

Management Plan 2026

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

Contents

PART 1. Introduction.....	3
PART 2. Delivering on the Commission’s priorities in 2026	5
PART 3. A modern and sustainable public administration: outputs in 2026.....	13
A. Human resource management.....	13
B. Digital transformation and data management.....	14
C. Sound financial management.....	15
D. Fraud risk management.....	15
E. Sound environmental management.....	16
ANNEX 1: Performance tables – delivering on Commission priorities in 2026	18
ANNEX 2: Performance tables – A modern and sustainable public administration	22
A. Human resource management.....	22
B. Digital transformation and data management.....	22
C. Sound financial management.....	24
D. Fraud risk management.....	25
E. Sound environmental management.....	25

PART 1. Introduction

The Office is the **official provider** of **publishing services** – encompassing data, information and knowledge management services for the production of, access to, reuse and long-term preservation of public information and data – to the Commission and all EU institutions, bodies and agencies. The Office plays a **systemic role** in the **EU decision-making** process: it authenticates and publishes EU law to give it legal effect. It occupies a central place in the EU’s handling of (open) **data** and supports EU policy-making in various ways, from providing data for **evidence-based policymaking** to **publishing policy outcomes** for the general public. The Office is the **central point of access** to EU law, public procurement notices, open data, research results, publications and other official information.

Service offer of the Publications Office of the European Union

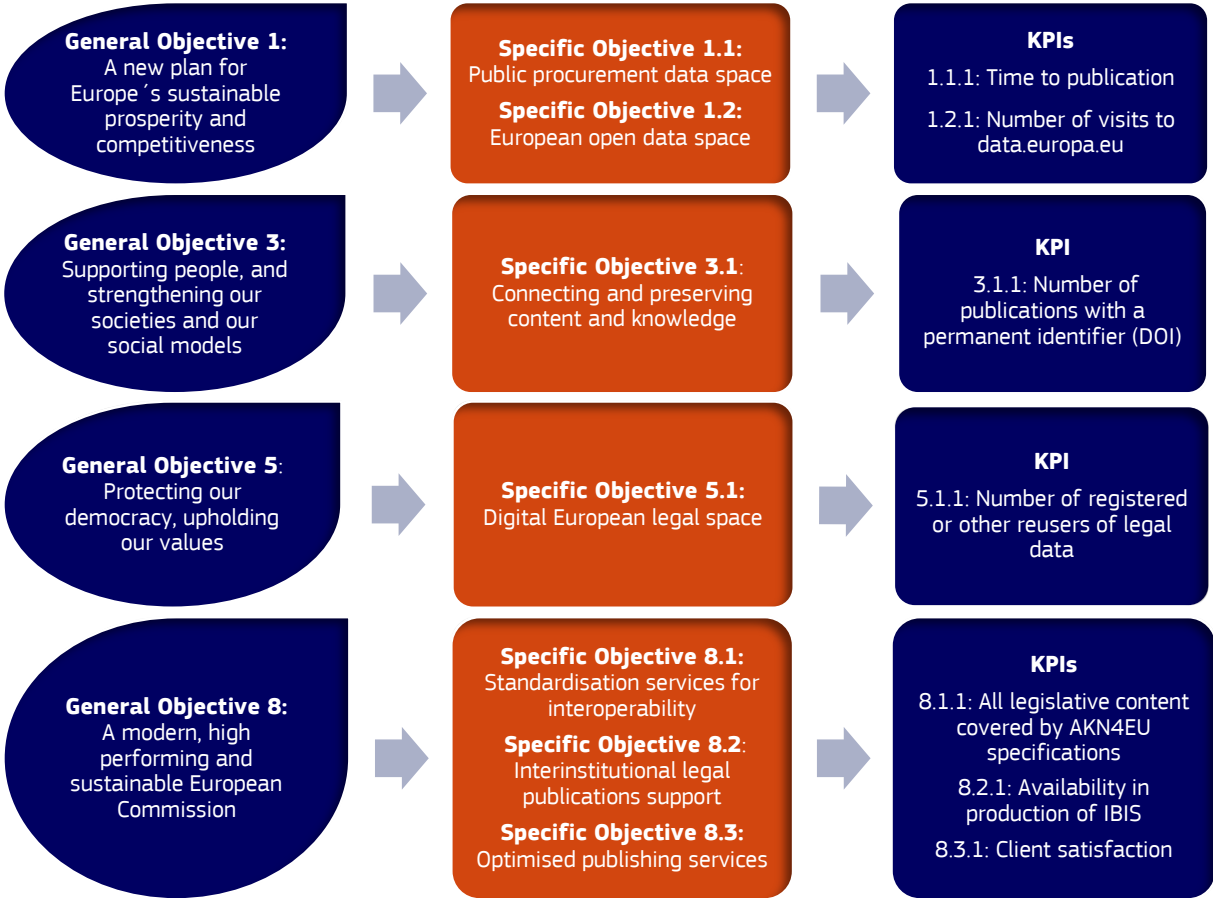


Strategic planning and programming is the cornerstone of the **Commission’s performance management framework**. The [Commission’s strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process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

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

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

The chart below illustrates the performance framework for the Office.



