

Management Plan 2025

Directorate-General for
Trade and Economic Security

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PART 1. Introduction and strategic outlook

Mission statement and operating context

The Directorate-General for Trade and Economic Security (DG Trade) is in charge of developing and implementing the common commercial policy of the European Union in accordance with the objectives set out in Article 207 of the Treaty on the Functioning of the EU, as well as coordinating economic security across the Commission. Trade policy is an exclusive EU competence allowing the EU alone to act, and to speak with one voice on the global stage to effectively pursue its interests. DG Trade supports the European Commission's Commissioner Maroš Šefčovič in shaping trade and economic security policies that benefit the EU. Under the new Commission's mandate which started on 1 December 2024, economic security was explicitly added to the operational activities of DG Trade.



DG Trade pursues a trade and economic security policy in the service of the EU's competitiveness, security and sustainability objectives. DG Trade negotiates bilateral, plurilateral and multilateral trade agreements, ensures that the rules agreed are effectively applied, and works within the World Trade Organization (WTO) and other multilateral institutions in pursuit of the EU interest. DG Trade also develops, implements and enforces EU legislation in the areas of trade, investment, and economic security, such as the Generalised Scheme of Preferences, the Foreign Direct Investment (FDI) Screening Regulation, the revised Enforcement Regulation, the International Procurement Instrument

('IPI'), the Forced Labour Regulation, the Conflict Minerals Regulation, updated rules on dual-use goods, the Anti-Coercion Instrument, legislation on trade defence measures and on increased import tariffs on certain goods from Russia and Belarus. Trade negotiations cover a wide range of areas such as goods, services, intellectual property, investment, government procurement, access to energy and raw materials, customs and trade facilitation, competition (including subsidies and disciplines on State Owned Enterprises), trade and sustainable development, regulatory co-operation and dispute settlement. DG Trade upholds European interests with the view to ensuring that businesses can operate fairly in the EU and across the world. It makes full use of its powers to tackle unfair competition, distortive dumping and subsidisation from third countries, and disruptive import surges.

The EU is the largest trading bloc globally, and it is also the top foreign investor in the world. The EU's trade with the rest of the world represents more than 16% of global trade. The EU is also one of the most open economies globally, but one that lacks certain natural resources and therefore relies on imports of various raw materials, energy and other inputs.

The EU has developed the largest network of trade agreements with partners across the globe, with Free Trade Agreements (FTAs) in place with 76 countries in the world, covering 46% of the EU's trade. Moreover, when it comes to foreign investment, the EU is also the world's first global investor abroad, with a 32% share of global foreign investment. In addition, the EU is a very attractive destination for investments and hosts foreign investments of more than EUR 10 trillion, which represents 25% of the global stock.

At the same time, the relative weight of the EU in the global economy is declining. The international context in which trade policy is operating is ever more challenging. It is affected by geopolitical tensions exacerbated by Russia's unprovoked and unjustified war of aggression against Ukraine, the increased instrumentalisation of trade dependencies, non-market practices impairing the level playing field, resort to unilateral measures and economic nationalism, and the crisis of the multilateral rules-based order. This is why it is even more important for the EU to further enhance its trade and investment ties with trading partners across the world, insisting on rules-based approaches, diversifying supply chains and pushing back against coercive practices.

Strategic outlook 2025 - 2029

As stated in the Commission Political Guidelines 2024-2029, DG Trade will contribute mainly to the following general objectives of the Commission:

- *A new plan for Europe's sustainable prosperity and competitiveness*: contributing to the Clean Industrial Deal, including new **Clean Trade and Investment Partnerships** (CTIPs) to help promote the climate transition, boost trade relations, secure supply of raw materials, clean energy and clean tech from across the world.
- *A global Europe leveraging our power and partnerships*: leading on two of the three central elements of the new **foreign economic policy**:
 - o *Trade, deepening EU free and fair trade links* with growth centres and partners around the world.

- Ensuring a level playing field to defend EU interests against unfair trading practices.
- *Advancing Europe's economic security and economic statecraft*, being more assertive in protecting EU economy, based on a clear-eyed risk assessment and the principle of de-risking not decoupling.

DG Trade contributes to these general objectives, as well as to the core objectives of competitiveness, security and sustainability, through five specific objectives ⁽¹⁾. This contribution is reflected in the graph below.



⁽¹⁾ 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.

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**.

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) ⁽²⁾: The EU's competitiveness, security and sustainability objectives are reinforced by a broad range of trade and investment partnerships

There cannot be competitiveness without trade. EU trade policy will drive the EU's competitiveness and economic renewal by creating market opportunities for EU business, securing necessary inputs, supporting investment, promoting EU rules and standards. EU trade policy will deepen EU partnerships and alliances by **concluding new trade agreements**, or modernising existing agreements, and through **flexible forms of engagement** to develop trade ties (Sustainable Investment Facilitation Agreements (SIFAs), Digital Trade Agreements (DTAs), Clean Trade and Investment Partnerships (CTIPs) and **other approaches** (e.g. TTCs)). Partnerships also serve the EU's security objectives in a more challenging international environment and promote sustainability.

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) ⁽³⁾: Improved access to markets and attraction of investment generating opportunities for EU businesses, building economies of scale and fostering innovation

Improved access to markets is achieved through the proper implementation of concluded trade and investment agreements and the effective removal of barriers to trade and ensuring a predictable framework for EU companies to compete. The implementation of such agreements requires constant monitoring and engagement with our trading partners to ensure that EU stakeholders can reap the benefits. It also requires regular engagement with EU stakeholders to increase awareness of the opportunities created by trade agreements. In the centre of these efforts is the EU's Chief Trade Enforcement Officer as well as the EU's main online platform Access2Markets, which provides free, multilingual information including through interactive IT tools on exports, imports, services trade, public procurement, conformity assessment and an overview of barriers EU business is facing in third country markets. The platform is in place since 2020, is regularly upgraded and helps European enterprises, in particular SMEs, to navigate the complexities of international trade. It also provides for the possibility to submit complaints about barriers in third countries via the Single Entry Point (SEP).

⁽²⁾ The key performance indicator used to measure the achievements of this Specific Objective will be the result indicator 1.2, included in Annex 1: Percentage of trade covered by applied bi-lateral and regional agreements.

⁽³⁾ The key performance indicator used to measure the achievements of this Specific Objective will be the result indicator 2.3, included in Annex 1: Preference utilisation rates of EU preferential trade arrangements for the EU and partners' side.

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

Specific Objective 1.3 ⁽⁴⁾: 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

Trade makes the EU more secure in an increasingly volatile world. It strengthens the EU's geopolitical presence, forging much needed partnerships in a rapidly changing and deteriorating international environment. It makes EU supply chains more resilient and helps the EU pursue its economic security objectives, by securing access to critical inputs such as energy and critical raw materials and reducing EU dependencies.

Trade policy provides the EU with a series of tools – like foreign investment screening, export controls, trade sanctions and the anti-coercion instrument – to address security risks, as part of the 'protect' dimension of the EU's economic security strategy.

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

Specific Objective 1.4 ⁽⁵⁾: 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

EU trade policy will defend the Single Market and EU businesses from unfair competition with all available tools, (notably trade defence instruments) while further expanding our toolbox if necessary, ensuring fair and open 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 1.5 (6.5) ⁽⁶⁾: Rules-based trade is sustained, including through a reformed and strengthened World Trade Organization, alongside the OECD and other relevant international fora

A well-functioning rules-based international trading system is fundamental to the success of the EU as a trading power. More than half of EU trade takes place under WTO rules, including with its biggest trading partners. EU industry depends on the stability and predictability that the rules-based trading system provides. This is why the EU will continue pursuing a reform of the WTO, working in different configurations towards that strategic

⁽⁴⁾ The key performance indicator used to measure the achievements of this Specific Objective will be the result indicator 3.1, included in Annex 1: Perform an evaluation of the functioning of the Dual-Use Export Control Regulation.

