

# Management Plan 2026

DIRECTORATE-GENERAL  
FOR TRANSLATION

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# PART 1. Introduction

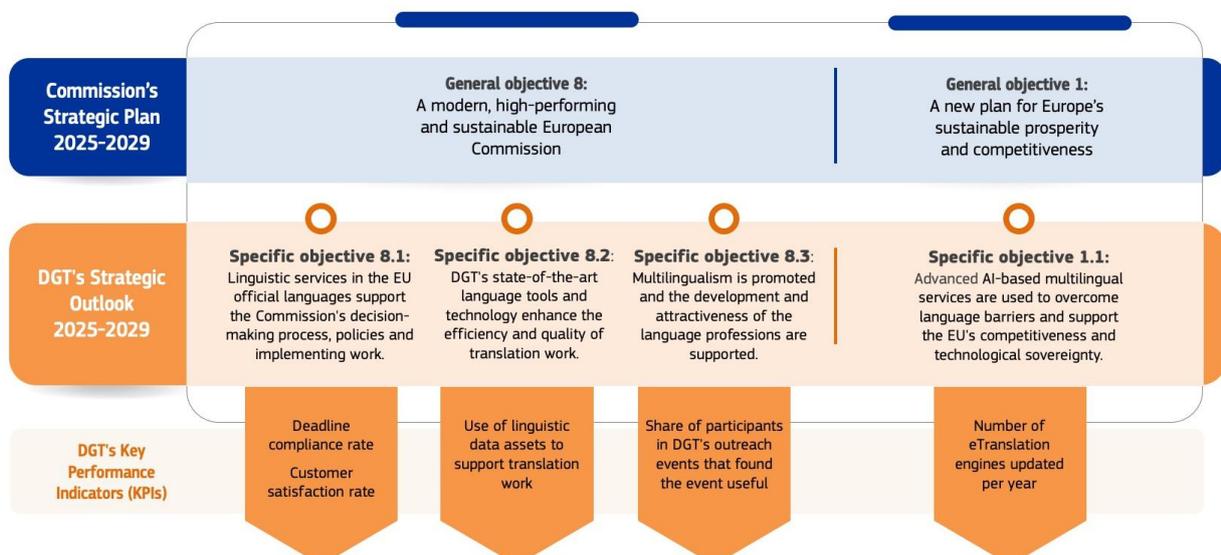
DG Translation (DGT) is the **domain leader for all translation-related work** in the European Commission. Its work focuses on 3 main pillars: providing the Commission with **high-quality translations** in all EU official languages and in other languages as needed, offering **editing** services to help produce clear texts, and delivering **AI-based multilingual services** to overcome language barriers. These efforts help the EU communicate effectively with its citizens, contribute to building trust in the EU, and support the democratic processes and the EU's competitiveness and technological sovereignty. DGT also promotes **multilingualism** and the **development of the language professions**, contributing to enhancing their status as attractive career choices.

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 the [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 DGT intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DGT 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.

The chart below illustrates the performance framework for DGT.



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

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



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

DGT will continue to deliver **high-quality translations and other language services in the EU official languages** and in others as needed, enabling the Commission to take swift action on all its headline ambitions, political priorities and any urgent developments that may arise. It will continue to address additional translation demand related to **Russia's war of aggression against Ukraine**, including by providing translation from and into Ukrainian and Russian.

DGT's main challenge for 2026 will be to maintain high quality of its translation service and timely delivery against a **mounting pressure on resources**, resulting from a **sustained high demand** for translation combined with substantial **redeployments of posts** to the Commission's pool of staff. To this end, DGT will continue to implement measures to manage demand and workload, in cooperation with the Secretariat-General and other Commission departments. It will apply **sound workflow management** to prioritise tasks, ensure the effective and efficient use of external contractors to handle fluctuations in demand, implement targeted quality control based on risk assessment, and use technology as an enabler to support the delivery of its services (see specific objective 8.2).