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

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



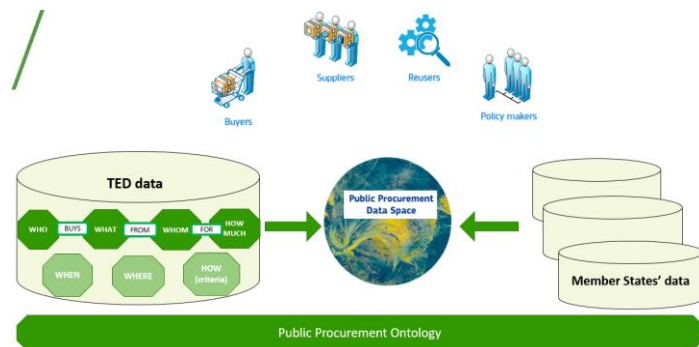
Specific objective 1.1: A European public procurement data space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)

The Office provides services and tools to support effective and transparent public procurement in the EU. With this objective in mind, the Office focuses on developing new or enhanced standardisation, publishing, access and re-use services related to the Supplement to the Official Journal, the Tender Electronic Daily (TED) website and other relevant public procurement information systems, and on further developing the **public procurement data space**.

In 2026, the Office will provide a **dashboard** that generates **information** on the **use of TED notices** (views, downloads), based on web analytics. This will allow customers to monitor the use of public procurement data.

Work on the **TED open data service** will be finalised and the service will be integrated with the public procurement data space.

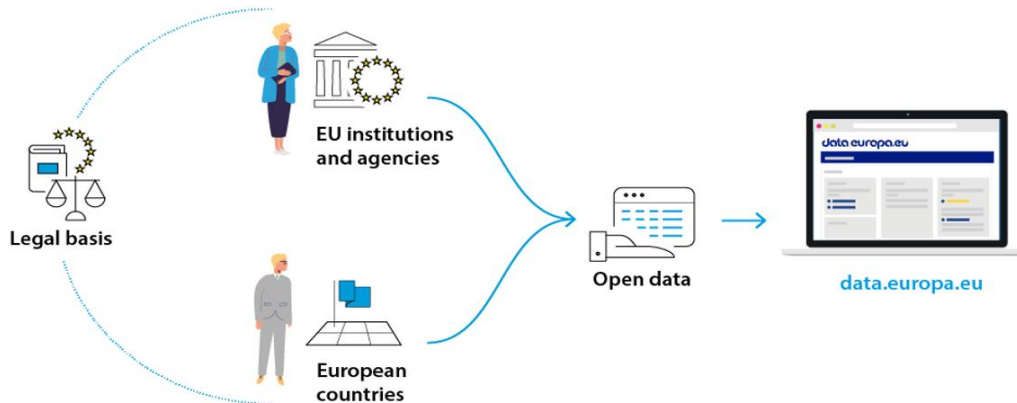
When it comes to standardisation services for interoperability and complementing document publishing with data publishing, in 2026, the Office will ensure that the **European single procurement document, eForms** and the **eProcurement ontology** are fully **aligned**.





Specific objective 1.2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Developing the European open data space



The European open data space provides user-centric data access and reuse services that support the dissemination, promotion and reuse of data generated by EU institutions, Member States and European countries. The Office aims at creating a more comprehensive data ecosystem by integrating new data assets, particularly from EU institutions, while strengthening the capabilities of the European Data Portal and reducing duplication of data portals. New or enhanced services will be provided on the portal to support data providers, users and re-users in assessing data maturity, accessing high-value datasets, engaging in high-quality learning programmes, and using relevant collaboration channels.

In 2026, the portal will start covering **INSPIRE** (Infrastructure for Spatial Information in Europe) **geospatial data assets**. It will also provide enhanced machine access offering **bulk downloads** via **APIs** to improve data accessibility and metadata quality.

