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European Commission

Annual Activity Report 2024

annexes

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

Contents

ANNEX 1: Statements of the Head of Unit in charge of risk management and internal control and of the 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, 26 March 2025

(Signed in ARES)

Marc KÜSTER

Statement of the 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, 26 March 2025

(Signed in ARES)

Christine KORMANN

([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 (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
43.1	Increase	Increase	n.a.
Impact indicator 2: Innovative enterprises **Source of the data:** Eurostat (Eurostat online data code: INN_CIS11_BAS and INN_CIS13_BAS)			
Baseline (2018)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
50.3 % (EU 27)	Increase	Increase	51.4 %

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 the data:** Publications Office, Unit C.3			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
99.59 %	100 %	100 %	100 %

Result indicator: Percentage of procurement notices forms using eForms **Source of the data:** Publications Office, Unit C.3		
Baseline (2019)	**Target** (2024)	**Latest known results** (2024)
0	100 %	96.4 %

Main outputs in 2024:			
Towards the European public procurement space			
Output	**Indicator**	**Target**	**Latest known results 2024**
Publication of public procurement notices in the *Supplement to the Official Journal* in accordance with the directives in force	Number of notices uploaded to the TED website during the year (778 142 in 2022)	825 000	801 444
Easy and user-friendly access to public procurement data			
Output	**Indicator**	**Target**	**Latest known results 2024**
New TED website	Entry in production	31 January 2024	Achieved
Higher data quality			
Output	**Indicator**	**Target**	**Latest known results 2024**
TED semantic web services	Availability of all types of notices published in TED as linked open data	31 December 2024	16 out of the 40 types of notices (representing all main types) published in TED as linked open data (*all competition notices and the most common type of result notice, representing 83% of all eForms notices published on TED in 2024*).

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 the data:** The list of reuse examples published on data.europa.eu, Publications Office, Unit C.1			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
594	800	1 000	936 (906 static use cases and 30 use cases followed via the Use Case Observatory)
Result indicator: Number of visits on data.europa.eu **Source of the data:** Webtrends or Matomo. Publications Office, Unit C.1			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
1 180 000	1 250 000	1 600 000	1 927 353

Result indicator: Number of datasets on data.europa.eu **Source of the data:** Public information on the new data.europa.eu website. Publications Office, Unit C.1			
Baseline (Beginning of 2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
1 100 000	1 300 000	1 500 000	1 803 533

Result indicator: Number of catalogues (national, regional, local, geo, etc.) on data.europa.eu **Source of the data:** Public information on the new data.europa.eu website. Publications Office, Unit C.1			
Baseline (Beginning of 2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
82	86	90	190

Result indicator: Number of submissions for the annual EU Datathon competition for the reuse of EU open data **Source of the data:** Actual number of project submissions for the competition on op.europa.eu/eudatathon. Publications Office, Unit C.1			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
99	125	150	n.a.

Main outputs in 2024:			
Towards the European open data space – data.europa.eu			
Output	**Indicator**	**Target**	**Latest known results 2024**
Competition platform	Tool available	Q2 2024	In progress. (The final developments are ongoing.)
Expert search	Tool available	Q2 2024	Available on test environment
Data.europa academy personal space	Tool available	Q3 2024	Available on test environment
Dashboard for high-value datasets	Dashboard available	Q4 2024	A reporting tool with a dashboard was made available for the Member States in January 2025. A dashboard for the public is in progress and will be published on data.europa.eu.
CORDIS services			
Output	**Indicator**	**Target**	**Latest known results 2024**
Use of machine translation	Machine translation available	Q3 2024	Available (implemented in May 2024)

Output	Indicator	Target	Latest known results 2024
Sustainable development goals taxonomy	Taxonomy available	Q4 2024	n.a. (*in consultation and agreement with the DG for Research and Innovation to avoid duplication of similar systems, the task planned for CORDIS was cancelled*)

Specific objective 6: *A new push for European democracy*			
Result indicator: Rights as citizens of the European Union **Source of the data:** Standard Eurobarometer 100 - Autumn 2024 - December 2024 - Eurobarometer survey (europa.eu)			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
55 % (EU 27)	Increase	Increase	60 % (EU27)

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 the data:** EUR-Lex, N-Lex, Publications Office, Unit C.2			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
i) NTM: 12 ii) N-Lex: 20	i) Increase ii) Increase	i) Further increase ii) All Member States	i) NTM: 23 ii) N-Lex:13+1 Non EU (UK). 3 MS searchable via ELI metadata. (*The number of MS whose national legislation is available through N-Lex depends entirely on the capacity of the MS to adapt their connectors to the system. As the current solution is not sustainable, in consultation with MS, a different approach is being developed based on ELI metadata. A pilot project to enable search in national databases via ELI metadata is ongoing.*)

Result indicator: Number of Member States having implemented ELI in their systems **Source of the data:** ELI Register on EUR-Lex, Publications Office, Unit C.2			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
13	Increase	Further increase	19 MS have implemented at least pillar I

Result indicator: Timely publication of consolidated legal texts **Source of the data:** Publications Office, Unit C.2			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
0 %	Pilot testing of consolidation using AKN4EU-CONSLEG format	90 % of acts received in correct AKN4EU format	0 % (*The specifications, prototyping and testing phases for the AKN4EU format for consolidation are completed. The daily consolidation workflow has been adapted to handle the new format. However, given that no acts in AKN4EU format are available so far, the production based on AKN4EU cannot start.*)

Main outputs in 2024:			
Joint Legislative Portal			
Output	**Indicator**	**Target**	**Latest known results 2024**
JLP first version	First version of the JLP goes live	April 2024	Achieved
EU budget section on EUR-Lex			
Output	**Indicator**	**Target**	**Latest known results 2024**
New EU Budget section on EUR-Lex	Readiness of the EU budget Online section for EUR-Lex users	December 2024	Ongoing (*EUR-Lex development finalised in 2024, launch in production in early 2025*)
Akoma Ntoso for EU for consolidation			
Output	**Indicator**	**Target**	**Latest known results 2024**
AKN4EU workflow is integrated into daily production of consolidated texts	Eligible consolidated texts are produced in AKN4EU format, converted to HTML and published on EUR-Lexs	December 2024	Workflow integrated
EUR-Lex user needs and user experience			
Output	**Indicator**	**Target**	**Latest known results 2024**
EUR-Lex is more accessible	80 % of the accessibility issues identified by the study of 2021 are resolved	December 2024	Achieved

Output	Indicator	Target	Latest known results 2024
EUR-Lex search is migrated from IDOL to ElasticSearch	First phase of the new search on EUR-Lex goes live (search adapted to current format of documents, i.e. notices)	Second half of 2024	Going live in early 2025
Improved search on N-Lex	ELI-based search is available on N-Lex	December 2024	Achieved
Increased availability of EUR-Lex	Number of times that EUR-Lex fallback needs to be activated	< once per month (on average)	Achieved (*EUR-Lex fallback was activated 7 times in 2024.*)

