Management plan 2022

EUROSTAT

Contents

INTRODUCTION

Eurostat's mission is to provide high-quality statistics for Europe. To this end, Eurostat develops and promotes standards, methods and procedures that allow the cost-effective production and dissemination of European statistics. Eurostat's work is governed by professional independence, impartial treatment of all users, objectivity, reliability, statistical confidentiality and cost-effectiveness.

Eurostat is the statistical authority of the European Union and a Directorate-General of the Commission. It ensures the development, production and dissemination of European statistics according to the rules and statistical principles laid down in Regulation (EC) No 223/2009 on European statistics. Regulation (EU) 2021/690 of the European Parliament and of the Council of 28 April 2021 established the Single Market Programme 2021-2027 (SMP). One of the SMP objectives, or pillars, is to develop, produce and disseminate high-quality, comparable, timely and reliable European statistics. The roles and responsibilities of Eurostat within the internal organisation of the Commission, as regards the development, production and dissemination of statistics, are further defined in Commission Decision 2012/504/EU of 17 September 2012 on Eurostat.

This management plan describes how ESTAT will contribute to the general objective 'Modern, high-performing and sustainable European Commission' by delivering on its mission and modernising the way it works as set out in the 2022 Commission Work Programme[1]. It highlights the most important outputs planned for 2022 and explains how they will contribute to the specific objectives set out in ESTAT's strategic plan for 2020-2024.

To translate the general objective into concrete plans, Eurostat has set three specific objectives that are guiding its work in 2020-2024:

- Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.

- Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.

- Eurostat better communicates and better promotes European statistics and facilitates their use by policymakers, the general public, businesses, researchers and the media.

These objectives are implemented through annual management plans that describe key initiatives, outputs and targets for the year they refer to. The current plan covers the year 2022. It represents Eurostat contribution to the implementation of the Commission work programme for 2022 'Making Europe stronger together'.

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[1] https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents_en

In 2022, Eurostat will continue to turn to innovative new techniques and new data sources in cases where data is missing and deliver reliable and relevant statistics and to update the European Statistical Recovery Dashboard, providing statistics to support Europeans and the European economy in addressing the COVID-19 crisis, to support resilience, and to manage the challenges of recovery. New experimental data will be published for the first time and statistics in priority policy areas will be strengthened. Furthermore, partnerships with different stakeholders will be enhanced and Eurostat will also continue to strive towards effective and user-oriented dissemination and communication of statistics.

In the specific chapters of this management plan, we will present the activities of Eurostat, which will contribute to the achievement of specific objectives of the Strategic plan 2020-2024, of the headline ambitions of the President of the Commission Ursula von der Leyen, and of the priorities presented in her second State of the Union address on 15 September 2021, in line with the Commission work programme 2022 and the Recovery plan for Europe. With its initiatives, Eurostat will contribute to a greener, fairer, more digital and more resilient European Union.

PART 1. Delivering on the Commission's priorities: main outputs for 2022

A. Statistics and data to support the recovery from the COVID-19 crisis

In 2022, Eurostat will continue its efforts to remain the trusted reference for statistics and data, necessary for policy-making and public debate during the recovery from COVID-19 and for shaping the Europe of the future. In this way, Eurostat will contribute to the achievement of **specific objective 1 of the strategic plan 2020-2024**.

The President of the Commission, Ursula von der Leyen, laid out in her second State of the Union address on 15 September 2021 the accomplishments and priorities of the European Union, referring to the fight against COVID-19, climate change, migration, human rights, Europe's youth, European defence policy, and the rule of law, to name just some of the most important issues to be dealt with. According to the President, the top priorities for the EU in 2022 will be the fight against COVID-19 and climate change. Eurostat will fully support the key initiatives in the Commission's plans. It will do so by providing statistics of the highest quality relevant to the COVID-19 crisis and to the other priorities, such as the European Green Deal (e.g. climate, energy and transport statistics), etc.

The **European Statistical Recovery Dashboard**, containing monthly and quarterly indicators from a broad range of statistical areas that are highly relevant **for monitoring economic and social recovery from the COVID-19 pandemic**, has been published monthly since December 2020 and will continue to be improved during 2022 to strengthen timeliness and coverage based on development of indicators.

Eurostat will continue **providing timely guidance on the statistical aspects of policy measures** introduced to mitigate the economic and social impact of the COVID-19 pandemic, ensuring the correct implementation of accounting rules and a harmonised recording of similar measures across EU Member States. In particular, Eurostat will **continue monitoring the accounting consequences of the implementation of the initiatives within the NextGenerationEU programme, and notably the Recovery and Resilience Facility**.

Eurostat will improve further **statistics on healthcare systems and on causes of death**. The first official European health statistics for the year 2020 will become available in 2022. **Causes of death data will include a newly introduced voluntary breakdown by month** for the reference year 2020. This enriched data set will contribute towards gathering intelligence about the pandemic.

B. Statistics and data to support policy and public debate on the Commission six headline ambitions

In her political guidelines for the European Commission 2019-2024, President von der Leyen defined six headline ambitions for Europe, which represent the priorities for the work of the European institutions. Through its activities, Eurostat will contribute to the achievement of these priorities in line with the Commission work programme 2022 'Making Europe stronger together'.

A European Green Deal

The European Green Deal significantly increases demand for statistics on the environment, energy, transport, agriculture and forestry, as well as regions and cities. To respond to these new statistical needs, Eurostat and other members of the European Statistical System (ESS) established in late 2021 the **action plan 'statistics for the European Green Deal'**. The action plan coordinates and streamlines current statistical activities related to the European Green Deal and helps to better prioritise investment in statistical information products. The action plan is structured in three categories: a) enhanced communication and dissemination of European statistics for the Green Deal; b) update of the legal basis for official statistics related to the European Green Deal; and c) development of official statistics beyond legal bases (production of new statistical products based on existing data and voluntary data collections). The plan includes 29 activities, most of them already running and some of them lasting until 2024 or later.

The European Green Deal enshrines Europe's ambitious goal to become carbon-neutral by 2050. The **National Energy and Climate plans 2021-2030** constitute one of the key policy tools to this end, and Eurostat will enhance and deepen **data collections to support monitoring their implementation**.

To better measure progress on climate change related policies and to respond to increased demand, Eurostat will publish **quarterly greenhouse gas emission statistics**. In addition, the European **environmental economic accounts will be upgraded** to improve timeliness and by proposing additional environmental accounts, namely on forests, ecosystems and environmental subsidies.

The release of the annual **monitoring report on progress of the EU towards the sustainable development goals (SDGs) will be advanced** in time and will become part of the European Semester Spring package. The SDG indicator set will be updated and will play a central role in aligning and integrating other Commission monitoring frameworks in a coherent and interconnected manner, with a view to a future summary dashboard and indicator set for measuring progress 'beyond GDP'. A European Green Deal dashboard will be set up and maintained.