CORDIS services

In the context of preparations for the next Multiannual Financial Framework and the proposed single gateway¹, CORDIS, the platform where results from EU-funded projects are published, will become part of a unified repository within the EU Funding and Tenders Portal. This will contribute to simplification, while retaining the well-known CORDIS brand. In 2026, work will focus on making this transition as smooth as possible. This will involve analysing how best to integrate CORDIS features, adapt user interfaces and optimise data streams. The transition is expected to be completed by the time the new Multiannual Financial Framework enters into force. The Office will continue its work on data management, enrichment and editorial content in this envisaged new setting.

¹ [The proposal for the next Multiannual Financial Framework](#) includes a European Competitiveness Fund that is to offer a single gateway to funding applicants, in order to simplify and accelerate EU funding and catalyse private and public investment.

CORDIS will continue to support the dissemination and exploitation of EU research results, by offering a range of editorial services and products, including **multilingual articles, publications, podcasts** and **videos** to reach **researchers, public administrations, professionals** and **innovators**.

The Office will also continue its role in curating and enriching EU-funded research data, a service it has provided for two decades. Efforts will focus on two strands: firstly, evolving **EuroSciVoc** into a thesaurus to release its full potential as the European Commission's recommended standard for science, and secondly, **enriching CORDIS open datasets** with data from external sources such as **OpenAire** or the European Patent Office, to publish these datasets as **Linked Open Data**.

General objective 3: Supporting people and strengthening our societies and our social models



Specific objective 3.1: 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

By ensuring that data and information are discoverable, accessible, traceable and usable for both humans and machines, through advanced technologies and client-oriented usability, the Office aims to facilitate **user-friendly access** and **promote trust** and **confidence in EU content**.

To help ensure that data and information can be easily exploited regardless of EU authoring body and type of media used, creating connections across all types of content, in 2026, **conversational interfaces** will be designed. The **findability of EU content** will be further extended with the wider use of persistent identification schemes.

By ensuring access to trustworthy data and information, the Office contributes to **efforts to combat disinformation** and **promote evidence-based decision-making**. It will continue to encourage civic participation – with a focus on young people – through data-literacy initiatives and materials, helping the public to identify reliable sources and the data behind EU policies.

Identifiers are key to discoverability. As a registration agency for international identifiers, the Office will continue **allocating identifiers** such as international standard numbers and/or catalogue numbers **to EU publications**.

Long-term preservation of EU content guarantees the availability, integrity and authenticity of this content for generations to come. In 2026, the Office will deliver an action plan for **disaster recovery preservation of EU collections** along with a **new, enhanced solution for web archiving**.

General objective 5: Protecting our democracy, upholding our values



Specific objective 5.1: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

The aim of building a digital European legal space is to provide widespread understanding of, and easy access to, all law applicable within the EU. This is essential to the rule of law, for transparency and citizens' trust and for the well-functioning of the internal market, the economy and our societies.

One of its pillars is a **European legal data space**, providing easily accessible, reusable, interoperable data in the area of legislation and case-law across the EU. It is to support public administrations, legal practitioners, economic operators and the public at large in decision-making, research or the development of innovative legal tools.

This involves establishing a human readable interface and machine-readable access to the legislation and case-law databases of EU and Member States and search in national legislation, all based on relevant standards and interoperable solutions.

EUR-Lex, the authoritative point of access to EU law is at the core of the digital European legal space. Ensuring its continuity while guaranteeing authenticity, comprehensiveness and security of information is key.

In 2026, the year in which EUR-Lex marks its 25th anniversary of opening access to the public, the Office will focus on developing and providing new or enhanced services for users and re-users in finding, accessing and exploiting legal information. It will develop further search features based on the European Legislation Identifier (ELI search). It will make available a **conversational interface** for EUR-Lex and work on designing **AI solutions** to facilitate preparing summaries of legislation, consolidated texts and legal analysis.

Access to case-law data of EU and Member States will be improved **for humans and machines**.

In the context of the implementation and simplification agenda of the Commission, the Office will continue combining its expertise in legal analysis with its experience in using AI to examine the EU *acquis*. It will continue assisting policy DGs in simplifying and consolidating legislation while maintaining high standards, as well as in implementing EU law. In 2026, as part of the *Acquis* Management Programme it leads, the Office will continue its work on building a corporate **Acquis Management tool for DGs** to support them in this regard. Commissioner Maroš Šefčovič will report on progress in this regard in the annual progress report on enforcement and implementation to the European Parliament and Council.

The Office will continue to swiftly publish EU restrictive measures and other relevant legislative actions to give these legal effect and thereby help enable the EU's response to the **Russian war of aggression against Ukraine**.

