

# Management Plan 2026

Directorate-General for  
Trade and Economic Security

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# PART 1. Introduction

Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a strategic outlook for 2025-2029 in its [Management plan 2025](#). This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 management plan** sets out what Directorate-General for Trade and Economic Security (DG Trade) intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DG Trade will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

As stated in the Commission Priorities 2024-2029, DG Trade will contribute mainly to two general objectives of the Commission: **A new plan for Europe's sustainable prosperity and competitiveness**; and **A global Europe leveraging our power and partnerships**. The chart below illustrates how the general objectives, specific objectives <sup>(1)</sup> and key performance indicators <sup>(2)</sup> reflect the core aspects of DG Trade's performance.

DG Trade will also contribute to support *a new era for European Defence and Security* leading on the implementation of the **EU's Economic Security Strategy**.

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<sup>(1)</sup> Specific objectives 1, 2 and 5 are relevant to two general objectives. On the one hand, they will support sustainable prosperity and competitiveness by creating market opportunities for EU business, improving investments and access to markets. On the other hand, they will be key on leveraging EU power and partnerships.

<sup>(2)</sup> Key Performance Indicators are further detailed in the Strategic Outlook chapter of DG Trade's Management Plan 2025.

## A new plan for Europe's sustainable prosperity and competitiveness

## A global Europe - leveraging our power and partnerships

**Specific Objective 1:** The EU's competitiveness, security and sustainability objectives are reinforced by a broad range of trade and investment **partnerships**.

*key performance indicator (KPI): Percentage of trade covered by applied bi-lateral and regional agreements*

**Specific Objective 2:** Improved **access to markets and attraction of investment**

generating opportunities for EU businesses, building economies of scale and fostering innovation.

*KPI: Preference utilisation rates of EU preferential trade arrangements for the EU and partners' side*

**Specific Objective 3:** The EU's **economic security** is strengthened through promoting the EU's competitiveness, protecting the EU from economic security risks, and partnering with others to strengthen the EU's economic security.

*KPI: Perform an evaluation of the functioning of the Dual-Use Export Control Regulation*

**Specific Objective 4:** Businesses are protected from **unfair trade** practices in the EU and abroad by deploying all EU instruments available to tackle such practices by third countries.

*KPI: Number of jobs in sectors covered by the trade defence measures*

**Specific Objective 5:** **Rules-based trade** is sustained, including through a reformed and strengthened World Trade Organization, alongside the OECD and other relevant international fora.

*KPI: Comprehensive reform of the World Trade Organization*

In the pursuit of all these specific objectives indicated above, transparency, clear communication and inclusive policy-making will remain cornerstones of DG Trade's activities with the European Parliament, the Council, stakeholders and the public at large to maintain and further enhance legitimacy and public trust in how the EU conducts its trade policy.

Finally, regarding the implementation and simplification efforts in 2026, DG Trade is planning to perform eight stress tests to assess the relevant part of the EU acquis with a view to simplify, rationalise and reduce the burden on businesses and/or national administrations. DG Trade will also support Commissioner Maroš Šefčovič on the organisation of an implementation dialogue in the second half of 2026 and organise at least two reality checks to align DG Trade's implementation agenda with realities on the ground <sup>(3)</sup>.

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<sup>(3)</sup> [Simplification - European Commission](#)

## PART 2. Delivering on the Commission’s priorities in 2026

As reflected in the 2026 Commission Work Programme (4), trade and economic security policy will contribute to delivering on the Commission’s priorities in 2026, as detailed also in the Mission Letter of Commissioner for Trade and Economic Security Maros Šefčovič:

- Driving forward negotiations and **finalise trade agreements**, notably with India, Latin America and the Indo-Pacific, while exploring new agreements with emerging economies.
- Ensuring **full implementation and use of EU trade agreements**, particularly on market access, climate, environmental, and labour standards.
- Establishing **Clean Trade and Investment Partnerships** with several partners, starting with South Africa, to bolster competitiveness, diversify supply chains, and support partner economies.
- Improving global rules-based trade through a reformed and strengthened **World Trade Organization**.
- Continuing to engage with other major global actors such as the **United States** and **China** to manage our trade and investment relationship.
- Leading on the design and implementation of the **trade elements of sanctions** and other trade restrictive measures to protect EU interests.
- Leading on the implementation of the **European Economic Security Strategy**, in line with the **new economic security communication**, coordinating the development of economic security standards for **key supply chains**, working towards the entry into force of the **revised Foreign Direct Investment Regulation**, better cooperate on **export controls** and tackle risks associated with certain **outbound investments**.

When implementing these priorities, DG Trade will contribute to the key Commission objectives of **competitiveness, security and sustainability**. Trade policy will drive down dependencies through diversifying EU supply chains and develop sustainable partnerships while taking an assertive stance on defending ourselves from unfair competition or security risks. The implementation of the third pillar of the Competitiveness Compass (5) — “**Reducing excessive dependencies and increasing security**”— will thus also be central in the work of DG Trade.

**General objectives:** 1. A new plan for Europe’s sustainable prosperity and competitiveness; 6. A global Europe - leveraging our power and partnerships

**Specific Objective 1.1 (6.1):** The EU’s competitiveness, security and sustainability objectives are reinforced by a broad range of trade and investment partnerships

The EU faces a complex and fast-changing global landscape, characterised by geopolitical tensions, economic pressure, an urgent need for a clean transition and rapid technological developments. In this context, the EU’s core objectives centre on **competitiveness, security**

(4) [2026 Commission Work Programme](#)

(5) [A Competitiveness Compass for the EU](#), COM(2025) 30 final

**and sustainability** (2024-2029 Political Guidelines). **Trade policy enables their attainment** in various ways.

**Competitiveness:** Trade helps our businesses **scale up** through access to rapidly growing third country markets and **secure the inputs** they need, at attractive prices.

As set out by President von der Leyen in the State of the Union (SOTEU) speech, Europe needs to double down on diversification and partnerships. The EU's Free Trade Agreement (FTA) network – already the biggest in the world – has recently been strengthened through the conclusion of negotiations with Mercosur, Mexico, Indonesia, and India. DG Trade will work to get these agreements ratified, while also continuing to advance trade and investment negotiations with Malaysia, the Philippines, Thailand and the United Arab Emirates, and deepening the existing Economic Partnership Agreement (EPA) with five Eastern and Southern African countries (Comoros, Madagascar, Mauritius, Seychelles and Zimbabwe) as well as negotiations with Australia, if the conditions are right.

In line with the objectives of the EU Joint Communication on the Strategic Partnership with the Gulf of May 2022,<sup>(6)</sup> and the Joint Statement of the EU-Gulf Summit of October 2024 <sup>(7)</sup> the EU will further strengthen its trade and investment relations with the Gulf region by continuing the negotiations for a EU-UAE FTA agreement, exploring the possibility of relaunching the EU-GCC FTA negotiations if a shared level of ambition can be found and by negotiating Strategic Partnership Agreements with the various GCC countries. In parallel, the EU will pursue its engagement with the GCC on trade and investment through the framework provided by the EU-GCC Trade and Investment Dialogue.

Following Russia's war of aggression against Ukraine, the EU introduced ambitious temporary unilateral trade-liberalisation measures (ATMs) for imports from Ukraine and Moldova. Following the expiring of these ATMs in June and July 2025 respectively, the EU and Ukraine as well as the EU and Moldova have agreed to revise the Deep and Comprehensive Free Trade Agreements (DCFTAs) and to further reciprocally liberalise their tariffs beyond the original DCFTAs. The upgraded DCFTAs are now in force and they support long-term economic certainty and stable trade relations, while contributing to the gradual integration of Ukraine and Moldova into the EU Single Market.

The Commission is also pursuing **flexible forms of engagement** to develop trade and investment ties. The EU will foster improved investment climate and strengthen investment opportunities in partner countries through Sustainable Investment Facilitation Agreements (SIFA). The Council authorised other SIFA negotiations, in June 2025 with Côte d'Ivoire and in October 2025 with Ecuador. Technical discussions are under way with other partners. In November 2025 the Commission has concluded the first Clean Trade and Investment Partnership (CTIP), with South Africa, to support investments and help secure supply of raw materials, clean energy and clean tech, using a whole-of-government approach.

