



European
Commission

Annual Activity Report 2021

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

ANNEXES

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ANNEX 1: Statements of the Head of Unit in charge of risk management and internal control and of the acting Resources Director

Statement of the Head of Unit in charge of risk management and internal control

I declare that in accordance with the Commission's communication on the internal control framework ⁽¹⁾, I have reported my advice and recommendations on the overall state of internal control in the Office to the Director-General.

I hereby certify that the information provided in section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Luxembourg, 31 March 2022

Luca MARTINELLI

Statement of the acting Resources Director, taking responsibility for the completeness and reliability of management reporting on results and on the achievements of objectives

I hereby certify that the information provided in section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Luxembourg, 31 March 2022

Valeria SCIARRINO

⁽¹⁾ C(2017)2373 of 19.04.2017.

ANNEX 2: Performance tables

General objective 2: A Europe fit for the digital age			
Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)			
Source of the data: DESI			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
43.1	Increase	Increase	50.7
Impact indicator 2: Innovative enterprises			
Source of the data: Eurostat			
Baseline	Interim Milestone	Target	Latest known results
(2018)	(2022)	(2024)	(2018)
50.3 % (EU 27)	Increase	Increase	50.3 % (EU 27)

Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision makers and EU citizens)			
Result indicator: Percentage of procurement notices using the standard, structured forms			
Source of data: Publications Office, Unit C.3			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
99.59 %	100 %	100 %	99.99 %
Result indicator: Percentage of procurement notices forms using eForms			
Source of data: Publications Office, Unit C.3			
Baseline	Target	Latest known results	
(2019)	(2024)	(2021)	
0	100 %	eForms will be available only at the end of 2022	

Main outputs in 2021:			
Supplement to the Official Journal			
Output description	Indicator	Target 2021	Latest known results 2021
Production of the <i>Supplement to the Official Journal</i> in accordance with the directives in force	Average cost per notice	EUR 5.73	EUR 5.29
Access to public procurement notices	Number of documentary units (notices) loaded on TED website during the year	660 000	676 734
eProcurement	Number of contracting authorities registered (publishing) in eTendering	112	115
Implementation of eForms			
Output description	Indicator	Target 2021	Latest known results 2021
Development for eNotices2	Date of delivery of first version	30 September 2021	Done
Launch developments for adapting TED apps to eForms	Date of start of developments	30 June 2021	Done

Easy and user-friendly access to public procurement data			
Output description	Indicator	Target 2021	Latest known results 2021
Start development of new TED website	Date of signature of contract	31 August 2021	Done
Improvement of the data quality			
Output description	Indicator	Target 2021	Latest known results 2021
eAccess part of the eProcurement ontology	Date of publication (conceptual model & OWL representation)	30 November 2021	Ongoing - Due to the late availability of ISA ² funding, work concentrated on ensuring clear definitions of all ontology terms
Enhance quality control at reception and during processing of notices	Deadline to introduce / impose the new rules	31 December 2021	Done
Better services and workflows			
Output description	Indicator	Target 2021	Latest known results 2021
Automation and/or elimination of manual tasks	Deadline to introduce new work model	31 December 2021	Done
Reports and visualisations of EU institutions published data (CANs) on TED and/or report on the quality of the published data	Deadline to disseminate reports/visualizations and/or data quality report	31 December 2021	Project TED data quality: Done Data quality problems prevented the visualisation in TED
Reports and visualizations of data related to the use of EU recovery funds	Deadline to disseminate reports/visualizations and/or data quality report	31 August 2021	Not started - Insufficient data available
eLearning module for eTendering	Date of availability of the module	30 November 2021	Ongoing - Implementation expected early 2022

Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries			
Result indicator: Number of reuse examples			
Source of data: The list of reuse examples published on data.europa.eu Publications Office, Unit C.4			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
594	800	1 000	906
Result indicator: Number of visits on the new data.europa.eu			
Source of data: Webtrends or Matomo. Publications Office, Unit C.4			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
1 180 000	1 250 000	1 600 000	1 568 242
Result indicator: Number of datasets on the new data.europa.eu			
Source of data: Public information on the new data.europa.eu website. Publications Office, Unit C.4			
Baseline	Interim Milestone	Target	Latest known results
(Beginning of 2020)	(2022)	(2024)	(2021)
1 100 000	1 300 000	1 500 000	1 304 905
Result indicator: Number of catalogues (national, regional, local, geo, etc.) on the new data.europa.eu			
Source of data: Public information on the new data.europa.eu website. Publications Office, Unit C.4			
Baseline	Interim Milestone	Target	Latest known results
(Beginning of 2020)	(2022)	(2024)	(2021)
82	86	90	168
Result indicator: Number of submissions for the annual EU Datathon competition for the reuse of EU open data			
Source of data: Actual number of project submissions for the competition on op.europa.eu/eudatathon. Publications Office, Unit C.4			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
99	125	150	96 Due to COVID-19, the 2021 edition of EU Datathon featured only 3 challenges instead of the planned 4 that the target was based on

Main outputs in 2021:			
Data.europa.eu			
Output description	Indicator	Target 2021	Latest known results 2021
Number of available datasets	Number of datasets on data.europa.eu	1 300 000	1 304 905
Number of data providers	Number of EU institutions publishing on data.europa.eu	7	6 (all EU institutions except the Court of Justice)
Interest in the new service data.europa.eu	Number of page views	July-December 2021: 2 000 000	1 646 717 The redirection and re-indexation of all URLs after consolidating the two data portals and different page displays resulted in a substantially improved user experience bringing the user faster to the searched information, and hence to a certain decrease in page views

	Number of visits	July-December 2021: 500 000	713 477
Awareness of the value of open data and data visualisation in European public administrations	Organisation of EU Open Data and Data Visualisation conference for the public sector	November 2021	Done
New open data platform			
Output description	Indicator	Target 2021	Latest known results 2021
New platform data.europa.eu	Service operational	Mid-2021	Done
Enhance EU open data reuse potential			
Output description	Indicator	Target 2021	Latest known results 2021
Research successful business and societal apps from previous finalists of EU Datathons	Stocktaking exercise of the EU Datathon outcomes	November 2021	Done
Contribution to corporate activities			
Output description	Indicator	Target 2021	Latest known results 2021
Data citation guidelines	Availability	30 November 2021	Done
Training and promotion package for citation guidelines	Availability	31 December 2021	Done
Webinars: EU DataViz and EU Open Data Explained	Number of webinars	10	15 of which EU DataViz: 12 EU Open Data Explained: 3
CORDIS services and developments			
Output description	Indicator	Target 2021	Latest known results 2021
Disseminate research results to support their exploitation	Number of editorial articles written and translated	6 000	6 347
Meet user needs	User satisfaction rate (*)	84 %	86.4 %
(*) Changed methodology of calculation: now based on annual survey ratings of 7 and above (previously based on 5 and more)			
Support linked open data	Publication of datasets in semantic formats	Third quarter 2021	Done EuroSciVoc (taxonomy) version 1.3 and EURIO (ontology) version 1.0

General objective 6: A new push for European democracy			
Impact indicator 1: Rights as citizens of the European Union			
Source of the data: Standard Eurobarometer 95			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
55 % (EU 27)	Increase	Increase	54 %
Impact indicator 2: Legislative transparency			
Source of the data: Transparency International's Report 'Lobbying in Europe', pp. 53-54			
Baseline	Interim Milestone	Target	Latest known results
(2015)	(2022)	(2024)	(2015)
53	Maintain > 50	Maintain > 50	53
Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU			
Result indicator: Number of Member States whose national legislation is available through EUR Lex/N-Lex			
Source of data: EUR-Lex, N-Lex, Publications Office, Unit C.2			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
i) NTM: 12 ii) N-Lex: 20	i) Increase ii) Increase	i) Further increase ii) All Member States	i) 12 ii) 20 (Increase of one Member State due to the UK not being counted any more)
Result indicator: Number of Member States having implemented ELI in their systems			
Source of data: ELI Register on EUR-Lex, Publications Office, Unit C.2			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
13	Increase	Further increase	13 (Increase of one Member State due to the UK not being counted any more)
Result indicator: Timely publication of consolidated legal texts			
Source of data: Publications Office, Unit C.2			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
0 %	Pilot testing of consolidation using AKN4EU-CONSLEG format	90 % of acts received in correct AKN4EU format	Large-scale testing started in December 2021
Main outputs in 2021:			
EUR Lex coverage			
Output description	Indicator	Target 2021	Latest known results 2021
Consolidation of legal acts	Number of new consolidated versions of legal acts produced (*)	1 900	2 051
(*) Results dependent on the number of amending acts and corrigenda adopted			
Production of the Summaries of EU legislation	Number of drafted / redrafted and updated summaries published (*)	300	491
(*) Results dependent on the evolution of EU legislation			
Complete and improve the collections of legal documents	Number of notices enriched by legal analysis	11 250	12 067