⁽⁵⁾ The key performance indicator used to measure the achievements of this Specific Objective will be the result indicator 4.1, included in Annex 1: Number of jobs in sectors covered by the trade defence measures.

⁽⁶⁾ The key performance indicator used to measure the achievements of this Specific Objective will be the result indicator 5.1, included in Annex 1: Comprehensive reform of the World Trade Organization.

objective. To that end, the EU will continue to work plurilaterally with the objective of strengthening international trade rules, ideally by incorporating them into the WTO rulebook.

Cross-cutting efforts – implementation and simplification agenda

Regarding the implementation and simplification efforts, DG Trade will assess the relevant part of the EU acquis with a view to simplify, rationalise and reduce the burden on businesses and/or national administrations, without undermining the EU's policy objectives. Currently, there are two evaluations in the pipeline regarding the Export Control Regime and Trade Defence Instruments. Further potential simplifications would be related to complaints-based and case-handling areas, such as trade defence or foreign direct investment screening, or to areas in which cooperation and information exchanges with Member States are crucial, such as export controls, which will be subject to an evaluation and review in the first part of the mandate. These actions will also include the work with the co-legislators to ensure that reporting requirements and the related burden on businesses and/or national administrations remain as limited as possible in the future, while allowing for the proper implementation of DG Trade's policy objectives. These efforts are already reflected in the on-going reviews of the FDI screening Regulation and the Generalised Scheme of Preferences (GSP) Regulation.

Other actions on simplifications are the efforts to rationalise the reporting requirements, e.g. by integrating national customs data into a single new system developed by DG Trade.

However, the main impact on simplification for EU companies will come from the implementation of current and new trade agreements, which bring significant administrative cost reductions in addition to the reduction of tariffs.

During the period 2025-2029, DG Trade will support Commissioner Maroš Šefčovič on the preparation of:

- Annual Implementation dialogues to align DG Trade's implementation agenda with realities on the ground, with a first one on trade and economic security policy planned in the last quarter of 2025.
- Stress testing the relevant parts of the EU acquis (stock of EU legislation) to ensure that it remains relevant, proportionate, and fit to achieve its objectives in the most cost-efficient way.
- Reality checks, a new targeted consultation approach that will collect first-hand information from a selection of stakeholders in given areas to identify hurdles they face when implementing EU rules.
- An Annual Progress Report on Implementation and Enforcement.

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

As reflected in the 2025 Commission Work Programme (7), trade policy will contribute to delivering on the Commission's priorities in 2025:

- Promoting **free and fair trade** while maintaining an assertive stance against unfair competition.
- Further strengthening **economic security**, to reap the benefits of the EU's economic openness, while minimising risks arising from increased geopolitical tensions and accelerated technological shifts.

In addition, trade policy will contribute to the priorities set out in the Mission Letter of Commissioner for Trade and Economic Security Maros Šefčovič:

- Focussing on the core objectives of **competitiveness, security and sustainability**.
- Driving forward negotiations to **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 **trade sanctions'** design and implementation and other trade restrictive measures to protect EU interests.
- Leading on the implementation of the **European Economic Security Strategy**, including a new economic security doctrine and economic security standards for key supply chains, working towards the entry into force of the **revised Foreign Direct Investment Regulation** and on how to better cooperate on **export controls** and how to 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 and develop sustainable partnerships while taking an assertive stance on defending ourselves from unfair competition or security risks. The implementation of the

(7) [Commission Work Programme 2025](#)

third pillar of the Competitiveness Compass ⁽⁸⁾ — “**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 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.

The EU’s FTA network – already the biggest in the world – has recently been strengthened through the conclusion of negotiations with Mercosur and Mexico. DG Trade will work to get these agreements ratified, while also continuing to advance trade and investment negotiations with India, Indonesia, Thailand, the Philippines, Malaysia, 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, the EU will strengthen trade and investment relations by engaging in negotiations of trade agreements with the Gulf Cooperation Council (GCC) and its members, notably with the United Arab Emirates, while negotiating Strategic Partnership Agreements with the various GCC countries and by consolidating the EU economic partnership in the framework of the EU-GCC Trade and Investment Dialogue.

Following Russia’s unprovoked and unjustified war of aggression against Ukraine, the EU introduced ambitious temporary unilateral trade-liberalisation measures for imports from Ukraine and Moldova. Discussions under Article 29 of the EU-Ukraine Association Agreement and Article 147 of the EU-Moldova Association Agreement are ongoing, with a view to permanent and reciprocal tariff liberalisation beyond the original Deep and Comprehensive FTAs (DCFTAs).

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 first of which entered into force with Angola on 1 September 2024. The

⁽⁸⁾ [A Competitiveness Compass for the EU](#), COM(2025) 30 final

Commission will deploy Clean Trade and Investment Partnerships (CTIPs) with a range of partners, to support investments and help secure the supply of raw materials, clean energy and clean tech, using a whole-of-government approach. The first one is already being negotiated with South Africa. Furthermore, the Commission continues engagement with key partners via the Trade and Technology Councils (TTCs). The TTC focuses on a wide range of topics at the juncture of trade, technology and security, such as technology standards, advancing supply chain security, export controls, investment screening, global trade challenges, misuse of technology or promoting SMEs' role in digital and technology trade.

On digital trade, DG Trade will pursue an ambitious approach in support of the EU's digital agenda, including an open but assertive approach on cross-border data flows. The EU will continue to pursue partnerships with legally binding commitments on digital trade and data flows, which are a necessary underpinning of today's trade flows, as well as essential for the EU's competitiveness and economic security, as they ensure diversification and access to digital inputs and innovation. DG Trade will also work 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, while also exploring opportunities for further DTAs as flexible instruments to connect the EU's digital economy with centres of growth globally.

Beyond the negotiations of trade agreements, the EU will continue to actively engage to manage its relations with its largest trading partners.

The **United States** ⁽⁹⁾ remains by far the EU's largest overall trade and investment partner. Against the backdrop of erratic and illegal tariff measures that have led to uncertainty and the fragmentation of supply chains, the Commission remains committed to a cooperative trade relationship that underscores the significance of the transatlantic market. At the same time, the Commission will defend the EU's interests as necessary.

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

Security: Trade makes the EU more secure in an increasingly volatile world. It strengthens our geopolitical presence, forging much needed partnerships in a rapidly deteriorating international environment. It makes EU **supply chains** more resilient and helps to pursue the EU's **economic security**, by securing **access to critical inputs** such as energy and critical raw materials and reducing **EU's excessive dependencies**. For example, our diversified supply chains helped the EU decouple from Russia after its war of aggression against Ukraine. The EU trade and economic security policy provides the EU with a series of tools to address **security risks** and to counteract practices of economic coercion, i.e the

⁽⁹⁾ [EU-US trade](#)

Foreign Direct Investment screening and export controls regulations as well as the anti-coercion instrument. It also supports and reinforces sanctions imposed to attach a cost to the behaviour of adverse actors.

Sustainability: Trade is essential for a sustainable future. It ensures access to and diffusion of the clean technologies needed for **decarbonisation**, secures the inputs needed for the **clean transition**, and provides a platform to raise **environmental and social standards**. This is achieved through **multilateral engagement, plurilateral and bilateral partnerships**, notably energy and raw materials/clean technologies and trade and sustainable development chapters of free-trade agreements, as well as **autonomous measures**. It will be essential to further ensure consistency between the EU's internal and external action, and to assist trading partners in implementing the EU's autonomous measures.

In 2025, EU trade policy will continue to contribute to the Treaty objective of **sustainable development** in its economic, social and environmental dimensions both in Europe and in our partner countries, to boost inclusive and sustainable growth, and reduce poverty in developing countries. The EU and its Member States are fully committed to implementing Agenda 2030 and its Sustainable Development Goals through EU policies. In 2025, 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 ⁽¹⁰⁾ ensuring that trade agreements foster sustainability.