The **monitoring framework for the circular economy will be extended** as an element of the Commission Circular economy action plan. **Waste statistics** will be modernised to

take into account new legislation, and to contribute to improved circular economy monitoring, the monitoring of progress towards the sustainable development goals (SDGs), and the monitoring of the European Green Deal. The **Implementing Regulation** regarding the **PRODCOM 2022 list** (product classification used for statistics on manufactured goods) will contribute to further improvements in the monitoring of the circular economy.

The next wave of the **Community Innovation Survey (CIS)** will be released in 2022. This includes optional questions related to climate change and environmental benefits of innovative production processes/products.

High-quality **statistics on agriculture, environment, transport, energy, forestry and for regions and cities** will continue to be produced and support the Fit for 55 package of new legislative initiatives, the implementation of Europe's circular economy action plan, the EU biodiversity strategy, the sustainable and smart mobility strategy and the Farm to fork strategy. The timeliness of energy and transport statistics will be accelerated in response to the need for information on the energy performance of buildings, energy taxation, and smart and sustainable transport.

The **modernisation of agricultural statistics** will continue with two initiatives linked to regulatory simplification that will increase the quality and relevance of these statistics. Based on the state of the legal proposal on the input to and output from agriculture (SAIO), five implementing regulations will be finalised to specify the data requirements for the production of comparable and harmonised statistics on animal and crop production, agricultural prices, plant protection products and nutrients. Furthermore, **Integrated Farm Statistics (IFS)** will continue to be implemented and the results of the Census 2020 will be published.

An economy that works for people

Eurostat will be closely associated with the further developments on the **European Pillar of Social Rights.** Data under Eurostat's remit will continue to be updated regularly and disseminated on the Eurostat website. Eurostat will work to improve the coverage and fill the data gaps, such as in the area of long-term care statistics in all its dimensions, including expenditure, accessibility of services, the workforce involved, etc., or in the area of disability statistics, with data on the disability employment gap being collected for the first time in 2022.

With the aim of supporting users in the assessment of national health systems, Eurostat is developing an **Implementing Regulation on healthcare facilities, healthcare human resources and healthcare utilisation**.

The **implementation of Regulation (EU) 2019/1700** establishing a common framework **for European statistics relating to persons and households**, based on data at individual level collected from samples, will continue. The relevance and comparability of labour force and income and living conditions data will increase. The timeliness of these

data will be progressively improved and new modules will be collected. Furthermore, Eurostat will carry out an evaluation and impact assessment on **Labour Market statistics on Businesses ('LMB statistics')**.

Key macroeconomic indicators and detailed data on national accounts, balance of payments, consumer prices, real estate prices, purchasing power parities and statistics for administrative purposes regarding own resources, remunerations and pensions will be produced in 2022. The publications will follow the established release calendar and will continue to address the measurement and methodological challenges that arise in the context of the COVID-19 crisis and recovery from it.

As a response to user needs for more indicators on globalisation, Eurostat has launched a new set of **intra-EU supply, use and input-output tables (FIGARO tables)** in 2021. The key aspect of the inter-country input-output tables is to interlink each of the EU economies with each other and with non-EU partners and to be the reference point for national and international organisations in terms of analysis of trade, globalisation, socio-economic, macro-economic and environmental policies for European Union countries. In 2022, Eurostat will publish a new set of indicators for trade in value added derived from the inter-country input-output tables, which will provide data on international trade, supply chains, component-sourcing and global economic integration. Eurostat will also take steps to extend the country coverage to include candidate and potential candidate countries, as well as to start publishing new environmental indicators such as carbon footprints.

New GNI Inventories will be received from Member States by end of 2021 and the related verification cycle will be further pursued. Member States' implementation of reservations in place will be scrutinised, including in relation to globalisation. Reservations will be lifted where appropriate. A report on the interim assessment of the actuarial balance of the Pension Scheme of European Officials will be provided to DG HR. Data on **Brexit-related post-employment benefits liabilities** will be provided to DG BUDG. The **implementation of the EU officials salary update exception clause under the staff regulations** will be followed up. Support to DG HR in the context of the reporting process on the staff regulations will also be provided.

In response to needs expressed by users, Eurostat plans to publish an **experimental quarterly indicator**, which will provide an alternative, broader measure of inflation that includes the costs for households that live in their own house. Moreover, to ensure the quality and comparability of the house price index and the owner-occupied housing price index, the adoption of an **implementing regulation is planned**.

Eurostat will start publishing **flash estimates of purchasing power parities for gross domestic product** (for the year 2021) in March 2022. This will allow Eurostat to publish national accounts measures for the previous year in purchasing power standards three months earlier than currently is the case.

Regular production of high-quality **Excessive Deficit Procedure (EDP) and Government Finance Statistics (GFS)** will continue forming the essential basis for fiscal monitoring in

the EU. In particular, it is decisive for monitoring the statistical implications of the Stability and Growth Pact and it is essential for the proper functioning of the EU fiscal surveillance framework. Eurostat will continue to collect newly-established detailed reporting tables, with the aim of monitoring the correct statistical recording of the national measures introduced by Member States to tackle the economic effects of the pandemic, as well as of ensuring the application of the statistical rules to the Recovery and Resilience Facility associated flows.

Eurostat will also continue **methodological developments in public finance statistics,** leading to better and more harmonised statistics in that area that is essential to fiscal monitoring in the EU, particularly to monitoring the statistical implications of the Stability and Growth Pact. In particular, the release of a new edition of the Manual on Government Deficit and Debt (MGDD) is planned for end 2022, aiming for a more harmonised recording of similar policy measures across EU Member States.

Moreover, Eurostat will be closely involved with other Commission services **contributing to the EU Economic governance review and aiming to strengthen the economic and fiscal surveillance framework**. It will also strengthen its capacity to provide early clarification of the statistical rules applicable to various types of public investment and related instruments in line with rules applicable to national accounts and transparency requirements.

Eurostat will **continue the new project started in 2021 and aiming at building up and developing national accounts of the European institutions** (i.e. EU accounts). It addresses the data needs of Member States and of fiscal and policy users in the context of the European semester and aims at developing the methodology for the compilation of key indicators for EU institutions and the EU as a whole and the compilation of a first set of data in 2022. New instruments like NextGenerationEU and the Recovery and Resilience Facility created a need for full disclosure of deficit and debt generated by the EU institutions. Such information would allow for a more accurate national accounting picture of the EU institutions, and would provide highly relevant statistical information to policymakers as well as to the public at large.

Ensuring the continuous provision of **high-quality statistical information on European businesses**, and in particular of timely statistics on short-term business developments (on industry, construction, services and wholesale and retail trade) and international trade, will remain among the key priorities in the area of European business and trade statistics, also in the recovery phase from the COVID-19 crisis. Further improvements in the availability of monthly short-term business statistics on services, as well as more frequent (monthly) data on bankruptcies and registrations of businesses, will become available in 2022.