Creation of thematic and tailor-made 'views'			
Output description	Indicator	Target 2021	Latest known results 2021
Improved access to legal information for laymen	"EUR-Lex view for non-experts	Improved access to legal information for laymen	Business concept initiated
Improved access to national law			
Output description	Indicator	Target 2021	Latest known results 2021
Easier access to national legislation	ELI-based search on N-Lex First functionalities available on N-Lex	December 2021	Not achieved - Approved by the Management Committee, this target was moved to 2024 due to ongoing discussions in the ELI Task Force
Overcoming linguistic barriers to access to legal information	Machine translation for texts of national transposition measures and JURE documents available on EUR-Lex	August 2021	Done
Findability, accessibility and usability of legal information			
Output description	Indicator	Target 2021	Latest known results 2021
Improved usability of legal information	Visual presentation of the act life-cycle (timeline) available on EUR-Lex	August 2021	Delivered by contractor in December 2021 – It will be available online early 2022
Improved findability of legal information	SEO recommendations for summaries of EU legislation implemented on EUR-Lex	November 2021	A part of the improvements (meaningful and 'canonical' urls) were delivered by the contractor in December 2021
Standards, formats and tools			
Output description	Indicator	Target 2021	Latest known results 2021
Support to informed decision-making	EU Legal Documents Analytics available on OP Portal	December 2021	Done

Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed			
Result indicator: Predicted number of publications with a permanent identifier (DOI)			
Source of data: Publications Office, Unit A.4			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
197 000	259 000	321 000	211 913
Result indicator: Percentage of records exported to metadata reusers within four weeks of publication			
Source of data: Publications Office, Unit A.4			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
92 %	100 %	100 %	100 %
Result indicator: Access to web preservation sites			
Source of data: Publications Office, Unit A.4			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
100	112.36 (increase in number of visits expressed as a yearly growth rate)	126.25	100 Analytics to calculate baseline figure not available for 2020
Result indicator: Application of Legal Deposit scheme to cover different material types			
Source of data: Publications Office, Unit A.4			
Baseline	Interim Milestone	Target	Latest known results
(2021)	(2022)	(2023)	(2021)
Publications, websites	News releases, audio-visual material	Social media, datasets	EU legal deposit for publications and websites ready for launch on 1 January 2022

Main outputs in 2021:			
Long-term preservation			
Output description	Indicator	Target 2021	Latest known results 2021
Finalisation of the transition from a file-based archive to a bona fide long-term preservation system	The whole content of the previous archive has been migrated, whole and intact	Supporting documentation demonstrating the successful migration to be finalised by April 2021	Migration finalised
EU Legal Deposit			
Output description	Indicator	Target 2021	Latest known results 2021
EU legal deposit scheme	Approval by the Management Committee	April 2021	Done
Phase 1 of the Legal Deposit scheme (publications, websites)	Start	End 2021	Done
Web preservation			
Output description	Indicator	Target 2021	Latest known results 2021
Web preservation service, including the Horizon 2020 framework programme (archiving, access and long-term preservation)	Number of EU institutional websites archived on a regular (quarterly or more) basis	250	279

	Number of websites archived under the Horizon 2020 programme	12 780	2 226 As decided in 2021, in order to ensure that maximum content is archived, projects are being archived on a rolling basis in their respective years of completion. This figure covers only projects ending in 2021
	Number of HTML publications archived	3 800	991 The number of HTML publications published in 2021 was lower than in 2020 but all notified publications were archived
Identification			
Output description	Indicator	Target 2021	Latest known results 2021
Identification, cataloguing and archiving of publications	General publications: number of notices available in Cellar (*)	115 000	114 807
(*) A notice covers all linguistic versions and available formats for a given title in Cellar			
The Commission library			
Output description	Indicator	Target 2021	Latest known results 2021
Consultation of the library's search tool Find-eR	Number of (basic and advanced) searches run in Find-eR	≥ 150 000	107 284 The decrease may be attributed to improved users' search skills (fewer unsuccessful searches) and the possibility to have direct links to available electronic resources
Use of the library's electronic collections (eJournals and eBooks)	Number of full-text articles downloaded from eJournals	≥ 390 000	572 926
Number of unique title requests	From eBooks	≥ 80 000	74 680 Ebook acquisitions are driven by user demand
Library collections, mostly composed of eJournals; eBooks and on-line versions of daily press	Percentage of acquisition budget spent on electronic resources	70 % of all acquisitions	85 %
Implementation of the new interinstitutional framework contract for eBooks	In use	June 2021	Done
Enhanced features for the OP Portal			
Output description	Indicator	Target 2021	Latest known results 2021
Quality of service provided by the OP Portal to its various customers	OP Portal user satisfaction rate	82 %	79 % This survey was launched for the first time in 2021 and the results are very satisfactory as the target was an ambitious estimation

Integrated access to content managed by the Office via multiple channels (OP Portal, direct access, widgets)	Accesses to the OP Portal content	12 500 000	14 241 225
Transparency in the field of EU-commissioned studies	Number of notices enriched by legal analysis (including JURE judgements) (*)	15 300	16 142

(*) Results dependent on the number of studies commissioned by the EU institutions during a year

Web accessibility and analytics services

Output description	Indicator	Target 2021	Latest known results 2021
Second phase of the pilot project 'Reading disability and document access, a possible approach' completed	Proof of concept to enhance accessibility of selected publications and websites	Gradual implementation of new accessibility functionalities	Done
Integrated web analytics services	Availability of new PIWIK Analytics Suite	PIWIK in production, users trained by 31 March 2021	Done

General objective 7: A modern, high performing and sustainable European Commission			
Impact indicator 1: Image of the European Union			
Source of the data: Standard Eurobarometer 95			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
43 % (EU 27)	Increase	Increase	45 %
Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge management			
Result indicator: Use of VocBench for management of the Office's reference data			
Source of data: Publications Office, Unit A.1			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
25 %	80 %	100 %	58 %
Result indicator: Corporate reference data assets used by Commission services			
Source of data: Publications Office, Unit A.1, Secretariat-General and DG Informatics			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
8	15	30	13
Result indicator: All legislative content covered by AKN4EU specifications			
Source of data: Publications Office, Unit A.1			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
15 %	35 %	70 %	25 %
Result indicator: Implementation of AKN4EU for consolidation			
Source of data: Publications Office, Units A.1 and C.2			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2021)	(2022)	(2021)
Work started	Specifications ready	Implementation	Specifications ready
Main outputs in 2021:			
Secured and automated exchange of legal data: standardisation of legal data			
Output description	Indicator	Target 2021	Latest known results 2021
Synergies in structuring of data at interinstitutional level	Number of example documents covered by the IMFC's Common Vocabulary for the semantic structuring of the documents' content	37	37
	Number of document types covered by Akoma Ntoso for EU (AKN4EU)	25	25
New major AKN4EU version	Availability	June 2021	AKN4EU 4.0 baseline adopted in June 2021 and published in July 2021
AKN4EU-Consleg (for consolidation)	Specifications for AKN4EU consolidation extension cover all aspects of necessary markup and metadata	May 2021	July 2021

Secured and automated exchange of legal data: standardisation of metadata			
Output description	Indicator	Target 2021	Latest known results 2021
Proposal for a consolidated IMMC schema	Presentation of consolidated IMMC schema to IMFC stakeholders	Second quarter 2021: harmonisation proposal for IMMC metadata and decision on next steps for common implementation	Scenarios for IMMC schema consolidation presented to IMFC stakeholders
Towards a corporate reference data management policy			
Output description	Indicator	Target 2021	Latest known results 2021
List of corporate vocabularies	List of corporate vocabularies at the Commission established and available online	End 2021	Done
Corporate reference data management at the Commission	Reporting on implementation of corporate reference data management policy at the Commission to the IMSB	Second quarter 2021	Postponed to first quarter 2022 as IMSB prioritised drawing up the rolling action plan
Corporate management of knowledge organisation systems			
Output description	Indicator	Target 2021	Latest known results 2021
Enrichment of EU Vocabularies with new features	Extension of EU Vocabularies with the PMKI platform	End 2021	Done
VocBench as a web-based multilingual collaborative tool for controlled vocabularies	Availability of a new major version of VocBench	End 2021	Done
	VocBench is located in the Cloud	End 2021	Cancelled - Migration is not possible into the cloud (cost-benefit analysis)
Interinstitutional Style Guide			
Output description	Indicator	Target 2021	Latest known results 2021
Modernisation of the production process of the <i>Interinstitutional Style guide</i> – modular approach	Completion	First quarter 2021	Done
New version of <i>Interinstitutional Style Guide</i>	Available	Second quarter 2021	Done
<i>Interinstitutional Style Guide</i> available in the OP Portal	Completion	Third quarter 2021	Launched - Postponed to third quarter 2022 due to management's decision to use a corporate solution

Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information			
Result indicator: Publication time (workload)			
Source of data: Publications Office, Unit B.1			
Baseline	Target	Latest known results	
(2019)	(2022)	(2021)	
28 hours	0	28 hours	
Result indicator: Availability in production of IBIS			
Source of data: Publications Office, Unit B.1			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
All institutions are consulted. The business needs and requirements are finalised. The conception phase of IBIS is started	The first 'production-ready' release of IBIS is developed and tested	All functions of CIBA are covered by IBIS. IBIS is rolled out in production	The conception phase of IBIS is finished. The development of the first 'production-ready' release of IBIS has started