EU's GSP offers under its three arrangements ⁽¹¹⁾ (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.

Predictability and legal certainty are key for European and partner countries' businesses to be able to harness the potential of the GSP. The prolongation of the current GSP until 31 December 2027 has given the Council and the European Parliament extra time for finding an agreement on the Commission's proposal for a new Regulation reforming the GSP, strengthening its sustainability dimension and the involvement of civil society, among other aspects. The Commission will undertake all efforts to facilitate a swift consensus which will send the political signal that the EU pays attention to its commitments towards developing countries. The Commission will continue to promote sustainable and responsible value chains. DG Trade's work in this area will focus in 2025 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

⁽¹⁰⁾ [Communication on the power of trade partnerships](#)

⁽¹¹⁾ [Generalised Scheme of Preferences](#)

Sustainable Cocoa Initiative, a multi-stakeholder dialogue on cocoa with Ghana, Cote 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 and the **Clean Industrial Deal**, 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. These chapters promote notably the development of green energy technologies and environmental good practises.

In support of the EU's agri-food sector and as indicated in the Vision Paper on the Future of Agriculture, we will continue to use our FTAs to promote and create new export opportunities for agri-food exports.

DG Trade will also promote the ratification and implementation of the relevant international labour and environmental conventions through its FTAs and GSP instrument, with the Trade For Decent Work project providing specific support to EU trading partners on international labour standards.

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 EU opens markets by implementing and enforcing the trade deals that it negotiates with partner countries or regions. The EU's broad network of trade and investment agreements with countries outside the Union creates opportunities for EU businesses and workers, including for Small and Medium-sized Enterprises (SMEs).

The Commission will continue its efforts to harness **the benefits of the EU's trade agreements**, 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.

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 2025, 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 and by continuous training of stakeholders (e.g. webinars in multiple languages).
- Monitoring compliance with relevant international standards for labour rights and climate/environmental protection.
- Use dispute settlement procedures, either under a bilateral agreement or in the WTO, whenever necessary and appropriate; should dispute settlement be blocked, use the updated enforcement Regulation.
- Use autonomous instruments, where appropriate, to defend EU interests, e.g. to enable the EU to deter and counteract coercive actions ⁽¹²⁾ 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).

The Commission will also continue to work on addressing SPS barriers in its trade relations with third countries.

In 2025, 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, Canada, the Republic of Korea, Singapore and Vietnam** as well as the agreements with **Chile, Kenya and New Zealand** which have now entered into force.

Moreover, the EU and **Japan** ⁽¹³⁾ will continue to deepen engagement on the basis of the evaluation of the EPA where cooperation on economic security will be further strengthened, in particular under the High-Level Trade and Economic Dialogue.

With **Southern Mediterranean countries**, efforts are ongoing 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 sustainable investment facilitation agreements.

Furthermore, the EU looks forward to continued efforts in the context of High-Level Dialogue on Trade to solve trade barriers, 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.

⁽¹²⁾ [2023 Commission Work Programme, Annex III](#)

⁽¹³⁾ [EU-Japan trade](#)

The EU has a network of bilateral and regional trade agreements covering almost all the **Latin American** continent (Central America, Andean countries, Mexico and Chile). Implementation of existing agreements will remain the main focus in 2025 as will the work towards the ratification of the concluded agreement with Mercosur and of the modernised agreement with Mexico.

Implementation work on the eight EPAs with 33 **African, Caribbean and Pacific countries (ACPs)** will continue in 2025.

DG Trade remains committed and 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.

In 2025, DG Trade will prepare its 5th **Report on implementation and enforcement of EU Trade Policy**.

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. As part of this effort, DG Trade will publish the regular Report on the Protection and Enforcement of IP rights in Third countries and the Counterfeit and Piracy Watch List. DG Trade will also continue its engagement in technical cooperation and assistance programmes focused on IP in 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. In parallel with and in addition to the EU efforts in bilateral and plurilateral agreements, DG Trade stands ready to further deploy the **International Procurement Instrument (IPI)** ⁽¹⁴⁾ should it be necessary based on a finding of restrictive or discriminatory treatment against EU companies. In this regard, 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 continue engaging with China with a view to eliminating the barriers justifying such measures.

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

⁽¹⁴⁾ <https://eur-lex.europa.eu/eli/reg/2022/1031/oj>

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 2025.

In line with the Political Guidelines and the mission letter, DG Trade will lead the Commission's work on further developing new initiatives: a new **economic security doctrine** - to outline how different economic security tools work together in a strategic way within the EU -, and **economic security standards** for key supply chains to be considered together with our G7 and other like-minded partners.

Under the *protect* pillar, significant work is expected in 2025 with Member States on the trade and security tools.

On **Foreign Direct Investment**, the Commission will work with the Council and Parliament towards the adoption of the revised FDI Screening Regulation. 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.

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 also aims to launch a study to prepare 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 intangible technology transfers, where guidelines are planned to be issued still in 2025, as well as continue work on emerging technologies.

In the area of **outbound investment**, the Commission published in January 2024 a White Paper setting out the next steps for DG Trade to address potential security risks of certain sensitive technologies and investments leaving the EU. On 15 January 2025, the Commission issued its recommendation inviting 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 carefully assess reports from Member States and work closely with them in the dedicated Expert Group, especially to provide guidance for performing the monitoring / review and risk assessment.

In reaction to **Russia's** unprovoked and unjustified war of aggression against Ukraine, the EU has imposed a wide range of **sanctions** ⁽¹⁵⁾ against Russian individuals, entities and economic sectors. In 2025, DG Trade will continue to work on the design, development and monitoring of the implementation of trade sanctions and other trade restrictive measures that target goods, technologies and services as well as entities and legal persons in Russia

⁽¹⁵⁾ [Council Decision 2014/512/CFSP and Council Regulation \(EU\) No 833/2014](#)

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.

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 in trade flows. DG Trade also actively participates in trade defence investigations by non-EU countries against EU Member States with the aim of minimising the cost for EU exporters.

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. In 2025 the Commission will work to drive the reform of the WTO across all its functions with the aim of:

- improving the capacity of the WTO to negotiate and conclude new agreements to respond to important trade issues relevant to today's economies such as the second phase multilateral agreement on fisheries subsidies as well as through the increased use of open plurilateral agreements when a multilateral solution is not attainable, such as on investment facilitation and e-commerce.
- reinvigorating the WTO's deliberative function by stimulating meaningful policy debates on key challenges for the global trading system, including gaps in the rulebook on state intervention in support of industrial sectors and on trade and climate/environment.
- continuing negotiations on re-activating a fully and well-functioning WTO dispute settlement system with its core characteristics intact while working in parallel on

fostering the continued success and smooth operation of the multi-party interim appeal arbitration arrangement, known as the “MPIA”.

- making the WTO’s monitoring of its members’ trade policies more effective by improving how the WTO’s bodies and committees’ work.

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 2025, DG Trade will also ensure that trade and sustainable development continues to be a focus of multilateral and plurilateral work in key international bodies and fora, such as the Organization for Economic Co-operation and Development (OECD), the G20 and the G7.

Following the successful conclusion of negotiations on the modernisation of the Arrangement on Officially Supported **Export Credits** at the OECD, DG Trade will propose and work towards the implementation of a comprehensive EU strategy for export credits, including an EU export credit facility and enhanced coordination of EU financial tools in support of trade, investment and sustainable development, notably in the context of Global Gateway.

In the pursuit of all these specific objectives indicated above, transparency, clear communication and inclusive policy-making will remain corner stones 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 2025, DG Trade will start the assessment of the relevant part of the EU acquis with a view to simplify, rationalise and reduce the burden on businesses and/or national administrations and will support Commissioner Maroš Šefčovič on the preparation of: one implementation dialogue and, at least, two reality checks to align DG Trade’s implementation agenda with realities on the ground.