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



Specific objective 8.1: 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

Achieving greater interoperability in the EU institutions through streamlined exchange of legal data and a corporate approach to managing reference data and knowledge organisation systems remains a key objective of the Office.

Corporate management of knowledge organisation systems

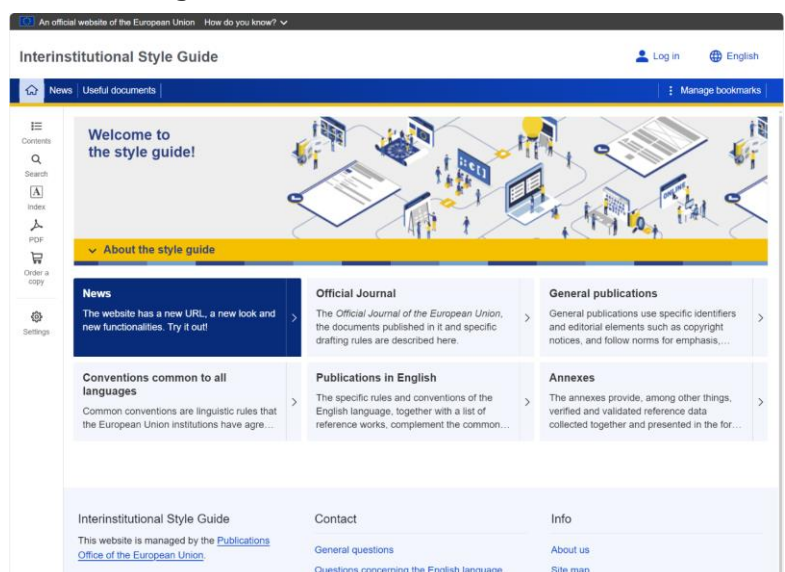
In 2026, the Office will continue its efforts to ensure that performant and scalable **infrastructure** to support the management of **corporate reference data** is in place.

Data standards

The Office will continue to further develop the common standards (metadata and content in a structured format) that are the foundation for the exchange of legal data within the EU institutions in a secure and automated way. The Office will help develop standards for the different data portals and data spaces based on DCAT-AP and SIMPL and develop, host and harvest standardised metadata and reference data to facilitate the functioning and interoperability of the European data spaces. The latest extension of DCAT-AP will be available in 2026 on the European Data Portal. This will allow to address new data-sharing scenarios, improving cross-sectoral and cross-border interoperability and supporting the integration of technologies such as AI and Linked Open Data.

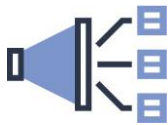
Data management services within the EU institutions

The Office helps to increase the maturity of data management services within the EU institutions by delivering state-of-the-art approaches, tools and services, and thereby to enhance the effectiveness and efficiency of data driven decision-making. In 2026, in the context of the Data advisory service which it coordinates and in close coordination with all contributing services, the Office will deploy a comprehensive training programme for data management skills. It will further put in place guidelines for the acquisition of complex, non-standard data resources.



AKN4EU for legal data

Rolling out AKN4EU as standard format for structuring and exchanging legal data between the EU institutions will facilitate exchanging, accessing and reusing legal information. This will bring new opportunities to develop innovative services using artificial intelligence (AI) and support the needs of digital-ready policymaking. It will also contribute to simplifying workflows and minimising conversions between editing, exchange and dissemination formats, as well as to reducing costs. In 2026, AKN4EU will cover more document types in the context of the ordinary legislative procedure. Validation and conversion services for AKN4EU will be updated and extended accordingly.



Specific objective 8.2: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Interinstitutional legal publications support aims to enrich and optimise the process of publishing EU legislation and the EU budget in a customer-oriented way for humans and machines. The focus is on accessibility, interoperability, scalability and adaptability, facilitated by streamlined services and support with cost-effective, high-quality solutions.

Producing and publishing the EU budget



IBIS
Inter-institutional
Budget
Information
System

In 2026, the Office will roll out the **Interinstitutional Budget Information System (IBIS)** replacing the Common Integrated Budget Application (CIBA), to provide the EU institutions with a modern, robust and high-performance information system to produce the EU budget. IBIS is designed to optimise the user experience for both functionality and user interface. The objective is to roll out the system for use as from the start of the 2027 EU budgetary procedure in early 2026.



Specific objective 8.3: Optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

New and enhanced publishing services

The Office assists authors in planning and developing accessible, multilingual, well-targeted and impactful publications in a cost-efficient and sustainable manner, using automation where feasible.

In 2026, services for authors will be in place to make new and existing publications accessible, with targeted training courses and guidance. Authors will be able to use performance measurement services for general publications with (partially) automated data/analytics.