On **digital trade**, DG Trade will pursue an ambitious agenda aligned with the EU's International Digital Strategy, maintaining an open but assertive approach to digital trade and cross-border data flows. The EU will pursue high-standard, legally binding digital trade rules with key

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<sup>(6)</sup> [Joint Communication on a "Strategic Partnership with the Gulf" | EEAS](#)

<sup>(7)</sup> [eu-gcc-joint-statement-final-2.pdf](#)

partners to underpin modern trade and safeguard competitiveness and economic security by ensuring diversification and access to digital inputs and innovation. DG Trade will also advance towards the ratification of the Digital Trade Agreements (DTAs) with Singapore and Korea, for which negotiations were concluded in July 2024 and March 2025 respectively, and work towards launching negotiations on a DTA with Canada in early 2026. The EU will also explore further DTAs as flexible instruments to connect the EU's digital economy with the global centres of growth.

The **United States** <sup>(8)</sup> remains by far the EU's largest overall trade and investment partner. DG Trade will continue to work on the implementation of the new EU–US Joint Statement on trade, creating opportunities for EU businesses, securing stable access for EU exports to the US market and preserving integrated value chains, while safeguarding jobs and our regulatory standards. The Joint Statement also provides a foundation for further cooperation, including on reducing tariffs on more products, addressing non-tariff barriers and enhancing collaboration on economic security.

As regards **China**, DG Trade will continue to engage to manage our complex trade relationship, while protecting the EU market from unfair practices and de-risking excessive dependencies. Regular dialogue remains important to address imbalances in our trade and investment relations, to manage challenges that stem from our different economic systems and to discuss global issues of mutual concern.

**Economic security:** DG Trade will continue to coordinate the implementation of the EU Economic Security Strategy from 2023 as further developed in the Communication on strengthening EU economic security adopted on 3rd December 2025.

Commission's approach to economic security will continue to be risk-based, seeking to strengthen the EU's capacity to identify and effectively manage identified risks, making full use of all relevant tools and shifting towards a more proactive and systematic use of those tools, where necessary, leveraging the EU's strengths to support our economic security. The coordinated use of tools will focus on six high-risk areas, including strengthening supply chain resilience and counteracting strategic dependencies in goods and services, developing and maintaining leadership across critical technologies and preventing and mitigating disruptions to EU critical infrastructure affecting the EU economy.

In this context, DG Trade will continue to deepen cooperation with Member States, and industry, strengthening our information gathering and analytical capacity, as well as reinforcing further the way we work together. As EU economic security cannot be achieved alone, DG Trade will further engage in building strategic partnerships supporting economic security – through our FTAs, our Economic Security dialogues, work within the G7 and possible plurilateral initiatives. Cooperation with like-minded partners such as Japan, Australia, South Korea, United Kingdom and Canada, is already underway and will be further reinforced.

**Sustainability:** Trade is essential for a sustainable future. It ensures the roll-out of clean technologies needed for **decarbonisation** and secures the inputs needed for the **clean transition**. Trade agreements provide a platform to raise **environmental and social standards**, specifically: energy and raw materials/clean technologies and trade and

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<sup>(8)</sup> [EU-US trade](#)

sustainable development chapters of FTAs; CTIPs; dedicated provisions in SIFAs; and the Generalised Scheme of Preferences (GSP) granted to developing countries. DG Trade will further push to ensure consistency between the EU's internal and external action and assist trading partners in helping their businesses meet the requirements of the EU's **autonomous measures**.

In 2026, EU trade policy will continue to contribute to the Treaty objective of **sustainable development**. In 2026, the Commission will continue to propose and negotiate trade and sustainable development chapters for EU trade and investment agreements in a number of ongoing or upcoming negotiations, reflecting the outcome of the Communication on the power of trade partnerships <sup>(9)</sup> ensuring that trade agreements foster sustainability.

The EU's GSP offers under its three arrangements <sup>(10)</sup> (standard GSP, GSP+ and Everything But Arms) a removal or reduction of import duties for products coming into the EU market from vulnerable developing countries. This underpins the EU role as a reliable partner of the Global South and helps developing countries to alleviate poverty, integrate into global value chains and create jobs based on international values and principles, including labour and human rights. During 2026, the Commission will continue implementing the current GSP regulation. Furthermore, the Commission will work with the Council and Parliament towards the formal adoption of the revised GSP regulation, building on the successful final political trilogue of 1 December 2025, and will take the necessary steps to ensure its implementation from 1 January 2027

The Commission will continue to promote sustainable and responsible value chains. DG Trade's work in this area will focus in 2026 on putting the FTA provisions on labour, environment, climate and Responsible Business Conduct into practice as well as on implementing the Conflict Minerals and the Forced Labour Regulations. In addition, the Sustainable Cocoa Initiative, a multi-stakeholder dialogue on cocoa with Ghana, Côte d'Ivoire and Cameroon to improve a living income for cocoa farmers, tackle deforestation, and reduce child labour in the cocoa value chain is helping partner countries to comply with the requirements of the EU Deforestation Regulation.

With respect to European Green Deal initiatives (e.g. Carbon Border Adjustment Mechanism (CBAM), EU Deforestation Regulation, Ecodesign Regulation, circularity, etc), and the **Clean Industrial Deal** (in particular the Industrial Accelerator Act and other measures announced under the various action plans: automotive, steel, chemicals, batteries, etc.) but also for sustainability legislation such as the Corporate Sustainability Due Diligence Directive, DG Trade will continue to help ensure that the external dimension of these initiatives is properly taken into account both in new initiatives, as well as in revisions and simplification efforts of current legislation. Moreover, DG Trade will unlock trade and investment potential and promote the green transition worldwide by negotiating chapters in our FTAs on energy, raw materials and clean technologies, as well as provisions in CTIPs or SIFAs, in close cooperation with other Commission services. These chapters and provisions promote notably the development of green energy technologies and environmental good practises.

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<sup>(9)</sup> [Communication on the power of trade partnerships](#)

<sup>(10)</sup> [Generalised Scheme of Preferences](#)

**General objectives:** 1. A new plan for Europe's sustainable prosperity and competitiveness; 6. A global Europe - leveraging our power and partnerships

**Specific Objective 1.2 (6.2):** Improved access to markets and attraction of investment generating opportunities for EU businesses, building economies of scale and fostering innovation

The Commission will continue its efforts to harness **the benefits of the EU's trade agreements** by opening third country markets, creating opportunities for EU businesses and workers, including for Small and Medium-sized Enterprises <sup>(11)</sup> (SMEs) coupled with **assertive enforcement**, of both their market access and their sustainable development commitments. The **Chief Trade Enforcement Officer** will continue to increase the visibility, effectiveness and efficiency of DG Trade's work on implementation and enforcement. DG Trade will continue to work on removing trade barriers, strengthening coordination with Member States and stakeholders, and wider communication and outreach efforts through our **Market Access Partnership** with Member States and industry.

This will be a critical element of the EU's drive towards its open strategic autonomy, and facilitate access to markets, particularly for SMEs. In 2026, DG Trade will continue focusing on:

- Monitoring and ensuring the proper implementation of the EU's trade agreements, including through its Delegations in third countries and in close cooperation with Member States.
- Following up on complaints made through the Single Entry Point related to market access barriers and infringements of trade and sustainable development commitments including through high-level contacts with partner countries.
- Supporting EU stakeholders, in particular SMEs, to be aware and make use of the opportunities EU trade agreements create through further developing the Access2Markets portal through the addition of new countries covered and expanding the current tool to include Chinese export control measures. Moreover, additional explanatory videos and training sessions will promote the use of the portal further.
- Using dispute settlement procedures, either under a bilateral agreement or in the World Trade Organization (WTO), whenever necessary and appropriate; should dispute settlement be blocked, using the updated Enforcement Regulation.
- Using autonomous instruments, where appropriate, to defend EU interests, e.g. to enable the EU to deter and counteract coercive actions <sup>(12)</sup> by trade partners when needed (Anti-Coercion Instrument), to address obstruction of due process (e.g. Enforcement Regulation) or promote reciprocity in market access (e.g. the International Procurement Instrument).

In 2026, the Commission will continue to focus on ensuring the smooth and effective implementation of all existing EU trade agreements which means agreements with 76 partners, amongst them, the Trade and Cooperation Agreement with the **United Kingdom, Japan, Canada, the Republic of Korea, Singapore and Vietnam** as well as the agreements with

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<sup>(11)</sup> With the expected entry into force of new trade agreements, work will expand on the implementation of their SME chapters while negotiations are expected to continue on other trade agreements.