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 the data: Publications Office, Unit A2

Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
197 000	259 000	321 000	344 154

Result indicator: Percentage of records exported to metadata reusers within four weeks of publication
Source of the data: Publications Office, Unit A.2

Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
92 %	100 %	100 %	100 %

Result indicator: Access to web preservation sites
Source of the data: Publications Office, Unit A.4

Baseline (2020)	**Interim Milestone (2022)**	**Target (2024)**	**Latest known results (2024)**
100	112.36 (increase in number of visits expressed as a yearly growth rate)	126.25	No comparable data available for 2024(*)

(*) A new analytics platform became available in late 2023 and counts number of page views as opposed to the previous statistics for number of visits, thus the available figures for 2024 (853 677 page views) are not comparable with the set baseline (which counts number of visits). However, by comparing the available data for the same period from 2021 (731 325 page views) a growth of 116.73 can be observed.

Result indicator: Application of legal deposit scheme to cover different material types **Source of the data:** Publications Office, Unit A.4			
Baseline (2021)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
Publications, websites	News releases, audio-visual material	Social media, datasets	Preparatory work carried out on the metadata elements required for the inclusion of audio-visual and press material. Draft instructions for harvesting social media accounts trialled.

Main outputs in 2024:			
Exploring natural-language user interfaces			
Output	**Indicator**	**Target**	**Latest known results 2024**
Assessment of the ability of chatbots to provide deduced and summarised answers to questions	Study on the ability of chatbots to provide deduced and summarised answers is delivered	December 2024	Study completed (final report expected in 2025)
Identification and metadata provision			
Output	**Indicator**	**Target**	**Latest known results 2024**
Identification, cataloguing and archiving of publications	General publications: number of notices available in the Cellar (*) (120 389 in 2022)	> 130 000	132 255
	New cataloguing tool in production	Q4 2024	Ongoing (Licence agreement signed and implementation started.)
	Extended set of general publications metadata covering also serials, available in the Cellar as open linked data	December 2024	Achieved: CDM updated and made ready for the ingestion of this metadata.
(*) A notice covers all linguistic versions and available formats for a given title in the Cellar			
EU legal deposit			
Output	**Indicator**	**Target**	**Latest known results 2024**
Phased implementation of the scheme's extension for audiovisual and press releases (Phase 2)	Number of institutions having implemented the scheme	> 2	0 (*work is in preparatory phase, metadata schemas have been analysed to identify and agree with institutions on common elements*)
The Commission (EC) Library			
Output	**Indicator**	**Target**	**Latest known results 2024**
	In use	July 2024	August 2024

Output	Indicator	Target	Latest known results 2024
Implementation of the new interinstitutional framework contract for supply of books in paper format, as well as yearbooks, updates and monographic series in paper and/or electronic format	Number of participating institutions, bodies and agencies	> 20	27

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 102 – Autumn 2024 – December 2024 – Eurobarometer survey (europa.eu)			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
43 % (EU 27)	Increase	Increase	44 %

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 the data:** Publications Office, Unit A.1			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
25 %	80 %	100 %	100%
Result indicator: Corporate reference data assets used by Commission services **Source of the data:** Publications Office, Unit A.1, Secretariat-General and DG Informatics			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
8	15	30	25
Result indicator: All legislative content covered by AKN4EU specifications **Source of the data:** Publications Office, Unit A.1			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
15 %	35 %	70 %	60 %

Result indicator: Implementation of AKN4EU for consolidation **Source of the data:** Publications Office, Units A.1 and C.2			
Baseline (2020)	**Interim Milestone** (2021)	**Target** (2022)	**Latest known results** (2024)
Work started	Specifications ready	Implementation	Implemented

Main outputs in 2024:			
AKN4EU for legal data			
Output	**Indicator**	**Target**	**Latest known results 2024**
Parallel flow of LegisWrite and AKN4EU operational for the Commission proposals in Ordinary Legislative Procedure	Commission proposals in Ordinary Legislative Procedure reach the Office in AKN4EU	Q4 2024	Ongoing (*The project AKN4EU@OP is preparing the Office to use AKN4EU in production. The Office is today technically ready for the arrival of first legislative proposal based on AKN4EU, pending end-to-end tests to be conducted with test data expected from the European Commission. The 9 first legislative proposals from the European Commission should reach the OP in production after mid-June 2025.*)
Corporate reference data management			
Output	**Indicator**	**Target**	**Latest known results 2024**
Optimised infrastructure for reference data management	Dedicated UPP module available	Q1 2024	Ongoing. Streamlining of the request process for reference data is foreseen for 2025.

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 the data:** Publications Office, Unit B.1		
Baseline (2019)	**Interim Milestone** (2022)	**Latest known results** (2024)
28 hours	0	0

Result indicator: Availability in production of IBIS **Source of the data:** Publications Office, Unit B.1			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
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	Business needs and requirements finalised, development and testing on-going. Two informal testings with EP and DG Budget took place as well as one production simulation run. The roll-out of IBIS is scheduled for 2026

Main outputs in 2024: **Production and publication of the EU budget**			
Output	**Indicator**	**Target**	**Latest known results 2024**
Modules to support key steps of the budgetary procedure in IBIS have been developed and are ready to be tested by the EU institutions concerned.	For those modules tested: IBIS is performing according to the requirements and in line with the needs of the institutions ('fit for purpose')	Second half of 2024	Most of the modules are to be tested in 2025, according to the latest IBIS roll-out planning. At the end of 2024, module for the European Parliament successfully tested in the production simulation run (one testing campaign to be completed in 2025)

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 the data:** DemPub, PlanPubli and UPP, Publications Office, Unit B.3			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
6 560	5 900	4 590	6 839 identified publications originating from EU institutions, of which 4 891 produced with the Office
Result indicator: Publications covered by performance reports **Source of the data:** Automated system aggregating data from online dissemination, physical storage and dissemination as well as social media. Publications Office, Unit B.3			
Baseline (2020)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
Pilot completed / tool available	Reports available on demand	Increase of scope	Scope increased (from 304 reports in 2023 to 563 reports in 2024)

Result indicator: Increasing number of accessible publications produced by the Office **Source of the data:** Unit B.2			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
20 %	40 %	60 %	61.4 %

Result indicator: Increasing percentage of author services using a range of production services of the Office instead of submitting identifiers-only requests **Source of the data:** PlanPubli, UPP, Publications Office, Unit B.3			
Baseline (2019)	**Interim Milestone** (2022)	**Target** (2024)	**Latest known results** (2024)
40 %	50 %	70 %	87 %