Economic analysis and surveillance in Europe requires high-quality statistics that reflect well globalisation and the changing nature of the economy. A **new statistical framework model for global value chains** will facilitate the analysis of the different stages of the globalised production process. Eurostat will also continue producing **high-quality**

statistics on international trade in goods (ITGS) **and services** (ITSS), **foreign direct investment** (FDI) and **foreign affiliates** (FATS).

Furthermore, in 2022, the implementation of the **European Profiling programme** will continue for its second year, contributing to the provision of high-quality information on the largest European Multinational Enterprise Groups (MNEs) in the EuroGroups Register (EGR) and to better measuring MNEs' impact on the European economy.

A Europe fit for the digital age

The ongoing spread of digitalisation is profoundly affecting society, businesses and the economy in general. The COVID-19 pandemic has accelerated the digital transformation, even further emphasising the potential that it creates for society and economy. Monitoring the Digital Decade 2030 will require **high-quality statistics on the digital performance of Europe's enterprises and society**. In 2022, Eurostat will continue producing and adapting such statistics to monitor the digital skills of people, the digital intensity of European enterprises, the uptake of new technologies, the use of e-commerce, or the impact of ICT on the environment.

Promoting our European way of life

The relevance of **population statistics and demography data** is high on the policy agenda of the Commission, in the context of an ageing society, a shrinking working-age population and the recovery from the impact of the COVID-19 pandemic. The ongoing combined evaluation and impact assessment under the initiative on European statistics on population will be finalised. Eurostat will prepare a legal proposal to ensure that population statistics remain relevant, coherent and comparable and that regulatory simplification is achieved.

Furthermore, the implementation of the **2021 population and housing census** in the EU will continue. Census data collections for the reference year 2021 have started nationally in the majority of Member States. By the end of 2022, Member States will report geocoded population data to a 1 km² grid, allowing Eurostat to prepare a new dissemination product at the most detailed geographical level in early 2023.

As far as the New Pact on Migration and Asylum is concerned, timely, more detailed and harmonised **asylum and managed migration statistics** started to become available in 2021. Work towards the full implementation of the amended Regulation (EU) No 862/2007 will continue with the launch of pilot studies for new statistics in 2022.

A stronger Europe in the world

Eurostat will continue to drive and **contribute to the setting of international statistical standards, new metrics and methodologies** also in partnership with international organisations. This would ensure the comparability of statistics across the globe and promote EU values by bringing EU experience.

Eurostat will continue to **strengthen partnerships and provide assistance** to candidate countries and potential candidates, as well as countries under the European Neighbourhood Policy (ENP). Special emphasis is placed on regional cooperation and dedicated regional programmes to assist in statistical capacity building and in enhanced provision of good quality data, with a new MEDSTAT programme to take place in ENP South area. In Africa, a new continent-wide statistical programme Pan-African Statistics (PAS II) will build on the achievements of the previous one.

Besides that, **business statistics** will help to monitor the European industrial strategy, supporting the twin transition to a green and digital economy, making EU industry more competitive globally, and enhancing Europe's open strategic autonomy.

General objective: A modern, high-performing and sustainable European Commission
Specific objective: *Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.*
Related to spending programme: Single Market Programme 2021-2027

Main outputs in 2022:
Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Proposal for a Regulation of the European Parliament and of the Council on European statistics on population (ESOP) PLAN/2021/10584 (²)	Legislative proposal adopted by the Commission	Q2/2022
Regulation of the European Parliament and European Council amending Regulation (EU) No 691/201 on European environmental accounts PLAN/2020/9931	Legislative proposal adopted by the Commission	Q2/2022
Proposal for a Regulation of the European Parliament and of the Council on statistics on agricultural input and output (SAIO) PLAN/2020/6583	Legislative proposal adopted by the European Parliament and by the Council	Q4/2022

(²) Initiatives that are part of the Commission Work Programme 2022 are marked with the following icon .

Evaluations and fitness checks

Output	Indicator	Target
Evaluation and impact assessment of European statistics on population PLAN/2021/10584	Evaluation and impact assessment reports finalised	Q2/2022
Evaluation and impact assessment of European Labour Market statistics on Businesses PLAN/2021/12024	Evaluation and impact assessment reports finalised	Q4/2022

Other important outputs

Output	Indicator	Target
Regular production of high-quality statistics	Data disseminated according to schedule	End of 2022
Eurostat will contribute to the setting of international statistical standards and promote EU values	Common EU positions will be established before the annual meeting of the UN Statistical Commission	By beginning of March 2022
Monthly release of European Statistical Recovery Dashboard, including development of additional indicators	Timely release of the Dashboard according to the release calendar	End of 2022
Dissemination of Intra-EU supply, use and input-output tables (FIGARO) publication of time series 2010-2020	Timely dissemination of new globalisation related indicators and increased country coverage	End of 2022
Release of experimental quarterly inflation measure that includes costs for households that live in their own house	New index released	Q3/2022
Commission implementing regulation on methodology of house price indices and owner-occupied housing price indices	Adoption of the implementing regulation	Q3/2022
Development of a methodology for the compilation of main indicators for EU institutions and the EU as a whole, including data collection, consolidation techniques and reconciliation	Compilation of a full set of EU accounts	End of 2022
Continuous methodological developments in public finance, including the update of the Manual on Government Deficit and Debt (MGDD)	Timely statistical reply to policy needs and more harmonised recording of similar policy measures across EU Member States Publication of the new version of the MGDD	End of 2022

Output	Indicator	Target
Strengthening partnerships and providing assistance to candidate countries, potential candidates, partners in the ENP East and South area, as well as in Africa	Launch of two new large-scale regional statistical programmes – PAS II and MEDSTAT V; finalising the STEP and IPA 2017 multi-beneficiary programmes	End of 2022
	High-level meetings to plan and discuss statistical cooperation	6
Implementing Regulation as regards statistics on healthcare facilities, healthcare human resources and healthcare utilisation	Adoption of the legal act	End of 2022
Implementation of Regulation (EU) 2019/1700 establishing a common framework for European statistics relating to persons and households, based on data at individual level collected from samples for: • 8-yearly module 'Young people on the labour market' (for the labour force domain) • 6-yearly module 'Access to services' (for the income and living conditions domain) • 'HBS 2026' (for the consumption domain)	Adoption of legal acts	End of 2022
Update of PRODCOM list with additional details to monitor circular economy and critical raw materials	PRODCOM list adopted	Q3/2022
Provision of high-quality information on Multinational Enterprise Groups in the EGR	EuroGroups Register statistical frame and European Profiling High quality results are disseminated according to the Eurostat release calendar	Q1/2022
Provision of statistics on business innovation with environmental benefits and the perceived impact of climate change on businesses	CIS statistics are disseminated in Eurostat's dissemination database, accompanied by Statistics Explained articles	October 2022
Implementation of the Land use and land cover (LUCAS) survey, including specific modules for soil, grassland, landscape features and Copernicus	Fieldwork progresses as scheduled	End of 2022
Quarterly dissemination of greenhouse gas emissions estimates	Data disseminated according to publishing plans	1/2022 and quarterly afterwards