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

The internal control framework ⁽¹⁶⁾ 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 optimisation of its capacity to deliver effectively on the Commission's priorities and core business.

In 2025, DG Trade will adapt its internal organisation to reflect the stronger emphasis on the economic security-oriented approach to be embedded in trade policy under this Commission mandate. The new structure will aim at better addressing 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, DG Trade will continue identifying possible internal redeployments 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 (staff engagement index 73% in 2023). In 2025, it will continue to implement the list of targeted actions which has been drawn up 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. 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,

⁽¹⁶⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

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 2025 its efforts towards reaching gender balance in management. At the beginning of the Commission mandate on 1 December 2024, 36% 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, DG Trade will 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 townhall meetings with Senior Management.

B. Digital transformation and data management

Digital transformation

*The European Commission's Digital Transformation strategy aims to facilitate the use of digital technologies to drive innovation and efficiency. DG Trade is committed to supporting and contributing to the achievement of the Commission's digital transformation objectives, with a focus on **fostering a digital culture** that promotes collaboration, innovation, and cybersecurity. This will involve implementing its 2021-2025 IT strategy, with a focus on the digital workplace, knowledge management, and support for the Chief Trade Enforcement Officer (CTEO) activities.*

DG Trade's digital transformation efforts cover particularly the areas of trade and investment agreements, and rules, with a focus on **digital-ready policymaking**. The DG is working on several initiatives that entail a digital aspect, including the development of an IT system for FDI screening, the implementation of the Dual Use export control system, and the development of a responsible minerals tool. These initiatives aim to improve the efficiency and effectiveness of the DG's operations and to support the development of trans-European services and interoperable systems.

The DG is also using **digital technologies** to improve its business processes and operations, with a focus on knowledge management and the use of data analytics. This will involve enhancing knowledge mapping and sharing, as well as effectively exploiting the data and information issued from its different Information Systems. The actions derived from this objective are linked to the Data Analytics cluster. Additionally, DG Trade is working on improving its processes and operations, with the goal of achieving greater efficiency and effectiveness.

In terms of the **EC Digital Landscape**, DG Trade has presented four contributions to the Digital Transformation initiative, which include: (1) Access2Markets for effective FTA implementation, (2) Sherlock/Sherpa/Tron Case Management, (3) eLicensing platform for cross-border cooperation, and (4) SUE (SECRET UE) infrastructure to enable the secure electronic transmission and management of classified information in the area of FDI screening. These contributions are aligned with the Commission's digital transformation objectives and aim to improve the efficiency and effectiveness of the DG's operations, as well as support the development of trans-European services and interoperable systems.

To ensure the security and resilience of its digital infrastructure, particularly in the area of FDI screening, DG Trade is working on implementing the SUE (SECRET UE) infrastructure to enable the secure electronic transmission and management of classified information. This initiative aligns with the Commission's objective of providing a secure and resilient digital infrastructure that supports the organization's operations and services. The DG is also committed to implementing **digital-ready policymaking (DRPM)** practices, including data-driven policymaking and interoperability, to inform policy decisions and design effective policies.

Finally, DG Trade recognizes the importance of **collaboration and partnerships** in achieving digital transformation goals, and works closely with other DGs, such as DG GROW, DEFIS, HOME, and FPI, as well as with external entities, such as industry partners and civil society organizations.

Information and IT security rules

DG Trade continues to ensure systematically that all the IT tools and systems developed in house incorporate the currently applicable security obligations as well as data protection rules and principles, such as privacy by design and privacy by default. The majority of IT systems are currently covered by security plans and it is foreseen that all of DG Trade's IT systems will be covered in the first half of 2025. The security plans are reviewed and updated based on a defined planning communicated to DIGIT (Directorate S). The security plans include the set of security controls that cover the IT security risk and compliance management. DG Trade will continue to work in 2025 to improve its cybersecurity by collaborating closely with DIGIT on, for instance, awareness campaigns and trainings for staff, but also for its developers to keep up with developments in the digital strategy and in particular on cybersecurity and data protection.

The security of new IT systems will be reinforced by leveraging on the corporate work on the architecture. DG Trade will be adhering to the new canvas and ensure compliance with the dual pillar approach and the corporate architecture principles, including security by design.

DG Trade also ensures that all information systems are properly encoded in GovIS2 and that the information is complete, accurate, and reliable.

DG Trade has put in place the processes needed to achieve progress in this areas and report in the corporate Governance, Risk and Compliance (GRC), on the basis of the following indicators:

- All security controls at departmental level and IT system's priority controls are subject to a compliance attestation in GRC and in particular to the compliance with MFA/EU.
- All IT systems are covered by a security plan not older than 2 years.

Data management

DG TRADE will implement a comprehensive data management framework aligned with the European Commission's maturity model across four strategic pillars: Data Management, Ownership, Quality, and Skills Development. We will advance systematically through established maturity levels to position data as a critical institutional asset. Our approach will establish structured management protocols with standardized documentation in centralized repositories, ensuring appropriate access control while optimizing resource allocation according to institutional priorities and regulatory requirements. This strategy will strengthen our institutional capacity while adhering to evolving data governance standards.

Building on our existing progress, we have already identified most of the data owners and data stewards across our organization, establishing a solid foundation for governance. We will continue to formalize these governance structures with clearly delineated responsibilities to enhance our data stewardship. Our implementation will include official documentation of accountability for all strategic data assets, reinforcing the progress already made. The governance architecture we are developing will facilitate cross-departmental coordination and ensure compliance with data management protocols throughout the information lifecycle. We will adhere to FAIR principles (Findable, Accessible, Interoperable, Reusable) as our standard, implementing systematic metadata practices and quality assurance procedures integrated into operational workflows. We will progressively integrate master reference data to establish consistency across institutional systems.

We will make strategic investments in data competencies across all organizational levels to develop institutional capabilities. Our implementation plan will include formalized capacity-building initiatives with participation in designated training programs and established metrics for competency assessment. We will establish knowledge transfer mechanisms, including formal coordination bodies and institutional communities of practice, to disseminate expertise. As we progress through defined maturity levels toward advanced implementation status, our achievements will include enhanced evidence-based policy formulation, streamlined operational processes, and strengthened institutional capacity to leverage data assets in support of strategic objectives in an increasingly digitalized governance landscape.

Information and knowledge management

DG Trade intends to extend the use of current and future corporate tools for information and knowledge management, taking into account its specific security needs. DG Trade is therefore developing a more strategic approach to encourage knowledge sharing and collaborative working, in line with the corporate framework, such as developing a share-by-default approach combined with a need-to-know confidentiality scheme. One of the objectives will be to identify information assets of corporate interest that could be shared with other services, notably in line with transparency obligations.

The systematic filing of documents in Ares is a prerequisite for the effective and efficient sharing and reuse of the information managed in the Commission's records management system Hermes-Ares-Nomcom (HAN). It is also important for ensuring a transparent approach to policy making. DG Trade will pursue its strategy of awareness raising and promoting the active use of Ares by all staff and management, together with a systematic monitoring of the use made by all DG Trade departments.

The integration of DG Trade's IT systems with HAN is another essential area to achieve efficient sharing and reuse of information. These initiatives continue to generate efficiency gains, make processes faster and facilitate a more comprehensive use of the HAN tools.

Data protection

DG Trade will maintain the objective to implement all **data protection principles** laid down in the Commission's Action Plan. The registry of data protection operations will be closely monitored by the Data Protection Coordinator (DPC). DG Trade staff will be held responsible for the review of the records under which their data processing operations resort. High risk processing operations shall receive special attention from the DPC, who will guide the delegated data controllers through a Data Protection Impact Assessment.