Main outputs in 2021:			
Act-by-act publication of the Official Journal			
Output description	Indicator	Target 2021	Latest known results 2021
Finalise decisions in close cooperation with the EU institutions	The Management Committee of the Office approves key decisions	First quarter 2021	Done
Progress in the implementation of the act-by-act publication of the Official Journal	Finalisation of the specifications for contractors producing the Official Journal	End 2021	Done
	Adaptation of all the information systems involved	All analysis phases finalised and implementation started by end 2021	Partially done The target was met for 8 out of the 11 critical systems. For the 3 remaining ones, it is in progress
Production and publication of the EU budget			
Output description	Indicator	Target 2021	Latest known results 2021
A new contract for the production support is signed	The contract is signed	First quarter 2021	Done
Progress in the development of the new information system IBIS	Finalisation of the conception phase of IBIS	Second quarter 2021	Done
	Start of development of the first 'production-ready' release of IBIS	Third quarter 2021	Done
Case-law of the European Court of Justice			
Output description	Indicator	Target 2021	Latest known results 2021
Timely delivery of case law documents	Percentage of documents produced within requested deadline	92 %	99.6 %
Production lead time	Average duration of the production of documents	7 days	1.9 days
A new production contract is signed	The contract is signed	January 2021	Done

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives			
Result indicator: Decreasing number of publications			
Source of data: DemPub and PlanPubli, the Office's production database and request management tool, Publications Office, Unit B.3			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
6 560 (*)	5 900	4 590	6 376
(*) Number of projects (publication requests)			
Result indicator: Publications covered by performance reports			
Source of data: Automated system aggregating data from online dissemination, physical storage and dissemination as well as social media. Publications Office, Unit B.3			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2021)
Pilot completed / tool available	Reports available on demand	Increase of scope	Reports available on demand
Result indicator: Increasing number of accessible publications produced by the Office			
Source of data: PlanPubli, the Office's production database, Publications Office, Unit B.2			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
20 %	40 %	60 %	8.9 % The baseline value (20 %) was based on a rough estimate (data not available at the time). Production of accessible publications started only in 2021 after necessary trainings were completed
Result indicator: Increasing percentage of author services using a range of production services of the Office instead of submitting identifiers-only requests			
Source of data: PlanPubli, the Office's production database, Publications Office, Unit B.3			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2021)
40 %	50 %	70 %	60 %

Main outputs in 2021:			
Interinstitutional reference centre for publishing services			
Output description	Indicator	Target 2021	Latest known results 2021
Quality and timeliness in the production of general publications	Percentage of authors satisfied with time taken to publish with the Office	80 %	86 %
Accessible publications	Percentage of publications accessible to disabled users	25 %	8.9 % 2022 target reduced to 20 % as explained above
Rationalisation of the production of publications	Number of publication titles produced with the Office	Stable compared to previous years (production shifted to the Office compensated by overall decrease of publications produced)	Stable: 6 376 (6 363 in 2020)

Collaborative planning	Completion of the 'collaborative planning' system and tool – phase 2: automisation of ingestions	Bulk data import	Delivery postponed to February 2022 as the external contractor has slightly delayed the project
	Publications guidance designed and set-up	Launch (fully operational by 2022)	Guidance designed. Launch in June 2022
Editorial advice	Scaling up of editorial advice services	100 reports	89 reports
Performance measurement available	Pilot phase with selected publications covered by performance reports	60 reports	96 reports
Analysis and reporting on the pilot phase for decision by the CMB and Management Committee on scaling-up	Availability	End 2021	Done
	Implementation of the scaling-up of centralised production and other services included in the pilot project starts for the Commission	Second half of 2021	First contacts with eight additional DGs/agencies launched Official start of activities postponed to 2022
Translation request management	Definition of a work process with DG Translation and availability of a translation request management for the Commission	End 2021	Process defined. Service will not be provided due to resource constraints
Support for the publications community of EU officials	Availability of a community identification and training path for the Commission	Second half of 2021	Available – shared space, newsletter, first trainings sessions developed and delivery started
Language editing			
Output description	Indicator	Target 2021	Latest known results 2021
Perform the language editing and proofreading to increase the linguistic and content quality of publications (on paper and online versions)	Number of standard pages corrected (Official Journal, case-law, general publications, TED, Consleg and Sumleg)	1 900 000	2 260 212
Perform <i>ex post</i> quality control on publications considering the production process of the documents	User satisfaction rate on proofreading and multilingual aspect	General publications: 75 % Official Journal: 85 %	General publications: 88 % Official Journal: 98 %
	Number of comments related to linguistic quality	< 3 % of the overall comments	1.7 %
Improved standardisation of linguistic terminology and rules through interinstitutional linguistic groups	Number of participants to interinstitutional linguistic groups	One per language	27 interinstitutional linguistic group meetings attended across 8 teams

Accessible publishing			
Output description	Indicator	Target 2021	Latest known results 2021
Promotion of accessible publishing	Availability of technical support for accessible drafting for all institution	July 2021	Done
Synergies in the printing domain and reduction of publications' stock			
Output description	Indicator	Target 2021	Latest known results 2021
Implementation of a new distribution concept	Volume of stock	Decrease by 10 %	7 % decrease The Office has helped authors in destocking more than 15 % of the total stock, but several authors produced publications in large amounts that could not be distributed and were kept in storage due to the pandemic, leading to new surpluses to be stored
Efficiency in the production and distribution of publications	Surplus publications in stock (difference between publications received and publications distributed)	< 500 000 copies	600 000 copies Print runs were set by authors based on the expectation of a positive evolution of the pandemic
Reduction of the Office's internal printing capacity	Equivalent A4 pages produced	30 % reduction	11 % Reduction in 2020 was so important (26.4 %) that in 2021 it stabilised. The increase was also due to printing of COVID-19-related publications

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports — Publications Office — Financial year 2021

Table 1: Commitments

Table 2: Payments

Table 3: Commitments to be settled

Table 4: Balance sheet

Table 5: Statement of financial performance

Table 5bis: Off balance sheet

Table 6: Average payment times

Table 7: Income

Table 8: Recovery of undue payments

Table 9: Ageing balance of recovery orders

Table 10: Waivers of recovery orders

Table 11: Negotiated procedures

Table 12: Summary of procedures

Table 13: Building contracts

Table 14: Contracts declared secret

Table 15: FPA duration exceeds 4 years

Additional comments

Annex 3 is reproduced 'as is' from accounting documents supplied by European Commission's Directorate-General for Budget. The main comments are detailed below.

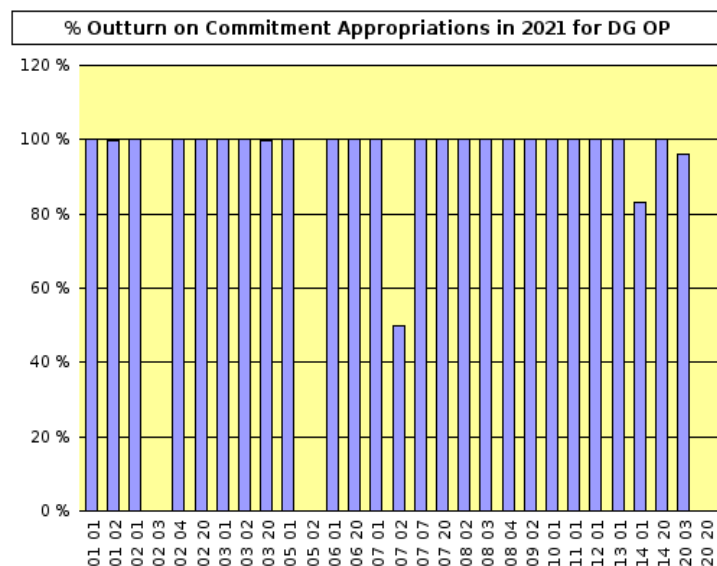
Tables 8 and 9

It should be noted that, in the recovery context report (Table 8), most of the recovery orders issued by the Office concern services provided in accordance with Article 21(3)(c) of the Financial Regulation, therefore they are not to be considered as irregularities.

TABLE 1: Outturn on commitment appropriations in 2021 (in Mio EUR)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	0.56	0.56	100 %
	01 02	Horizon Europe	5.37	5.37	100 %
Total Title 01			5.93	5.92	100 %
Title 02 European Strategic Investments					
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.03	0.03	100 %
	02 03	Connecting Europe Facility (CEF)	0.00	0.00	0 %
	02 04	Digital Europe programme	2.19	2.19	100 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.05	0.05	100 %
Total Title 02			2.27	2.27	100 %
Title 03 Single market					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.03	0.03	100 %
	03 02	Single Market Programme	0.38	0.38	100 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	8.26	8.24	100 %
Total Title 03			8.68	8.66	100 %
Title 05 Regional Development and Cohesion					
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.0005	0.0005	100 %
	05 02	European Regional Development Fund (ERDF)	0.00	0.00	0 %
Total Title 05			0.0005	0.0005	100 %
Title 06 Recovery and Resilience					
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.00003	0.00003	100 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.06	0.06	100 %
Total Title 06			0.06	0.06	100 %
Title 07 Investing in People, Social Cohesion and Values					
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.12	0.12	100 %
	07 02	European Social Fund Plus (ESF+)	0.12	0.06	50 %
	07 07	Justice	0.15	0.15	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.71	1.71	100 %
Total Title 07			2.10	2.04	97 %
Title 08 Agriculture and Maritime Policy					
08	08 02	European Agricultural Guarantee Fund (EAGF)	0.15	0.15	100 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.10	0.10	100 %
	08 04	European Maritime and Fisheries Fund (EMFF)	0.02	0.02	100 %
Total Title 08			0.27	0.27	100 %
Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.13	0.13	100 %
Total Title 09			0.13	0.13	100 %

Title 10 Migration					
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.02	0.02	100 %
Total Title 10			0.02	0.02	100 %
Title 11 Border Management					
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.004	0.004	100 %
Total Title 11			0.004	0.004	100 %
Title 12 Security					
12	12 01	Support administrative expenditure of the 'Security' cluster	0.004	0.004	100 %
Total Title 12			0.004	0.004	100 %
Title 13 Defence					
13	13 01	Support administrative expenditure of the 'Defence' cluster	0.01	0.01	100 %
Total Title 13			0.01	0.01	100 %
Title 14 External action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.17	0.14	83 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.09	100 %
Total Title 14			0.26	0.23	89 %
Title 20 Administrative expenditure of the European Commission					
20	20 03	Administrative operating expenditure	32.69	31.47	96 %
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0 %
Total Title 20			32.69	31.47	96 %
Total			52.41	51.07	97 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).