<sup>(12)</sup> [2023 Commission Work Programme, Annex III](#)

**Chile, Kenya and New Zealand** which have now entered into force. Moreover, the EU and **Japan** will continue to deepen bilateral trade engagement on the basis of the evaluation of the Economic Partnership Agreement.

Based on the new Pact for the Mediterranean, the new strategic framework to deepen cooperation with the southern Mediterranean countries, which proposes to enhance the business and investment environment and regulatory convergence, the EU will step up its efforts to improve the efficiency of the relevant committees under the Association Agreements to effectively tackle all trade-related issues. DG Trade will continue to engage with these partners to remove remaining market access-related barriers and is open to explore new forms of engagement to modernise existing bilateral trade and investment frameworks, which could include, in some cases, exploring whether negotiations on a SIFA should be envisaged as it was the case for Egypt at the EU Egypt Summit held on Brussels in October 2025.

Furthermore, the EU looks forward to continued efforts in the context of High-Level Dialogue on Trade to solve trade barriers building on the progress made in 2025, improve cooperation on the circumvention of EU sanctions and other priority areas as conducive to the modernisation of its trade and economic relationship with **Türkiye**, provided the right conditions are in place.

The EU has a network of bilateral and regional trade agreements covering almost all the **Latin American** region (Central America, Andean countries, Mexico and Chile). Implementation of existing agreements will remain the main focus in 2026 as will the work towards the ratification of the concluded agreement with Mercosur, of the modernised agreement with Mexico and of the SIFA with Ecuador.

Implementation work on the eight EPAs with 33 **African, Caribbean and Pacific countries (ACPs)** will continue in 2026.

DG Trade will actively use a range of bilateral and multilateral trade tools to strengthen **intellectual property (IP)** laws and ensure effective IP enforcement worldwide, in line with the broader trade and economic security goals of the EU. Based on the results of the 2025 Report on the Protection and Enforcement of IP rights in Third countries and the Counterfeit and Piracy Watch List, DG Trade will focus its efforts in the area of IP on the identified priority countries. DG Trade will also continue its engagement in technical cooperation and assistance programmes focused on IP in the Neighbourhood countries, Southeast Asia, China, Latin America, Africa and elsewhere.

In the area of **public procurement**, DG Trade will continue to promote transparency, good governance and improved market access in third countries. Alongside the EU engagement in bilateral and plurilateral contexts, DG Trade remains ready to apply the **International Procurement Instrument (IPI)** <sup>(13)</sup>, in response to a finding of restrictive or discriminatory treatment against EU companies. DG Trade will also monitor the application of the first IPI measure imposed by the Union, adopted in June 2025, restricting the access of operators and medical devices originating from China to the EU procurement market. DG Trade will play an

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<sup>(13)</sup> <https://eur-lex.europa.eu/eli/reg/2022/1031/oj>

active role in shaping the EU's legal and policy framework on public procurement, with a focus on the trade-related aspects.

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

**Specific Objective 1.3:** The EU's economic security is strengthened through promoting the EU's competitiveness, protecting the EU from economic security risks, and partnering with others to strengthen the EU's economic security

The Joint Communication on the “**European Economic Security Strategy**” focuses on ensuring that the EU continues to reap the benefits of economic openness, while minimising risks arising from increased geopolitical tensions and accelerated technological shifts. The strategy provides for actions across three key pillars: *promoting* the EU's competitiveness; *protecting* against risks; and *partnering* with the broadest possible range of countries to address shared concerns and interests. It includes multiple trade-related actions comprising building partnerships, exploring the need for new tools, assessing risks related to the resilience of supply chains and to the weaponization of economic dependencies and economic coercion. DG Trade will continue to implement the strategy throughout 2026.

Following the adoption of the Communication on the strategic use of tools to strengthen the EU's economic security, DG Trade will lead the Commission's work on the operationalisation of the new approach.

Under the *protect* pillar, significant work is expected in 2026 on the trade and security tools.

On **Foreign Direct Investment**, the Commission will work with the Council and Parliament towards the formal adoption of the revised FDI Screening Regulation building on the successful final political trilogue of 11 December 2025. The revision aims at improving the regulation's functioning and strengthen its effectiveness, so it captures all relevant investments and focuses on those that carry the most significant risks to security and public order in the Union. In 2026, DG Trade will start preparing the entry into force and start of application of the new Regulation, expected in the second quarter of 2026 and sometime end of 2027, respectively.

In the area of **export controls**, the Commission will continue its effective implementation of the 2021 Dual-Use Export Control Regulation including the update of the EU control list, including new controls on emerging technologies. The Commission will launch in 2026 the advanced evaluation of the Dual-use Regulation. The Commission will continue to steer the activity of the Dual-Use Coordination Group and related new technical expert groups, with a particular focus on emerging technologies.

In the area of **outbound investment**, the Commission adopted in January 2025 a Recommendation to Member States to review investments made by EU companies into third countries in three sectors: advanced semi-conductors, AI and quantum technologies. DG Trade will continue organising and providing input to the dedicated Expert Group meetings to support MS in the review and risk assessment process. Additionally, DG Trade will assess reports from Member States expected by 30 June 2026 and work closely with them to assess the outcome of the ongoing review and prepare the related policy conclusions.

In reaction to **Russia**'s war of aggression against Ukraine, the EU has imposed a wide range of **sanctions** <sup>(14)</sup> against Russian individuals, entities and economic sectors and additional tariffs on agricultural goods and fertilisers originating in or exported from Russia and Belarus <sup>(15)</sup>. In 2026, DG Trade will continue to work on the design, development and monitoring of the implementation of the trade related aspects of sanctions and other trade restrictive measures that target goods, technologies and services as well as entities and legal persons in Russia and reduce its revenue streams. Intensified efforts are deployed to prevent and tackle sanctions circumvention and evasion via certain third countries. Work will continue to promote a gradual general decoupling of the EU economy from dependencies on Russia while minimising impacts on critical raw materials' supply chains.

Under the partner pillar, the EU and Japan will further strengthen their cooperation on economic security, in particular under the High-Level Trade and Economic Dialogue. In the same vein, the EU and the Republic of Korea will strengthen their cooperation on economic security issues, through the newly established bilateral Specialised Committee on new emerging trade issues.

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

**Specific Objective 1.4:** Businesses are protected from unfair trade practices in the EU and abroad by deploying all EU instruments available to tackle such practices by third countries

The Commission stands firm against unfair trade practices and will continue to act to ensure that global competition remains fair. In line with WTO rules, the EU has its own system of **Trade Defence Instruments** to combat unfair trade practices in international trade. Trade defence instruments such as anti-dumping, anti-subsidy and safeguard measures protect EU stakeholders from unfair and injurious trade practices or sudden surges of imports. DG Trade is also actively monitoring and assessing risks to EU industry from potential trade diversion as a consequence of recent tariff increases by certain EU trade partners. DG Trade also actively participates in trade defence investigations by non-EU countries against EU exporters with the aim of minimising the impact for them.

As highlighted by President von der Leyen in the SOTEU speech, the steel industry is strategic for the EU's economy and defence capabilities, but it is in a very challenging situation. Global overcapacity results in high import pressure, which is squeezing the industry's margins, leading to capacity reductions and job losses. It is also reducing the financial ability and incentive to undertake substantial decarbonisation investments, as currently the market does not pay a clean premium. For these reasons, on 7 October, the Commission adopted an ambitious proposal for a measure to address the negative trade-related effects of global overcapacity on the EU steel market. DG Trade will work on the adoption of the Commission proposal by the Council and the European Parliament with the aim of an entry into force by 1 July 2026 at the latest.

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<sup>(14)</sup> [Council Decision 2014/512/CFSP and Council Regulation \(EU\) No 833/2014](#)

<sup>(15)</sup> [Regulation \(EU\) 2025/1227 of the European Parliament and of the Council](#)

**General objectives:** 1. A new plan for Europe's sustainable prosperity and competitiveness; 6. A global Europe - leveraging our power and partnerships

**Specific Objective 1.5 (6.5):** Rules-based trade is sustained, including through a reformed and strengthened World Trade Organization, alongside the OECD and other relevant international fora

The objective of the WTO is to provide a stable and predictable trading environment and foster sustainable development for all its members. While reform is urgently needed, the WTO remains the lynchpin of the global trading system to uphold rules-based trade. A well-functioning WTO also plays a critical role for the European Economic Security by minimising the risk of arbitrary behaviour and narrowing the scope of possible trade restrictions.