Output	Indicator	Target
An update of the monitoring framework for the circular economy is due as an element of the Commission Circular Economy Action Plan, which is part of the European Green Deal Monitoring	Framework published	Q2/2022
Implementation of new energy legislation	Data dissemination in line with Eurostat's release calendar	Q2/2022
Informal visits to Member States to prepare statistics for own resource plastics	Country visits progress as scheduled	Q4/2022

C. Better meeting user needs by fostering partnerships and embracing innovative data sources and technologies

To meet **specific objective 2**, Eurostat will pursue a range of activities, including legislative initiatives, new or experimental statistics, exploration of new sources and close collaboration with stakeholders within and outside European Statistical System (ESS).

An important initiative to meet this objective is the **revision of Regulation (EC) No 223/2009 on European Statistics**. The initiative aims to better respond to new information needs and user expectations through a combination of bringing the existing legal framework for European statistics into line with the European Data Strategy, and modernising statistical production within the ESS. An upcoming impact assessment will help to prepare this initiative. It is linked to other activities aimed towards innovation and sustainable access to new data sources.

Eurostat will embrace innovative data sources and technologies. As far as the collaborative economy is concerned, Eurostat will continue using data obtained via international internet platforms to develop **experimental indicators on short-term accommodation** in tourism statistics, focusing on the service providers. Furthermore, in collaboration with Member States, Eurostat will explore whether such arrangements can be extended to national platforms.

In the area of **international trade in services statistics** (ITSS), **experimental statistics** will be produced and published regarding ITSS by Broad Economic Categories (BEC); by Modes of Supply (MoS); and by Enterprise Characteristics (STEC). Regarding ITSS by Modes of Supply (MoS), Eurostat will publish a **first edition of a comprehensive compilers' guide** and will pursue further work on developing advanced methods. Eurostat will also set up an **asymmetries resolution mechanism for international trade in services flows**.

A change is also foreseen concerning foreign direct investment statistics: Eurostat will start producing and disseminating **FDI Greenfield statistics for inward flows and FDI inward positions** by ultimate investing economy.

The system for the micro-data exchange (MDE) between Member States on intra-EU exports of goods, which is mandatory as of January 2022, and for the customs data exchange (CDE) related to extra-EU trade in goods will enter the production phase. In particular, the MDE will allow the **use of new and innovative compilation methods in intra-EU trade in goods statistics** and the **future development of new statistics relating to international trade in goods**.

To bring Europe closer to citizens and regions, Eurostat will continue to make use of georeferenced data by systematically integrating and mainstreaming geospatial information into statistical production and **collecting more geospatial data, with a special focus on the core geospatial datasets** (³). This will allow for more detailed regional and local level statistics in areas such as demography, economy, environment, energy, transport and agriculture.

Along with that, to develop further **transport statistics using new data sources and data capture technologies**, the use of big data available at European Agencies such as the European Maritime Safety Agency, European Union Aviation Safety Agency, or Eurocontrol, will be assessed and used for the production of new and more timely indicators and experimental statistics on traffic and mobility. Eurostat will also develop statistics on passenger transport by inland waterways to better monitor the use of alternative and more environmentally friendly means of transport.

Eurostat will continue to build the **web intelligence hub (WIH)**, including further development of the web intelligence platform and deployment of additional components and services; will further improve the acquisition and processing of online job advertisements (OJA) data; and will continue the development of methodologies to measure the quality of data produced from web content and methodologies to perform valid inferences from web data sources. The operational model of the WIH will continue to be fine-tuned to ensure that new ESS use cases potentially led by Member States are on-boarded, including online-based enterprise characteristics (OBEC).

Eurostat, in coordination with other European Statistical System members, will continue to make progress on the **development of methodologies for processing Mobile Network Operator (MNO) data** for statistical purposes, such as measuring human mobility (how people move) and presence (where people stay) with granular levels of timeliness and spatial coverage serving multiple statistical domains, including tourism and population. Moving from experimentation to regular statistical production requires solving a number of technical and methodological challenges, in addition to legal and business issues associated with data access, and Eurostat is best positioned in the ESS to lead the innovation work in this field.

(³)   These are as defined by the Commission inter-service group on Geographic Information (COGI): administrative units, statistical units, buildings, cadastral parcels, addresses, transport networks, land parcel information system, postal codes, utility and governmental services.

An enhanced process of the **priority-setting mechanism** in the European Statistical System was piloted in 2021 with a review on **climate change related statistics**. In the context of the new priority-setting mechanism of the European Statistical System and taking into consideration the political significance of health and its high visibility during the COVID-19 pandemic, **health-related statistics will be the subject of the 2022 ESS review**. The review will start in the first half of 2022.

Eurostat is committed also to quality, which is one of the principles of the European statistics Code of Practice. With the **third round of the European Statistical System (ESS) peer reviews**, 13 peer reviews of national statistical systems in EU Member States and EFTA countries will be carried out, accompanied by a communication campaign. Another 24 of **Eurostat's internal quality reviews** of statistical processes and outputs will assess and suggest improvements to the quality of processes and outputs.

As another way to better meet user needs for relevant, timely data, Eurostat will continue to provide **model-based early estimates of the income distribution**. Current statistics show that the social impact of the COVID-19 crisis has been uneven with vulnerable categories of people most affected. In this context, it is essential to track the recovery also from the household perspective with timely data. Moreover, to meet the needs of G20 policymakers, Commission policy DGs, as well as the SNA review, **experimental distributional national accounts** (DNA) for income and consumption are being developed.

Furthermore, Eurostat will develop an **equality strategy for European statistics** by taking stock of the statistical products already available (e.g. statistics on age, gender and disability, gender gap in pay, employment and pension, statistics on migrants and their integration, health status, health determinants, healthcare use by socio-economic background etc.) and of the planned actions in the short and medium term, by identifying information needs and the resulting data gaps (in all statistical domains), and by proposing possible future improvements and developments, including possible additional breakdowns and increased coverage.

Eurostat will also continue to foster partnerships. It will deploy a complete range of measures to ensure enhanced policy coordination, partnership activities within the ESS, including maintaining the high quality of European Statistical System Committee meetings and conclusions, and with external parties. Eurostat will continue to implement its international cooperation strategy and enhance statistical **cooperation with international organisations** (the United Nations, the Organisation for Economic Cooperation and Development, the International Monetary Fund, the International Labour Organisation and the World Bank) to drive the setting of European and international statistical standards, promote EU values, and promote the principles of the European Statistics Code of Practice. A close and longstanding cooperation between the **European Central Bank** and Eurostat will also continue to ensure the necessary coherence in the production of European statistics.