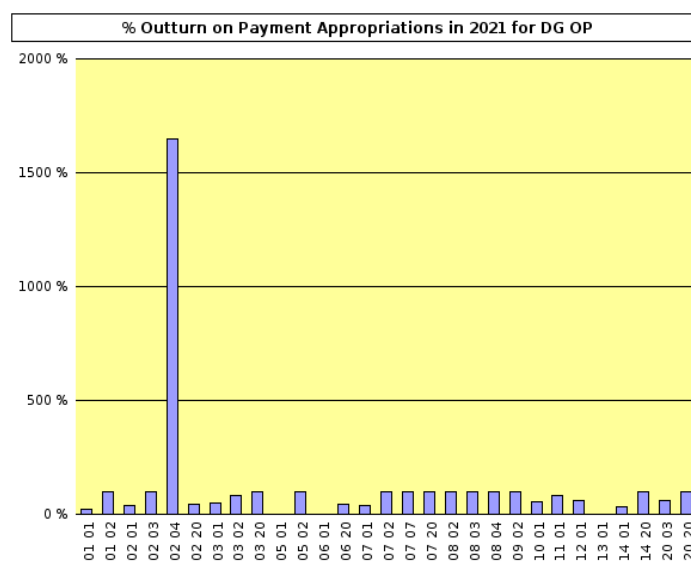
Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 2: Outturn on payment appropriations in 2021 (in Mio EUR)					
			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	0.62	0.15	24 %
	01 02	Horizon Europe	5.95	5.96	100 %
Total Title 01			6.57	6.10	93 %
Title 02 European Strategic Investments					
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.03	0.01	40 %
	02 03	Connecting Europe Facility (CEF)	2.52	2.52	100 %
	02 04	Digital Europe programme	0.10	1.64	1 651 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.03	0.01	45 %
Total Title 02			2.68	4.19	156 %
Title 03 Single market					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.05	0.03	49 %
	03 02	Single Market Programme	0.16	0.14	83 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	6.91	6.89	100 %
Total Title 03			7.12	7.05	99 %
Title 05 Regional Development and Cohesion					
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.0005	0.00	0 %
	05 02	European Regional Development Fund (ERDF)	0.2	0.2	100 %
Total Title 05			0.02	0.02	98 %
Title 06 Recovery and Resilience					
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.003	0.00005	2 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.05	0.02	46 %
Total Title 06			0.05	0.05	44 %
Title 07 Investing in People, Social Cohesion and Values					
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.19	0.08	39 %
	07 02	European Social Fund Plus (ESF+)	0.03	0.03	100 %
	07 07	Justice	0.14	0.14	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.15	1.15	100 %
Total Title 07			1.51	1.38	92 %
Title 08 Agriculture and Maritime Policy					
08	08 02	European Agricultural Guarantee Fund (EAGF)	0.16	0.16	100 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.06	0.06	100 %
	08 04	European Maritime and Fisheries Fund (EMFF)	0.01	0.01	100 %
Total Title 08			0.24	0.24	100 %
Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.11	0.11	100 %
Total Title 09			0.11	0.11	100 %

Title 10 Migration					
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.02	0.01	56 %
Total Title 10			0.02	0.01	56 %
Title 11 Border Management					
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.005	0.004	82 %
Total Title 11			0.005	0.004	82 %
Title 12 Security					
12	12 01	Support administrative expenditure of the 'Security' cluster	0.004	0.002	59 %
Total Title 12			0.004	0.002	59 %
Title 13 Defence					
13	13 01	Support administrative expenditure of the 'Defence' cluster	0.01	0.00	0 %
Total Title 13			0.01	0.00	0 %
Title 14 External action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.20	0.07	33 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.01	0.01	100 %
Total Title 14			0.21	0.08	36 %
Title 20 Administrative expenditure of the European Commission					
20	20 03	Administrative operating expenditure	46.53	29.33	63 %
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.51	0.51	100 %
Total Title 20			47.04	29.84	63 %
Total			65.60	49.06	75 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

** A large part of the budget managed by the Office is allocated on administrative lines (non-differentiated credits) for which only part of the payments is made in year n, while the remaining balance is carried forward to year n+1. This has an impact on the overall implementation rate (75 %).



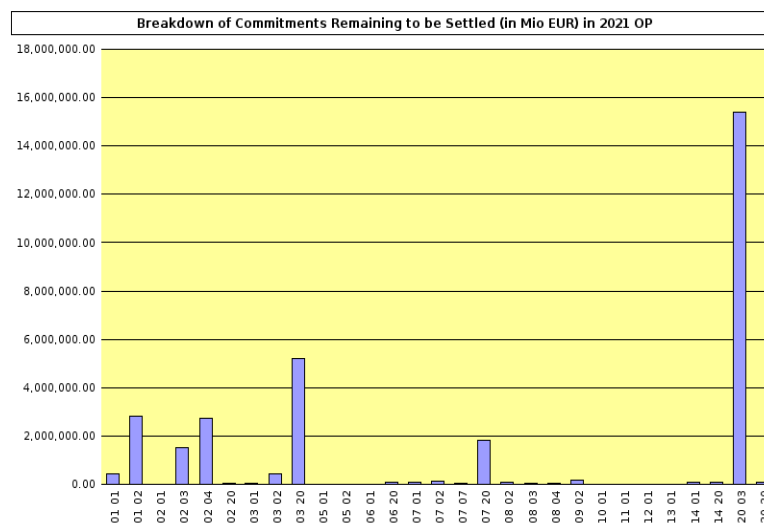
Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 3: Breakdown of commitments to be settled at 31/12/2021 (in Mio EUR)

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1			
Title 01 Research and Innovation									
01	01 01	Support administrative expenditure of the 'Research and Innovation' Cluster	0.56	0.13	0.43	77 %	0.00	0.43	0.06
	01 02	Horizon Europe	5.37	2.59	2.78	52 %	0.03	2.80	3.40
Total Title 01			5.92	2.72	3.20	54 %	0.03	3.23	3.46
Title 02 European Strategic Investments									
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.03	0.01	0.02	55 %	0.00	0.02	0.00
	02 03	Connecting Europe Facility (CEF)	0.00	0.00	0.00	0 %	1.50	1.50	4.02
	02 04	Digital Europe programme	2.19	0.10	2.09	95 %	0.62	2.71	2.18
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.05	0.00	0.04	95 %	0.01	0.06	0.03
Total Title 02			2.27	0.11	2.15	95 %	2.14	4.29	6.23
Title 03 Single Market									
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.03	0.01	0.02	71 %	0.00	0.02	0.03
	03 02	Single Market Programme	0.38	0.03	0.36	93 %	0.08	0.44	0.24
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	8.24	3.23	5.01	61 %	0.17	5.18	3.83
Total Title 03			8.66	3.26	5.39	62 %	0.25	5.64	4.10
Title 05 Regional Development and Cohesion									
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.0005	0.00	0.0005	100 %	0.00	0.0005	0.00
	05 02	European Regional Development Fund (ERDF)	0.00	0.00	0.00	0 %	0.02	0.02	0.08
Total Title 05			0.00	0.00	0.00	100 %	0.02	0.02	0.08
Title 06 Recovery and Resilience									
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.00	0.00	0.00	0 %	0.00	0.00	0.00

	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.06	0.00	0.06	100 %	0.00	0.07	0.03
Total Title 06			0.06	0.00	0.06	100 %	0.00	0.07	0.03
Title 07 Investing in People, Social Cohesion and Values									
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.12	0.05	0.07	60 %	0.00	0.07	0.07
	07 02	European Social Fund Plus (ESF+)	0.06	0.00	0.06	100 %	0.08	0.14	0.16
	07 07	Justice	0.15	0.09	0.06	40 %	0.00	0.06	0.05
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.71	0.22	1.49	87 %	0.32	1.80	1.28
Total Title 07			2.04	0.36	1.68	82 %	0.40	2.08	1.55
Title 08 Agriculture and Maritime Action									
08	08 02	European Agricultural Guarantee Fund (EAGF)	0.15	0.07	0.08	51 %	0.00	0.08	0.09
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.10	0.06	0.04	40 %	0.00	0.04	0.07
	08 04	European Maritime and Fisheries Fund (EMFF)	0.02	0.003	0.02	86 %	0.02	0.03	0.05
Total Title 08			0.27	0.14	0.13	49 %	0.02	0.15	0.21
Title 09 Environment and Climate Action									
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.13	0.02	0.11	84 %	0.05	0.16	0.17
Total Title 09			0.13	0.02	0.11	84 %	0.05	0.16	0.17
Title 10 Migration									
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.02	0.01	0.01	43 %	0.00	0.01	0.00
Total Title 10			0.02	0.01	0.01	43 %	0.00	0.01	0.00
Title 11 Border management									
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.004	0.004	0.0003	8 %	0.00	0.00	0.00
Total Title 11			0.00	0.00	0.00	8 %	0.00	0.00	0.00
Title 12 Security									
12	12 01	Support administrative expenditure of the 'Security' cluster	0.004	0.002	0.002	43 %	0.00	0.00	0.00
Total Title 12			0.00	0.00	0.00	43 %	0.00	0.00	0.00