In 2026 the Commission will lead the work to drive reform of the WTO with a view to the WTO's 14th Ministerial Conference (MC14) in Cameroon in March 2026, building coalitions towards this objective and assessing how to take the WTO reform process forward after MC14.

At the same time, the Commission is fostering the continued success and smooth operation of the multi-party interim appeal arbitration arrangement (MPIA) as well as the use of plurilateral agreements, such as on investment facilitation and e-commerce.

The accession of Uzbekistan to the WTO has realistic prospects for conclusion in 2026, while other accession negotiations are ongoing (e.g. with Bosnia and Herzegovina, Ethiopia and Somalia). The EU has finalised its bilateral market access negotiations with Uzbekistan on 24 October 2025.

The WTO Trade Policy Review of the EU will be organised in 2026, while regular work in WTO will continue.

In 2026, DG Trade will continue to promote multilateralism and to pursue its trade-related competitiveness, economic security and sustainability objectives in key international bodies and fora, such as the Organization for Economic Co-operation and Development (OECD), the G20 and the G7.

In the area of **export credits**, following the successful conclusion of negotiations on the modernisation of the Arrangement on Officially Supported Export Credits at the OECD, DG TRADE will prepare for the second phase of the modernisation with a view to a level playing field in global markets. DG Trade will also work towards a better integration of the use of export credits in the EU external financing instruments alongside ongoing work with the European Investment Bank (EIB) in this context.

DG Trade is also engaging with the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (**CPTPP**) in the context of a Trade and Investment Dialogue launched in November 2025. In 2026, work will focus on the global trade and investment environment (including WTO); digital trade; trade and investment facilitation; and resilience of supply chains. The objective is to start having concrete deliverables already in 2026. A ministerial EU-CPTPP meeting should take place towards the end of the year.

## **PART 3. A modern and sustainable public administration: outputs in 2026**

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.

DG Trade 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**

As it continues to operate in a highly political, challenging and sensitive policy context, DG Trade is committed to an [efficient and effective human resources management and to the optimisation of its capacity to deliver effectively on the Commission's priorities](#) and core business.

In 2025, DG Trade has adapted its internal organisation to reflect the stronger emphasis on economic security to be embedded in trade policy under this Commission mandate. The new structure addresses the related additional responsibilities that DG Trade has been entrusted with, while ensuring the efficient continuation of its regular work. As part of this process, in 2026, DG Trade will continue identifying possible internal redeployments or temporary loans to priority areas and ad hoc priority tasks, intensifying work in flexible internal project teams and taskforces, as well as improving its working methods, communication and information flows, including knowledge management, with the aim of becoming more agile and adaptable. In parallel, to ensure an efficient and effective planning of human resources, DG Trade will review the methodology underpinning its workload assessment warning system, as initially put in place in 2023.

At the same time, DG Trade will make its utmost to ensure that staff remains highly committed and motivated. In 2026, it will continue to implement the list of targeted actions to address the results of the 2023 Staff Survey, notably in the fields of career development, fairness and inclusiveness, collaboration, change and innovation, and management and empowerment. DG Trade will also carefully analyse the results of the 2025 Staff Survey and set up a new action plan to further address any areas for improvements. It will continue paying special attention to its staff well-being and nurturing a positive and attractive workplace, as well as encouraging professional growth through career talks, training initiatives and learning programmes adapted to new policy priorities and skills. DG Trade will also maintain networks among peers (Senior Experts, Deputy Heads of Unit, ASTs), contributing to the ongoing reflection on tasks and roles of senior AD officials and AST/ AST-SC staff.

As part of its commitment to equality, diversity and inclusion, and in line with the internal dimension of its Equality Work plan, DG Trade will further continue in 2026 its efforts towards

reaching gender balance in management. On 1 December 2025, 39% of middle management positions were held by women. To that end, DG Trade will strive to ensure a balanced pool of AD staff and continue to offer coaching to female managers. In the same vein, DG Trade will also continue closely monitoring geographical representation.

To further build and preserve staff engagement, and following the DG's reorganisation in 2025, DG Trade will organise an away day in 2026. DG Trade will further continue fostering a strong sense of belonging and purpose through internal communication actions. DG Trade's staff will be updated on policy developments, as well as human resources initiatives, through publication of information, mainly on our local intranet, or e-mail distribution. On a regular basis, discussions and presentations will also be organised, including in the form of all-staff meetings.

## **B. Digital transformation and data management**

### Digital transformation

#### **Alignment with Corporate Digital Strategy**

DG Trade aligns fully with the Commission's Digital Strategy, promoting a digital-first, collaborative and secure culture. Staff skills, strong governance, and improved data management, through clear ownership, quality controls and transparency, are central pillars.

**Strategic Objective 1 - Foster a digital culture:** DG Trade will strengthen staff digital skills by updating its training offer, running regular workshops, and ensuring each staff member completes at least one IT course annually. As part of strengthening digital skills, DG Trade will encourage staff participation in the digital-ready policymaking training, with the objective of reaching at least 5% annual completion across the DG. Digital-ready policymaking will also be supported through the progressive integration of AI and innovative technologies across information systems. The integration of AI will align with the corporate AI governance and responsible AI principles. DG Trade will make use of common EC AI tools, including GPT@EC and reusable AI components provided by DIGIT, ensuring coherence with the wider corporate digital ecosystem. DG Trade will progressively define concrete AI use cases such as support for policy analysis and improved knowledge management, and will launch targeted pilots in line with EU AI regulation and corporate governance frameworks to ensure safe and effective adoption. DG Trade will also incorporate AI literacy into its training offer, including ethical and responsible AI use and practical familiarity with corporate AI tools to enable staff to work effectively in an AI-supported policy environment.

**Strategic Objective 2 - Enable digital-ready EU policymaking:** DG Trade will support policy officers in preparing the Legislative Financial and Digital Statement (LFDS), assessing digital implications and requirements of new initiatives. Digital-ready policymaking efforts will be supported by corporate AI tools and governance mechanisms.

**Strategic Objective 3 - Empower a business-driven digital transformation:** DG Trade will enhance cross-DG cooperation through the Digital Innovation Dashboard and Lab and use insights from the Dashboard to identify and implement good practices and innovative solutions.

In addition, DG Trade will continuously update all information systems, promoting reuse and consistent integration.

**Strategic Objective 4 - Ensure a seamless digital landscape:** DG Trade will align with the corporate data strategy, prioritizing the integration of reusable solutions and open-source platforms and adopting a cloud-first approach for migrating IT systems to cloud environments. DG Trade will implement a phased roadmap for transitioning away from legacy systems, leveraging support from DG DIGIT for these.

To ensure coherence with corporate cloud governance, DG Trade will apply the principles of the Commission's Cloud Strategy, including the cloud-first and the use of DIGIT-managed cloud governance mechanisms. System integration will fully respect corporate interoperability requirements and shared architectural standards, ensuring that DG Trade's digital solutions operate consistently within the wider Commission ecosystem.

DG Trade will increase the reuse of corporate components by systematically integrating modules from the Reusable Solutions Platform, promoting open-source solutions where appropriate, and applying digital-ready policy making approaches to ensure coherent, interoperable and cost-effective system development across the Commission.

**Strategic Objective 5 - Sustain a green, secure and resilient infrastructure:** DG Trade will reinforce cybersecurity through vulnerability assessments, regular awareness reminders, and full compliance with corporate Governance, Risk and Compliance controls. All systems must have an up-to-date System Security Plan (< 2 years), be properly encoded in the GovIS2 system, and meet Multi-Factor-Authentication requirements. Efforts will focus on reducing the environmental footprint of digital operations, including increased use of efficient cloud services.

DG Trade will also take IT sovereignty and resilience considerations into account when selecting third-party components, cloud services and reusable corporate solutions, ensuring that dependencies are assessed, and that critical data and processes remain under appropriate institutional control

DG Trade will contribute to and implement the actions relevant to DGs under the EC Cybersecurity Strategy 2025–2026, applying security-by-design practices, and cooperating fully with DIGIT on vulnerability management, incident reporting and staff awareness activities.