In addition, DG Trade places a strong emphasis on awareness raising among its staff. To that end, the DPC will continue to actively promote the basic data protection principles amongst all staff through hands-on specific trainings as well as tailored data protection training sessions. Data protection is also a part of DG Trade's induction course for newcomers, which will be organised at least twice in 2025. Awareness raising activities aim to embed data protection principles in the daily routine of DG Trade staff. DG Trade will continue in 2025 its efforts in increasing awareness by targeting 100% of staff by disseminating the training offer on data protection and by organising targeted information sessions for newcomers and controllers. DG TRADE will closely monitor the percentage of staff trained on data protection compliance and will continue its efforts to review all public records of processing operations every two years.

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);
- Weekly bulletins on payment delays sent to Administrative Coordination Assistants and Heads of Unit;
- An Administrative Coordination Assistants' network.

D. Fraud risk management

DG Trade has ensured preventive, detective, and corrective controls within its processes for programming and planning, verification, execution and monitoring, management, reporting, and communication to effectively mitigate financial and management risks. These measures include a DG Trade specific ethics framework, and a revised anti-fraud strategy, updated in January 2025, which aligns with the Commission Anti-Fraud Strategy.

In 2025, DG Trade will implement the planned actions from both the local and the Commission Anti-Fraud Strategies. The focus will be on increasing staff awareness of fraud, ethics and integrity, and internal procedures through internal communication and training. The baseline for the implementation of the actions included in DG Trade's anti-fraud strategy over the whole lifetime of the strategic plan (2025-2029) was 89% in 2024. As in previous years, DG Trade remains actively involved in the Commission's Fraud Prevention and Detection Network (FPDNet) and its external relations services subgroup.

E. Sound environmental management

The European Commission continuously reduces the environmental impact of its own activities through the Eco-Management and Audit Scheme (EMAS). DG Trade will continue to promote EMAS 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 2025, 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. By way of example, the DG will encourage the use of trains below 550 km as well as premium economy over business class flights for long distances. Further internal guidance will be 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 2025 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 2025 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.

ANNEX 1: Specific objectives and result indicators

2025-2029

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

Result indicator 1.1.1 (6.1.1): Number of on-going ⁽¹⁷⁾ EU trade and investment negotiations, number of applied ⁽¹⁸⁾ EU trade and investment agreements and other types of agreements

Explanation: This indicator will show the extent of the EU's negotiating agenda in terms of its potential to cover the world's trade, and how it evolves. The broader the agenda, the wider the potential coverage. It also shows the extent of the world's trade covered by EU's applied preferential trade and investment agreements and the evolution of this coverage.

Source of data: DG Trade

Applied EU trade agreements	
Baseline (2024)	76 trade agreements: Albania, Algeria, Andorra, Antigua and Barbuda, Bahamas, Barbados, Belize, Bosnia-Herzegovina, Botswana, Cameroon, Canada, Chile, Colombia, Comoros, Costa Rica, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Eswatini, Faroe Islands, Fiji, Georgia, Ghana, Grenada, Guatemala, Guyana, Honduras, Iceland, Israel, Ivory Coast, Jamaica, Japan, Jordan, Kenya, Kosovo, Lebanon, Lesotho, Liechtenstein, Madagascar, Mauritius, Mexico ⁽¹⁹⁾ , Moldova, Montenegro, Morocco, Mozambique, Namibia, New Zealand, Nicaragua, North Macedonia, Norway, Occupied Palestinian Territory, Panama, Papua New Guinea, Peru, Samoa, San Marino, Serbia, Seychelles, Singapore, Solomon Islands, South Africa, South Korea, St Kitts and Nevis, St Lucia, St Vincent, Surinam, Switzerland, Trinidad and Tobago, Tunisia, Türkiye, Ukraine, United Kingdom, Vietnam and Zimbabwe.
Interim milestone (2027)	Addition of new trade agreements: Mercosur (Argentina, Brazil, Paraguay and Uruguay), Mexico ⁽²⁰⁾ , India, Indonesia, Thailand, Philippines, Niue, Tonga, Tuvalu, Eastern and Southern Africa (ESA5: Comoros, Madagascar, Mauritius the Seychelles and Zimbabwe), Kyrgyz Republic and the United Arab Emirates.
Target (2029)	Further addition of new trade agreements if the conditions are right: Australia, GCC, Malaysia and Uzbekistan.
Other types of agreements	
Baseline (2024)	Angola (SIFA), Japan (data flows)

⁽¹⁷⁾ "On-going trade and investment negotiations" are here identified as negotiations from the point of launch of negotiations to provisional application of the agreement.

⁽¹⁸⁾ This refers to agreements that have been provisionally applied (awaiting ratification) and agreements that have entered into force

⁽¹⁹⁾ EU-Mexico Global Agreement from 2000

⁽²⁰⁾ EU-Mexico modernised Global Agreement being negotiated

Applied EU trade agreements								
Interim milestone (2027)	South Africa (CTIPs), Singapore (Digital Trade Agreement), South Korea (Digital Trade Agreement), Côte d'Ivoire (SIFA)							
Target (2029)	(21)							
<p>Result indicator 1.1.2 (6.1.2): Percentage of trade covered by applied bi-lateral and regional agreements (key performance indicator)</p> <p>Explanation: This indicator will show the extent of the EU trade covered by EU's applied preferential trade agreements and the evolution of this coverage.</p> <p>Source of data: DG Trade/Eurostat</p> <p>This result indicator is selected as a Key Performance Indicator (KPI)</p>								
Baseline Goods (2024) and services 2023 FTA status 31/12/2024			Interim milestone (2027)			Target (2029)		
Goods								
Imp.	Exports	Total	Imp.	Exports	Total	Imp.	Exports	Total
41.9%	50.0%	46.1%	49.8%	57.1%	53.6%	53.6%	61.6%	57.7%
Services								
Imp.	Exports	Total	Imp.	Exports	Total	Imp.	Exports	Total
44.1%	51.9%	48.2%	50.2%	58.6%	54.6%	52.1%	62.9%	57.8%

(21) No targets can be included because DG Trade would need the political endorsement before launching any new trade negotiation agreement.

Result indicator 1.1.3 (6.1.3): EU share in imports of partner countries with which the EU has a preferential trade agreement in force

Explanation: This indicator will demonstrate the effects of preferential access to export markets stemming from the preferential agreements. The deeper the liberalisation and the more effective its implementation, the stronger the anticipated EU's competitive position compared to other partners on the export market. This indicator may also be helpful in assessing comparative effectiveness of EU's and other partners' preferential instruments compared to selected markets

Source of data: DG Trade/Eurostat

Baseline (Trade in goods 2023)	Interim milestone (2027)	Target (2029)												
<table border="1"> <caption>Data for Result indicator 1.1.3 pie chart</caption> <thead> <tr> <th>Partner</th> <th>Share (%)</th> </tr> </thead> <tbody> <tr> <td>EU27</td> <td>22%</td> </tr> <tr> <td>China</td> <td>17%</td> </tr> <tr> <td>US</td> <td>17%</td> </tr> <tr> <td>Others</td> <td>41%</td> </tr> <tr> <td>Japan</td> <td>3%</td> </tr> </tbody> </table>	Partner	Share (%)	EU27	22%	China	17%	US	17%	Others	41%	Japan	3%	Maintain EU share	Maintain EU share
Partner	Share (%)													
EU27	22%													
China	17%													
US	17%													
Others	41%													
Japan	3%													

Result indicator 1.1.4 (6.1.4): Share of EU in world trade in goods and services as well as investment

Explanation: This indicator shows to what extent the EU manages to maintain its prominent position in world trade despite the rise of the new trade powers.