In order to achieve what is planned under three specific objectives, especially to develop new or improved statistics, the most important **external factors**, which Eurostat may face and which could affect the production of European statistics, are the continuation of the COVID-19 crisis and the increasing number of requests for new and more timely statistics. To cope with them, we need to have adequate skills and competencies in Eurostat and also adequate capacity in the European Statistical System (ESS). This way, Eurostat and the ESS will be able to deliver under more stressful circumstances while at the same time designing the system of the future and strengthening innovation for fast delivery of new ways of producing statistics. To satisfy the new requests for statistics, Eurostat and national statistical authorities need to have sustainable access to new data sources held by both public and private bodies. The inclusion of official statistics as one of the purposes of business-to-government data-sharing in the public interest was recognised in the public consultation on the future Data Act proposal. Eurostat will continue to emphasise the importance of statistics in relation to the European Data Strategy, with the explicit support of its ESS partners. Several other actions have been taken. For example, a Commission expert group on facilitating the use of privately held data for official statistics has been established, partnerships have been developed and agreements concluded.

General objective: A modern, high-performing and sustainable European Commission
Specific objective: Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.
Related to spending programme: Single Market Programme 2021-2027

Main outputs in 2022:		
Initiatives linked to regulatory simplification and burden reduction		
Output	**Indicator**	**Target**
Proposal for a Regulation of the European Parliament and of the Council amending Regulation (EC) No 223/2009 on European statistics PLAN/2021/11938	Legislative proposal adopted by the Commission	Q4/2022
External communication actions		
Output	Indicator	Target
European Statistical System (ESS) peer reviews are communicated publicly and visibly in the ESS	Number of peer review websites in NSIs available	15
Other important outputs		
Output	**Indicator**	**Target**
Publication of experimental statistics on short term accommodation in the collaborative economy collected via international platforms	Publication of data in Eurobase	End of 2022

Output	Indicator	Target
Dissemination of new and experimental statistics on globalisation (international trade in services by Broad Economic Categories (BEC), by Modes of supply (MoS), and by enterprise characteristics (STEC); Foreign Direct Investment Greenfield statistics for inward flows and inward positions by ultimate investing economy, as well as related methodological guides (International trade in services by Modes of Supply)	Publication of data in Eurobase	End of 2022
Distribution systems for the provision of geospatial services, enhancing the reusability and interoperability of the data (spatial analysis, visualisation of geospatial statistics; statistical map making)	Continuous increase in the availability and coverage of datasets and tools	End of 2022
Assessment and use of new data sources and innovative technologies for the production of statistics in the field of traffic and mobility	Production of experimental statistics	End of 2022
Energy balances in a new format	Data dissemination in line with Eurostat's release calendar	Q4/2022
The system ('hub') for the exchange of micro-data between Member States on intra-EU exports of goods and of customs data related to extra-EU trade in goods	All Member States sending micro-data to the exchange hub on a monthly basis	Q1/2022
Establishment of new asymmetries resolution mechanism for international trade flows	Establishment of the system and the mechanisms	End of 2022
Peer reviews of Member States and EFTA countries implemented and peer review reports published	Number of implemented peer review visits	13
	Number of published peer review reports	14
Quality reviews implemented	Number of available quality review reports	24
European Statistical System review of health-related statistics	Launch stakeholder consultations and dialogues with key institutional users and NSIs – Interim report including preliminary findings	Q4 2022

Output	Indicator	Target
Dissemination of new and experimental statistics related to income: • flash estimates on income distribution and poverty; • distributional national accounts time series 2015-2019 for income; • income, consumption and wealth indicators for 2020	Publication of data in a dedicated webpage (for flash estimates) or Eurobase	End of 2022
Review and further develop equality in statistical products	Strategy document agreed	June 2022
Further development of partnerships with international organisations (IOs) in developing international standards to ensure comparability of statistics across the globe	Negotiation of administrative arrangements with international organisations that are Eurostat key partners	End of 2022
High-quality European Statistical System Committee meetings and conclusions	Percentage of participants assessing the overall quality of the meetings/conclusions as very good or good	≥ 75%

D. Enhanced communication and reuse of European official statistics

In 2022, Eurostat will contribute to **specific objective 3** to better communicate and promote European statistics and facilitate their use by policymakers, citizens, businesses, researchers and the media by a number of initiatives and deliverables presented below.

Eurostat will continue to strengthen cooperation with EU National Statistical Institutes in the field of strategic communications, and will **finalise a joint Eurostat-European Statistical System communication strategy to raise awareness of the quality of European statistics**.

Furthermore, Eurostat will strive to be more agile and innovative, proactively reaching out to users to ensure **effective dissemination and communication of statistics among different stakeholder groups**. In line with its Communication and Dissemination Strategy and its 2022 Dissemination and Communication Programme, Eurostat will:

- expand its reach across key dissemination channels through regular visually appealing products, responsive interactions with users and carefully targeted promotional activities;

- disseminate first data releases, each supported by appropriate dissemination and promotional products tailored for the specific topic and its target audience;

- promote and focus on interactive digital publications and dashboards with data and statistics related to the Commission headline ambitions;

- develop and enforce a coherent visual identity in line with accessibility requirements for all Eurostat communication products;

- review the design and content structure of the Eurostat website to be in line with modern user expectations;

- further develop Eurostat's social media presence, defining the personality for each of the existing platforms (Twitter, Facebook and Instagram) and considering the possibilities to expand the range of platforms;

- continue the programme of user testing to ensure that Eurostat dissemination products are adapted to user needs;

- increase statistical literacy through different kinds of articles in Statistics Explained/Statistics for Beginners and by organising the European Statistics Competition.

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

Specific objective: *Eurostat better communicates and better promotes European statistics and facilitates their use by policymakers, citizens, businesses, researchers and the media.*

Related to spending programme: Single Market Programme 2021-2027

Main outputs in 2022:

External communication actions

Output	Indicator	Target
User-centred Eurostat webpage and social media accounts	Number of recorded user sessions on the Eurostat website Number of Eurostat followers and engagement rate on social media	19.5 million recorded user sessions Twitter: 188 000 followers, 1.2% engagement rate Facebook: 95 000 followers, 2.0% engagement rate Instagram: 50 000 followers, 2.0% engagement rate
Dissemination of first data releases supported by appropriate dissemination packages in line with the 2022 Dissemination and Communication Programme	Number of first data releases supported by dissemination packages (Euro indicators and other first data releases)	142 Euro indicator releases 343 other first data releases
Dissemination of flagship publications Key figures on Europe, Monitoring report on EU progress towards the SDGs, Regional Yearbook, EU In the World, European Green Deal on the Eurostat website	Number of downloads for 2021 / 2022 editions (interactive and pdf)	Key figures on Europe: 100 000 SDGs: 150 000 Regional yearbook: 150 000 EU in the World: 50 000 European Green Deal: 100 000