The Office will continue to advise authors on cost-efficient and environmentally sustainable approaches to publishing and dissemination.

The Office will continue to contribute in every way it can to the ongoing **EU response** to the **Russian war of aggression against Ukraine**. In addition to its work in publishing EU restrictive measures and other relevant legislative actions to give these legal effect, it will continue designing impactful factsheets on the EU's policy approach on the matter and producing and delivering educational and other materials for Ukrainian schools and other relevant instances.

For details of the outputs, see ANNEX 1, page 18: Performance tables – delivering on Commission priorities in 2026.

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

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

The Publications Office 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

The Office will continue its efforts to foster an **engaging** and **inclusive workplace** that attracts and retains talent. The Office's active support to help colleagues grow and advance in their career will continue, and so will its collaboration with other Directorates-General and institutions to encourage mobility and its contribution to initiatives boosting the attractiveness of the Luxembourg site. Building robust talent pipelines and maintaining efficient selection processes will remain essential.

In the second half of 2025, the European Commission launched a series of competitions spanning various fields, several of which are aligned with the Office's specialised profiles. Further competitions are planned for the coming years. This will widen opportunities to **recruit** and **retain talent** that meets the Office's specific requirements. The Office will continue to pay special attention to measures fostering equality, to further enhancing geographical balance among non-managerial AD staff and to maintaining gender-balanced management.

The Office's dedicated **future-ready staff programme** has moved from the pilot stage into full deployment. Its objectives are to empower staff, enhancing productivity and promoting sustainable excellence, equip staff to meet emerging challenges and support long-term organisational success. Staff are encouraged to use all available resources, participate in interactive sessions, and contribute by creating and sharing learning content. Sustained internal communication at all levels, including regular town-hall meetings, will contribute to supporting staff engagement and linking their daily work to the Office's broader mission and the wider context of EU priorities.

For details of the outputs, see ANNEX 2 A, page 22.

B. Digital transformation and data management

Digital transformation

As regards **digital culture**, the Office will continue empowering staff by enhancing digital, cybersecurity and data literacy, by defining expected digital workplace skills and through trainings, testing, knowledge bases and collaboration networks. Efforts to foster a strong cybersecurity culture will continue. The Office will further explore and establish digital partnerships with other Commission DGs and other institutions, as both reuser and service provider. Cooperation with other DGs on corporate AI-related initiatives and the ‘cloud council’ will be further reinforced. The Office will continue to animate its vibrant community of practice AI@OP and to liaise closely with the AI@EC network for synergies and reusability. The Office remains committed to ensuring that all systems at the Office based on AI adhere to the AI guidelines and the AI section of the Digital strategy alignment checklist. The Office will further step up the adoption of AI in a trustworthy manner, focusing on empowering business units, implementing corporate services and promoting AI literacy and ethics. The Office will continue to ensure business continuity, security and continuous improvement of the information systems underpinning the Office’s systemic functions, such as the publication of the Official Journal, and further pursue its **business-driven digital transformation**.

Key deliverables in 2026 are the roll-out of the Interinstitutional Budget Information System (IBIS) in early 2026, a first version of a dedicated Acquis Management tool, decisive steps in increasing the resilience of the critical infrastructure related to publishing the Official Journal, and onboarding the production of legal publications onto a new cloud-based IT solution. Processes will be further streamlined and legacy information systems decommissioned. The Office will continue working based on corporate collaboration tools and cloud-native, seamless, secure-by-design, green and agile solutions supporting **digital-ready policymaking** and a **seamless digital environment**.

For a **green, secure and resilient digital infrastructure**, the Office will promote the Digital Workplace Portal to effectively address staff needs. It will continue to give top priority to cybersecurity, implementing the actions deriving from the EC Cybersecurity Strategy 2025–2026, with quarterly reporting on security controls. The Office will continue its work, in partnership with DG Digital Services, to increase the strategic independence of key digital assets and outlets.

Data management

As a recognised centre of excellence for **data, information and knowledge management**, the Office will further step up its role in the European Commission’s Information Management Steering Board (IMSB), as coordinator for actions on data management. It will continue to actively implement the Commission’s data strategy and the 2025–2029 IMSB rolling Action plan. In 2026, the Office will further increase alignment with the Data Management Governance Framework in terms of roles and responsibilities. Further, the Office will continue to promote the use of corporate reference data assets among developers and other relevant stakeholders; classify its main data assets with regard to data quality maturity and FAIRness; expand its EC Data Advisory service activities across the Commission with the training offer it provides through the EC Library and the data.europa Academy; and further identify synergies in data acquisition among EU Institutions. The Office will further develop its Power BI Data

Platform to enhance data sharing and literacy in the DG. The Office's overall data maturity indicator '*Maturity level in implementing corporate data policies across four key areas: data management, ownership and responsibility, data quality, and data skills*' is to progress from '*Established*' towards '*Advanced*'.

