainees, including annual staff meetings and staff meet-ups on topics of relevance to staff. DGT will roll out the remaining actions in its action plan following the 2023 Staff Survey, and will contribute to preparations for the Commission's 2025 Staff Survey.

Please see the related performance table in Annex 3, on page 25.

B. Digital transformation and data management

Digital transformation and cybersecurity

In the context of its digital master plan for 2025-2028, DGT will support the Commission's digital strategy objectives of fostering a digital culture, empowering business-driven digital transformation and contributing to a seamless digital landscape by:

- Starting the execution phase of **eDGT** (see page 10). Aligning with corporate technologies will reduce DGT's technical debt and enable eDGT to be interoperable and integrated with other Commission systems (e.g. Decide or SUMMA).
- **Further enhancing staff digital skills**. DGT is a highly technology-intensive workplace, with a strong digital competence, as testified by the 2024 DGT Digital Skills Survey, and a high percentage of staff attending IT training (74% in 2024).
- Continuing to facilitate the exchange of information and **cooperation on practical and concrete uses of AI** in the Commission by leading the **AI@EC Network**, now counting over 5 000 members ⁽¹³⁾. DGT will develop additional AI-based services (e.g. to generate more readable and accessible texts) and work closely with other departments to ensure that these services are seamlessly integrated in the Commission's digital environment, with the ultimate goal of **enhancing the Commission's operational efficiency**. It will launch a prompt writing service to support colleagues in writing successful instructions for generative AI services. DGT will follow the Commission's operational guidelines to ensure that AI deployments are safe, trustworthy, and compliant with the AI Act and principles of good governance.
- Actively promoting staff **cyber-awareness** through internal communication and by encouraging participation in relevant training. The community of in-house cyber-security ambassadors will continue to play an important role in this area.
- Defining its **cloud strategy**, by analysing the opportunities, risks and constraints of moving DGT's IT applications (e.g. the server components of the computer-assisted translation environment) to a cloud environment (baseline: 21% in 2024).
- Implementing the actions outlined in the Commission's **Cybersecurity Strategy for 2025-2026** and striving for compliance of all DGT's information systems with the IT priority controls.
- Continuing to **update the security plans of its IT applications**. DGT will prepare an action plan to address the recommendations made by the Internal Audit Service (IAS) in the audit on IT Security Risk Management, based on corporate guidance issued by the Directorate-General for Digital Services (DG DIGIT).

⁽¹³⁾ The AI@EC Network is open to staff from the Commission, agencies and other EU institutions and bodies.

Data management

To enhance its level of data maturity ('advanced' in 2024), DGT will:

- review the current 120 entries for DGT data assets, including the definition of the data assets, data owners and data stewards, and update the EC Data Catalogue accordingly;
- update its data strategy, aligning it with DGT's new IT and data governance, new corporate policies, and new AI initiatives, especially in the field of data acquisition;
- apply corporate policies on reference data management for the language data assets. As data owner since 2025, DGT will review the relevant workflows in cooperation with the data stewards and lead actions in the Commission's Corporate Reference Data Management coordination working group;
- further develop the data-related competencies of staff involved in language data management through targeted training and review training for data stewards.

In addition, DGT will coordinate the work of Commission service departments on their path to corporate data compliance.

Data protection

DGT will continue to implement the processing operations and tasks required under the Commission's data protection action plan. The baseline for the mandatory compliance indicator is 100% in 2024. To maintain compliance with data protection rules, DGT's data protection coordinator will:

- keep an **updated and complete inventory of all DGT data processing operations** in the Commission's Data Protection Records Management System;
- continue to raise staff awareness and assess compliance with general personal data protection principles;
- keep data controllers in DGT informed of the rules and principles and check whether the processing operations under their responsibility are compliant;

DGT will carry out an evaluation of data protection awareness among DGT staff and management. The findings will serve as a basis for identifying areas for development or any other follow-up actions.

Please see the related performance table in Annex 3, on pages 25 and 26.

C. Sound financial management

DGT's main objectives will be to **maintain the current level of effectiveness of its internal control system** and to keep a low estimated risk at payment while ensuring the

cost-effectiveness of controls. The baseline for the mandatory indicator 'estimated risk at payment for cost-based expenditure' is 0.5% of relevant expenditure in 2024.

DGT will prepare and implement **an action plan to address the recommendations made by IAS in the 2024 audit on procurement in DGT**, notably one very important recommendation on the procurement approach for outsourcing translation and three important recommendations on pre-tendering phase, tendering phase, and monitoring.