Main outputs in 2024: **Interinstitutional reference centre for publishing services**			
Output	**Indicator**	**Target**	**Latest known results 2024**
Community training	Training offer covers the complete publication cycle (including pre- and post-production)	Develop and launch remaining 6 modules (out of 18 in total)	17
Community engagement	Events organised and information shared	4 newsletters, 3 events on specific topics, 50 information posts	4 newsletters, 4 events, 60 posts
Quality and timeliness in the production of general publications	Percentage of authors satisfied with the Office's services	80 %	93.4 %
Editorial advice	Number of publishing projects covered	100	82
Performance measurement services	Number of publications covered	200	563
Optimised production services for accessible digital publications			
Output	**Indicator**	**Target**	**Latest known results 2024**
Accessible publications	Percentage of publications produced by the Office accessible to disabled users (22.1 % in 2022; 46 % in 2023)	60 %	61.4 %
	Deliver a set of at least 7 training courses in EU Learn twice per year to promote accessibility	14 courses	25 courses on accessibility were delivered, based on a set of 8 distinct course contents.

Linguistic services			
Output	**Indicator**	**Target**	**Latest known results 2024**
Identification of opportunities to increase the efficiency and automatisation of language quality services based on AI	Design and start of AI project, following prior evaluation.	End 2024	Ongoing (*Project in initiation phase*)

Synergies in the printing domain and reduction of publications' stock			
Output	**Indicator**	**Target**	**Latest known results 2024**
Reduction of publications' stock	Stock evolution and status	- 20 % (compared to 2023)	- 45 % (compared to 2023)

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports — Publications Office — Financial year 2024

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

Table 16: Commitments co-delegation type 3 in 2024

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.

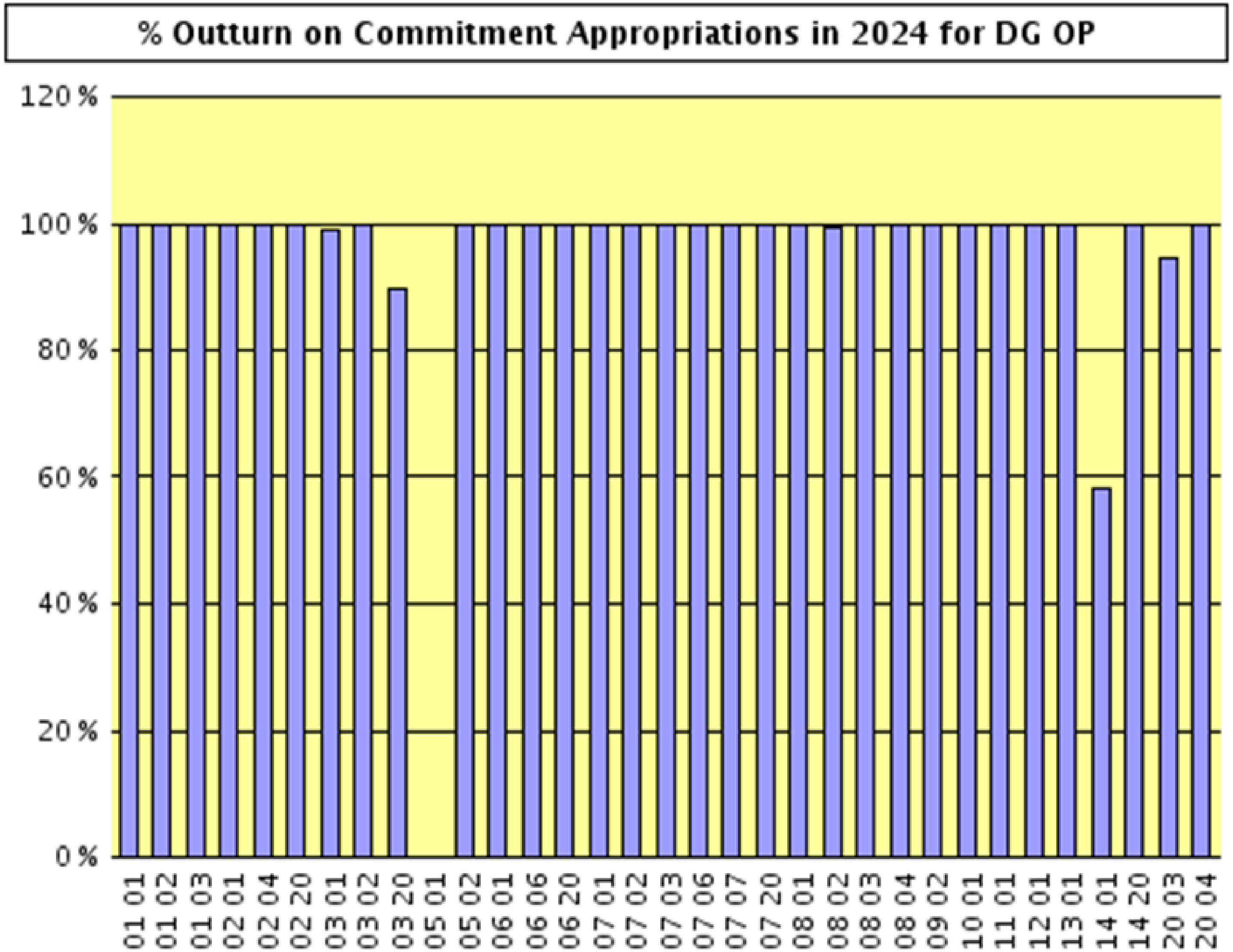
TABLE 1: Outturn on commitment appropriations in 2024 (in Mio EUR)

Title of the budget line	Budget line	Description	Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Research and Innovation	01 01	Support administrative expenditure of the ‘Research and Innovation’ cluster	1.09	1.09	100 %
	01 02	Horizon Europe	5.80	5.79	99.88 %
	01 03	Euratom Research and Training Programme	0.00	0.00	100 %
Total Title 01			**6.90**	**6.89**	**99.90 %**
Title 02 European Strategic Investments	02 01	Support administrative expenditure of the ‘European Strategic Investments’ cluster	0.09	0.09	100 %
	02 04	Digital Europe programme	3.69	3.69	100 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.12	0.12	100 %
Total Title 02			**3.90**	**3.90**	**100 %**
Title 03 Single market	03 01	Support administrative expenditure of the ‘Single Market’ cluster	0.20	0.20	98.99 %
	03 02	Single Market Programme	0.79	0.79	99.87 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	5.17	4.65	89.86 %
Total Title 03			**6.16**	**5.64**	**91.44 %**
Title 05 Regional Development and Cohesion	05 01	Support administrative expenditure of the ‘Regional Development and Cohesion’ cluster	0.00	0.00	0 %
	05 02	European Regional Development Fund (ERDF)	0.03	0.03	100 %
Total Title 05			**0.03**	**0.03**	**100 %**
Title 06 Recovery and Resilience	06 01	Support administrative expenditure of the ‘Recovery and Resilience’ cluster	0.03	0.03	99.99 %
	06 06	EU4Health Programme	0.00	0.00	100 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.07	0.07	100 %