The **Data Protection** Coordinator (DPC) will continue to provide advice to all units to ensure compliance with Regulation (EU) 2018/1725. This includes monitoring all processing operations and updating all data processing records and their privacy statements on a regular basis.

For details of the outputs, see ANNEX 2 B, page 22.

C. Sound financial management

The Office's internal control plan for 2026 includes **regular financial control exercises** (both *ex ante* and *ex post*). Pertinent issues will be addressed through recommendations. The Office will plan and execute contract analyses and evaluations according to the corporate guidelines to support decision making by management. The Office will conduct its risk assessment exercise for 2026 in accordance with the risk management methodology, based on discussions with all heads of unit and senior managers. Risks identified will be analysed and actions undertaken to mitigate them. **Public procurement procedures** will continue to be launched and concluded in accordance with the Financial Regulation, using the models and guidelines issued by DG Budget. The Office will continue to ensure **high levels of budget implementation** in line with the budgetary principles and respecting the financial rules and contractual obligations.

For details of the outputs, see ANNEX 2 C, page 24.

D. Fraud risk management

The Office will implement the actions planned for 2026 in its **anti-fraud strategy**. These focus on analysis for fraud prevention and detection, strengthening the anti-fraud culture in the Office and maintaining effective cooperation with OLAF. The Office will contribute to the implementation of the [revised action plan](#) under the Commission's Anti-Fraud Strategy by participating in all relevant networks and working groups aiming to strengthen the anti-fraud culture in the Commission and fostering digitalisation to fight fraud. Communications to raise fraud awareness will be continued. Two anti-fraud trainings are planned to take place in 2026 with the contribution of colleagues from OLAF. In 2026, the Office's Anti-fraud strategy will be reviewed.

For details of the outputs, see ANNEX 2 D, page 25.

E. Sound environmental management

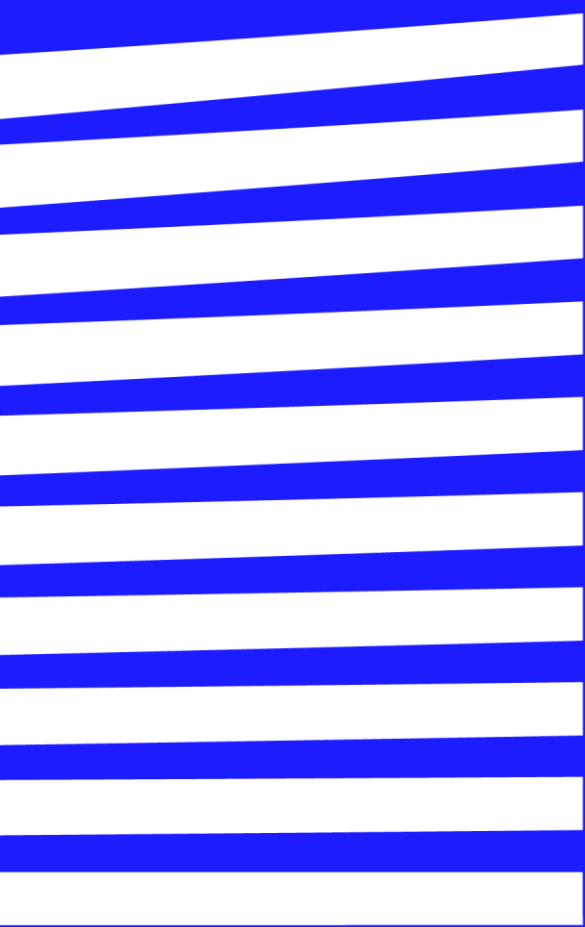
The Office will continue working on targeted actions to implement the Commission's action plan on 'Greening the Commission' of April 2022 at local level and will pursue its efforts in 2026 to consolidate its contribution to the green transition. These include participating in the Commission's Eco-Management and Audit Scheme network and stepping up efforts – in close collaboration with the Office for Infrastructure and Logistics in Luxembourg – to further reduce paper and energy consumption and improve the waste management system. The Office will also work on a methodology for measuring the carbon footprint of websites. The Office will enhance awareness among staff through the dedicated intranet pages. The Office will continue to use the qualified electronic signature via Ares to replace blue ink signatures wherever possible. The Office will further integrate, whenever possible, green criteria in relevant calls for tenders (Green Public Procurement) and implement good practices for the greening of events. The Office will continue to raise awareness and promote greener travel guidelines among its staff through targeted communications.