Source of data: IMF for goods, WTO for services, UNCTAD for investments (including intra-EU27 stocks)

Baseline Goods 2024 Services 2023 Investments 2023	Interim milestone (2027)	Target (2029)
Goods		
Imports: 12.7% Exports: 13.6% Total: 13.2%	Maintain	Maintain
Services		
Imports: 22.2% Exports: 23.4% Total: 22.8%	Maintain	Maintain
FDI stocks		
Inward: 25.4% Outward: 32.7%	Maintain	Maintain

Result indicator 1.1.5 (6.1.5): EU trade openness

Explanation: Trade openness is necessary for the EU firms to remain globally competitive. Exporting firms are more productive than other firms and support millions of jobs across the EU, while through imports, the EU taps into others countries' resources, production of new and/or cheaper intermediate- and final goods and services, ideas and technologies, etc. Openness to foreign direct investment also brings economic growth, job creation and integration in global value chains, which is why EU countries seek to improve conditions to attract investors

Source of data: Eurostat. (Balance of payments, National Account data); Table (Eurostat online data code: bop_gdp6_q)

Baseline	Interim milestone (2027)	Target (2029)
2023: 44.2 % 2024: 43.3 %	> baseline	> Interim milestone

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

Result indicator 1.2.1 (6.2.1): Percentage of fully liberalised imports from the world (MFN duty-free and preferential duty-free) - Merchandise EU imports extra EU

Explanation: This indicator will show the extent of the EU's applied preferential treatment for imports and its evolution. The bigger the share, the better economic conditions and opportunities for EU consumers, and EU businesses using imports as inputs in their production

Source of data: Eurostat

Baseline (2023)	Interim milestone (2027)	Target (2029)
74%	> baseline	> Interim milestone

Result indicator 1.2.2 (6.2.2): Number of EU's exporting and importing SMEs

Explanation: This indicator will illustrate the level of participation of the EU SMEs in international trade and its evolution. Given the foreseen special attention to SMEs through dedicated provisions in the upcoming EU FTAs and through other means (e.g. EU-level coordinated economic diplomacy efforts, regular survey and other means to receive regular feedback from SMEs representatives), this indicator will help assess the effectiveness of these EU measures in helping SMEs to reap economic opportunities provided by imports and internationalising their business

Source of data: Eurostat ⁽²²⁾

Baseline				Interim milestone (2027)		Target (2029)		
Year	Importing		Exporting		Importing	Exporting	Importing	Exporting
2022	1,156,739	95% ⁽²³⁾	689,393	95%	Maintain	Maintain	Maintain	Maintain
2023	1,157,392	95%	681,958	95%				

Result indicator 1.2.3 (6.2.3): Preference utilisation rates of EU preferential trade arrangements for the EU and partners' side (key performance indicator)

Explanation: This indicator will show the extent to which businesses will be making use of the EU preferential arrangements. It will give an indication how well these agreements are formulated and how the uptake is handled in the EU Member States and the partner countries

Source of data: Eurostat and national customs registrations

This result indicator is selected as a KPI

Baseline			Interim milestone (2027)	Target (2029)
Preference utilisation EU importers				
FTA	2023	2024	Maintain or increase rates	The objective is to increase the percentage according to recent trend. It is difficult to predict an exact percentage at a specific moment in time. Ultimately, the desire is of course to maximise the coverage over time.
United Kingdom	80.83%	83.2%		
Türkiye	73.28%	92.3%		
South Korea	86.02%	89.6%		
Japan	64.89%	72.9%		
Vietnam	62.58%	69.9%		
Canada	58.55%	60.1%		
South Africa	85.76%	89.0%		

⁽²²⁾ The data collected for this indicator is very important and relevant in substance to the EU's trade policy. However, the collection of data is not mandatory for EU Member States and thus risks being rather unstable and coming with a considerable delay.

⁽²³⁾ Percentage of EU SMEs importing and/or exporting over the total number of EU companies importing and/or exporting, i.e. 95% of EU companies importing and/or exporting were SMEs.

Baseline			Interim milestone (2027)	Target (2029)
Preference utilisation EU exporters				
FTA	2022	2023		
United Kingdom	88.4%	89.1%	Maintain or increase rates	The objective is to increase the percentage according to recent trend. It is difficult to predict an exact percentage at a specific moment in time. Ultimately, the desire is of course to maximise the coverage over time. Due account should be taken that certain preferences may not be used due to extraneous company choices. This should also be seen against the background of duty savings.
Türkiye	85.6%	84.9%		
Japan	68.5%	72.3%		
Canada	61%	61.8%		
South Korea	78.4%	77.7%		
South Africa	78.2%	86.8%		
Vietnam	37.5%	42.7%		
Result indicator 1.2.4 (6.2.4): Jobs and EU exports				
Explanation: The fast changing global economy, characterised by the dynamic creation of business opportunities and increasingly complex production chains, requires a good understanding of how trade and investment flows affect employment.				
Source of data: Eurostat table naio_10_fgdee: "Domestic employment in exports - EU perspective (FIGARO application)"				
Baseline (2022)		Interim milestone (2027)		Target (2029)
31.2 million jobs		> baseline		> Interim milestone
Result indicator 1.2.5 (6.2.5): Consumer benefits from trade				
Explanation: International trade, notably imports, are an important driver of individual well-being. An increase in imports directly consumed by individuals will allow consumers to have access to a wider choice of products, greater variety of goods, better quality and lower prices. EU imports classified by broad economic category (BEC) provide a separate measurement of imports for household consumption and thus offer a good proxy for the benefits brought by international trade to EU consumers				
Source of data: Eurostat. United Nations Department of Economic and Social Affairs (2018), Classification by Broad Economic Categories Rev. 5, Statistical Papers Series M No. 53, Rev.5.				
Baseline		Interim milestone (2027)		Target (2029)
2023: €436.8 billion 2024: €454.6 billion		> baseline		> Interim milestone

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

Result indicator 1.3.1: Perform an evaluation of the functioning of the Dual-Use Export Control Regulation (key performance indicator)

Explanation: The evaluation of the Dual-Use Export Control Regulation will look into improving the effectiveness and efficiency of the EU’s Dual-Use Export Control rules

Source of data: DG Trade

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2026)	Interim milestone (2027)	Target (2028)
Current dual use Regulation	Start evaluation of the functioning of the current dual use Regulation	Conduct stakeholders’ consultation on the functioning of the current dual use Regulation	Conclude evaluation and present Commission report on the review of the dual use Regulation.

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

Result indicator 1.4.1: Number of jobs in sectors covered by the trade defence measures (key performance indicator)

Explanation: The adoption of trade defence measures contribute to maintaining jobs in the industrial sectors

Source of data: DG Trade

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
At the end of 2024, more than 625.000 jobs were covered by the trade defence measures ⁽²⁴⁾	For measures under review at the end of their statutory duration, the level of employment while the measures were in force shows a status quo or an increase.	On a yearly basis, the comparison of employment between the original imposition of measures and their expiry shows a status quo or an increase.

⁽²⁴⁾ The latest know results are based on the overall jobs covered. The comparison of employment between the original imposition of measures and their expiry will be possible once the new system to monitor TDI activity is operational.

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

Result indicator 1.5.1 (6.5.1): Comprehensive reform of the World Trade Organization (key performance indicator)

Explanation: The advances on the reform of the WTO across all its functions will be an strategic objective. A well-functioning WTO plays a critical role for the European Economic Security

Source of data: DG Trade

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2026)	Target (2028)
Launch of WTO reform work at the 12 th Ministerial Conference at the WTO and reaffirmation of this at the 13 th Ministerial Conference (MC13) in 2024.	Progress achieved within the 14 th Ministerial Conference (MC14) on WTO reform, encompassing improvements in governance and in the WTO addressing new areas, notably to ensure a level playing field globally.	Ministerial decisions delivering more effective governance and updated rules on industrial policy.