To pursue this specific objective in 2026, DGT will:

- Continue to promote its products and services within its **customer relations management framework**, and manage and nurture relations with its customers, i.e. other Commission departments, through up-to-date service-level agreements, outreach activities and regular contacts (e.g. meetings with DGT correspondents).
- Adopt a **new editing strategy** to best support the Commission's objective to achieve clear communication. To keep up with expected further increase in editing demand, DGT will continue to expand its internal editing capacity.
- Continue to promote **clear writing** across the Commission by delivering general and targeted training to Commission staff and organising awareness-raising activities.
- Continue to **monitor the quality of its production** and quality control effort for both in-house and outsourced translation.
- Begin work on the next **call for tenders for the outsourcing of translation (TRAD27)**, while continuing to ensure the smooth implementation of the ongoing outsourcing framework contracts.

In its capacity as a partner DG, DGT will complete the first **evaluation of the Translation Centre for the Bodies of the European Union** in line with the requirements of the Common Approach on decentralised agencies and the Better Regulation guidelines.

Please see the related performance table in Annex 1, on page 14.



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

DGT will release a **first version (minimum viable product) of its eDGT flagship programme**, covering two workflow processes, and will advance on all four projects within the programme (eDGT Workflow Platform, TRèFLe Next Generation, AI and Document Analysis Services and eDGT Data Pillar). eDGT will increase DGT's efficiency through streamlined and harmonised working methods, AI-powered automation and assistance, and a simpler, more user-friendly IT working environment, thus contributing to the reliable delivery of DGT's services supporting EU's multilingual lawmaking and communication.

DGT will launch a call for tenders for a **new framework contract for a computer-assisted translation environment (CATE 2027)** to be used by DGT and other EU translation services, and will be the lead service for the drafting and management of the call.

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

Regarding Euramis, work on metadata enrichment will continue as part of the **Euramis Next Generation** project. The Euramis main database will be migrated to a new Oracle version running on the Commission's private cloud.

DGT will identify and prioritise use cases where AI can add value to DGT's internal operations, including proven initiatives stemming from ongoing prototypes.

Please see the related performance table in Annex 2, on pages 14 and 15.



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

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

1. **showcase translation and its benefits to society**, and promote clear writing;

2. **support the development and the attractiveness of language professions**, sharing knowledge and best practices; and
3. **champion multilingualism**, highlighting the importance of language learning for personal and professional purposes.

To pursue this specific objective in 2026, DGT will:

- Organise the **Translating Europe Forum**, DGT's flagship annual conference bringing together the translation community and young professionals from across Europe to share knowledge and discuss developments in the language industry. In addition, DGT will run **multilingualism workshops** for translation stakeholders across the EU.
- Run **Juvenes Translatores**, a translation contest for secondary schools promoting language learning and translation as a possible career choice, and a series of public events linked to the **European Day of Languages** (26 September), in cooperation with DG EAC and Commission Representations in the Member States.
- Support the **European Master's in Translation (EMT) network**, focusing on adapting translator training to evolving professional needs, notably in response to AI developments, through strengthened cooperation between academia and the language industry. DGT will organise two network meetings, a central topic of which will be the review of the EMT competence framework. DGT will also organise the second edition of the **EMT challenge 'Present your thesis in 3 minutes'**, a contest for students of EMT universities aimed at giving visibility to translation studies both as an academic discipline and as a stepping stone towards a language profession.

In addition, DGT will:

- Begin work to renew the composition of the **Language Industry Expert Group (LIND)**, which provides DGT with industry expertise for its strategic foresight and outreach projects, with a view to launching a call for applications by early 2027.
- Cooperate with the Directorate-General for Interpretation (DG SCIC) on the **Knowledge Centre on Translation and Interpretation** <sup>(1)</sup>. DGT will contribute with relevant content and community management and assist in the implementation of the IT security and maintenance plan for the platform.
- Continue to support, in cooperation with DG SCIC, the **interinstitutional committees for cooperation among translation and interpretation services**.
- Co-host, with DG SCIC and the language services of the European Parliament, Council of the EU, Court of Justice, and of the Council of Europe, the **2026 International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP)** in Strasbourg, and take part in the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT). These meetings are a forum for exchange and cooperation with the language services of other **international organisations**.