The key challenge for DGT will be to **consolidate the use of the new accounting system SUMMA**, integrated with the local DGT system TRèFLe, together with the use of new modules of the eProcurement system. This is pivotal for DGT, which processes a couple of tens of thousand transactions every year under the external translation budget line, and requires change management and continued training for all staff involved in the financial and procurement circuits. DGT will also need to create new internal automated reports, using data from local applications and from the new SUMMA data warehouse.

Please see the related performance table in Annex 3, on page 26.

D. Fraud risk management

DGT contributes to the implementation of the Commission's anti-fraud strategy of 2019 and the 2023 action plan ⁽¹⁴⁾. In 2025, **DGT will review its own anti-fraud strategy**, focusing on the handling of sensitive, marked and classified documents, financial transactions and public procurement, cybersecurity, and in general strengthening the culture of ethics and anti-fraud. The review will be based on a **bottom-up approach** and will be carried out in close cooperation with OLAF. The baseline for the indicator tracking implementation of the actions included in DGT's anti-fraud strategy over the whole lifetime of the strategic plan is 100% in 2024 ⁽¹⁵⁾.

Please see the related performance table in Annex 3, on page 27.

E. Sound environmental management

DGT will promote **staff awareness of and engagement in environmentally friendly practices** at the workplace to contribute to the Commission's aim of reaching climate

⁽¹⁴⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication'; Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023, COM(2023) 405 of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying document, SWD(2023) 245 – 'the revised Action Plan'.

⁽¹⁵⁾ Actions included in DGT's anti-fraud strategy are implemented on an annual basis, hence a 100% baseline.

neutrality by 2030. It will implement the 'Greening the Commission' action plan ⁽¹⁶⁾ and organise local actions based on the Commission-wide Eco-Management and Audit Scheme (EMAS) action plan, with focus on circular economy and waste reduction (e.g. clean trails, clothes swap events). DGT will also carry out a range of centrally coordinated EMAS actions, including measures to **reduce energy consumption** by taking part in the Commission buildings closure scheme (Building Energy Savings Together – BEST).

DGT is a 'trans-Ardenne' Directorate-General, with frequent business travel between Brussels and Luxembourg. To further **reduce CO₂ emissions** ⁽¹⁷⁾, DGT will promote travel by shared transport (for example, train, shuttle bus, carpooling) between the two locations.

All DGT internal and external events will incorporate **sustainable events practices**, following Commission guidelines. As part of DGT's internal communication efforts, **Green DGTips** will inform staff on EMAS actions and offer ECO-tips, while **Meet&Green** meetings will enable staff to discuss how to green DGT offices.

Please see the related performance table in Annex 3, on pages 27 and 28.

⁽¹⁶⁾ For more information see https://commission.europa.eu/about/service-standards-and-principles/modernising-european-commission/greening-european-commission_en.

⁽¹⁷⁾ The baseline for the mandatory indicator on emissions from business travel is 201 545.15 kg CO₂ in 2019.

ANNEX 1: Specific objectives and result indicators 2025-2029

General Objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 8.1: Language services in the EU official languages support the Commission's decision-making process, policies and implementing work

Result indicator 8.1.1: Customer satisfaction rate

Explanation: Percentage of customers who express satisfaction with DGT's services

Source of data: Customer satisfaction survey (enabling DGT to measure whether the quality of the service meets customer expectations and to detect areas for improvement).

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
91.5%	Maintain or increase	Maintain or increase

Result indicator 8.1.2: Deadline compliance rate

Explanation: Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions).

Source of data: DGTSTAT system (SAP BO)

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
99.4%	Maintain or increase	Maintain or increase

Result indicator 8.1.3: *Ex post* evaluation quality score

Explanation: This indicator is based on a yearly *ex post* evaluation carried out on a sample of DGT's translations. It gives a proxy value of the quality of DGT's global translation production, with statistically representative results which are consistent across text categories and languages.

Source of data: Annual common *ex post* evaluation report

Baseline (2024)	Interim milestone (2027)	Target (2029)
84.8% ⁽¹⁸⁾	Maintain or increase	Maintain or increase

⁽¹⁸⁾ The baseline value is calculated as the average lower limits of the previous four *ex post* evaluations (2020, 2021, 2022 and 2023).