## Data management

DG Trade will implement a comprehensive data management framework aligned with the Commission's maturity model with the objective to upgrade from a developing maturity level to an established level by strengthening governance across data ownership, quality, documentation and skills. DG Trade is formalising the roles of data owners and stewards and establishing clear accountability structures. Standardised documentation, centralised repositories and appropriate access controls will support coherent practices across departments, while adhering to FAIR (Findable, Accessible, Interoperable and Reusable) Principles. In parallel, DG Trade will invest in capacity-building, training and improved knowledge-management mechanisms, enabling more evidence-based policymaking, greater operational efficiency and stronger institutional capabilities in an increasingly digitalised governance environment.

## Information and knowledge management

DG Trade will extend its use of corporate tools, develop a strategic “share-by-default / need-to-know” approach, and identify information assets suitable for sharing. Integration of DG Trade IT systems with HAN will advance, including selected legacy systems as pilots for the Digital Preservation Strategy. SharePoint environments (Trade Together / STT) will continue to evolve and follow the technological evolutions.

## Data protection

DG Trade will maintain full compliance with EC data protection principles, including ensuring that data processing records are kept up to date.

The Data Protection Coordinator will monitor the registry, support controllers—especially for high-risk processing—and ensure all staff receive appropriate training. Awareness efforts include induction sessions for newcomers, targeted training, and systematic reviews of public records of processing operations every two years, with the aim of reaching 100% staff coverage.

## **C. Sound financial management**

DG Trade’s specific objective in financial management is to plan, perform, monitor and report on the spending of financial resources with a view to ensure a sound, legal and regular financial management for the DG’s activities.

DG Trade manages a relatively small budget, which it uses partly to acquire services for economic and impact assessment studies, for organising conferences and negotiation rounds, for IT support, and for legal and other services in support of its negotiations, implementation and enforcement, and outreach work. These services are generally provided by specialised consultants or by service providers, through public procurement. In addition, DG Trade also executes part of its operational budget by concluding Contribution Agreements with Pillar Assessed international organisations.

The budget is mainly implemented through direct management, while the contributions to international organisations are implemented through indirect management. DG Trade will continue to operate a decentralised financial circuit with counter-weight. All transactions are therefore subject to an independent, ex-ante financial verification. No ex-post function is set up. For these reasons as a baseline of the risk at payment indicator, DG Trade is using the Commissions’ flat rate of 0,5% as a conservative estimate for low-risk type of expenditure. In addition, a combination of preventive, detective and corrective controls are embedded into the programming and planning, verification, execution and monitoring, management and reporting and communication processes so as to ensure effective mitigation of the financial and management risks.

These include:

- An annual programming exercise and two mid-term reviews of budget implementation and human resource management;

- An up-to-date Finance Manual, complemented by hands-on guidance, local training and references to corporate guidance;
- An annual assessment of the functioning of DG Trade's Internal Control Framework;
- Financial circuits designed to ensure compliance with the Financial Regulation;
- Regular accounting controls;
- Formal reporting requirements and hand-over procedures for Authorising Officers by Sub Delegation;
- Detailed management reporting on key human and financial resource related indicators (Resources report and spring and autumn reviews);
- An Administrative Coordination Assistants' network.

## **D. Fraud risk management**

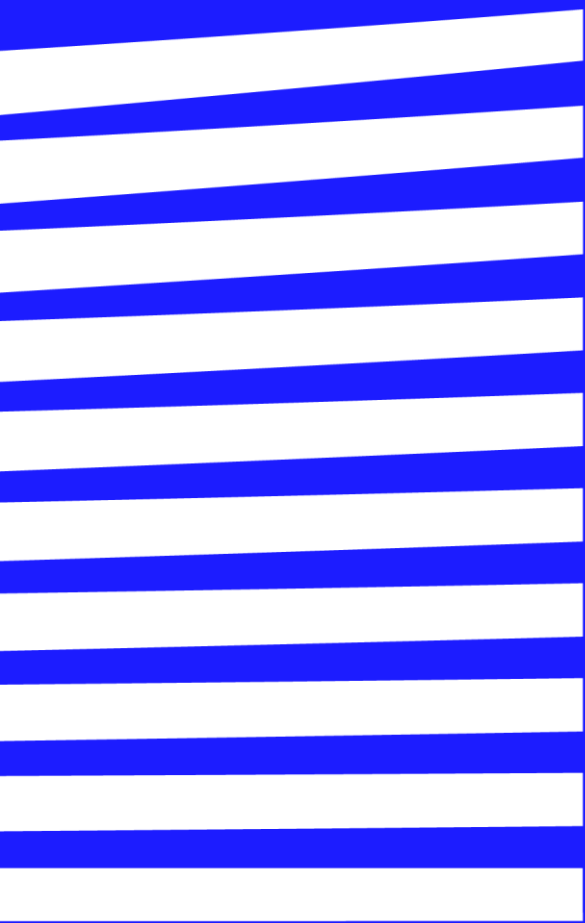
In 2026, DG Trade will further enhance its processes to prevent, detect, and address fraud, thereby mitigating financial and management risks. The main actions planned within the DG Trade anti-fraud strategy include targeted staff training and communication on fraud, ethics, and internal procedures, all of which also contribute to the Commission Anti-Fraud Strategy. Additionally, DG Trade will continue to actively engage with the Commission's Fraud Prevention and Detection Network (FPDNet) and its subgroup focused on external relations services, promoting integrity across all operations. For further details on outputs, please refer to the performance tables in [Annex 2](#).

## **E. Sound environmental management**

DG Trade will continue to promote the Eco-Management and Audit Scheme corporate campaigns at local level and set local environmental actions to support the Commission to reach its environmental targets in line with the EMAS Global Action Plan. In 2026, DG Trade will continue its focus on raising staff awareness on the most efficient use of resources, in particular energy, water and paper consumption, as well as smart mobility. In this respect, DG Trade will scrupulously follow the new Commission's Mission Guide adopted on 13 May 2025 which provides for a host of measures, including measures aiming at reducing the carbon footprint with the target to reach 50% reduction in emissions from staff professional travels by 2030 (baseline 2019). By way of example, DG Trade will encourage the use of trains below 550 km as well as premium economy over business class flights for long distances beyond the requirements set out in the Commission's guide. Further internal guidance is being developed to ensure that DG Trade will apply good sustainability practices across the board when preparing and carrying out missions. In cooperation with SCIC, DG Trade has updated its video conference facilities so to cater for the smooth handling of the increased number of virtual meetings which have and will continue to replace certain missions. Following the 2022 working time decision, the way of working has naturally shifted to a hybrid working environment. In this respect, DG Trade will continue in 2026 to raise staff awareness on the environmental impact of digital work and will promote available trainings on reducing digital waste. DG Trade will, wherever relevant, continue to include 'green' provisions into public procurement tenders and follow the guidance and contractual templates from EC central services. DG Trade continues to encourage

colleagues to use their customised, re-usable plastic cups for any upcoming events in 2026 and beyond. DG Trade again offered metal water bottles to the participants of the Annual Trade Seminar, which they could fill at the available water fountains, thus avoiding the use of any plastic water bottles. Similar efforts in this regard will continue with the aim to reduce waste. As in the past years, DG Trade will participate in corporate initiatives to collect used electrical appliances or old textiles, to raise awareness for recycling and circular economy among the staff.