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

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

A new plan for Europe’s sustainable prosperity and competitiveness

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 2025:

New policy initiatives

Output	Indicator	Target
Proposal for a Regulation of the European Parliament and of the Council to amend Regulation (EU) 2024/823 of 28 February 2024 on exceptional trade measures for countries and territories participating in or linked to the Stabilisation and Association Process	Adoption by the Commission	Adopted 14 May 2025 COM(2025)229
Proposal for a Regulation of the European Parliament and of the Council on the modification of customs duties applicable to imports of certain goods originating in or exported directly or indirectly from the Russian Federation and the Republic of Belarus	Adoption by the Commission	Adopted 28 January 2025 COM(2025) 34 final
Proposal for a Council Decision on the position to be taken on behalf of the European Union in the Trade Committee established by the Free Trade Agreement between the European Union and New Zealand, as regards amendments to that Agreement concerning fundamental principles and rights at work	Adoption by the Commission	Adopted 25 April 2025 COM(2025)183
Proposal for a Council Decision on the accession of Vanuatu 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	Adopted 13 March 2025 COM(2025)105

Output	Indicator	Target
Commission proposal for Council decisions on signature and conclusion of the modernised EU-Mexico agreement	Adoption by the Commission	Q3 2025
Commission proposal for Council decisions on signature and conclusion of the modernised EU-MERCOSUR agreement	Adoption by the Commission	Q2 2025
Recommendation for a Council Decision authorising the opening of negotiations of a Sustainable Investment Facilitation Agreement between the European Union and the Republic of Côte d'Ivoire	Adoption by the Commission	Adopted 6 May 2025 COM(2025)192
Other major outputs		
Output	Indicator	Target
Proposal for a Council Decision on the conclusion and signing of the European Union – Republic of Korea digital trade agreement	Adoption by the Commission	Q3 2025
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	Q4 2025
Commission Implementing decision on recognition of equivalence of a notified supply chain due diligence scheme under Article 8 of Regulation (EU) 2017/821	Adoption by the Commission	Q4 2025
Proposal for a Council Decision on the signing and conclusion of the European Union – Singapore digital trade agreement	Adoption by the Commission	Adopted 31 January 2025 C(2025)23 and C(2025)22
Proposal for a Regulation of the European Parliament and of the Council on applying a generalised scheme of tariff preferences and repealing Regulation (EU) No 978/2012 of the European Parliament and of the Council	Adoption by the Commission progress/adoption by the co-legislators	COM(2021)579 final 2025

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 2025:

New policy initiatives

Output	Indicator	Target
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 concerning the acceleration or broadening of the scope of the elimination of customs duties.	Adoption by the Commission	Q3 2025
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 the Republic of Moldova, of the other concerning the acceleration or broadening the scope of the elimination of customs duties.	Adoption by the Commission	Q2 2025

Output	Indicator	Target
Council Decision establishing the position to be adopted on the EU's behalf in the Trade Committee established under the Association Agreement between the EU and the European Atomic Energy Community and their Member States, of the one part, and Ukraine, on the other part, as regards the granting of internal market treatment to Ukraine in the roaming sector	Adoption by the Commission	Adopted 17 June 2025 COM(2025)328
Commission Decision on Moldova's fulfilment of the conditions for implementing and enforcing the Union acquis in the sector of roaming on public mobile communications networks, and on communicating – in the EU-Moldova Association Committee in Trade configuration, after endorsement by the Council – the results of the Commission's assessment.	Adopted by the Commission	Q2 2025

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

Output	Indicator	Target
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 EU-Canada Comprehensive Economic and Trade Agreement (CETA), after five years of provisional application of the agreement.	Public consultation Final report Staff Working Document	Q2 2024 Q2 2025 Q3 2025
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 Q4 2025
Ex-post evaluation on key environmental provisions in trade agreements	Final report Staff Working Document	Report published March 2025 SWD Q2 2025

Implementation dialogues and reality checks		
Output	Indicator	Target
Advances on the implementation and simplification	Implementation Dialogue held	One in Q3 2025
	Reality checks	At least two in 2025
Major implementation activities and enforcement actions		
Output	Indicator	Target
Market Access Days (MAD) in Member States	Number of MADs	Monthly
Market Access Advisory Committee meetings	Number of meetings	Monthly
2025 Annual Commission Report on EU trade policy implementation and enforcement	Adoption by the Commission	Q3 2025
Annual progress report on implementation and enforcement	Publication of the annual report	Q3 2025
Other major outputs		
Output	Indicator	Target
Structured dialogues with stakeholders on Trade and Sustainable Development (TSD) issues	DAG meetings and civil society forums	10 DAG meetings and 9 civil society forums
	Meeting of the CARIFORUM-EU Consultative Committee	One meeting
	Civil Society Dialogues where Trade and Sustainable Development issues are discussed	12
	Annual dialogues for selected GSP/EBA beneficiaries	6 dialogues for six countries
Commission Decision on determining the Union position for an update of Sectoral Annexes to the Agreement on Mutual Recognition between the European Community and Australia	Biannual dialogues per GSP+ beneficiary, where discussion platform available	19 dialogues for 8 countries
	Adoption by the Commission	Q4 2025

Output	Indicator	Target
Recommendation for a Council decision concerning new negotiating directives for a regional Free Trade Agreement and bilateral Free Trade Agreements with the countries of the Cooperation Council for the Arab States of the Gulf and respectively the Kingdom of Bahrain, the State of Kuwait, the Sultanate of Oman, the State of Qatar, the Kingdom of Saudi Arabia and the State of the United Arab Emirates	Adoption by the Commission	Adopted 8 May 2025 C(2025)194
Recommendation for a Council decision authorising the European Commission and the High Representative for Foreign Affairs and Security Policy to open negotiations for individual Strategic Partnership Agreements with each of the six Gulf Cooperation Council countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates)	Adoption by the Commission	Adopted 1 April 2025 C(2025)138

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 2025:

New policy initiatives

Output	Indicator	Target
Commission Delegated Regulation amending Regulation (EU) 2021/821 of the European Parliament and of the Council as regards the list of dual-use items	Adoption by the Commission	Q2 2025

Output	Indicator	Target
Commission Delegated Regulation (EU) amending the Annex of Regulation (EU) 452/2019 of the European Parliament and of the Council establishing a framework for the screening of foreign direct investments into the Union.	Adoption by the Commission	Q2 2025
Other major outputs		
Output	Indicator	Target
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	Adopted 30 January 2025 COM(2025)19
Statistical Staff Working Document on Implementation of Regulation (EU) 2021/821 for the year 2023	Adoption by the Commission	Q2 2025
Annual Report on Implementation of Regulation (EU) 2021/821 for the year 2024	Adoption by the Commission	Q4 2025
Proposal for a Regulation of the European Parliament and of the Council on the screening of foreign investments in the Union and repealing Regulation (EU) 2019/452 of the European Parliament and of the Council	Adoption by the Commission progress/adoption by the co-legislators	COM(2024)23 2025

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 2025:

New policy initiatives

Output	Indicator	Target
43rd 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 2024	Adoption by the Commission	Q3 2025

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	Q4 2025
	Final report	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	Adopted 25 February 2025 C(2025)1148

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 2025:

New policy initiatives

Output	Indicator	Target
Proposal for a Council Decision on the formal acceptance of the WTO Agreement on Electronic Commerce by the Union	Adoption by the Commission	Q4 2025
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	Adoption by the Commission	Q4 2025
Proposal for a Council Decision on the position to be taken on behalf of the European Union regarding the envisaged decision of the Participants to the Arrangement on Officially Supported Export Credits on interest rate provisions	Adoption by the Commission	Adopted 26 May 2025 COM(2025)253
Proposal for a Council Decision establishing the position to be adopted on the Union’s behalf with regard to the Decision of the Participants to the Arrangement on Officially Supported Export Credits to integrate the agreement on untied ODA credits transparency in the OECD Arrangement on Officially Supported Export Credits	Adoption by the Commission	Adopted 26 May 2025 COM(2025)254
Proposal for a Council Decision establishing the position to be adopted on the Union’s behalf in the written procedure by the Participants to the Arrangement on Officially Supported Export Credits in relation to the common line to grant tied aid eligibility to Ukraine	Adoption by the Commission	Adopted 26 May 2025 COM(2025)252