Specific Objective 8.2: DGT's state-of-the-art language tools and technology enhance the efficiency and quality of translation work

Result indicator 8.2.1: Use of linguistic data assets to support translation work

Explanation: Degree to which DGT's technological processes and linguistic databases are exploited to provide assistance to translators ⁽¹⁹⁾.

Source of data: DGT Language Tools Dashboard

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
92.9%	Maintain or increase	Maintain or increase

Specific Objective 8.3: Multilingualism is promoted and the development and attractiveness of the language professions are supported

Result indicator 8.3.1: Share of participants in DGT's outreach events that found the event useful

Explanation: The percentage of respondents to surveys conducted after DGT's outreach events (Translating Europe Forum, Translating Europe Workshops, European Day of Languages), who indicated in their response that they found the event useful.

Source of data: Post-event surveys

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
90%	Maintain or increase	Maintain or increase

⁽¹⁹⁾ The percentage indicates the share of translated segments for which the quality of DGT's linguistic data allowed translators to use it as a starting point for their translation work (in the form of previous translations, repetitions or machine translation output).

General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.1: Advanced AI-based multilingual services are used ⁽²⁰⁾
to overcome language barriers and support the EU's competitiveness and technological sovereignty

Result indicator 1.1.1: Number of eTranslation engines ⁽²¹⁾ updated per year

Explanation: This is an indicator for the quality improvement of machine translation output ⁽²²⁾.

Source of data: DGT Language Tools Dashboard

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
318	Maintain	Maintain ⁽²³⁾

Result indicator 1.1.2. Number of requests for all AI-based multilingual services combined

Explanation: Sum of all fulfilled requests to all the AI-based multilingual services managed by DGT, excluding eTranslation, on a yearly basis.

Source of data: DGT Language Tools Dashboard

Baseline (2024)	Interim milestone (2027)	Target (2029)
44 000	Increase	Increase

⁽²⁰⁾ The AI-based multilingual services developed by DGT are available to the Commission, the other EU institutions, and to public administrations, academia, EU freelance translators, small and medium-sized enterprises, non-governmental organisations and projects funded by the Digital Europe programme, located in an EU Member State, or in countries associated to the programme.

⁽²¹⁾ An 'engine' is a machine translation system build for a specific language combination and trained with specific linguistic data.

⁽²²⁾ The update process includes automatic, and in many cases human, evaluation of the new engines' performance, measured against a benchmark. Engines that do not show quality improvements are not deployed.

⁽²³⁾ The result refers to a yearly number, and not an accumulated number, which should be broadly stable (i.e. no increase year by year).

ANNEX 2: Performance tables – delivering on Commission priorities in 2025

General Objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 8.1: Language services in the EU official languages support the Commission's decision-making process, policies and implementing work

Main outputs in 2025:

Output	Indicator	Target
Total translation production (official languages)	Number of pages translated internally and outsourced	Not applicable, demand driven
Total translation production (non-EU languages)	Number of pages translated internally and outsourced	Not applicable, demand driven
Total editing production	Number of pages edited	Not applicable, demand driven
Pages translated externally as a percentage of the total number of translated pages delivered by DGT	Outsourcing rate	Not applicable, demand driven
Training on Clear Writing for Commission staff	Number of overall participants in Clear Writing training sessions	2 000

Specific Objective 8.2: DGT's state-of-the-art language tools and technology enhance the efficiency and quality of translation work

Main outputs in 2025:

Output	Indicator	Target
Translation corpora size	Total number of segments* available in Euramis	Increase compared to 2024 (1 948 331 958 in 2024)
IATE complete entries	Share of IATE complete entries ⁽²⁴⁾	Increase compared to 2024 (39.1% in 2024)
Deployment of ELI2E	ELI2E deployed and operational (Y/N)	By 30 June 2025
eDGT implementation	All eDGT project charters approved by the Programme Steering Committee (Y/N)	By 31 December 2025

* A 'segment' usually consists of a sentence or sentence-like unit (a heading, a title or an item in a list).

⁽²⁴⁾ The 'share of IATE complete entries' contains entries owned by all IATE partners (i.e. the translation services of EU institutions and bodies), not just DGT. While DGT has been a major contributor to IATE since the beginning, this figure also reflects the effort of all contributing institutions.