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<sup>(1)</sup> See <https://knowledge-centre-translation-interpretation.ec.europa.eu/en>

- Foster contacts and **cooperation with language stakeholders in the Member States**, especially national administrations, through language and terminology networks and via the **Visiting Translator Scheme** <sup>(2)</sup>.
- Carry out **translation capacity-building** activities for the enlargement countries, by providing technical input to support their linguistic groundwork and facilitating networking and sharing of experiences. DGT will facilitate cooperation between the EMT universities and universities in these countries on projects promoting **quality translator training**.

DGT will advertise its outreach work and results through its social media accounts, the 'Multilingualism, translation and language-based AI services' website and its network of field officers in the Member States.

Please see the related performance table in Annex 1, on page 15.

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



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

Working closely with the Directorate-General for Communications Networks, Content and Technology (DG CNECT) under the Digital Europe programme, DGT is at the forefront of the Commission's efforts to develop secure and reliable **AI-based multilingual services** <sup>(3)</sup>. These currently include:

- **eTranslation**, the Commission's world-class machine translation system;
- **eSummary**, a multilingual summarisation tool;
- **eBriefing**, a service using generative AI to produce first drafts of briefings;
- **eReply**, a service supporting the drafting of replies to formal requests;
- **WebText**, a tool that adapts text for online use;
- **Accessible Text**, a text simplification generator for cognitively impaired readers;
- **speech-to-text service** for transcribing spoken language;
- a tool enabling short translations of **multilingual posts**;
- an **anonymisation** tool for replacing or redacting names in documents.

These services are available to the EU institutions and to public administrations, small and medium-sized enterprises (SMEs), universities, non-governmental organisations and Digital

<sup>(2)</sup> For more details on the Visiting Translator Scheme, see [https://ec.europa.eu/info/departments/translation/visiting-translator-scheme-vts\\_en](https://ec.europa.eu/info/departments/translation/visiting-translator-scheme-vts_en).

<sup>(3)</sup> See <https://language-tools.ec.europa.eu/>.

Europe-funded projects across the EU and beyond, and are fully aligned and compliant with the AI Act.

To pursue this specific objective in 2026, DGT will:

- Release **eReporting**, a new AI-based multilingual service that will help businesses and public administrations identify and respond to **reporting obligations** under EU or national legislation and draft different types of reports, thereby reducing their reporting burden.
- Step up the development of an **EU Institutional Large Language Model (LLM)** by optimising the training of the model on the **Mare Nostrum supercomputer**. DGT will begin integrating the LLM into existing AI-based multilingual services and other corporate solutions. By leveraging the high-quality multilingual data produced by the EU institutions, DGT will help to build an LLM that reflects the EU's linguistic diversity and is suited to its unique needs.
- Expand the number of tasks available in eBriefing, eReply and eSummary, to cover **additional use cases**.
- Continue to explore the potential for developing **AI-assisted editing and drafting tools**.
- Carry out continuous **upgrades and quality improvements of eTranslation**, and expand the use of AI-based multilingual services on Commission's websites.
- Continue to **promote eTranslation and other AI-based multilingual services** especially to public administrations at national, regional and local levels and SMEs, and explain how to access the services and integrate them into platforms, websites or digital workflows.
- Foster data sharing through the **European Language Data Space** <sup>(4)</sup>.

Please see the related performance table in Annex 1, on pages 15 and 16.

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<sup>(4)</sup> The European Language Data Space (LDS) initiative under the Digital Europe programme aims to build a trustworthy and effective data market for the exchange of language resources in the public and private sectors. For more details: [https://language-data-space.ec.europa.eu/index\\_en](https://language-data-space.ec.europa.eu/index_en).

## 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.

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

### A. Human resource management

DGT will work on a new **succession plan** as a framework for its future resource management. The purpose is to secure in-house capacity and the continuity of key functions in its units and departments in the context of the redeployment of posts to the Commission's pool of staff and a generational shift in some language communities. DGT will draw on the available reserve lists, applying the Commission's new recruitment model, and will take part in a new round of **EPSO competitions for translators**, that will cover an additional eight languages.