Output	Indicator	Target
Review the layout and look, navigation and structure of the Eurostat website	Degree of implementation of the review	80%
Publication of statistical literacy products on the Statistics Explained website	Number of views for Statistics Explained articles	Monthly average of 1.5 million views for Statistics Explained articles as a whole
	Number of views for Statistics 4 beginners section	Monthly average of 4 000 views for the Statistics 4 beginners section
	Number of new Statistics Explained articles and new Statistics 4 beginners articles	40 new Statistics Explained articles and minimum 2 new Statistics 4 beginners articles
Organisation of the European Statistics Competition	Number of countries and students participating at the European Statistics Competition	Participation of 19 countries and 15 000 students at the European Statistics Competition

Other important outputs		
Output	**Indicator**	**Target**
Strengthen European Statistical System (ESS) cooperation in the field of strategic communications	The number of priority work themes addressed by the ESS Task Force on Strategic Communication in its final report to the European Statistical System Committee	3 priority work themes addressed (ESS communication strategy; communication around privately held data; and the rules of engagement for handling disinformation)

PART 2. Modernising the administration: main outputs for 2022

In 2022, the implementation of the new local HR strategy, the focus on training, learning and development and the follow-up of the results of the 2021 Commission Staff Survey and Eurostat's first own pulse survey of June 2021 will also contribute to the effective management of human resources. Eurostat will launch a number of actions resulting from the Eurostat equality action plan adopted in 2021 and aiming at further mainstreaming equality, diversity and inclusion within the Directorate-General. In the domain of sound financial management, procedures will be further simplified. 2022 is the second year for which Eurostat's operational budget is part of the new Single Market Programme 2021-2027. Eurostat will implement its Anti-fraud Strategy Action Plan and will also take part in the Fraud Prevention and Detection network. The digital transformation will have several drivers – the implementation of the IT strategy, which was approved in 2021, and the development of the Digital Commission and the EC data strategy are just a few examples. In 2022, due attention will further be given to achieve the target of 100% of staff having attended awareness-raising activities on data protection compliance by 2024. As far as the sound environmental management is concerned, Eurostat created in 2021 an additional network of Eco-Management and Audit Scheme (EMAS) representatives. Its 36 members promote environmental actions within their units, in compliance with the European Green Deal. The printing of publications and promotional leaflets has been limited, in line with the Commission paperless policy. Moreover, in 2022, Eurostat will become the first Directorate-General in the European Commission to have a carbon accounting system for its own activities. All these activities will contribute to delivering on the Commission's headline ambitions.

The internal control framework ([4]) 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.

Eurostat has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service'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

In 2022, Eurostat will continue to focus on ensuring effective management of human resources in order to deliver on the Commission's headline ambitions and statistical priorities. The new local HR strategy and in particular the specific actions for 2022 (HR plan 2022) will be implemented, consistent with the overall Commission HR strategy. To ensure it is prepared for the challenges caused by the rapidly changing technologies and emerging digital sources, Eurostat will put a particular focus on training, learning and development.

([4])   Communication C(2017)2373 - Revision of the Internal Control Framework

Furthermore, Eurostat will actively contribute to the planned open EPSO competition for AD and AST staff in statistics allowing the recruitment of future colleagues. In addition, Eurostat will implement the new Commission Decision on working time and hybrid working by taking into account the results of Eurostat's first own pulse survey of June 2021. Eurostat seeks to maintain the gender balance achieved among senior and middle managers. Eurostat will fully use its allocated quota for the Female Talent Development Programme (FTDP) in 2021 and continue to encourage team leaders to develop their people management skills further via the courses offered.

Eurostat will closely follow up the results of the 2021 Commission Staff Survey and will decide on specific improvement actions. It seems that the management of the pandemic and its impact on the staff and working environment will remain an important HR challenge in 2022. Eurostat will continue to develop its internal communication policy in line with Eurostat's Communication and Dissemination Strategy and to inform its staff of ongoing developments in business and all HR-related issues. On Eurostat's intranet page 'Cybernews', there is a daily set of news articles. Also, in close cooperation with the HR Business Correspondent, articles are drafted to inform staff about HR issues, including those relating to the COVID-19 pandemic. In addition, Eurostat will publish the analyses of own or corporate pulse surveys. This communication policy will be continued in 2022.

In autumn 2021, Eurostat adopted its first equality action plan. This plan underpins Eurostat's continuous and strong commitment to equality, diversity and inclusion. Eurostat's main strategic goal in the area of equality is twofold. Firstly, to develop Eurostat as a diverse and inclusive workplace that provides equal opportunities and where everyone can develop their potential in a respectful and safe environment. Secondly, to mainstream equality dimensions in all statistics and services provided by Eurostat. These include to continue producing high-quality statistics that take into account the diversity of the European Union and to make these accessible to all. In 2022, there will be a number of actions aiming at raising staff awareness of a continuously-fostered culture of inclusion and belonging in the workplace.

Objective: Eurostat 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 2022:		
Output	**Indicator**	**Target**
Gender equality at all management levels by the end of 2024	Nomination of Deputies to the Directors (female representation)	55% female representation
	Use of allocated quota for the Female Talent Development Programme	2

Output	Indicator	Target
Boosting staff engagement and staff commitment	Percentage of staff declaring in staff survey that they feel well supported	70%
	Improvement actions depending on survey results	Launched in 2022 if needed
Implementation of local HR strategy and of the equality action plan	HR plan 2022 and equality action plan – actions to be implemented in 2022	All actions implemented at the end of 2022
Publication of regular, topical and informative intranet items for Eurostat staff	Number of daily items	Minimum of 3 per day

B. Sound financial management

Eurostat's operational budget is part of the Single Market Programme 2021-2027. The implementation takes place in line with the multi-annual framework and in accordance with the Financial Regulation and related rules. Eurostat puts in place key processes to ensure efficient and effective budget planning and monitoring, the processing and controlling of transactions to ensure their legality and regularity, support to internal and external users, and related reporting. Eurostat also develops initiatives to simplify its financial management and adapting the control system to current and future changes in its legal and operational environment.

Work on simplifying procedures will continue, particularly by launching future calls with financing not linked to costs, to reduce the administrative burden for both Member States and the Commission, also contributing to the reduction of the overall cost of control.

In order to increase efficiency, a tool for contract planning and monitoring is going to be developed in order to contribute to better and more efficient budget management in Eurostat.