Specific Objective 8.3: Multilingualism is promoted and the development and attractiveness of the language professions are supported

Main outputs in 2025:

Output	Indicator	Target
DGT's outreach events (Translating Europe Forum, Translating Europe Workshops, European Day of Languages events)	Number of participants (in-person and online)	≥100 000
Juvenes Translatores contest	Number of registered schools	≥1 600
DGT's 'Multilingualism, translation and AI-based services' website	Website online (Y/N)	By 31 December 2025
EMT working groups	EMT working groups established (Y/N)	By 30 June 2025
Knowledge Centre on Translation and Interpretation (KCTI)	KCTI in place (Y/N)	By 30 June 2025
Social media activities to promote multilingualism and the development and attractiveness of the language professions	Followers' growth rate (Facebook and Instagram combined)	≥3% compared to 2024 (112 443 followers in 2024)

General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.1: Advanced AI-based multilingual services are used to overcome language barriers and support the EU's competitiveness and technological sovereignty

Main outputs in 2025:

Output	Indicator	Target
AI-based multilingual services developed by DGT	Number of AI-based multilingual services in place	Increase compared to 2024 (6 in 2024)
Overall eTranslation production	Total number of pages produced by eTranslation ⁽²⁵⁾	Not applicable, demand driven
Use of eTranslation by IT systems ⁽²⁶⁾	Number of active systems connected to eTranslation	Increase compared to 2024 (177 in 2024)

⁽²⁵⁾ Total manual use (i.e. use by individuals directly submitting documents or text snippets) plus total machine-to-machine use through applications connected to eTranslation.

⁽²⁶⁾ This includes all IT systems connected to eTranslation, both run by the EU institutions themselves or by third parties eligible to use eTranslation through their association with the Digital Europe programme.

ANNEX 3: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DGT employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2025:		
Output	Indicator	Target
Preparing a gender-balanced pool of prospective future managers by appointing to pre-management functions talented female colleagues aspiring to management positions	Proportion of women in deputy head of unit or stand-in roles	50%
Two-way communication on topical issues	Number of in-person staff meetings and online staff meet-ups on topical issues (e.g. follow-up to the reconfiguration, office move)	At least 2 staff meetings (1 in Brussels and 1 in Luxembourg) and 1 online meet-up

B. Digital transformation and data management

Objective: DGT is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission		
Main outputs in 2025:		
Output	Indicator	Target
Digital Transformation		
Digital literacy	Number of training events on AI, digital skills and data management organised by DGT	25
AI services- customer satisfaction survey	Satisfaction survey on AI services launched among Commission staff (Y/N)	By 31 December 2025
Fostering cybersecurity culture in DGT	Percentage of staff participating in one or more cybersecurity awareness and training activities	≥30%
Data Management		

Output	Indicator	Target
Review of DGT data assets in the EC Data Catalogue	Percentage of data assets with both registered data owners and data stewards in the EC Data Catalogue	100%
Data Protection		
Raising the awareness of DGT data controllers on the principles of personal data protection	Number of one-on-one meetings with data controllers	6 by 31 December 2025
Review of DGT's data protection management system (DPMS) records	DGT DPMS records updated (Y/N)	By 31 December 2025

C. 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 2025

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
Efficient controls	Timely payments	remains >96% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	remains ≤9% of funds managed

D. 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 ⁽²⁷⁾ aimed at the prevention, detection and correction ⁽²⁸⁾ of fraud

Main outputs in 2025:

Output	Indicator	Target
Implement actions of a continuous nature from DGT's latest anti-fraud strategy action plan: - verify the secure handling of sensitive, marked or classified information - verify compliance with the financial and procurement rules	DGT's anti-fraud strategy actions implemented: - Update of bi-annual internal control report	2 per year (January and July 2025)
	- Verification of training for all newly appointed financial officers	2 per year (January and July 2025)
	- Analysis of non-compliance and exception register	2 per year (January and July 2025)
	- Verification that the conflict-of-interest policy is implemented	2 per year (January and July 2025)
	- Verification of SUMMA access rights	1 by 31 December 2025
	- Update of sensitive functions list	1 by 31 December 2025
New anti-fraud strategy and relevant action plan	New anti-fraud strategy and relevant action plan adopted (Y/N)	By 30 September 2025

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2025

Output	Indicator	Target
Actions to reduce emissions from staff missions	Number of actions to reduce emissions from staff missions	1 by 31 December 2025

⁽²⁷⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication'; Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023, COM(2023) 405 of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying document, SWD(2023) 245 – 'the revised Action Plan'.

⁽²⁸⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Energy saving actions	Number of DGT buildings participating in summer or end-of-year closure under the Building Energy Savings Together (BEST) scheme	At least 1
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	4 by 31 December 2025