With a high share of women middle managers, DGT will continue to ensure **gender equality** at all levels of management and pre-management. It will promote equality in its staff policies, also through activities marking the **European diversity month**. DGT will foster **staff engagement** by maintaining a strong culture of two-way communication between senior management and staff. Following the **2025 HR staff survey**, DGT will take any follow-up measures needed. After the end of the lease for the ARIA building and pending the availability of the Jean Monnet 2 building, DGT will carry out intermediate **office moves** for some of its Luxembourg-based staff. It will ensure that the staff concerned are kept informed regularly and promptly and are supported in their transition to new premises and a flexible working setup.

Please see the related performance table in Annex 2, on page 17.

### B. Digital transformation and data management

#### ***Digital transformation***

DGT will pursue its digital transformation agenda, as laid down in its Digital Master Plan 2025-2028, in full alignment with the objectives of the Commission's digital strategy.

#### **Digital culture**

DGT will continue to foster digital proficiency and collaboration. It will conduct a **DGT-wide digital skills assessment** and analyse the results to update or create new training modules

and address any gaps and areas for individual development. **Cybersecurity awareness** will remain a priority for DGT, which has above-average participation rates in relevant training and will seek to maintain them by promoting internally the CyberAware programme and campaigns.

### **Business-driven Digital Transformation**

DGT will advance on the **eDGT programme**, the cornerstone of its digital transformation (see specific objective 8.2). DGT will identify use cases for the application of AI in its core business, so as to reduce the need for human intervention and increase DGT's overall efficiency.

DGT will continue to facilitate **cooperation on the concrete uses of AI** in the Commission by leading the **AI@EC Network**, which currently has over 5 800 members across the EU institutions, agencies and bodies. It will continue to offer a prompt engineering advisory service to share knowledge on writing successful instructions for new generative AI tools, and work with other departments to ensure that any new AI services deployed are seamlessly integrated into the Commission's digital environment. DGT will contribute to the **Commission's large-scale review** by leading the workstream for simplification and sharing its decade-long experience in AI development, thus supporting **operational efficiency and innovation**.

### **Seamless digital environment**

DGT will **rationalise its application ecosystem** by gradually integrating the functionalities of its legacy systems into eDGT and investing in the modernisation of its IT architecture. It will shift towards open source technology and, with eDGT, increasingly rely on **reusable solutions**. Aligning with corporate technologies will reduce DGT's technical debt and enable interoperability and integration with other Commission systems. Both the transformation of legacy systems and the progress on eDGT will increase **cloud adoption**, for which DGT currently scores below average. In this context, DGT will formulate its **cloud strategy**, focusing on the cloud first approach.

### **Green, secure and resilient infrastructure**

DGT will strengthen its cybersecurity posture by moving to application-specific security plans and will continue to implement its action plan to address the recommendations made by the Internal Audit Service (IAS) in the audit on IT Security Risk Management. DGT will implement the actions laid down in the Commission's **Cybersecurity Strategy for 2025-2026** and work towards the compliance of all DGT's information systems with IT priority controls.

### **Data management**

To maintain its level of data maturity ('advanced' in 2025), DGT will:

- review its data assets in the EC Data Catalogue with a focus on data ownership and responsibilities, and the current data quality indicators in the data maturity dashboard;
- apply corporate policies on reference data management for its language data assets;
- maintain the data-related competencies of the staff involved in language data management through targeted training;
- evaluate its data assets in the EC Data Catalogue in terms of data quality and FAIR (Findable, Accessible, Interoperable, Reusable) data principles, and follow up the evaluation with appropriate action.

As mandated by the Commission's Information Management Steering Board (IMSB), DGT will continue to coordinate the work of the 'Other DGs/services' IMSB family on their path to corporate data compliance, supporting the sharing of experience and good practices. DGT will also lead language-related actions in the Commission's Corporate Reference Data Management coordination working group.