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 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure

Output	Indicator	Target
Effective controls: Safeguarded assets	Accuracy of the inventory of assets in hosting and cloud IT services (percentage of assets in Data Centre/Cloud Configuration Management DataBase linked to a Eurostat Information System declared in GOVIS2)	>80%
	Accuracy of the inventory of IT assets (licences, end user material) managed by Eurostat (percentage of assets linked to a user)	>80%
Safeguarded information	Percentage of sensitive non classified contractual and financial documents stored in secure drives (S:/)	>80%
Efficient controls	Time-to-pay	95% of payments (in value) remain on time
Economical controls	Overall estimated cost of controls	Remains close from below to the average of the last three years (12.50 % of funds managed)

C. Fraud risk management

Following the adoption of the new Commission Anti-Fraud Strategy (CAFS), Eurostat carried out an evaluation of its Anti-Fraud Strategy (AFS) and performed a Fraud Risk Assessment in 2019/2020. Based on that a new AFS for 2021-2024 was adopted on 29 June 2021.

The main changes in the AFS 2021-2024 include a new objective related to strengthening cooperation with OLAF as well as new actions in the related Action Plan, in particular in the area of awareness-raising, staff training and IT security. In support of the fight against fraud, Eurostat will participate in the Fraud Prevention and Detection network to improve the quality and completeness of data retrieved and the analysis of fraud detection methods.

The anti-fraud exercise is integrated in Eurostat's reporting; regular reporting is ensured in the Annual Activity Report and through the internal control reports, which include a specific section on anti-fraud/OLAF investigations, which are issued twice a year and addressed to the Commissioner.

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) (⁵) aimed at the prevention, detection and correction (⁶) of fraud.

Main outputs in 2022:

Output	Indicator	Target
Increased awareness of anti-fraud measures	Number of anti-fraud awareness raising presentations for newcomers	2 events (or one in induction programme organised for newcomers by DG HR)
Closer cooperation with OLAF	Participation in FPDNet meetings	Attend all FPDNet meetings organised by OLAF
Follow-up of OLAF's investigations	Report with status on anti-fraud to Commissioner delivered	Twice per year

D. Digital transformation and information management

Eurostat will continue to contribute to the Digital Strategy Modernisation Plan, embedded in the European Commission Digital Strategy, through active participation in different modernisation clusters, particularly in the Data, Paperless and Process Automation Cluster and in the newly created Stakeholder Management Cluster, where we are currently sharing some of our initiatives, such as the use of innovative sources of data for production of official statistics (Web Intelligence Hub, in collaboration with DIGIT), and the use of QES (Qualified Electronic Signature) for the digitalisation of our contract management processes (in collaboration with DIGIT).

In 2022, in collaboration with DIGIT, Eurostat will design an architecture for processing statistical data in the cloud, capable of handling sensitive non-classified (SNC) data. This initiative is fully aligned with the EC Digital and Cloud Strategies, and it is outlined as one of the strategic goals of the Eurostat IT Strategy, widening the scope of cloud adoption actions in Eurostat.

Eurostat invest lots of efforts in the cybersecurity field. In line with this, new indicators have been added to measure this involvement in an effective way. Eurostat has established a sound revision process for the IT risk assessment of all its information systems, ensuring that all Information Systems have an up to date and yearly reviewed security plan according to the ITSRM (IT security risk management) methodology. Eurostat is also enhancing the protection of sensitive non-classified data by the use of MFA (multi-factor

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(⁵) Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

(⁶) Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

authentication) techniques to access all its information systems handling this type of information.

In addition to this, Eurostat is developing an innovative platform for statistical sensitive non-classified data, which is linked to the EC Data platform, action 4 of [Rolling Action Plan 2022-24 for data, information, and knowledge management](#) focusing on the specific needs of Eurostat about statistical production data. In 2022, Eurostat will proceed to implementing the IT strategy (approved in 2021) that will drive the digital transformation for the coming years. Eurostat will complete the transition from legacy databases (OLAP) and application servers (ColdFusion) to solutions that will be supported in the Commission environment in the coming years. Eurostat will also phase out the remaining component of the legacy data exchange suite and fully exploit the new solution (Edamis 4) for all statistical domains and data-providers.

As part of its IT rationalisation effort, Eurostat will complete the in-depth analysis of the existing statistical production systems undertaken in 2021, and present the results and way forward to the Eurostat management. In parallel, it will complete the first wave of the deployment of the 'Reference IT Architecture for Statistical Data Processing', i.e. the systematic rollout of the standard set of tools that Eurostat has developed in recent years supporting automated data validation, process orchestration and dashboarding of statistical data flows.

Eurostat will carry on contributing actively to the definition of a corporate reference data management policy. Eurostat will also continue efforts to make its data and metadata more easily accessible through modern technologies, including publishing its main statistical classifications as linked open data.

Eurostat is contributing to the development of the Digital Commission and the EC data strategy. Building upon its wide experience, Eurostat will continue contributing actively to IMSB (Information and Management Steering Board) and LDCs (Local Data Correspondents) network meetings, to the creation of a comprehensive Commission data catalogue, to the data advisory service, to the data skills action and to the consolidation of a Reference Quality Framework for other statistics. Eurostat institutional support services will continue offering training to EU institutions staff about the use of official statistics.

The target of 100% staff attending awareness-raising activities on data protection compliance by 2024 will require continuous efforts in 2022. The provision of regular training for newcomers will continue. Since the transition to new working methods after the COVID-19 crisis will be ongoing in 2022, the focus will remain on online activities (e.g. regular articles in Eurostat's intranet about data protection issues, the appearance of the Data Protection Coordinator (DPC) in the 'HUM' meeting, bringing together all management levels of Eurostat, contribution to the regular safety training for newcomers). A report to the Directors' meeting of Eurostat is also planned for 2022.

The actions for compliance with the Commission's Data Protection Action Plan (C(2018) 7432 final) will also continue in 2022. They will include the awareness-raising activities

mentioned in the preceding paragraph. Compliance with obligations concerning record-keeping, procedures for data subjects' rights and the use of the correct procedure in case of a potential data breach will also be priorities.

Furthermore, the allocation of resources for data protection compliance will remain a high priority. With a view to further improving the high compliance standard achieved in 2021, when an additional staff member collaborated part-time over several months with the Eurostat DPC on data protection issues, it is planned to appoint a Deputy Eurostat DPC in 2022. This should significantly enhance the availability of resources for data protection compliance in Eurostat.