Title of the budget line	Budget line	Description	Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Total Title 06			**0.10**	**0.10**	**100 %**
Title 07 Investing in People, Social Cohesion and Values	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.14	0.14	100 %
	07 02	European Social Fund PLus (ESF+)	0.15	0.15	100 %
	07 03	Erasmus+	1.67	1.67	100 %
	07 06	Citizens, Equality, Rights and Values	0.01	0.01	100 %
	07 07	Justice	0.14	0.14	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.08	1.08	100 %
Total Title 07			**3.19**	**3.19**	**100 %**
Title 08 Agriculture and Maritime Policy	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0.01	0.01	100 %
	08 02	European Agricultural Guarantee Fund (EAGF)	0.76	0.75	99.21 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.05	0.05	100 %
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.01	0.01	100 %
Total Title 08			**0.82**	**0.81**	**99.27 %**
Title 09 Environment and Climate Action	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 01	Support administrative expenditure of the 'Migration' Cluster	0.00	0.00	100 %
Total Title 10			**0.00**	**0.00**	**100 %**

Title of the budget line	Budget line	Description	Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 11 Border Management	11 01	Support administrative expenditure of the 'Border Management' cluster	0.00	0.00	100 %
Total Title 11			**0.00**	**0.00**	**100 %**
Title 12 Security	12 01	Support administrative expenditure of the 'Security' cluster	0.00	0.00	100 %
Total Title 12			**0.00**	**0.00**	**100 %**
Title 13 Defence	13 01	Support administrative expenditure of the "Security and Defence" cluster	0.01	0.01	100 %
Total Title 13			**0.01**	**0.01**	**100 %**
Title 14 External action	14 01	Support administrative expenditure of the 'External Action' cluster	0.05	0.03	58.12 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.33	0.33	100 %
Total Title 14			**0.38**	**0.36**	**94.10 %**
Title 20 Administrative expenditure of the European Commission	20 03	Administrative operating expenditure	32.71	30.87	94.38 %
	20 04	Information and communication technology-related expenditure	0.10	0.10	100 %
Total Title 20			**32.81**	**30.97**	**94.40 %**
Total Excluding NGEU			54.42	52.02	95.59 %
Total			**54.42**	**52.02**	**95.59 %**

* 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).


% Outturn on Commitment Appropriations in 2024 for DG OP
120 %
100 %
80 %
60 %
40 %
20 %
0 %
01 01
01 02
01 03
02 01
02 04
02 20
03 01
03 02
03 20
05 01
05 02
06 01
06 06
06 20
07 01
07 02
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07 20
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08 03
08 04
09 02
10 01
11 01
12 01
13 01
14 01
14 20
20 03
20 04

TABLE 2: Outturn on payment appropriations in 2024 (in Mio EUR)

Title of the budget line	Budget line	Description	Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 01 Research and Innovation	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	1.15	1.05	91.68 %
	01 02	Horizon Europe	7.26	7.26	99.99 %
	01 03	Euratom Research and Training Programme	0.00	0.00	100 %
Total Title 01			**8.41**	**8.31**	**98.86 %**
Title 02 European Strategic Investments	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.14	0.11	77.09 %
	02 04	Digital Europe programme	5.47	5.47	100 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.12	0.12	99.52 %
Total Title 02			**5.73**	**5.70**	**99.43 %**
Title 03 Single market	03 01	Support administrative expenditure of the 'Single Market' cluster	0.22	0.18	82.93 %
	03 02	Single Market Programme	1.16	1.13	97.40 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	7.48	7.15	95.65 %
Total Title 03			**8.85**	**8.46**	**95.57 %**
Title 05 Regional Development and Cohesion	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.00	0.00	100 %
	05 02	European Regional Development Fund (ERDF)	0.01	0.01	100 %
Total Title 05			**0.01**	**0.01**	**100 %**
Title 06 Recovery and Resilience	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.03	0.03	93.62 %
	06 06	EU4Health Programme	0.00	0.00	100 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.06	0.06	93.49 %

Title of the budget line	Budget line	Description	Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Total Title 06			**0.09**	**0.09**	**93.70 %**
Title 07 Investing in People, Social Cohesion and Values	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.21	0.09	40.67 %
	07 02	European Social Fund PLus (ESF+)	0.10	0.10	99.58 %
	07 03	Erasmus+	1.74	1.74	100 %
	07 06	Citizens, Equality, Rights and Values	0.01	0.01	100 %
	07 07	Justice	0.11	0.11	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.19	1.19	100 %
Total Title 07			**3.37**	**3.24**	**96.24 %**
Title 08 Agriculture and Maritime Policy	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0.11	0.11	100 %
	08 02	European Agricultural Guarantee Fund (EAGF)	0.71	0.64	89.98 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.05	0.01	15 %
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.00	0.00	74.35 %
Total Title 08			**0.87**	**0.76**	**86.87 %**
Title 09 Environment and Climate Action	09 02	Programme for the Environment and Climate Action (LIFE)	0.13	0.12	95.61 %
Total Title 09			**0.13**	**0.12**	**95.61 %**
Title 10 Migration	10 01	Support administrative expenditure of the 'Migration' Cluster	0.01	0.00	20.41 %
Total Title 10			**0.01**	**0.00**	**20.41 %**

Title of the budget line	Budget line	Description	Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 11 Border Management	11 01	Support administrative expenditure of the 'Border Management' cluster	0.01	0.00	14.25 %
Total Title 11			**0.01**	**0.00**	**14.25 %**
Title 12 Security	12 01	Support administrative expenditure of the 'Security' cluster	0.01	0.00	0.00 %
Total Title 12			**0.01**	**0.00**	**0.00 %**
Title 13 Defence	13 01	Support administrative expenditure of the "Security and Defence" cluster	0.01	0.01	100 %
Total Title 13			**0.01**	**0.01**	**100 %**
Title 14 External action	14 01	Support administrative expenditure of the 'External Action' cluster	0.10	0.07	70.71 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.45	0.45	100 %
Total Title 14			**0.55**	**0.52**	**94.50 %**
Title 20 Administrative expenditure of the European Commission	20 03	Administrative operating expenditure	47.38	30.29	63.94 %
	20 04	Information and communication technology-related expenditure	0.22	0.17	77.88 %
Total Title 20			**47.60**	**30.47**	**64.01 %**
Total Excluding NGEU			75.,64	57.,69	76.,27%
Total			**75.64**	**57.69**	**76.27 %**

* 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).