### **Data protection**

DGT will continue to implement the processing operations and tasks required under the Commission's data protection action plan. Its data protection coordinator will hold ad hoc meetings with operational controllers and record editors on updating the Data Protection Records Management System. DGT will complete the evaluation of data protection awareness among its staff and managers launched in 2025 and use the findings to identify any areas for development or follow-up.

Please see the related performance table in Annex 2, on pages 17 and 18.

## **C. Sound financial management**

DGT will endeavour to **maintain or increase the current level of effectiveness of its internal control system** and to keep a low estimated risk at payment, while ensuring the cost-effectiveness of controls. It will design and implement a new **accounting quality framework**, based on the general guidance provided by DG BUDG in 2025. The two main challenges for DGT in 2026 will continue to be:

- Implementing its action plan to address the recommendations made by IAS in the **audit on procurement in DGT**, notably one very important recommendation on the procurement approach for outsourcing translation and one important recommendation on the pre-tendering phase.
- **Consolidating the use of the SUMMA accounting system** with the different integrated systems for procurement, to ensure timely commitments and payments. This is pivotal for DGT, which processes over twenty thousand transactions annually under the external translation budget line, and requires change management and continued training for all staff involved in the financial and procurement circuits.

Please see the related performance table in Annex 2, on page 18.

## **D. Fraud risk management**

DGT contributes to the implementation of the Commission's 2019 anti-fraud strategy and the 2023 action plan <sup>(5)</sup>. 2026 will be the first full year of implementation of **DGT's new anti-**

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<sup>(5)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication'; Communication from the Commission 'Commission Anti-Fraud Strategy Action plan -

**fraud strategy** covering all four stages of the anti-fraud cycle: prevention, detection, investigation, and corrective measures. DGT will act on all four of its objectives.

- It will implement the two newly introduced objectives, namely **strengthening the culture of ethics and anti-fraud at DGT**, inter alia by organising in-house anti-fraud training and providing regular updates on DGT's intranet, and **strengthening cybersecurity, digitalisation and use of IT tools to fight fraud**. Regular communication on anti-fraud measures and ethical practices will foster staff ownership and engagement, ensuring they recognise their role in DGT's anti-fraud efforts.
- It will implement new activities under the two objectives carried over from the previous strategy (ensuring the secure handling of sensitive, marked, or classified information and the respect of financial and procurement rules), including by **setting up new procedures and workflows**.

Please see the related performance table in Annex 2, on page 19.

## E. Sound environmental management

To contribute to the Commission's drive to become climate neutral by 2030, DGT will promote **staff awareness** and foster a sense of **shared responsibility and community** around environmentally friendly practices at the workplace. DGT will implement the 'Greening the Commission' action plan<sup>(6)</sup> and carry out a range of centrally coordinated actions based on the Commission-wide Eco-Management and Audit Scheme (EMAS) action plan. This includes spring and end-of-the-year greening campaigns and measures to **save energy** by taking part in the Commission buildings closure scheme (Building Energy Savings Together – BEST).

DGT's commitment to environmental sustainability will include organising local EMAS actions focusing on biodiversity, circular economy and digital decluttering. In addition, DGT will organise local workshops on **minimising waste** by reusing or repurposing used and waste materials.

DGT has headquarters in both Brussels and Luxembourg, which means frequent professional travel between the two locations. To further **reduce CO<sub>2</sub> emissions**<sup>(7)</sup>, DGT will promote travel by shared transport (for example, train, shuttle bus, carpooling).

DGT will work to ensure an **environmentally friendly approach to its office moves** in Luxembourg, with book-giveaway shelves and sorting corners to dispose of office waste. All DGT internal and external events will incorporate **sustainable events practices**, in line with the guidelines on organising sustainable meetings and events at the Commission.

Please see the related performance table in Annex 2, on pages 19 and 20.