The Office's baseline (2019) for the mandatory indicator '*% reduction in emissions from staff professional travel*' is 61.8t CO₂.

For details of the outputs, see ANNEX 2 E, page 25.



ANNEXES



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

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

Specific Objective 1.1: 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)

Main outputs in 2026:

Developing the European public procurement data space

Output	Indicator	Target
Make available a dashboard on the use of TED notices for customers	Availability of dashboard for customers	31 December 2026
Integrate the TED open data service with the public procurement data space	Integration of TED open data service is completed	31 December 2026

Standardisation, publishing, access and re-use services related to the Official Journal supplement

Output	Indicator	Target
Align the European single procurement document, eForms and the eProcurement ontology	Alignment is completed	31 December 2026

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

Specific Objective 1.2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Main outputs in 2026:

Developing the European open data space

Output	Indicator	Target
Enhance machine access and metadata quality on data.europa.eu	Availability of bulk downloads and performant APIs on data.europa.eu	31 December 2026
Offer new data assets on data.europa.eu	Availability of INSPIRE geospatial data assets on data.europa.eu	31 December 2026

CORDIS services		
Output	Indicator	Target
Enriched data for users	Enriched data published as Linked Open Data in the EUropean Research Information Ontology Knowledge Graph	Q3 2026

General objective 3: Supporting people, and strengthening our societies and our social models

Specific Objective 3.1: 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

Main outputs in 2026:

Facilitate universal access to authentic and trustworthy EU content

Output	Indicator	Target
Facilitate access to authentic EU data and information	Conversational interfaces are designed	31 December 2026
Extend the findability of EU content	Persistent identification schemes are extended with the addition of Open Researcher and Contributor ID identifiers (ORCID)	31 December 2026

Long-term preservation

Output	Indicator	Target
Prepare action plan for disaster recovery preservation of EU collections	Action plan for disaster recovery preservation of EU collections is available	31 December 2026
Implement new, enhanced solution for web archiving	Enhanced solution for web archiving is available	31 December 2026

General objective 5: Protecting our democracy, upholding our values

Specific Objective 5.1: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Main outputs in 2026:

User-friendly services for access to legal information

Output	Indicator	Target
Upgrade the user interface of EUR-Lex	A conversational EUR-Lex interface is available	31 December 2026
Improve access to law	AI-powered solutions to facilitate preparation of summaries of legislation, consolidated texts and legal analysis	31 December 2026

Developing a European legal data space		
Output	Indicator	Target
Link existing relevant information-providing systems to the European legal data space	Access to case-law data of EU and Member States is improved for humans and machines	31 December 2026
	New features for the European Legislation Identifier-based search are available	31 December 2026
Acquis Management tool for DGs		
Output	Indicator	Target
First version of the <i>Acquis</i> Management tool, AI based legal analysis features prototyped	Availability of the <i>Acquis</i> Management tool for five Commission services	June 2026

General objective 8: A modern, high-performing and sustainable European Commission		
<i>Specific Objective 8.1: 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</i>		
Main outputs in 2026:		
Data standards		
Output	Indicator	Target
New data-sharing scenarios are addressed, cross-sectoral and cross-border interoperability are improved	Latest extension to DCAT-AP available on data.europa.eu	31 December 2026
Data management services within the EU institutions		
Improved data management skills within the EU institutions	A comprehensive training programme for data management skills is available	31 December 2026
	Guidelines for the acquisition of complex, non-standard data resources are in place	31 December 2026
AKN4EU for legal data		
Output	Indicator	Target
Optimised production and dissemination of documents under the ordinary legislative procedure	Availability of additional AKN4EU document types for the ordinary legislative procedure	31 December 2026
	Update and extension of the validation and conversion services for AKN4EU finalised	31 December 2026

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

Specific Objective 8.2: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Main outputs in 2026:

Production and publication of the EU budget

Output	Indicator	Target
IBIS is rolled out	IBIS is used by the EU institutions	31 March 2026

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

Specific Objective 8.3: Optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Main outputs in 2026:

New enhanced publishing services

Output	Indicator	Target
Support services for authors to enhance accessibility of publications	Services for authors to make new and existing publications accessible are available	31 December 2026