<table>
<tr>
<td colspan="3">Objective: Eurostat 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</td>
</tr>
<tr>
<td colspan="3">Main outputs in 2022:</td>
</tr>
<tr>
<td>Output</td>
<td>Indicator</td>
<td>Target</td>
</tr>
<tr>
<td>Implementation of the corporate principles for data governance for Eurostat's key data assets</td>
<td>Percentage of implementation of the corporate principles for data governance for Eurostat's key data assets</td>
<td>85% [7]</td>
</tr>
<tr>
<td>New modern data exchange infrastructure</td>
<td>Percentage of transmissions received using EDAMIS 4</td>
<td>100%</td>
</tr>
<tr>
<td>Modernising the management and dissemination of statistical classifications</td>
<td>Number of Eurostat classifications exposed as Linked Open Data</td>
<td>5</td>
</tr>
<tr>
<td>Innovative platform for statistical sensitive non-classified data</td>
<td>Availability of a platform able to handle sensitive non-classified data in a public cloud platform</td>
<td>Availability of platform Q4/2022</td>
</tr>
<tr>
<td>IT risk assessment and security plans for Eurostat information systems</td>
<td>Number of Eurostat information systems without an IT risk assessment and security plan with less than 1 year of validity</td>
<td><1</td>
</tr>
<tr>
<td>Protection of sensitive non-classified data in Eurostat Information systems</td>
<td>Number of external-facing information systems handling sensitive non-classified data in Eurostat not using multi-factor authentication</td>
<td><1</td>
</tr>
<tr>
<td>Transition from legacy applications</td>
<td>All domains from OLAP migrated to other production systems. Coldfusion applications migrated to a supported technology.</td>
<td>100%</td>
</tr>
</table>

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[7]   The list of assets will be revised during 2022 in order to align with the list of statistical products as in the Eurostat work programme. The indicator will be re-computed according the new list, and the targets adapted accordingly.

Output	Indicator	Target
Modernisation of statistical data production systems	Analysis of the existing production systems landscape completed; results and way forward presented to Eurostat management	100%
Deployment of the 'Reference IT Architecture for Statistical Data Processing'	% of Eurostat statistical datasets covered	25%
List of key actions on information management and data protection	Percentage of staff attending awareness raising activities on data protection compliance	75% of staff

E. Sound environmental management

In line with the European Green Deal, the European Commission is working on an action plan to become climate-neutral by 2030. The Eco-Management and Audit Scheme (EMAS) in the Commission will play a key role in implementing this action plan. As part of the EMAS scheme, EMAS correspondents work in each Directorate-General to raise environmental awareness in their respective DGs. Based on the success of the ESTAT EMAS network [8] implemented in 2017, Eurostat created in 2021 an additional network of EMAS representatives in Eurostat units. It is composed of 36 members, who promote environmental actions within their respective units.

Both 2020 and 2021 have been very special years. The COVID-19 pandemic has brought unprecedented changes in the way we work. For the first time, EC staff have exclusively/primarily worked from home for long periods. The increased shift towards working from home will allow Eurostat to fully deploy the Digital Workplace and exploit its opportunities through the availability of specific support to staff. To this extent, the digitalisation of our way of working and communicating, and the reduction of missions will enable tangible greenhouse gas emission savings in the long term.

In line with the Commission paperless policy, only the flagship publications and the Key Figures series will have a limited printed edition with the possibility for users to request a printed copy. There will also be a limited number of prints for leaflets for promotional purposes. The calendar will be proposed to Commission staff as a 'print on demand' option only.

In 2022, Eurostat will become the **first DG** in the European Commission to establish a **carbon accounting system** for its own activities. This means that Eurostat will quantify the impact of its activities in terms of greenhouse gas emissions. For that purpose, we will use the same standard used by EC EMAS to ensure compatibility with the system used

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[8]   Eurostat created one of the first intra-DG EMAS networks in the Commission. This network is composed of more than 40 members and works to promote environmental awareness in Eurostat.

Commission-wide. Eurostat will share the results of this experience with other DGs in order to extend this practice to the whole Commission. Measuring our own carbon footprint will be the starting point to establish a commitment in 2022 (Eurostat's green strategy) with measures in different areas to achieve carbon reductions in line with the Commission's green strategy to become climate-neutral by 2030.

This action plan will focus in areas like carbon footprint management; meetings and conferences organised by Eurostat; missions; home-work commuting and moving around buildings; waste and resources (energy, water, paper); sustainable catering; IT (Digital Workplace and hosting services); buildings (working with central Commission services to push for corporate improvements); environmental awareness.

Objective: Eurostat takes account of its environmental impact in its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support of their respective EMAS Correspondents/EMAS Site Coordinators.		
Main outputs in 2022:		
I. More efficient use of resources (energy, water, paper):		
Output	**Indicator**	**Target** (2019 as baseline)
Fewer printed publications	Number of printed publications	No more than 500 prints per Flagship/Key figures publication and 6 400 ordered prints + print on demand for calendars (A0 format)
Staff awareness actions/messages on reducing energy, paper and water consumption	Number of actions sharing/exchanging good practices	2 actions
II. Reducing CO$_2$, equivalent CO$_2$ and other atmospheric emissions		
Output	**Indicator**	**Target** (2019 as baseline)
Eurostat's hierarchy and staff is informed of the carbon accounting system and carbon footprint results for Eurostat	Carbon footprint calculation and methodology	To make the results of Eurostat's carbon footprint available to our hierarchy and staff
Eurostat makes an official commitment to reduce carbon footprint in several areas	Eurostat's commitment to reduce carbon footprint	To have Eurostat's commitment to reduce our carbon footprint approved by ESTAT's hierarchy and communicated to staff
Staff awareness actions/messages on reducing carbon emissions, e.g. from commuting	Number of actions sharing/exchanging good practices	2 actions

Output	Indicator	Target (2019 as baseline)
Analysis of DG's missions trends/patterns (based on corporate EC-staff's professional trips (missions) ([9])), optimise and gradually reduce CO_2 emissions (e.g. by optimising the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/virtual events as an alternative)	Number of missions	Significant reduction in the number of missions in the DG compared to 2019 (a concrete percentage can be assigned only after issuing Eurostat's commitment)
Staff awareness of digital pollution and gradual change of behaviours avoiding 'heavy' emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data	Number of actions sharing/exchanging good practices	1 action

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Organise a zero-waste webinar	Number of staff participating in the webinar	30
Staff awareness actions/messages on waste or improving waste recycling	Number of actions sharing/exchanging good practices	2 actions

IV. Promoting green public procurement (GPP)

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to promote green public procurement (e.g. promoting 'green items' among EC office supplies' catalogue or promoting the activities of the GPP Helpdesk).	Number of actions/messages promoting green procurement	1 action

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

In order to contribute to better and more efficient budget management in Eurostat, the development of a 'Contract Planning and Monitoring' tool (CPM) is going to be launched. It is envisaged as the evolution of the current tool used to plan measures of the Financing Decision (FIDES). CPM will be used for planning and monitoring all types of procurement procedures, based on the budget approved in Implementing Measures in FIDES and for the management of specific contracts under the conditions established in various framework

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([9]) Data provided by HR.D.02.

contracts owned by Eurostat or by other DGs in the Commission. It is foreseen that the tool, by providing a common platform and uniform procedures, will contribute to a decrease in time dedicated to contract monitoring.

Based on experience in managing the COVID-19 crisis, Eurostat will assess the scope of its business continuity framework, to improve its plans and preparedness for potential future operational disruptions under different scenarios.