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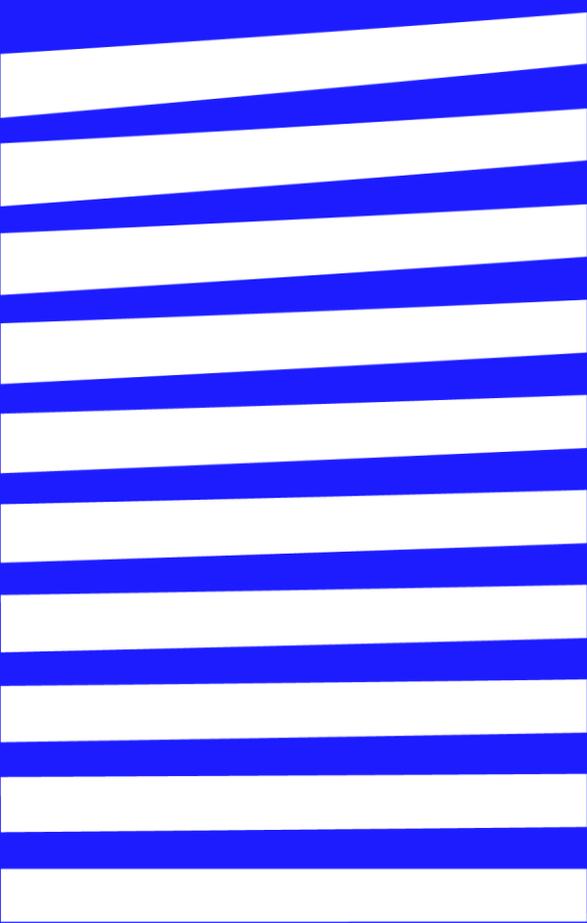
revision 2023, COM(2023) 405 of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying document, SWD(2023) 245 – 'the revised Action Plan'.

<sup>(6)</sup> For more information see [https://commission.europa.eu/about/service-standards-and-principles/modernising-european-commission/greening-european-commission\\_en](https://commission.europa.eu/about/service-standards-and-principles/modernising-european-commission/greening-european-commission_en).

<sup>(7)</sup> The baseline for the mandatory indicator on emissions from business travel is 201 545.15 kg CO<sub>2</sub> in 2019.



# ANNEXES



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

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

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

**Main outputs in 2026:**

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

\* This measures the products and services DGT delivers to its users. DGT’s outputs are demand-driven; no quantitative targets can be set.

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

**Main outputs in 2026:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Translation corpora size	Total number of segments* available in Euramis	Increase compared to 2025 (2 093 798 472 in 2025)
IATE complete entries	Share of IATE complete entries <sup>(8)</sup>	Increase compared to 2025 (44.2% in 2025)
eDGT implementation	eDGT’s minimum viable product deployed (Y/N)	By 30 June 2026

<sup>(8)</sup> The ‘share of IATE complete entries’ contains entries owned by all IATE partners (i.e. the translation services of EU institutions and bodies), not just DGT. While DGT has been a major contributor to IATE since the beginning, this figure also reflects the effort of all contributing institutions.

Output	Indicator	Target
CATE 2027	CATE 2027 call for tenders published (Y/N)	By 30 September 2026

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

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

**Main outputs in 2026:**

Output	Indicator	Target
DGT's outreach events (Translating Europe Forum, Multilingualism Workshops, European Day of Languages events)	Number of participants (in-person and online)	≥100 000
Juvenes Translatores	Number of registered schools	≥1 600
European Master's in Translation (EMT) Network	2 EMT network meetings organised (Y/N)	By 31 December 2026
Performance of 'Multilingualism, translation and language-based AI services' website	Number of monthly sessions	15 000
Social media activities to promote multilingualism and the development and attractiveness of the language professions	Followers' growth rate (Facebook and Instagram combined)	≥3% compared to 2025

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

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

**Main outputs in 2026:**

Output	Indicator	Target
Deployment of eReporting	eReporting deployed and operational (Y/N)	By 30 June 2026
Overall eTranslation production	Total number of pages produced by eTranslation <sup>(9)</sup>	Not applicable, demand driven
Use of AI-based multilingual services by IT systems <sup>(10)</sup>	Number of active systems connected to AI-based multilingual services	≥280

<sup>(9)</sup> Total manual use (i.e. usage by individuals directly submitting documents or text snippets) plus total machine-to-machine use through applications connected to eTranslation.