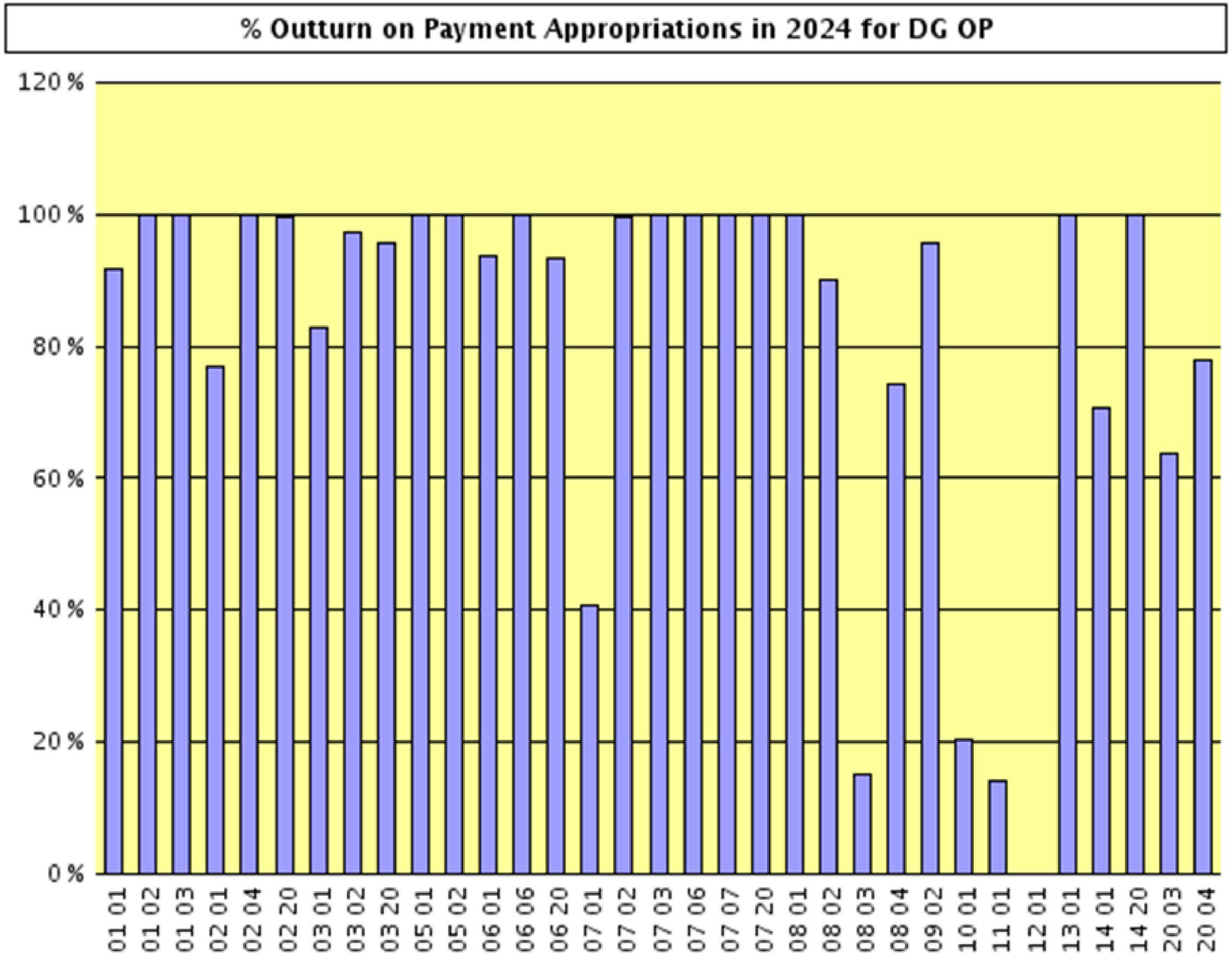

% Outturn on Payment Appropriations in 2024 for DG OP
120 %
100 %
80 %
60 %
40 %
20 %
0 %
01 01
01 02
01 03
02 01
02 04
02 20
03 01
03 02
03 20
05 01
05 02
06 01
06 06
06 20
07 01
07 02
07 03
07 06
07 07
07 20
08 01
08 02
08 03
08 04
09 02
10 01
11 01
12 01
13 01
14 01
14 20
20 03
20 04

TABLE 3: Breakdown of commitments to be settled at 31/12/2024 (in Mio EUR)

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
Title of the budget line	Budget line	Description	Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 01 Research and Innovation	01 01	Support administrative expenditure of the 'Research and Innovation' Cluster	1.09	1.00	0.09	8.20 %	0.00	0.09	0.06
	01 02	Horizon Europe	5.79	3.48	2.31	39.87 %	0.06	2.37	3.84
	01 03	Euratom Research and Training Programme	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Title 01			**6.89**	**4.49**	**2.40**	**34.84 %**	**0.06**	**2.46**	**3.90**
Title 02 European Strategic Investments	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.09	0.06	0.03	35.87 %	0.00	0.03	0.05
	02 04	Digital Europe programme	3.69	0.21	3.48	94.33 %	2.94	6.42	8.23
	02 20	Pilot projects, preparatory actions. prerogatives and other actions	0.12	0.10	0.02	20.41 %	0.02	0.04	0.04
Total Title 02			**3.90**	**0.36**	**3.54**	**90.72 %**	**2.96**	**6.50**	**8.33**
Title 03 Single Market	03 01	Support administrative expenditure of the 'Single Market' cluster	0.20	0.18	0.02	8.81 %	0.00	0.02	0.03
	03 02	Single Market Programme	0.79	0.44	0.35	44.78 %	0.11	0.46	0.84
	03 20	Pilot projects, preparatory actions. prerogatives and other actions	4.65	1.23	3.42	73.57 %	0.32	3.74	6.26
Total Title 03			**5.64**	**1.84**	**3.79**	**67.27 %**	**0.43**	**4.22**	**7.12**

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
Title of the budget line	Budget line	Description	Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 05 Regional Development and Cohesion	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.00	0.00	0.00	0.00 %	0.00	0.00	0.00
	05 02	European Regional Development Fund (ERDF)	0.03	0.01	0.02	64.00 %	0.00	0.02	0.03
Total Title 05			**0.03**	**0.01**	**0.02**	**64.00 %**	**0.00**	**0.02**	**0.03**
Title 06 Recovery and Resilience	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.03	0.03	0.00	0.16 %	0.00	0.00	0.00
	06 06	EU4Health Programme	0.00	0.00	0.00	0.00 %	0.00	0.00	0.00
	06 20	Pilot projects, preparatory actions. prerogatives and other actions	0.07	0.04	0.03	45.32 %	0.00	0.03	0.03
Total Title 06			**0.10**	**0.07**	**0.03**	**32.17 %**	**0.00**	**0.03**	**0.03**
Title 07 Investing in People, Social Cohesion and Values	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.14	0.06	0.08	54.98 %	0.00	0.08	0.07
	07 02	European Social Fund PLus (ESF+)	0.15	0.05	0.09	64.43 %	0.00	0.09	0.05
	07 03	Erasmus+	1.67	1.67	0.00	0.00 %	0.00	0.00	0.09
	07 06	Citizens, Equality, Rights and Values	0.01	0.01	0.00	0.00 %	0.00	0.00	0.00
	07 07	Justice	0.14	0.08	0.05	38.49 %	0.01	0.06	0.04