Title 13 Defence									
13	13 01	Support administrative expenditure of the 'Defence' cluster	0.01		0.01	100 %	0.00	0.01	0.00
Total Title 13			0.01		0.01	100 %	0.00	0.01	0.00
Title 14 External Action									
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.14	0.06	0.09	60 %	0.00	0.09	0.03
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.01	0.08	92 %	0.00	0.08	0.07
Total Title 14			0.23	0.06	0.17	73 %	0.00	0.17	0.10
Title 20 Administrative expenditure of the European Commission									
20	20 03	Administrative Operating expenditure	31.47	16.07	15.39	49 %	0.00	15.39	13.84
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0.00	0 %	0.09	0.09	0.61
Total Title 20			31.47	16.07	15.39	49 %	0.09	15.48	14.45
Total			51.07	22.77	28.30	55 %	2.99	31.29	30.38



Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 4: Balance sheet

BALANCE SHEET	2021	2020
A.I. NON CURRENT ASSETS	4 117 690.44	1 489 411.48
A.I.1. Intangible assets	4 117 690.44	1 822 457.92
A.I.2. Property, plant and equipment	0.00	161 465.25
A.II. CURRENT ASSETS	3 531 175.9	3 584 695.02
A.II.3. Current exchange receivables & non-exchange recoverables	6 848.73	289 238.54
A.II.4. Inventories	3 511 496.77	4 933 387.99
A.II.6. Cash and cash equivalents	12 830.40	16 526.51
ASSETS	7 648 866.34	5 074 106.5
P.I. NON-CURRENT LIABILITIES	- 121 142.26	- 121 142.26
P.I.2. Non-current provisions	- 121 142.26	- 121 142.26
P.I.3. Non-current financial liabilities	0.00	0.00
P.II. CURRENT LIABILITIES	- 133 122.61	- 61 642.32
P.II.3. Current financial liabilities	0.00	- 990 645.01
P.II.4. Current payables	- 133 122.61	- 153 513.94
P.II.5. Current accrued charges & deferred income	0.00	0.00
LIABILITIES	- 254 264.87	- 182 784.58
NET ASSETS (ASSETS less LIABILITIES)	7 394 601.47	4 891 321.92
P.III.2. Accumulated surplus/deficit	307 700 660.21	268 487 512.47
Non-allocated central (surplus)/deficit (**)	- 315 095 261.68	- 273 378 834.39
TOTAL	0.00	0.00

(*) *Note for tables 4, 5 and 5bis:* The accounting situation presented in the balance sheet and statement of financial performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5: Statement of financial performance

STATEMENT OF FINANCIAL PERFORMANCE	2021	2020
II.1. REVENUES	- 2 380 807.51	- 2 481 961.82
II.1.1. Non-exchange revenues	- 61 815.05	- 96 483.82
II.1.1.6. Other non-exchange revenues	- 61 815.05	- 96 483.82
II.1.2. Exchange revenues	- 2 318 992.46	- 2 385 478
II.1.2.2. Other exchange revenue	- 2 318 992.46	- 2 385 478
II.2. EXPENSES	46 680 632.45	41 695 109.56
II.2. Expenses	46 680 632.45	41 695 109.56
II.2.10. Other expenses	29 810 238.09	24 626 564.17
II.2.2. Expenses implemented by Commission & executive agencies (DM)	17 816 497.58	17 363 848.17
II.2.6. Staff and pension costs	- 946 394.91	- 295 302.78
II.2.8. Finance costs	291.69	0.00
STATEMENT OF FINANCIAL PERFORMANCE	44 299 824.94	39 213 147.74

TABLE 5bis: Off-balance sheet

OFF BALANCE	2021	2020
OB.1. Contingent assets	3 227 407	2 153 000
GR for performance	3 227 407	2 153 000
OB.1.4. CA other	0.00	0.00
OB.2. Contingent liabilities	- 141 555.48	- 141 555.48
OB.2.7. CL legal cases other	- 141 555.48	- 141 555.48
OB.3. Other significant disclosures	- 120 436.3	- 317 418.25
OB.3.5. Operating lease commitments	- 120 436.3	- 317 418.25
OB.4. Balancing accounts	- 2 965 415.22	- 1 694 026.27
OB.4. Balancing accounts	- 2 965 415.22	- 1 694 026.27
OFF BALANCE	0.00	0.00

TABLE 6: Average payment times in 2021

Legal times									
Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)	Late Payments Amount	Percentage
30	3 608	3 597	99.7 %	12.79	11	0.3 %	40.82	264 276.11	1 %
60	8	8	100 %	20.87					0 %
90	2	2	100 %	38					0 %

Total Number of Payments	3 618	3 607	99.7 %		11	0.3 %		264 276.11	1 %
Average Net Payment Time	12.90			12.82			40.81		
Average Gross Payment Time	17.08			16.90			75.09		

Suspensions							
Average report approval suspension days	Average payment suspension days	Number of suspended payments	Percentage of total number	Total number of payments	Amount of suspended payments	Percentage of total amount	Total paid amount
0	67	227	6.27 %	3 618	1 521 325.29	3.11 %	48 992 808.57

Late interest paid in 2021			
DG	GL Account	Description	Amount (EUR)
OP	65010100	Interest on late payment of charges New FR	291.69
			291.69

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 7: Situation on revenue and income in 2021

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
32	Revenue from the supply of goods, services and work - assigned revenue	2 054 410.98	64 022.71	2 118 433.69	2 034 802.32	64 022.71	2 098 825.03	19 608.66
33	Other administrative revenue	191 209.36	0.00	191 209.36	191 209.36	0.00	191 209.36	0.00
66	Other contributions and refunds	4 720.00		4 720.00	4 720.00		4 720.00	0.00
Total		2 250 340.34	64 022.71	2 314 363.05	2 230 731.68	64 022.71	2 294 754.39	19 608.66

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 8: Recovery of payments in 2021
(Number of recovery contexts and corresponding transaction amount)

Recovery orders issued in 2021 Year of origin (commitment)	Irregularity		Total undue payments recovered		Total transactions in recovery context (including non-qualified)		% qualified/total RC	
	Nr	RO amount	Nr	RO amount	Nr	RO amount	Nr	RO amount
2021	2	100 152	2	100 152	2	100 152	100 %	100 %
2020					1	7 819.23		
No link					2	33 632.5		
Sub-total	2	100 152	2	100 152	5	141 603.73	40 %	71 %

EXPENSES BUDGET	Irregularity		OLAF notified		Total undue payments recovered		Total transactions in recovery context (including non-qualified)		% qualified/total RC	
	Nr	Amount	Nr	Amount	Nr	Amount	Nr	Amount	Nr	Amount
Income lines in invoices							22	61 815.05		
Non-eligible in cost claims										
Credit notes	53	16 922.80			53	16 922.80	184	1 087 225.67	28.80 %	1.56 %
Sub-total	53	16 922.80			53	16 922.80	206	1 149 040.72	25.73 %	1.47 %

Grand total	55	117 074.80			55	117 074.80	211	1 290 644.45	26.07 %	9.07 %
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Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 9: Ageing balance of recovery orders at 31/12/2021

	Number at 1/01/2021	Number at 31/12/2021	Evolution	Open amount (EUR) at 1/01/2021	Open amount (EUR) at 31/12/2021	Evolution
2020	14		- 100 %	64 022.71		- 100 %
2021		5			19 608.66	
	14	5	- 64.29 %	64 022.71	19 608.66	- 69.37 %

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 10: Recovery order waivers ≥ EUR 60 000 in 2021

Waiver central key	Linked RO central key	RO accepted amount (EUR)	LE account group	Commission decision	Comments

Total OP	
-----------------	--

Number of RO waivers	
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There are no waivers below EUR 60 000

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 11: Negotiated procedures in 2021

Internal procedures > EUR 60 000

Negotiated procedure legal base	Number of procedures	Amount (EUR)
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	2	1 314 101
Total	2	1 314 101

Note: Two procedures carried out on the basis of Annex I, point 11.1(b) related to the contract's amendments for the services which due to technical reasons could only be provided by a particular economic operator. The first procedure concerned the increase of budgetary value of the contract in relation to the membership of the Office at the International DOI Foundation for the next five (5) years. The second one concerned the extension of a contract for another period of thirty-six (36) months as the contractor is the only company on the market that can provide the maintenance, evolutions and other services related to ILMS VIRTUA system.

All negotiated procedures were subject to the Office's rigorous internal control procedures, ensuring legality, regularity and sound financial management.