# ANNEXES



# ANNEX 1: Performance tables – delivering on Commission priorities in 2026

**General objectives:** 1. A new plan for Europe’s sustainable prosperity and competitiveness; 6. A global Europe - leveraging our power and partnerships]

**Specific Objective 1.1 (6.1):** *The EU’s competitiveness, security and sustainability objectives are reinforced by a broad range of trade and investment partnerships*

**Main outputs in 2026:**

**New policy initiatives**

Output	Indicator	Target
Commission proposal for Council decisions on signature and conclusion of the EU-Ecuador Sustainable Investment Facilitation Agreement	Adoption by the Commission	Q3 – Q4 2026
Commission proposal for Council decisions on signature and conclusion of the EU-Côte d'Ivoire Sustainable Investment Facilitation Agreement	Adoption by the Commission	Q3 – Q4 2026
EU-Indonesia Comprehensive Economic Partnership Agreement - Proposal for a Council Decision on the signature and conclusion	Adoption by the Commission	Q2 2026
EU-Indonesia Investment Protection Agreement - Proposal for a Council Decision on the signature and conclusion	Adoption by the Commission	Q2 2026
EU-India Free Trade Agreement - Proposal for a Council Decision on the signature and conclusion	Adoption by the Commission	Q4 2026
Proposal for a Council Decision on the accession of Timor-Leste to the Interim Economic Partnership Agreement between the European Community, of the one part, and the Pacific States, of the other part	Adoption by the Commission	Q2 2026

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Proposal for a Council Decision on the position to be adopted, on behalf of the European Union, in the Trade Committee established under the EPA between the Pacific States and the EU, as regards the adoption of the Rules of Procedure for Dispute Settlement and Code of Conduct for Arbitrators and Mediators	Adoption by the Commission	Q1 2026
Commission Delegated Regulation amending Regulation (EU) 2016/1076 of the European Parliament and of the Council in order to add Tuvalu, Niue and Tonga in Annex I	Adoption by the Commission	Q1 2026
Proposal for a Council Decision on the position to be adopted, on behalf of the European Union, in the Trade Committee of the EPA between the Pacific States and the EU, as regards the establishment of a list of Arbitrators	Adoption by the Commission	Q1 2026

### Evaluations and fitness checks – part of the stress testing of the EU acquis

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Evaluation to assess the outreach to civil society	Inception report	Q3 2026
Ex-post evaluation of the Conflict Minerals Regulation (Regulation (EU)2017/821)	Public consultation Staff Working Document	Q2 2026 Q4 2027

### Other major outputs

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Commission proposal for Council decisions on signature and conclusion of the modernised EU-Mexico agreement	progress/adoption by the co-legislators	Q2 2026
Commission proposal for Council decisions on signature and conclusion of the modernised EU-MERCOSUR agreement	Commission proposal on signature adopted by Council (9 January 2026).	Q1 2026
Commission Implementing decision on recognition of equivalence of a supply chain due diligence scheme notified under Article 8 of Regulation (EU) 2017/821	Adoption by the Commission	Q4 2026

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Proposal for a Council Decision on the accession of Angola to the Economic Partnership Agreement between the European Community, of the one part, and the Southern African Development Community, of the other part	Adoption by the Commission	Q4 2026
Commission Delegated Regulation amending Annex III to Regulation (EU) No 978/2012 applying a scheme of generalised tariff preferences Accompanied by Commission Staff Working Document Report on assessment of the application for GSP+ by the Republic of Tajikistan	Adoption by the Commission	Q4 2026
Proposal for a Regulation of the European Parliament and of the Council on the non-application of customs duties on imports of certain goods	progress/adoption by the co-legislators	Q1 2026
Proposal for a Regulation of the European Parliament and of the Council on the adjustment of customs duties on the import of certain goods originating in the United States of America and opening of tariff quotas for imports of certain goods originating in the United States of America	progress/adoption by the co-legislators	Q1 2026

**General objectives: 1. A new plan for Europe's sustainable prosperity and competitiveness; 6. A global Europe – leveraging our power and partnerships**

***Specific Objective 1.2 (6.2): Improved access to markets and attraction of investment generating opportunities for EU businesses, building economies of scale and fostering innovation***

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Conclusion of Agreement on Conformity Assessment and Acceptance of industrial products as protocol to EU-Ukraine DCFTA.	Adoption by the Commission	Q2 2026

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Signature of Agreement on Conformity Assessment and Acceptance of industrial products as protocol to EU-Ukraine DCFTA.	Adoption by the Commission	Q2 2026
<b>Evaluations and fitness checks – part of the stress testing of the EU acquis</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Evaluation of the Agreement between the European Union and Japan for an Economic Partnership	Public consultation Staff Working Document	Q3 2025 Q2 2026
Ex-post evaluation of the Economic Partnership Agreement (EPA) between the European Union and its Member States and the Southern African Development Community (SADC) EPA States	Final report Staff Working Document	Q3 2024 Q1 2026
<b>Implementation dialogues and significant reality checks</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Advances on the implementation and simplification	Implementation Dialogue held	One in 2026
	Reality checks held	At least two in 2026
<b>Major implementation activities and enforcement actions</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Market Access Days) in Member States	Number of Market Access Days	8 to 10
Market Access Advisory Committee meetings	Frequency	Monthly
2026 Annual Commission Report on EU trade policy implementation and enforcement	Adoption by the Commission	Q3 2026
Annual Progress Report on Simplification, Implementation and Enforcement	Publication of the annual report	Q3 2026

<b>Other major outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Structured dialogues with stakeholders on Trade and Sustainable Development issues	DAG meetings and civil society forums	14 DAG meetings and 10 civil society forums
	Meeting of the CARIFORUM-EU Consultative Committee	One meeting
	Civil Society Dialogues where Trade and Sustainable Development issues are discussed	10
	Annual dialogues for selected GSP/EBA beneficiaries	6 dialogues for six countries
	Biannual dialogues per GSP+ beneficiary, where discussion platform available	19 dialogues for 8 countries
Commission Delegated Regulation amending Annex III to Regulation (EU) No 978/2012 applying a scheme of generalised tariff preferences Accompanied by Commission Staff Working Document Report on assessment of the application for GSP+ by the Republic of Tajikistan	Adoption by the Commission	Q4 2026
Commission Decision establishing the Union position for a Decision of the Committee established under the Agreement between the European Community and the Swiss Confederation on mutual recognition in relation to conformity assessment on the amendment of Chapter 4 on medical devices	Adoption by the Commission	Q2 2026
Commission proposal for a Regulation of the Parliament and the Council to address the negative trade-related effects of global excess capacity on the EU steel sector	progress/adoption by the co-legislators	1 July 2026

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Proposal for a Council Decision on the position to be taken on behalf of the European Union in the Trade Committee established under the Free Trade Agreement between the European Union and its Member States, of the one part, and the Republic of Korea, of the other part, as regards the principles of the regulatory framework applicable to postal and courier services	Adoption by the Commission	Q2 2026
Update of sectoral annexes to EU-Australia Mutual Recognition Agreement on Conformity Assessment	Adoption by the Commission	Q2 2026
Inclusion of Active Pharmaceutical Ingredients in the operational scope of the CETA GMP Protocol	Adoption by the Commission	Q2 2026
Council Decision on the position to be adopted, on behalf of the European Union, in the Association Committee in Trade configuration established by the Association Agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Ukraine, of the other part, in relation to the update of Annex XVII on regulatory approximation in the area of financial services	Adoption by the Commission	Q3 2026

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

**Specific Objective 1.3: The EU’s economic security is strengthened through promoting the EU’s competitiveness, protecting the EU from economic security risks, and partnering with others to strengthen the EU’s economic security**

**Main outputs in 2026:**

**Major implementation activities and enforcement actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Report from the Commission to the European Parliament and the Council on the implementation of Regulation (EU) No 2021/821 setting up a Union regime for the control of exports, brokering, technical assistance, transit and transfer of dual-use items	Adoption by the Commission	Q1 2026

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

**Specific Objective 1.4: Businesses are protected from unfair trade practices in the EU and abroad by deploying all EU instruments available to tackle such practices by third countries**

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
44th Annual Report from the Commission to the European Parliament and the Council on the EU’s Anti-Dumping, Anti-Subsidy and Safeguard activities and the Use of Trade Defence Instruments by Third Countries targeting the EU in 2025	Adoption by the Commission	Q2 2026
Commission Decision on the position to be taken on behalf of the Union in the Joint Committee established under the Agreement on Mutual Recognition between the European Community and the United States of America, related to the listing of conformity assessment bodies under the sectoral annex on electromagnetic compatibility	Adoption by the Commission	Q1 2026

## Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Assessment of the effectiveness of TDI measures	Concluding contract with external economic analysis service provider Final report	Q4 2025 Q3 2026
Other major outputs		
Output	Indicator	Target
Commission Delegated Regulation amending the Annex to Regulation (EU) 2019/287 of the European Parliament and of the Council implementing bilateral safeguard clauses and other mechanisms allowing for the temporary withdrawal of preferences in certain trade agreements concluded between the European Union and third countries	Adoption by the Commission	Q1 2026
Commission proposal for a Council Decision on the position to be adopted, on behalf of the European Union, in the CETA Joint Committee established by the Comprehensive Economic and Trade Agreement (CETA) between Canada, of the one part, and the EU and its Member States, of the other part, concerning the appointment of the Members of the Investment Court System's Tribunal	Adoption by the Commission	Q2 2026
Proposal for a Council decision on the position to be taken on behalf of the European Union in the Association Committee in Trade configuration established by the Association Agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Ukraine, of the other part, concerning the list of arbitrators	Adoption by the Commission	Q2 2026