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
Title of the budget line	Budget line	Description	Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
	07 20	Pilot projects, preparatory actions. prerogatives and other actions	1.08	0.62	0.47	43.17 %	0.06	0.53	0.87
Total Title 07			**3.19**	**2.50**	**0.69**	**21.68 %**	**0.07**	**0.77**	**1.12**
Title 08 Agriculture and Maritime Action	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0.01	0.01	0.00	0.00 %	0.00	0.00	0.10
	08 02	European Agricultural Guarantee Fund (EAGF)	0.75	0.43	0.32	42.28 %	0.00	0.32	0.26
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.05	0.00	0.05	93.73 %	0.00	0.05	0.04
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.01	0.00	0.00	88.40 %	0.00	0.00	0.01
Total Title 08			**0.81**	**0.44**	**0.37**	**45.38 %**	**0.00**	**0.37**	**0.41**
Title 09 Environment and Climate Action	09 02	Programme for the Environment and Climate Action (LIFE)	0.13	0.06	0.07	51.68 %	0.01	0.08	0.12
Total Title 09			**0.13**	**0.06**	**0.07**	**51.68 %**	**0.01**	**0.08**	**0.12**
Title 10 Migration	10 01	Support administrative expenditure of the 'Migration' Cluster	0.00	0.00	0.00	69.72 %	0.00	0.00	0.00
Total Title 10			**0.00**	**0.00**	**0.00**	**69.72 %**	**0.00**	**0.00**	**0.00**
Title 11 Border management	11 01	Support administrative expenditure of the 'Border Management' cluster	0.00	0.00	0.00	100 %	0.00	0.00	0.00

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
Title of the budget line	Budget line	Description	Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Total Title 11			**0.00**	**0.00**	**0.00**	**100 %**	**0.00**	**0.00**	**0.00**
Title 12 Security	12 01	Support administrative expenditure of the 'Security' cluster	0.00	0.00	0.00	100 %	0.00	0.00	0.00
Total Title 12			**0.00**	**0.00**	**0.00**	**100 %**	**0.00**	**0.00**	**0.00**
Title 13 Security and Defence	13 01	Support administrative expenditure of the "Security and Defence" cluster	0.01	0.01	0.00	0.00 %	0.00	0.00	0.00
Total Title 13			**0.01**	**0.01**	**0.00**	**0.00 %**	**0.00**	**0.00**	**0.00**
Title 14 External Action	14 01	Support administrative expenditure of the 'External Action' cluster	0.03	0.03	0.00	13.69 %	0.00	0.00	0.05
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.33	0.23	0.10	29.38 %	0.00	0.10	0.23
Total Title 14			**0.36**	**0.26**	**0.10**	**28.01 %**	**0.00**	**0.10**	**0.28**
Title 20 Administrative expenditure of the European Commission	20 03	Administrative Operating expenditure	30.87	15.83	15.05	48.73 %	0.00	15.05	14.67
	20 04	Information and communication technology-related expenditure	0.10	0.05	0.05	49.60 %	0.00	0.05	0.12
Total Title 20			**30.97**	**15.88**	**15.09**	**48.73 %**	**0.00**	**15.09**	**14.79**
Total Excluding NGEU			52.02	25.92	26.10	50.18 %	3.54	29.64	36.12
Total			**52.02**	**25.92**	**26.10**	**50.18 %**	**3.54**	**29.64**	**36.12**