TABLE 12: Summary of procedures in 2021**Internal procedures > EUR 60 000**

Procedure legal base	Number of procedures	Amount (EUR)
Negotiated procedure without prior publication (Annex 1 - 11.1)	2	1 314 101
Open procedure (FR 164 (1)(a))	9	73 087 960
Total	11	74 402 061

TABLE 13: Building contracts in 2021

Legal base	Contract number	Contractor name	Description	Amount (EUR)

TABLE 14: Contracts declared secret in 2021

Legal base	Procedure subject	LC/FW?	LC contract/ Grant type or FW type	LC date	Contract/ FW number	Contract/ FW subject	Amount (EUR)

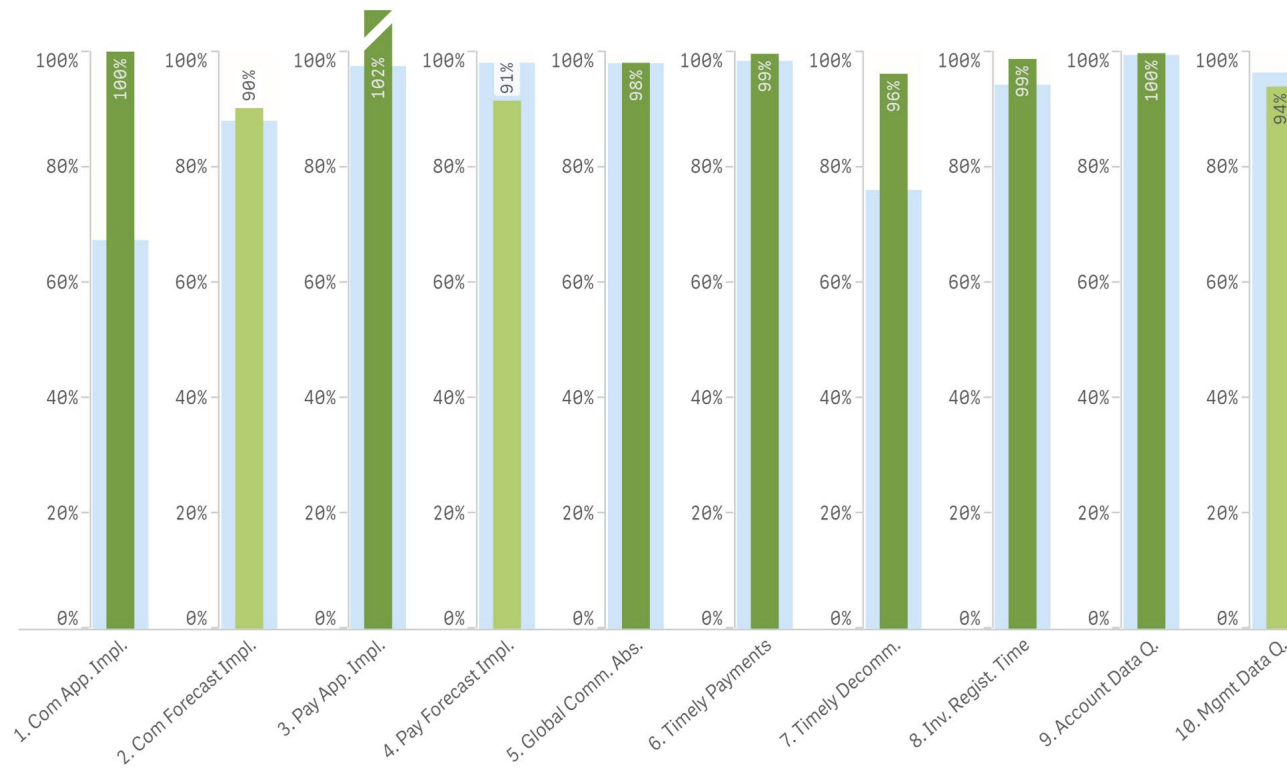
TABLE 15: FPA duration exceeds 4 years

None of your FPA (if any) exceeds four years

ANNEX 4 : Financial Scorecard

This annex service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2021, ten standard financial indicators are presented below, each with its objective and result for the Office and for the Commission as a whole (for benchmarking purposes). For each indicator, the Office's value (in %) is compared to the common target (in %).

OP Indicator Scores 2021



For each indicator the light blue bar denotes the EC Score.

Indicator	Objective	Comment	OP Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of financial year	Constant follow-up of the use of commitment appropriations and quick adaptation to changing needs allowed the Office to manage very effectively surpluses and deficits, resulting in an optimal credit appropriation implementation rate at year-end.	100 %	67 %
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year	The 90 % score corresponds to the ratio of 110 % between committed and forecasted amounts. This is mainly due to commitments executed by the Office at the very end of the year in the framework of programmes (budget lines co-delegated to the Office such as 02.0403, 02.040501, 02.040501), which were not included in the final forecast. Without these commitments, the CA forecast score would have been 98 %.	90 %	88 %
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of financial year	PA Implementation higher than 100 % is a result of the Office consuming payment appropriations of a different DG under a co-delegation, which were not transferred to the Office.	102 %	97 %
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year	As mentioned within the GTP exercise, the Forecast application included the C8 credits of co-delegated budget lines (+/- EUR 4.4 million) in the overall amount of the Office's RAL (20 03 15 01 budget line). Therefore, they have been taken into account in the payments forecast as well. The final score (91 %), however, does not include the C8 credits on co-delegated budget lines. Had these C8 credits been taken into account, the rate would have been 100 %.	91 %	98 %
5. Global Commitment Absorption	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		98 %	98 %
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	Results show that the measures put in place by the Office to ensure the timely processing of payments are effective and efficient.	99 %	98 %
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		96 %	76 %
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		99 %	94 %
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		100 %	99 %
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		94 %	96 %

ANNEX 5: Materiality criteria

Since 2019, a **'de minimis' threshold** for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2 % materiality threshold are deemed not substantial for segments representing less than 5 % of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

1. Quantitative weaknesses [significant occurrence of errors in the underlying transactions (legality and regularity)]

The threshold of 2 % of authorised payments used by the Commission and the ECA as well as the quantification of the financial impact are applied.

2. Qualitative weaknesses

Even if a potential financial loss is not material under this quantitative criterion or where the financial impact cannot be quantified with reasonable assurance, the error may still be significant in the light of qualitative criteria.

Such weaknesses may be:

- significant control system weaknesses;
- insufficient audit coverage and/or inadequate information from internal control systems;
- critical issues reported by the ECA, the IAS or OLAF;
- significant reputational events, including their assessment (identification of the impact on reputation, the breadth of awareness of the event and the duration of impact on reputation).

The Office decides on materiality in particular taking into account:

- the reputational risk for the institutions;
- whether the error persists for a longer period (this period is assessed based on the nature of the error); and
- whether mitigating controls or corrective actions can be taken.

No significant errors of this type, no significant control system weaknesses or significant reputational events were identified in 2021.

3. Critical issues reported by the ECA, the IAS and OLAF

No critical issues were reported.

There are no very important recommendations for which there is a significant delay in the implementation of the action plan. No issues were reported by OLAF in 2021.

ANNEX 6: Relevant Control Systems for budget implementation (RCSs)

DIRECT MANAGEMENT — PROCUREMENT

PUBLIC PROCUREMENT PROCEDURES

Main control objectives: ensure procurement procedures do not lead to incorrect attribution of contracts

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-effectiveness indicators (3 Es)
Irregularities or errors in the procurement procedure may lead to incorrect attribution of contracts.	Each contract above an established threshold (at the moment EUR 1 000 000) is subject to an analysis or evaluation before launching the procurement procedure. The authorising officer by subdelegation decides on the attribution of contract after consultation of the Office's <i>Comité des achats et marchés</i> (CAM). Composition of evaluation committees is subject to strict rules.	Semi-annual checks of availability of evaluations. Monitoring CAM opinions. Monitoring by the Contracts and Copyright Unit.	Effectiveness: Percentage of evaluations available for launched procedures. Number of opinions given by the CAM. Benefits are qualitative and their main effect is of a preventive nature. Efficiency: Percentage of contract amount used for control of procurement procedures. Economy (costs): Costs are estimated by determining the full-time staff equivalent dealing with monitoring and control of procurement procedures.

COMMITMENTS AND PAYMENTS

Main control objectives: ensure commitments and payments are regular and legal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
Improper application or non-application of contract conditions may lead to unjustified payments/undue advantages.	Overrides of contract conditions and deviations from procedures are registered in the register of exceptions which is analysed semi-annually.	All exceptions registered are analysed.	Effectiveness: Number and value of exceptions in relation to the total number and value of financial transactions. Number of penalty and other contract condition overrides in the register of exceptions. Benefits are qualitative and their main effect is of a preventive nature. Efficiency: Times per year the risk register is analysed. Economy (costs): Cost is time spent on analysing the register of exceptions.

Errors in preparing and processing budgetary commitments may lead to irregularities or illegal commitments.	Operational and financial verification. Every year the financial control performs: — until April, sample based second level <i>ex ante</i> controls of commitments on advance appropriations and commitments. Exemption from second level <i>ex ante</i> controls is granted until the end of the year based on these results; — a sample based <i>ex post</i> control of commitments not subject to second level <i>ex ante</i> controls in year n-1.	All transactions are subject to first level verification. The sample size of <i>ex post</i> and second level <i>ex ante</i> controls is expressed in percentage of the number and value of all transactions in the controlled period.	Effectiveness: Coverage of financial control. Error rate. Benefits are qualitative and their main effect is of a preventive nature. The Office also considers the difference between: — amounts affected by errors as identified; and — amounts affected by errors without controls being in place (according to a hypothetical error rate). Efficiency: Cost of controls in percentage of transaction value. Cost of control per transaction. Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.
Errors during the preparation and processing of payments may lead to irregularities or illegal payments.	Operational and financial verification (<i>ex ante</i>). Financial control performs quarterly <i>ex post</i> controls.		