<sup>(10)</sup> This includes all IT systems connected to DGT's AI-based multilingual services, both run by the EU institutions themselves or by third parties eligible to use these services through their association with the Digital Europe programme.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Outreach activities to promote DGT's AI-based multilingual services	Number of attendees (in-person or online)	500

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

## A. Human resource management

<b>Objective:</b> DGT employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
<b>Main outputs in 2026:</b>		
Output	Indicator	Target
Establishing a gender-balanced pool of future managers by appointing female colleagues to pre-management functions	Proportion of women in deputy head of unit or stand-in roles	50%
Results of 2025 HR staff survey analysed and follow-up plan with actions established	Follow-up action plan in place (Y/N)	By 30 September 2026
Two-way communication on topical issues	Number of in-person staff meetings and online staff meet-ups on topical issues (e.g. follow-up to the HR staff survey, moves)	At least 2 staff meetings and 1 online meet-up

## B. Digital transformation and data management

<b>Objective:</b> DGT is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission.		
<b>Main outputs in 2026:</b>		
<b>Digital Transformation</b>		
Output	Indicator	Target
Conduct a DGT-wide digital skills assessment, mapping key digital competences of DGT staff at all levels.	DGT-wide digital skills assessment carried out (Y/N)	By 31 December 2026
Alignment of DGT's IT architecture with the 'seamless digital environment' objective of the Commission's digital strategy	Percentage of DGT's IT systems running on open source application servers	50%
	Percentage of DGT's IT systems running on cloud	50%

Output	Indicator	Target
Fostering cybersecurity culture in DGT	Percentage of staff participating in one or more cybersecurity awareness and training activities	≥30%
IT security plans	Security plans for all DGT's IT systems updated (Y/N)	31 December 2026
Data Management		
Output	Indicator	Target
Annual review of DGT's data assets in EC Data Catalogue: ownership and responsibilities	Percentage of data assets with updated data owners and data stewards in the EC Data Catalogue	100%
Annual review of DGT's data assets in EC Data Catalogue: data quality and FAIRness	Percentage of data assets containing one or more broken links in the EC Data Catalogue	0%
Data Protection		
Output	Indicator	Target
Compliance with the EU Data Protection Regulation	Percentage of staff trained on data protection compliance combined with the percentage of public records of processing operations reviewed within the last two years.	75%: <ul style="list-style-type: none"> <li>50% of staff who have attended data protection awareness raising activities</li> <li>100% of records reviewed within last 2 years</li> </ul>

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

## D. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy <sup>(11)</sup> aimed at the prevention, detection and correction <sup>(12)</sup> of fraud.

### Main outputs in 2026:

Output	Indicator	Target
Promote the highest standards of professional ethics in relation to mission rules and declaration of mission expenses (incl. hospitality offered)	Provide information on DGT's intranet and during different training and staff events	Twice a year: in January and July 2026
Ensure the secure handling of sensitive, marked, or classified information by having restricted EU documents translated in secure rooms (RUE system)	Number of incidents reported per year	0 incidents per year
Ensure the full respect of financial and procurement rules through signature of absence of conflict of interest for all DGT staff involved in the selection of contractors (embedded in the procurement procedures and checked annually)	Percentage of staff involved in any procurement procedure who signed absence of conflict of interest document	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
Actions to reduce emissions from staff professional travel	Number of specific initiatives to reduce emissions from staff professional travel (exchange of best practices)	1 by 31 December 2026

<sup>(11)</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>(12)</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>
Energy saving actions	Number of DGT buildings participating in summer or end-of-year closure under the Building Energy Savings Together (BEST) scheme	At least 2
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	4 by 31 December 2026
Waste reduction	Number of local workshops promoting reuse and repurposing of materials	2 by 31 December 2026
Implementation of the 2024 Commission Guidelines on organising sustainable meetings and events	Percentage of DGT events in which the Guidelines are implemented ('green events')	100%