**General objectives:** 1. A new plan for Europe’s sustainable prosperity and competitiveness; 6. A global Europe – leveraging our power and partnerships

**Specific Objective 1.5 (6.5):** *Rules-based trade is sustained, including through a reformed and strengthened World Trade Organization, alongside the OECD and other relevant international fora*

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Proposal for a Council Decision establishing the position to be taken on behalf of the European Union in the World Trade Organization on the accession of the Republic of Uzbekistan to the World Trade Organization	Adoption by the Commission	Q1 2026
Proposal for a Council Decision on the conclusion, on behalf of the EU, of the WTO Investment Facilitation for Development Agreement	Adoption by the Commission	Q2 2026
Proposal for a Council Decision on the formal acceptance of the WTO Agreement on Electronic Commerce by the Union	Adoption by the Commission	Q1 2026
Proposal for a Council Decision on the conclusion, on behalf of the EU, of the WTO E-Commerce Agreement	Adoption by the Commission	Q1 2026
Proposal for a Council Decision establishing the position to be taken on behalf of the European Union in the World Trade Organization on the adoption of the Rules of Procedure of the Committee on Fisheries Subsidies	Adoption by the Commission	Q1 2026

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Proposal for a Council Decision on the position to be taken on behalf of the European Union in the World Trade Organization’s 14th Ministerial Conference	progress/adoption by the co-legislators	Q1 2026

# ANNEX 2: Performance tables – A modern and sustainable public administration

## A. Human resource management

<b>Objective:</b> DG Trade employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
<b>Main outputs in 2026:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Training initiatives and learning programmes adapted to trade and economic security policy	Number of courses/lunch time sessions	10
	Average number of participants in the WTO Law courses	On average 15 participants
Training sessions and awareness raising actions for managers and pre-managers, including for female candidates	Number of training sessions (incl. coaching) and awareness raising	4
Encourage female candidates to apply for pre-management and management positions	Number of career talks with female candidates	3
Training sessions and awareness raising actions on diversity and inclusion	Number of actions implemented	2
Health or well-being events	Number of BE WELL events	6
	Average number of participants in the workshops organised during these events	An average of 5-10 participants in each workshop
Internal communication: regular debriefings for staff on major policy initiatives to ensure staff are well informed of the latest developments in trade policy and major Commission initiatives	Number of debriefings	15
Daily accessible Trade Press Review to inform staff of how trade issues are reported in the media and what DG trade staff in HQ and delegations are working on. Use of posting on the DG Trade Intranet for colleagues to inform each other of developments on their files.	Number of working days on which the Daily Trade Press Review is issued  Number of policy-related intranet posts.	All working days except during the summer break and last days of December as well as first days of January  10 intranet posts.

## B. Digital transformation and data management

**Objective:** DG Trade 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 2026:

#### Digital Transformation

Output	Indicator	Target
<p><b>Digital Culture</b></p> <p>Create a Champion network for M365 at unit level.</p> <p>publish news on cybersecurity awareness on the intranet.</p> <p>Organise digital workplace awareness sessions through M365 Champions mentoring</p>	<p>Number of M365 Champions per unit</p> <p>Number of news published</p> <p>Number of workshops revolving around AI and New Ways of working</p> <p>Percentage of TRADE Staff that have followed at least 1 IT training from 22% in 2025 to 30% in 2026</p>	<p>1 per unit</p> <p>10</p> <p>3</p> <p>30%</p>
<p><b>Digital-Ready EU policymaking</b></p> <p>organise communication campaign on digital-ready policymaking.</p>	<p>Number of news campaigns organised on the intranet</p> <p>Percentage of new policy initiatives with digital dimensions accompanied by a digital statement.</p>	<p>10</p> <p>100%</p>
<p><b>Seamless digital environment</b></p> <p>IT Systems migrated to the corporate Cloud solutions</p>	<p>Percentage of Sensitive IT systems migrated to the Cloud on premises (CoP)</p>	<p>100%</p>
<p>Initiate AI Pilot projects for analytical support and automation in core IT systems</p>	<p>Number of AI initiatives started.</p>	<p>2 initiatives</p>
<p>Initiative supporting business transformation</p>	<p>Number of critical business processes successfully migrated from local/manual file management to integrated corporate applications.</p>	<p>2 core processes fully digitised (Refund case management migration in Sherpa; Customs data integration in DB14.6).</p>

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Provide direct support to TRADE IT systems	Percentage of IT systems supported by the Service Desk	100%
<b>Data Management</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Provide additional information supporting trade policy	Number of available independent external data sources	16
Offer secure collaborative space in support of trade policy	Number of secure spaces created	150
IT Systems ready for data preservation initiative	Number of IT systems integrated with the data preservation platform	2
Handling email registration in Ares	Number of emails registered with AresLook	Maintaining the proportion of one-third of the total documents registered in Ares
Reporting of open tasks in ARES sent to all departments	Frequency	10 times/year
Awareness raising activities on document management (included in Induction courses for newcomers and in training sessions on Access to Documents)	Percentage of staff targeted by awareness raising activities on document management	Targeting 100% of staff
<b>Data Protection</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Secure access to our Digital Infrastructure	Percentage of sensitive system protected by Multi-factor authentication	100%
Cover IT systems by a security plan not older than 2 years old	Percentage of IT systems covered by a recent (< 2years) security plan	100%
Remove inactive users for IT System.	Number of reviews of inactive users	1
organise data protection awareness campaigns	Number of awareness raising campaigns on data protection	6
record all data processing operations carried out in DG Trade with special attention for high-risk operations	Percentage of Data Protection Management System records compared to the number of actual data processing operations	100% coverage
Monitoring evolutions in data processing operations at DG Trade and updating records so they reflect reality	Number of records older than 2 years old	0

Output	Indicator	Target
All security controls at departmental level and IT system's priority controls will be subject to a compliance attest in the corporate Governance, Risk and Compliance system.	Percentage of attested Governance, Risk and Compliance controls	100% for Multi-factor authentication, IT systems and DG level priority controls

## 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 2026

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls:	Number of exceptions and non-compliance events <i>Source: CENTRICS</i>	Below 4
	No of legal cases following complaints in procurement procedures <i>Source: DG Trade</i>	Zero
Efficient controls	Budget execution	remains 100% of payment appropriations
	Timely payments	remains, at least, 95% of payments (in value) made on time
	Time to pay	remains, at least, 95% of payments (in number) made on time
Economy of controls	Overall estimated cost of controls	remains below 10% of funds managed
Quality of the internal training sessions on financial procedures	Overall evaluation in the surveys of the internal training sessions on financial procedures	Above 8 (scale from 1 to 10)

## 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 <sup>(16)</sup> aimed at the prevention, detection and correction <sup>(17)</sup> of fraud.

### Main outputs in 2026:

Output	Indicator	Target
Awareness raising events on fraud prevention	Delivery	At least once per year
In the context of trade defence instruments (TDI): Organise regular training courses, in particular for newcomers, exchange of experience and best practices	Delivery	At least once per year
Internal communication and training on ethics, with and special emphasis on conflict of interest, relations with lobbyist, duty of discretion and whistleblowing	Delivery	At least once per year
Implementation of the anti-fraud strategy as planned for 2026	% of implementation of actions planned for 2026 in the Commission and local anti-fraud Strategies	100%

## E. Sound environmental management

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

### Main outputs in 2026

Output	Indicator	Target
Awareness raising actions on the need to reduce DG Trade's emissions in professional travel	Number of events	2

<sup>(16)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; 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 revised action plan, [SWD\(2023\)245](#) – “the revised Action Plan”.