Output	Indicator	Target
Proposal for a Framework Council Decision establishing the position to be adopted on the Union's behalf in the written procedure by the Participants to the Arrangement on Officially Supported Export Credits in recurring situations.	Adoption by the Commission	Q3 2025
Annual Report from the European Commission to the European Parliament and the Council on negotiations undertaken by the Commission in the field of export credits for the year 2024, within the meaning of Regulation (EU) 1233/2011, Annex I	Adoption by the Commission	Q4 2025
Rules of Procedure of the Committee on Fisheries Subsidies of the World Trade Organization	Adoption by the Commission	Q4 2025
Adapted text of the sector understanding on export credits for civil aircrafts, regarding maintenance and other services	Adoption by the Commission	Adopted 17 February 2025 COM(2025)44
Proposal for a Council Decision establishing the position to be taken on behalf of the European Union on adding the Agreement on Electronic Commerce into the Agreement establishing the World Trade Organization	Adoption by the Commission	Adopted 6 February 2025 COM(2025)33

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

A. Human resource management

Objective: DG Trade employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2025:		
Output	Indicator	Target
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
Training sessions and awareness raising actions on diversity and inclusion	Number of events	2
Action plan following-up on the staff opinion survey 2023	Number of actions implemented	Implement 10 actions planned for 2025 in the action plan
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	10
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	Number of working days on which the Daily Trade Press Review is issued	All working days except during the summer break and last days of December as well as first days of January

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 2025:

Output	Indicator	Target
<p>Digital Culture</p> <p>Increase use of corporate collaborative tools.</p> <p>Increase level of cybersecurity awareness.</p>	<p>Average number of active users using Teams</p> <p>Average participation rate in Cyber Awareness training (per department)</p>	<p>95%</p> <p>25%</p>
<p>Digital-Ready EU policymaking</p> <p>Increase digital readiness.</p>	<p>% of statutory personnel that has followed the digital-ready policymaking course on EU Learn</p>	<p>5%</p>
<p>Business-driven Digital Transformation</p> <p>Concentrate data assets in data warehouse.</p>	<p>Cumulative total of data assets in the data warehouse</p>	<p>15</p>
<p>Green, Resilient and Secure Digital Infrastructure</p> <p>Increase security of information systems.</p>	<p>Introduce double authentication in information systems</p>	<p>100%</p>
<p>List of key actions on information management and data protection</p>	<p>Deactivation of inactive users</p>	<p>100%</p>
<p>Implementation of the corporate principles for data governance for DG Trade's key data assets</p>	<p>Percentage of implementation of the corporate principles for data governance for DG Trade's key data assets</p>	<p>80%</p>
<p>Sharing information and knowledge with third parties (continuous)</p>	<p>Publish an information system aggregating information supporting imports and exports to the EU with special attention to SMEs</p>	<p>Q4 2025</p>

Output	Indicator	Target
Managing information and knowledge within DG Trade (continuous)	Operate a Data Warehouse integrating the statistical data supporting negotiations and trade defence cases taking into account the Data Strategy and data catalogue initiatives. Continue to operate a Service Desk supporting DG Trade's information systems which complements, in the field of information systems, the corporate service desk. Operate a One-stop Shop for collaboration spaces	Q4 2025
Using innovative, trusted digital solutions	Degree of implementation of the digital strategy principles by the most important IT solutions	60%
Initiative supporting business transformation	Create at least one new entry in the information spaces at Directorate or Unit level	Q4 2025
Handling email registration in Ares	Number of emails registered with AresLook	Maintaining the proportion of one-third of the total documents registered in Ares
Monitoring of the use made by all DG Trade departments	Reporting of open tasks in ARES sent to all departments	10 times/year
Better use of electronic workflows, with the reduction of errors caused by the double circulation and the reduction of paper storage	Number of Ares registered documents with a fully approved e-signatory (no paper circulation in parallel).	=/> 95% of registered documents approved in full electronic mode (without paper signatories circulation)
Awareness raising activities on data protection	Percentage of staff targeted by awareness raising activities on data protection	Targeting 100% of staff
Ensuring accurate and complete record keeping of all data processing operations carried out in DG Trade with special attention for high-risk operations	Number 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	Date of the last version of the record	No records older than two years

Output	Indicator	Target
All security controls at departmental level and IT system's priority controls will be subject to a compliance attest in GRC.	Number of attested GRC controls	100% for MFA and IT systems 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 2025

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
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 ⁽²⁵⁾ aimed at the prevention, detection and correction ⁽²⁶⁾ of fraud

Main outputs in 2025:

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 2025	% of implementation of actions planned for 2025 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 2025

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

⁽²⁵⁾ 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' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁽²⁶⁾ 'Correction of fraud' is an umbrella term, which refers in particular to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
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 (TRADE participated) - summer energy saving action [two weeks if possible for the building] TRADE always willing to close for 2 weeks, depends on other DGs in the building
Green events	Number of green events	2 – DG TRADE will continue to participate in corporate campaigns such as the collection of electrical appliances and textiles
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
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 Number of staff informed	100% 100%

ANNEX 4: 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	Proposal adopted by COM – December 2023; Potential signature and ratification in 2025.			
Enhanced PCA with Tajikistan		COM-October 2022	Council - December 2022		February 2023	December 2024		The agreed text is awaiting initialing, legal revision of the agreement will follow. 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	Legal revision of the agreement is ongoing. Technical discussions ongoing. Once finalised, translations into all official EU languages can be finalised and submitted to EU Member States and the European Parliament for approval.			
Mercosur	-	√	1999	-	Re-launch May 2010	December 2024	Ongoing	Following legal revision, the proposals for signature and conclusion of the agreement were adopted by the European Commission on 27 June 2025 and submitted to EU Member States and the European Parliament for approval. Translation of texts into all EU languages has started and should be concluded by 11 th July.			

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
China investment agreement	May 2013	√	May 2013	October 2013	November 2013	December 2020	The ratification of the agreement is on hold due to the political context.				
EU-Korea Digital Trade Agreement	-	√	February 2023	June 2023	20 July 2023	10 March 2025	Legal revision was completed in June. Upon completion of translations into all official EU languages, COM will initiate procedures for signature and signing.				
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
Niue, Tonga and Tuvalu's accessions to interim EU-Pacific EPA	-	-	April 2002	June 2002	Tonga: July 2018, Tuvalu: June 2022, Niue: November 2022	The processes leading to the accessions of Niue, Tonga, Tuvalu has been completed on 27 January 2025.					

Ongoing							Expected outputs in 2025				
Indonesia FTA	-	√	April 2007	October 2010	July 2016	Negotiations with Indonesia are being pursued.					
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	-	√	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 and negotiations are being actively pursued.
Modernisation of interim EU-Eastern and Southern Africa (ESAs) EPA	-	√		December 2019 (update of 2002 EPA negotiating directives)	October 2019	The aim of the negotiations is to deepen the iEPA towards a modern and comprehensive agreement covering all trade related issues (13 topics in total), including a TSD chapter and stronger institutional provisions with consultative bodies for civil society. In the ten rounds held so far progress was achieved on most of the topics discussed.
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	-	-	-	December 1989	October 1990	Negotiations were suspended in 2008, in-depth scoping exercise to be launched after the summer break to see if conditions are right for relaunching. Scoping for an EU-United Arab Emirates FTA completed in March 202, negotiations announced in April 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 have been suspended by the European Council on 6 March 2014.
Azerbaijan PCA	-	March 2016	July 2016	November 2016	February 2017	Advance of the negotiations with potential conclusion in 2025.
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 20-22 March 2019 in Tokyo. For the time being, no further discussions are foreseen.
Myanmar investment agreement	November 2013	√	February 2014	March 2014	March 2014	The EU made good progress in negotiations, but no conclusion expected soon given the Rohingya refugee crisis in Myanmar.
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						Expected outputs in 2025
Angola's accession to EU-SADC EPA	√	-	June 2020	-	-	The negotiations are expected to be launched in 2025 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.
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, Vanuatu, Micronesia and Marshall Islands the process leading to accessions will continue in 2025.