REVENUES — RECOVERY ORDERS

Main control objectives: ensure that advanced and periodic recovery orders are correctly established for all services rendered

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
Data in recovery orders established are not correct, final settlement contains errors or recovery orders are not established for services rendered for other DGs, institutions or bodies.	Operational and financial verification and monitoring by the head of the budget cell. Every year the financial control performs: — until April, sample based second level <i>ex ante</i> controls of recovery orders; — a sample based <i>ex post</i> controls of recovery orders not subject to second level <i>ex ante</i> controls in year n-1. IT systems are in place to provide data for the establishment of the settlement and to enable follow-up of recovery orders. Clients are continuously informed of the costs and can check the correctness. In case of advance recovery orders, there is a summary settlement at the end of the year. For periodic recovery orders, a monthly statement is sent to the clients who have two weeks to check and react.	All transactions are subject to first level verification. The sample size of <i>ex post</i> and second level <i>ex ante</i> controls is expressed in percentage of the number and value of all transactions in the controlled period. Monitoring and analysing exceptions.	Effectiveness: Coverage of financial control. Error rate. Benefits are qualitative and their main effect is of a preventive nature. Efficiency: Cost of controls in percentage of transaction value. Cost of control per transaction. Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.

OTHER TRANSACTIONS

Main control objectives: ensure transfers are regular and legal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
The requests for transfer of appropriations may be illegal or irregular due to improper preparation or mistakes during preparation.	Financial control checks all requests for transfer (<i>ex ante</i>).	100 %	<p>Effectiveness: Number of requests checked. Transfer requests in error.</p> <p>Benefits are qualitative and their main effect is of a preventive nature. Occasional corrections may be undertaken due to financial control observations.</p> <p>Efficiency: Number of errors detected.</p> <p>Economy (costs): Cost is full-time staff equivalent devoted to controls.</p>

Main control objectives: protection of assets and information

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
A write-off request may be illegal or irregular due to improper preparation or mistakes during preparation.	<p>Financial control checks all write-off requests (<i>ex ante</i>).</p> <p>A write-off committee (or its president) in Luxembourg has to approve all requests (<i>ex ante</i>).</p>	100 %	<p>Effectiveness: Number of requests checked.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Occasional corrections may be undertaken due to financial control observations.</p> <p>Efficiency: Number of errors detected.</p> <p>Economy (costs): Cost is full-time staff equivalent devoted to controls.</p>

ANNEX 7: Specific annexes related to ‘Financial Management’

Sound financial management		
Indicator: Estimated risk at closure		
Source of data: Publications Office, Unit 01		
Baseline	Target	Latest known results
(2019)	(2024)	(31 December 2021)
0.12 % of relevant expenditure	< 2 % of relevant expenditure	0.01 %

Main outputs in 2021:			
Output description	Indicator	Target 2021	Latest known results 2021
Effective controls: Legal and regular transactions	Risk at payment	2 % of relevant expenditure	0.01 %
	Estimated risk at closure	< 2 % of relevant expenditure	0.01 %
Effective controls: Safeguarded assets and information	Number of data leaks	0	0
<i>Ex post</i> controls (payments)	Coverage of <i>ex post</i> controls in percentage of transactions value (payments)	> 15 % of transactions value	27.77 %
Economical controls	Overall estimated cost of controls	< 5 % of funds managed	2.6 %
Efficient controls	Percentage of payments made within time limits	> 99 %	99.93 %
	Time to pay (2021 average number of days)	< 15 days	11.02 days
	Percentage of budget execution (commitments) with respect to final budgets	> 99 %	100 %
Budget execution (commitments)	Ratio of number of award decisions/number of launched procedures	90 %	86 % Out of 29 launched procedures 25 were awarded. The remaining 4 were not awarded due to lack of tenders or lack of suitable tenders

Fraud risk management		
Indicator: Implementation of the actions included in the Office's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)		
Source of data: The Office's Annual Activity Report, the Office's anti-fraud strategy, OLAF reporting		
Baseline	Interim Milestone	Latest known results
(2019)	(2024)	(31 December 2021)
100 %	100 % of action points implemented in time	100 %

Main outputs in 2021:			
Output description	Indicator	Target 2021	Latest known results 2021
Implementation of the anti-fraud strategy	Degree of implementation of the actions included in the Office's anti-fraud strategy for 2021	100 %	100 %

1. Economy = the cost of controls

Every year, in cooperation with all units, the Strategy, Governance and Internal Control Unit estimates the costs of controls in place by reviewing the number of full-time equivalent (FTE) staff members and their activity-ratio dedicated to control tasks, and by monitoring the total number and types of transactions carried out. For 2021, the corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was applied and the costs of controls were separated by the applicable control system in *ex ante* and *ex post* controls.

Control of commitments and payments

- **Financial circuits procedures**

For the verification of commitments and payments, an estimated EUR 2.38 million were invested in controlling 4 351 financial transactions worth EUR 158.16 million, out of which EUR 49.06 million represented payments. These costs mostly refer to the effort invested in the verification of the transactions by the operational units, the budget execution section and the financial control, and mainly correspond to *ex ante* controls. Thus 4.85 % of the total payment amount was dedicated to control.

- **Financial control procedures**

Regarding *ex ante* controls performed by the Financial Control of the Office, the sampling used is a mixture of random, monetary unit and risk-based methods. The target sampling rate is 40 % or 25 % depending on the type of transaction. *Ex ante* controls are provided from the moment the anticipated credits are made available until the end of April when Financial Control, based on the ratio qualifying the quality and the regularity level, makes to the Director-General a proposal on the exemption until the end of year n for each unit. In addition, one *ex post* control exercise takes place during year n+1 for verifying the quality and regularity of files produced by the exempted units. Regarding quarterly *ex post* controls on payments, since the beginning of 2017, a stratified sampling methodology is applied with a target of 15 % of the total amount. The target sampling rates were complied with in 2021.

Public procurement control procedures

For public procurement, an estimated EUR 0.84 million were invested in controlling 28 procurement procedures (including negotiated procedures under EUR 60 000 and budgetary increase and amendment procedures) with a total value of EUR 79.06 million which resulted in 43 contracts or amendments signed. Thus 1.06 % of the total contract value was dedicated to control. As most of these controls are performed before the launch of the procurement procedures, the costs correspond mainly to *ex ante* controls.

Recovery orders

A total of EUR 125 236 were invested in controlling recovery orders worth EUR 2.31 million.

Other transactions

A total of EUR 122 561, stemming mostly from controls dedicated to IT security, were invested in protection of assets and information and controlling transfers.

Overall controls

Overall controls (including control of procurement, control of financial circuits, financial control, control related to budget and accounting, coordination and internal control, control related to IT security) cost EUR 3.46 million, which is 2.51 % of the value of transactions in the scope of the different types of controls — these include the value of procurement procedures verified, the amount of payments made, recovery orders and assets. In 2020, the costs of controls were EUR 3.57 million. The ratio calculated in 2020 represented 2.62.

2. Charge-back

Baseline services are provided by the Office free of charge, following organised interinstitutional cooperation under a common governance structure in which the EU institutions are represented and for which the necessary appropriations are allocated in the budget of the service provider.

Services provided by the Office to the Commission DGs, EU institutions, agencies and other bodies fall under this category and therefore standard charge-back costing models are not applied. Therefore, the Office only charges back to its clients the externally contracted costs for which the appropriations are not allocated to the budget of the Office. Such chargeable services are listed in the Office's catalogue of services and are subject to charge-back, both internally within the Commission and externally with the EU institutions, agencies and other bodies.

3. Audit recommendations

The limited review on the assessment of internal control in the Office performed in 2020 resulted in two important recommendations on the strengthening of the internal control monitoring criteria and on the use of soft controls. Corrective measures were put in place and the two recommendations were closed by the auditors.

The Office has also implemented the three recommendations (1. project lifecycle and project management practices 2. IT security and 3. IT governance practices for monitoring programmes and projects) resulting from the IAS audit on IT governance and project management conducted in 2019.

The Office is further dealing with one recommendation from the European Parliament's resolution on the 2018 discharge regarding the increase of transparency by allowing the search for winning bidders on TED. The Office accepted to be the lead service for this recommendation.

The 2020 audit by the European Data Protection Supervisor, targeting the Office's newsletter, resulted in a minor finding concerning the description of the retention period. This was solved in 2021 by updating the newsletter privacy statement accordingly.

The ECA audits are reported under section 2.1.2.