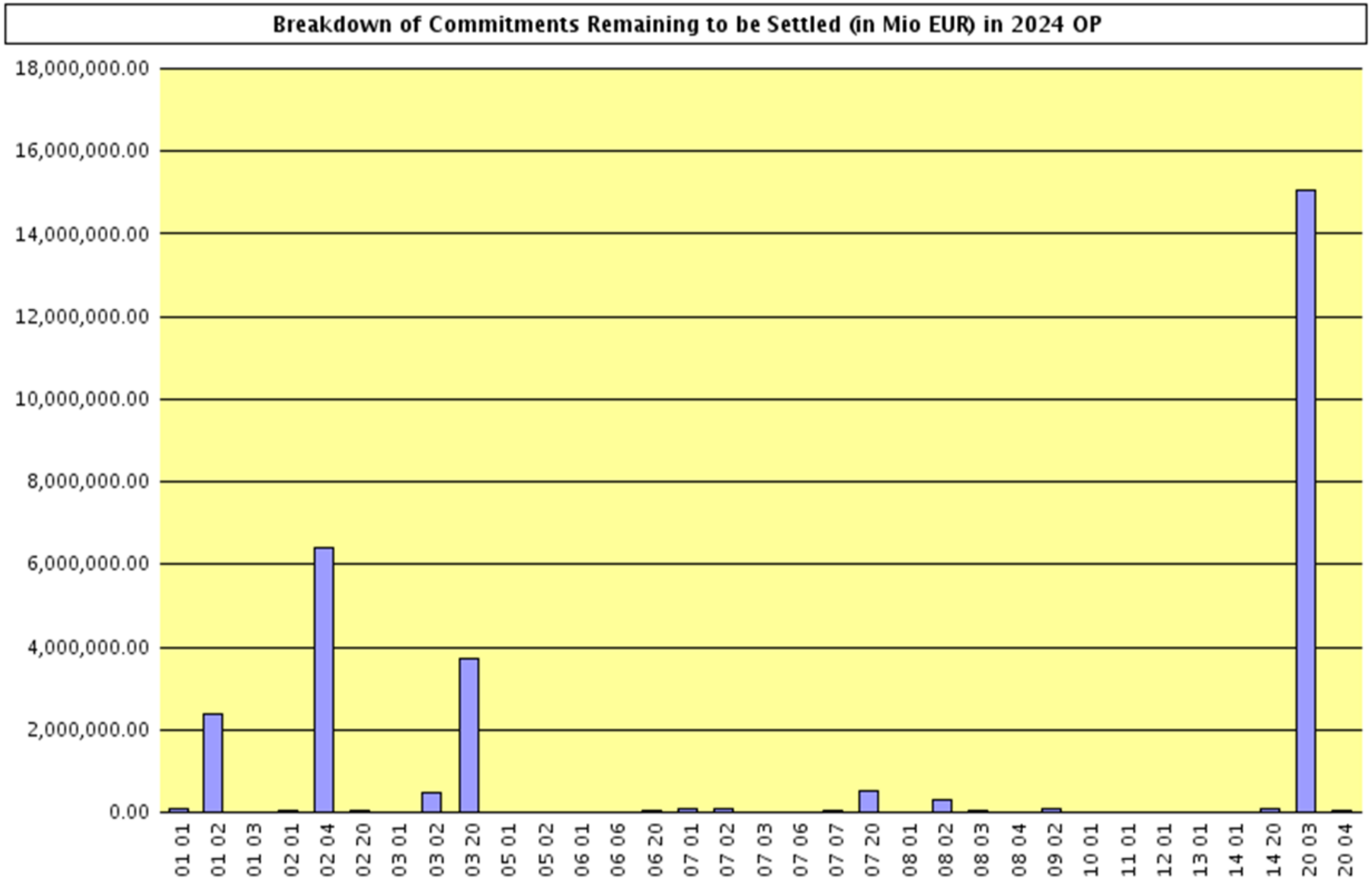

Breakdown of Commitments Remaining to be Settled (in Mio EUR) in 2024 OP
18,000,000.00
16,000,000.00
14,000,000.00
12,000,000.00
10,000,000.00
8,000,000.00
6,000,000.00
4,000,000.00
2,000,000.00
0.00
01 01
01 02
01 03
02 01
02 04
02 20
03 01
03 02
03 20
05 01
05 02
06 01
06 06
06 20
07 01
07 02
07 03
07 06
07 07
07 20
08 01
08 02
08 03
08 04
09 02
10 01
11 01
12 01
13 01
14 01
14 20
20 03
20 04

TABLE 4: Balance sheet

BALANCE SHEET	2024	2023
A.I. NON CURRENT ASSETS	12 825 356.72	9 739 985.44
A.I.1. Intangible assets	12 825 356.72	9 739 985.44
A.I.2. Property, plant and equipment	0.00	0.00
A.II. CURRENT ASSETS	2 004 443.37	3 559 155.30
A.II.3. Current exchange receivables & non-exchange recoverables	83 062.31	68 446.86
A.II.4. Inventories	1 905 276.05	3 478 290.03
A.II.6. Cash and cash equivalents	16 105.01	12 418.41
ASSETS	**14 829 800.09**	**13 299 140.74**
P.I. NON-CURRENT LIABILITIES	0.00	0.00
P.I.2. Non-current provisions	0.00	0.00
P.I.3. Non-current financial liabilities	0.00	0.00
P.II. CURRENT LIABILITIES	0.00	– 98 647.36
P.II.3. Current financial liabilities	0.00	0.00
P.II.4. Current payables	0.00	– 98 647.36
P.II.5. Current accrued charges & deferred income	0.00	0.00
LIABILITIES	0.00	– 98 647.36
NET ASSETS (ASSETS less LIABILITIES)	14 829 800.09	13 200 493.38
P.III.2. Accumulated Surplus/Deficit	451 614 731.04	400 512 530
Non-allocated central (surplus)/deficit*	-466 444 531.13	-413 713 023.42
Total	**0.00**	0.00

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	2024	2023
II.1. REVENUES	-3 330 364.77	– 3 553 393.18
II.1.1. Non-exchange revenues	-634 701.80	– 94 100.06
II.1.1.8. Other non-exchange revenues	-634 701.80	– 94 100.06
II.1.2. Exchange revenues	-2 695 662.97	– 3 459 293.12
II.1.2.2. Other exchange revenue	-2 695 662.97	– 3 459 293.12
II.2. EXPENSES	55 597 550.62	54 655 594.18
II.2. Expenses	55 597 550.62	54 655 594.18
II.2.11. Other expenses	30 317 169.71	33 106 276.95
II.2.2. Expenses implemented by Commission & executive agencies (DM)	25 676 900.91	21 959 608.59
II.2.6. Staff and pension costs	-396 520.00	- 413 000.00
II.2.8. Finance costs	-	2 708.64
STATEMENT OF FINANCIAL PERFORMANCE	**52 267 185.85**	**51 102 201.00**

TABLE 5bis: Off-balance sheet

OFF BALANCE	2024	2023
OB.1. Contingent assets	1 628 907.00	2 727 407.00
GR for performance	1 628 907.00	2 727 407.00
OB.1.4. CA other	0.00	0.00
OB.2. Contingent liabilities	0.00	0.00
OB.2.7. CL legal cases other	0.00	0.00
OB.3. Other significant disclosures	– 289 996.51	– 78 844.35
OB.3.5. Operating lease commitments	– 289 996.51	– 78 844.35
OB.4. Balancing accounts	-1 338 910.49	– 2 648 562.65
OB.4. Balancing accounts	-1 338 910.49	– 2 648 562.65
OFF BALANCE	**0.00**	**0.00**

TABLE 6: Average payment times in 2024

Legal times

Legal times	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
Maximum payment time (30 days)	3 257	3 243	99.57 %	13.67	14	0.43 %	35.71	41 097.13	0.07 %
Maximum payment time (60 days)	49	49	100 %	20.88				0.00	0.00 %
Total Number of Payments	3 306	3.292	99.58 %		14	0.42%		41 097.13	0.07 %
Average Net Payment Time	13.86			13.78			35.71		
Average Gross Payment Time	15.02			14.84			58.78		

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	27	143	4.33 %	3 306	1 739 520.32	3.05 %	57 055 381.21

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 2024

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	7=3-6
32	**Revenue from the supply of goods, services and work - assigned revenue**	3 118 091.95	80 865.27	3 198 957.22	3 018 924.63	80 865.27	3 099 789.90	99 167.32
33	**Other administrative revenue**	673 278.30	0.00	673 278.30	673 278.30	0.00	673 278.30	0.00
Total		**3 791 370.25**	**80 865.27**	**3 872 235.52**	**3 692 202.93**	**80 865.27**	**3 773 068.20**	**99 167.32**

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

TABLE 8: Financial impact of ex ante and ex post controls in 2024

Ex ante controls	Irregularity	Total undue payments recovered
Non eligible in cost claims		
Credit notes	146 940.91	**146 940.91**
Recovery orders on pre-financing		
Sub-total	146 940.91	**146 940.91**

Ex post controls	Irregularity	Total undue payments recovered
Income lines in invoices		
Recovery orders other than on pre-financing		
Sub-total		

Grand total (*ex ante + ex post*)	**146 940.91**	**146 940.91**

TABLE 9: Ageing balance of recovery orders at 31/12/2024

Year	Number at 1/01/2024	Number at 31/12/2024	Evolution	Open amount (EUR) at 1/01/2024	Open amount (EUR) at 31/12/2024	Evolution
2023	9		-100,00 %	80 865.27		-100,00 %
2024		14			99 218.75	
	9	**14**	**55.56 %**	**80 865.27**	**99 218.75**	**22.70 %**

TABLE 10: Recovery order waivers ≥ EUR 60 000 in 2024

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

Total	
Number of RO waivers	

There are no waivers below EUR 60 000

TABLE 11: Negotiated procedures in 2024

The procedures are presented in the Annual Management and Performance Report of 2024.