<sup>(17)</sup> Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Participation in corporate energy saving actions through building closure.	Number of department's buildings participating in: - end of year energy saving action - summer energy saving action	100% of department's buildings participating in - end of year energy saving action (DG Trade participated) - summer energy saving action (DG Trade close for 2 weeks, but depends on other DGs in the building)
Awareness actions in the framework of EMAS corporate campaigns on (for instance): - Energy and water use - Paper consumption - Digital mindfulness - GPP – biodiversity - Waste reduction/sorting Mobility	Number of awareness/participatory actions  Percentage of staff informed	2 - DG Trade will continue to participate in corporate campaigns such as the collection of electrical appliances and textiles  100%
Gradual introduction of GPP criteria in contracts and starting to monitor the process.	% of contracts with "green" provisions	Increase, in comparison to previous year, in the % of contracts with "green" provisions

## ANNEX 3: Overview of on-going bilateral negotiations

Timeline Negotiations	Impact assessment completed	Scoping	Recommendations to negotiate adopted by Commission	Recommendations to negotiate adopted by Council	Negotiations launched	Technical conclusion/ Political agreement	Legal scrubbing completed	Translation done	Proposal to sign and conclude adopted by COM	Proposals adopted by Council	Consent by EP
Finalisation											
West Africa	-		April 2002	June 2002	October 2003	February 2014	June 2014	September 2014	September 2014	December 2014	Pending completion of signature process
East African Community (EAC)	-		April 2002	June 2002	February 2004	October 2014	September 2015	February 2016	February 2016	June 2016	Pending completion of signature process
Enhanced PCA with Uzbekistan	-	-	May 2018	16 July 2018	February 2019	June 2022	June 2023	EU-UZ EPCA was signed on 24 October 2025.			
Enhanced PCA with Tajikistan		COM-October 2022	Council - December 2022		February 2023	December 2024		The legal revision of the agreement is ongoing. The text was initialed on 18 July. Signature and ratification potentially in 2026.			
Modernisation of the trade part of the EU-Mexico Global Agreement	September 2014	√	December 2015	May 2016	June 2016	January 2025	Ongoing	Under approval by EU Member States and the European Parliament following adoption of Commission proposals for signature and conclusion on 3 September 2025.			
Mercosur	-	√	1999	-	Re-launch May 2010	December 2024	December 2025	Following adoption of Commission proposals for signature and conclusion on 3 September 2025, Council adopted Decisions on signature of EMPA and iTA on 9 January 2026. Signature took place on 17 January 2026. A Commission proposal for a Regulation implementing the bilateral safeguard clause of the EU-Mercosur Partnership Agreement and the EU-Mercosur Interim Trade Agreement for agricultural products was adopted on 8 October 2025. The proposal is under consideration by the co-legislators.			
Indonesia FTA and IPA	-	√	April 2007	October 2010	July 2016	September 2025	The negotiated drafts of the CEPA (FTA and IPA) will go through legal revision and translation into all official EU languages. Upon its completion, COM will initiate the different procedures for signature and conclusion.				

Timeline Negotiations	Impact assessment completed	Scoping	Recommendations to negotiate adopted by Commission	Recommendations to negotiate adopted by Council	Negotiations launched	Technical conclusion/ Political agreement	Legal scrubbing completed	Translation done	Proposal to sign and conclude adopted by COM	Proposals adopted by Council	Consent by EP
EU- Côte d' Ivoire Sustainable Investment Facilitation Agreement	-	-	6 May 2025	12 June 2025	To be decided						
EU- Ecuador Sustainable Investment Facilitation Agreement	-	-	29 July 2025	20 October 2025	November 2025	January 2026					
EU-Korea Digital Trade Agreement	-	√	February 2023	June 2023	20 July 2023	10 March 2025	June 2025	August 2025	10 September 2025	Ongoing	Pending completion of signature process
EU-Singapore Digital Trade Agreement	-	√	February 2023	June 2023	31 October 2023	25 July 2024	23 October 2024	21 January 2025	31 January 2025	14 April 2025	Ongoing
EU-Canada Digital Trade Agreement	-	√	September 2025	Ongoing							
Ongoing						Expected outputs in 2026					
Thailand FTA	-	√	April 2007	February 2013	March 2013	Negotiations have resumed in September 2023.					
Malaysia FTA	-	√	April 2007	October 2010	November 2010	Negotiations have resumed in January 2025					
Philippines FTA	-	√	April 2007	October 2010	December 2015	Negotiations have resumed in March 2024					
India FTA and IPA	-	√	April 2007	April 2007	June 2007	The 8 May 2021 EU-India Leaders Meeting decided on the resumption of negotiations for a FTA, and the launch of negotiations for an Investment Protection Agreement and an agreement on geographical indications. Resumption and launch were done in 2022. FTA negotiations were concluded on 27 January 2026. Negotiations on Geographical Indications and Investment Protection are ongoing.					

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Modernisation of interim EU-Eastern and Southern Africa (ESAs) EPA	-	√		December 2019 (update of 2002 EPA negotiating directives)	October 2019						15 negotiation rounds have taken place to deepen the interim EPA into a modern and comprehensive Free Trade Agreement between the EU and ESAs. The negotiations have reached an advanced stage with several chapters concluded or close to conclusion. The objective is to conclude the negotiations with the upcoming 16th round, to be scheduled jointly once the agreed workplan for resolving all outstanding issues is successfully completed at technical level, allowing for endorsement of the agreement at political level.
Morocco DCFTA	-	√	October 2011	December 2011	March 2013						DCFTA negotiations with Morocco were put on hold in 2014 at the request of Morocco. In line with the EU Trade Policy Review, the EU is ready to discuss options with Morocco to modernise trade and investment relations, to better adapt them to today's challenges.
Tunisia DCFTA	-	√	October 2011	December 2011	October 2015						DCFTA negotiations have been effectively brought to a standstill since 2019 at the request of Tunisia. In line with the EU Trade Policy Review, the EU is ready to discuss options with Tunisia to modernise trade and investment relations, to better adapt them to today's challenges.
GCC FTA	-	ongoing	-	December 1989 (replaced by new directives of June 2025)	October 1990						Negotiations were suspended in 2008. An in-depth scoping exercise is ongoing to assess whether the conditions are right for relaunching the regional FTA.
GCC Strategic Partnership Agreements (SPAs)					July 2025 (negotiation to be launched in 2025 or 2026)						In parallel to the GCC FTA scoping exercise, the EU will start the negotiation of Strategic Partnership Agreements with the individual GCC Members. The SPAs aim to modernise cooperation by establishing a comprehensive legal framework for bilateral relations with each GCC country.
UAE FTA	Sustainable Impact assessment about to be launched	√	May 2025	June 2025	May 2025						The negotiations for a FTA agreement with the UAE started on 28 May 2025. Four rounds took place in 2025.
Libya	-	-	February 2008	July 2008	November 2008						Negotiations were suspended in February 2011. Resumption will depend on the security situation in the country.
Russia New Agreement	-	-	-	2008	-						The negotiations for a New Agreement were suspended by the European Council on 6 March 2014.

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Azerbaijan PCA	-	March 2016	July 2016	November 2016	February 2017	Negotiations with Azerbaijan have been on hold since 2022, due to Azerbaijan's non reply to the EU's latest text proposal. It is possible that negotiations will advance and be potentially concluded in 2026.					
Micro States (Andorra, Monaco, San Marino)	-	2013	April 2014	December 2014	March 2016	Finalisation of negotiations in December 2023 for Andorra and San Marino. The Commission adopted on 26 April 2024 proposals for Council decisions on the signing and provisional application, as well as on the conclusion of the Association Agreement Negotiation with Monaco on hold.					
The UK in respect of Gibraltar	-	-	20 July 2021	5 October 2021	11 October 2021	Political conclusion of negotiations in June 2025, text to be finalised.					
Japan BIA	July 2012	√	July 2012	November 2012	March 2013	While the substantive provisions have been agreed, the procedural ones (ICS) are still not accepted by Japan. The last discussions on the IPA took place on 26 March 2025 in Brussels but no changes in positions were identified. For the time being, no further discussions are foreseen.					
Australia FTA	September 2017		13 September 2017	June 2018	June 2018	Negotiations to continue with the aim for conclusion when the conditions are right.					
In the pipeline <span style="float: right;">Expected outputs in 2026</span>											
Angola's accession to EU-SADC EPA	√	-	June 2020	-	-	The negotiations are expected to be launched in 2026 following the adoption by the EU-SADC EPA Joint Council in July 2022 of a decision enabling Angola to launch negotiations for accession to the EU-SADC EPA and the accession of Angola to the SADC Trade Protocol in June 2025.					
Timor-Leste, Vanuatu, Micronesia and Marshall Islands accessions to interim EU-Pacific EPA	-	-	April 2002	June 2002	Timor-Leste: October 2020, Vanuatu: December 2022, Micronesia: January 2024, Marshall Islands: January 2025	For Timor-Leste, Micronesia and Marshall Islands the process leading to accessions will continue in 2026.					