Table Y - Overview of the Office's estimated cost of controls at Commission (EC) level

EXPENDITURE (in EUR)

Publications Office	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR	EC total costs	related payments Made	Ratio (%) (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) (g)/(b)
Commitments and payments	1 813 954	49 056 384	3.70 %	564 866	79 340 140	0.71 %	2 378 820	4.85 %
OVERALL total estimated cost of control at EC level for expenditure	1 813 954	49 056 384	3.70 %	564 866	79 340 140	0.71 %	2 378 820	4.85 %

NON-EXPENDITURE ITEMS (in EUR)*

Publications Office	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR	EC total costs	related amounts	Ratio (%) (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) (g)/(b)
Only applicable for DGs with non-expenditure items								
Procurement procedures**	640 331	79 064 391	0.81 %	196 015	79 064 391	0.25 %	836 346	1.06 %
Recovery orders	61 704	2 314 363	2.67 %	63 532	274 987	23.10 %	125 236	5.41 %
Other transactions	4 091	7 648 866	0.05 %	181 270	7 648 866	2.37 %	185 361	2.42 %

* These include revenue operations (e.g. assigned revenue, fines, interest); assets (e.g. (in)tangible or financial assets, inventories, treasury) and financial liabilities or 'off balance sheet' items (e.g. employee benefits, guarantees offered or other commitments).

** These include controls of the preparation of the procurement procedures (control of the specifications, controls done by the CAM committee) and concern the procurement procedure as a whole.

ANNEX 8: Specific annexes related to 'Assessment of the effectiveness of the internal control systems'

Not applicable

ANNEX 9: Specific annex related to ‘Control results’

Table X: Estimated risk at payment and at closure

Publications Office	‘Payments made’ (in 2021; m EUR)	Minus new prefinancing [plus retentions made] (in 2021; m EUR)	Plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2021; m EUR)	= “relevant expenditure” (for 2021; m EUR)	Detected error rate or equivalent estimates	Estimated risk at payment (in 2021; m EUR)*	Adjusted average recoveries and corrections (adjusted ARC; %)	Estimated future corrections [and deductions] (for 2021; m EUR)	Estimated risk at closure (for 2021; m EUR)*
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Publications	49.06	0	0	49.06	0.01 %	0.00	0	0	0.00
Total	49.06	0	0	49.06	0.01 %	0.00	0	0	0.00
					Overall risk at payment in %	0.01 % = (7) / (5)		Overall risk at closure in %	0.01 % = (10) / (5)

Notes to the table X

(2) Payments made or equivalent, e.g. expenditure registered in the Commission’s accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (*ex ante*) control measures have already been implemented earlier in the cycle. In all cases of co-delegations (Internal Rules, Article 3), ‘payments made’ are reported by the delegated DGs. For cross-subdelegations (Internal Rules, Article 12), the reporting remains with the delegating DGs.

(5) For the purpose of equivalence with the ECA’s scope of the EC funds with potential exposure to legality and regularity errors (see the ECA’s Annual Report methodological, Annex 1.1), our concept of ‘relevant expenditure’ includes the payments made, subtracts the new pre-financing paid out, and adds the previous pre-financing actually during the financial year. This is a separate and ‘hybrid’ concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In order to calculate the weighted average error rate (AER) for the total relevant expenditure in the reporting year, the detected error rates have been used — or an equivalent. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to ‘zero’ (e.g. administrative expenditure, operating subsidies to agencies), it is nevertheless recommended that 0.5 % be used as a conservative estimate. Despite this, the Office uses the error rate detected as a result of the ex-post controls performed by the Financial Control section. This is carried out in accordance with the Commission Guidance on sampling methods for audit authorities. In 2021 the average error rate is close to zero and has been rounded up to 0.01 %. The estimated overall amount at risk (EUR 4 906) is calculated based on this rounded up percentage.

(8) The adjusted average recovery and corrections percentage is to some extent based on the 7 years historic average of recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the *ex post* control systems implemented by the Office over the past years. The AOD has adjusted this historic average (from 0.12 % to 0 %) in order to come to the best and most conservative estimate of the *ex post* future corrections to be applied to the reporting year’s relevant expenditure for the current programmes. Taking into account the nature of the Office’s expenditure, in particular its low error rate, as well as the existing controls in place, the Office considers it is unlikely that future corrections for the 2021 payments will be made. Therefore, the estimated future corrections for 2021 expenditure are EUR 0 million.

*The amounts of the estimated risk at payment and risk at closure are close to zero (m EUR 0.004), the figures in the table are rounded up to 2 digits.

ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

Human resource management		
Indicator 1: Number and percentage of first female appointments to middle management positions		
Source of data: SEC(2020)146		
Baseline	Target	Latest known results
(2019)	(2022) + (2024)	(31/12/2021)
8 female middle managers out of 17 (47 %)	2 female middle management appointments by end of 2022 2024: still to be defined	1 first female appointment to middle management since target set
Indicator 2: The Office's staff engagement index		
Source of data: Commission staff survey		
Baseline	Target	Latest known results
(2018)	(2024)	(2021)
67 %	Maintain ≥ Commission average (72 % in 2021)	76 % compared to Commission average of 72 %

Main outputs in 2021:			
Output description	Indicator	Target 2021	Latest known results 2021
Increased staff engagement through enhanced communication from senior management	Number of open doors and video messages from the Director-General	5	5 virtual open doors 2 video messages
Gender balance	First female appointment to middle management positions	2 (target 2022)	1
Management of budget for training	Percentage of budget resources devoted to technical and specialised training	> 60 %	70 %
Gender balance at all management levels	Percentage of women at senior management positions	40 %	20 % 2 positions to be filled in 2022
	Percentage of women as deputizing directors	55 %	75 %
	Percentage of women at middle management positions	50 %	53 %
	Percentage of women at deputy middle management positions	50 %	47 %

Digital transformation and information management			
Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ⁽²⁾			
Source of data: Publications Office, Unit A.3			
Baseline	Interim Milestone	Target	Latest known results
(2018)	(2022)	(2024)	(31/12/2021)
36 %	60 %	90 %	54 %
Indicator 2: Percentage of the Office's key data assets ⁽³⁾ for which corporate principles for data governance ⁽⁴⁾ have been implemented			
Source of data: Publications Office, Local Data Correspondent			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(31/12/2021)
75 %	85 %	90 %	80 %
Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance			
Source of data: Publications Office, Unit 01			
Baseline	Interim Milestone	Target	Latest known results
(2018)	(2021)	(2024)	(31/12/2021)
Circa 10 %	50 %	100 %	50 %

Main outputs in 2021:			
Output description	Indicator	Target 2021	Latest known results 2021
Unified Production Platform modules	Identifiers module (quick win)	June 2021	Partially completed. Identifiers prefixes management in production on 30 June 2021
	First production-ready release for general publications	December 2021	Full analysis completed, development ongoing (first workflow implemented from author request until production of final files)
IBIS	Requirements finalised	December 2021	Done
Adaptation of Information Systems for Act by Act	Analysis completed for all impacted applications	June 2021	95 % completed Rearrangements were necessary to complete the analysis phase by December 2021. OJ controller analysis planned by February 2022

⁽²⁾ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy.

⁽³⁾ A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata.

⁽⁴⁾ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the Commission' data inventory.

Remove ColdFusion applications	Percentage of project completed	September 2021: 100 %	95 % finalised Deadline moved to end of January 2022 due to unavailability of testing resources
Timely processing of mission-critical publications	Priority ingestions handled in maximum 20 minutes	99 %	99.8 %
CELLAR is backbone for the Office's Portals	Availability (uptime) of the CELLAR	99.9 % for dissemination	99.91 %
Data Protection Records' compliance	Percentage of legacy notifications converted into records published in the register of the Commission's Data Protection Officer	100 %	100 %
General data protection training	Percentage of Office staff reached with new training campaign	60 %	50 %

Sound environmental management		
Indicator 1: Overall environmental performance		
Source of data: Publications Office, Unit D.4 in cooperation with OIL Proximity Team		
Indicator 1.1: Office paper consumption		
Baseline	Target	Latest known results
(2019)	(2024)	(2020)
7.5 tonnes	< Baseline	4.7 tons 2021 data only available in the second semester 2022
Indicator 1.2: Energy consumption of buildings (electricity and heating)		
Baseline	Target	Latest known results
(2019)	(2024)	(2020)
7 113.92 MWh/year	< Baseline	6 510.80 MWh/year 2021 data only available in the second semester 2022
Indicator 1.3: Water use		
Baseline	Target	Latest known results
(2019)	(2024)	(2020)
8 112.69 m ³	< Baseline	2 794.69 m ³ 2021 data only available in the second semester 2022
Indicator 1.4: CO2 emissions from buildings		
Baseline	Target	Latest known results
(2019)	(2024)	(2020)
316.1 tonnes	< Baseline	162.3 tons 2021 data only available in the second semester 2022

Indicator 2: Environmentally friendly waste management		
Source of data: Publications Office, Unit D.4 in cooperation with OIL		
Baseline	Target	Latest known results
(2018)	(2024)	(2021)
SuperDrecksKëscht fir Betriber label for waste sorting methods	Maintain label	Label still valid

Main outputs in 2021:			
Output description	Indicator	Target 2021	Latest known results 2021
Green public procurement for supplies and services	Percentage of relevant high-value calls for tenders incorporating green procurement criteria	100 %	100 %
Recycled paper used in Printshop	Percentage of recycled paper used in printshop	60 %	70 %
Staff awareness actions to reduce water and energy use	Percentage of staff informed	100 %	100 %

ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable.

ANNEX 12: EAMR of the Union Delegations

Not applicable.

ANNEX 13: Decentralised agencies and/or EU Trust Funds

Not applicable.

ANNEX 14: Reporting on the Recovery and Resilience Facility

Not applicable.