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

A. Human resource management

Objective: The Office employs a skilled, diverse and motivated workforce to deliver on the Commission’s priorities		
Main outputs in 2026:		
Output	Indicator	Target
Regular meetings to engage with staff	Individual meeting of the Director-General with all colleagues joining the Office	Meeting with 100 % of colleagues joining between October 2025 and September 2026
	Number of town-hall meetings for all staff	4 in 2026
Enhanced internal communication on day-to-day work of OP colleagues	Number of OP knowledge-sharing events and articles on OneOP	10 knowledge-sharing events 10 knowledge-sharing articles

B. Digital transformation and data management

Objective: The Office is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission		
Main outputs in 2026:		
Digital Transformation		
Output	Indicator	Target
Promote the digital workplace elements provided by DG Digital Services	Information shared actively with the Office’s users on new and existing applications and processes provided by DG Digital Services	> 20 Office-wide announcements to staff > 12 dedicated trainings or workshops targeting the entire Office, with an expected attendance of 50+ for each

		> 10 Future-ready digital literacy and digital workplace learning modules targeting the entire Office, with an expected number of unique views of 100 per module
Promote cybersecurity culture	Average participation in cyber awareness trainings	> 50 %
Keep processes and workflows updated through ARIS	Percentage of processes per IS updated through ARIS	> 80 % of processes are updated in ARIS
Providing a complete and up-to-date inventory of the Office's IT investments, including security, business continuity and personal data protection in GovIS2	Percentage of Information Systems having up-to-date information in GovIS2s	100 %
Strengthen project visibility by enabling early risk identification, proactive mitigation, and consistent tracking of project health	Reduced risk detection time through improved visibility mechanisms, 80 % of risks mitigated before impact	90 % of projects with defined health indicators
The existing innovation process framework of the Office supports business units to come forth with innovation ideas	Number of innovative ideas put forward	> 5 new innovative ideas developed
Ensure all information systems are duly mapped to the Business and Technical capability models (IT Legacy exercise)	Percentage of systems duly mapped to the Business and Technical capability models	100 % of systems mapped
Technology lifecycle management: Increase the ratio of OP IT systems components within the EC Corporate Data Centre which are operating on fully supported technologies versus those operating on legacy components	Percentage of critical IT components moved from unsupported to supported versions	> 75 % of IT components or technologies under supported versions
Identify IT project needs clearly and describe how they fit into the IT product roadmap	Percentage of IT projects needs identified and fit into the IT roadmap	100 % of IT projects identified
Consider systematically cloud hosting for any new IT system as of the design phase.	Percentage of new systems using cloud hosting	> 60 %
Ensure the continuous improvement of the Office's performance as captured in the Risk Maturity Quadrant (RMQ)	Evolution of the RMQ risk and maturity indicators	Maintain or further improve the rating in the RMQ

Data Protection		
Output	Indicator	Target
Data protection training	Number of training sessions	Two training sessions organised with at least 35 staff participating Target: 92 % of OP staff trained
Compliance of data processing records	Percentage of records revised / updated throughout the year	100 % of records updated at least every two years

C. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2026:

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets and information	Number of data leaks	0
Efficient controls	Budget execution and timely payments	Remains > 99 % of commitment appropriations with respect to final budgets and 99 % of payments (in value) made on time
<i>Ex post</i> controls (payments)	Coverage of <i>ex post</i> controls in percentage of transactions value (payments)	Remains > 15 % of transactions value
Economy of controls	Overall estimated cost of controls	Remains < 5 % of funds managed

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽²⁾ aimed at the prevention, detection and correction ⁽³⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Review the anti-fraud strategy of the Publications Office	Anti-fraud strategy of the Publications Office reviewed	31 December 2026
Strengthen the culture of ethics and anti-fraud	Number of communications on ethics and anti-fraud	Three communications
Increase awareness on fraud prevention and detection	Number of dedicated anti-fraud trainings	Two trainings organised with at least 100 staff participating

E. Sound environmental management

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

Main outputs in 2026:

Output	Indicator	Target
Staff awareness actions about waste generation, reduction of water consumption, energy use and CO ₂ emissions	Communications are published / distributed	At least two communications per year (one focusing on reduction of emissions from staff professional travel)
Organisation of events in line with the EC guidelines for sustainable meetings and events	Percentage of sustainable events	100 %
Green Public Procurement for supplies and services	Percentage of relevant high-value calls for tender incorporating green procurement criteria	100 %

⁽²⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; Communication from the Commission 'Commission Anti-Fraud Strategy Action plan – revision 2023' [COM\(2023\) 405](#) of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying revised action plan, [SWD\(2023\)245](#)– 'the revised Action Plan'.

⁽³⁾ 'Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.