TABLE 12: Summary of procedures in 2024

The procedures are presented in the Annual Management and Performance Report of 2024.

TABLE 13: Building contracts in 2024

Legal base	Contract number	Contractor name	Description	Amount (EUR)

TABLE 14: Contracts declared secret in 2024

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

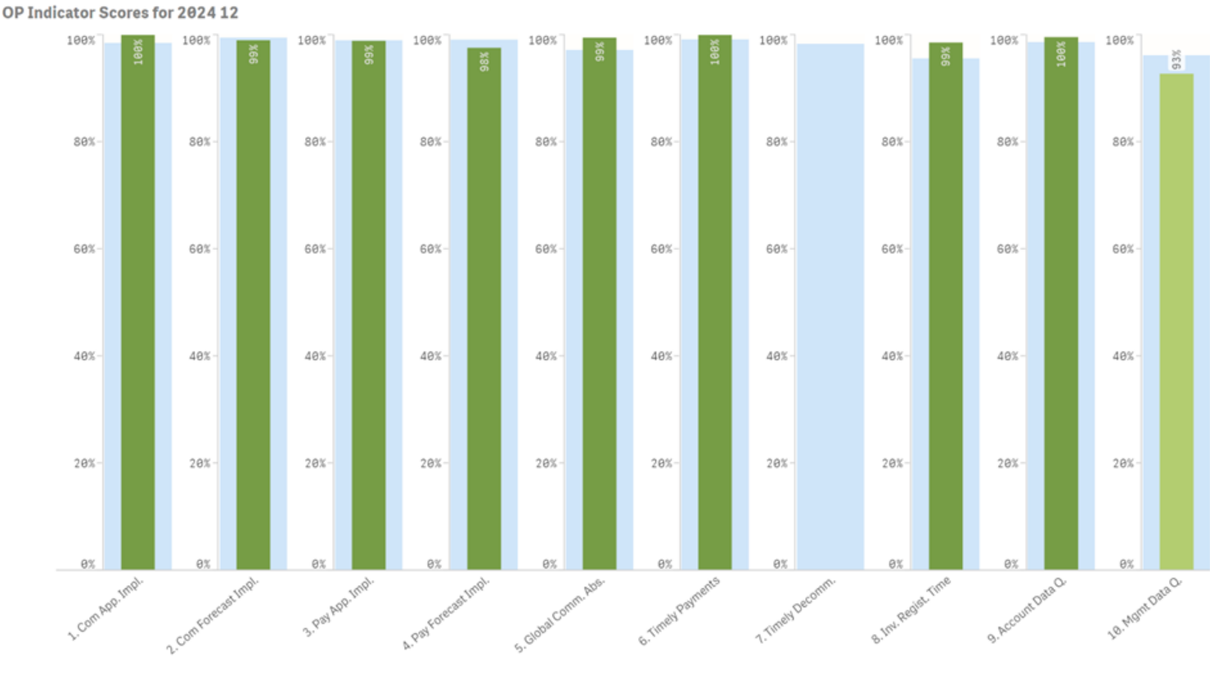
None

TABLE 16: Commitments co-delegation type 3 in 2024

N/A

ANNEX 4: Financial scorecard

This annex service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2024, eleven 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 %).



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		100 %	99 %
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		99 %	99 %
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of financial year		99 %	99 %
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		98 %	99 %

Indicator	Objective	Comment	OP Score	EC Score
5. Global Commitment Absorption	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		99 %	97 %
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.	100 %	99 %
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle	The indicator is not applicable for DG OP in 2024 due to the lack of underlying transactions recorded by DG OP in 2024.	- %	98 %
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		99 %	96 %
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		93 %	96 %
11. Timely Invoice PF clearing	Ensure efficient clearing by invoices of prefinancing payments within the invoice payment time limit	The indicator is not applicable for DG OP in 2024 due to the lack of underlying transactions recorded by DG OP in 2024.	-	100 %

ANNEX 5: Materiality criteria

Since 2019 ([2]), 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 2024.

([2]) Agreement of the Corporate Management Board of 30 April 2019.

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

No critical issues were reported by the ECA and IAS and no issues were reported by OLAF in 2024.

ANNEX 6: Relevant Control System(s) 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 *Comité des achats et marchés* (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 and non-compliance events which is analysed semi-annually.	All exceptions and non-compliance cases registered are analysed.	**Effectiveness:** Number and value of exceptions and non-compliance cases 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 register of exceptions and non-compliance events is analysed. **Economy (costs):** Cost is time spent on analysing the register.
Errors in preparing and processing budgetary commitments may lead to irregularities or illegal commitments.	Operational and financial verification. The financial control performs: —sample based second level *ex ante* controls of commitments on anticipated credits and credits of year n— a sample based *ex post* control of commitments not subject to second level *ex ante* controls in year n-1.	All transactions are subject to first level verification. The sample size of *ex post* and second level *ex ante* 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 (*ex ante*) for commitments. Financial control performs quarterly *ex post* controls.		

DIRECT MANAGEMENT — 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. The financial control performs: —sample based second level *ex ante* controls of recovery orders; 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 *ex post* and second level *ex ante* 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.

NON-EXPENDITURE ITEMS – TRANSFERS AND PROTECTION OF ASSETS

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 (*ex ante*).	100 %	**Effectiveness:** Number of requests checked. Transfer requests in error. Benefits are qualitative and their main effect is of a preventive nature. Occasional corrections may be undertaken due to financial control observations. **Efficiency:** Number of errors detected. **Economy (costs):** Cost is full-time staff equivalent devoted to controls.

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.	Financial control checks all write-off requests (*ex ante*).	100 %	**Effectiveness:** Number of requests checked. Benefits are qualitative and their main effect is of a preventive nature. Occasional corrections may be undertaken due to financial control observations. **Efficiency:** Number of errors detected. **Economy (costs):** Cost is full-time staff equivalent devoted to controls.

ANNEX 7: Specific annexes related to "financial management"

1. Reports and documentation considered for the assessment of the DG's functioning in view of the AOD's assurance:

- the reports by the authorising officers by subdelegation (including reports on the financial data and the main points concerning controls and risks, follow-up of actions on audit recommendations, and significant problems);
- the quarterly reports to the Office's Management Committee;
- the reports of the *ex post* and second level *ex ante* financial controls;
- specific analyses performed by the Interinstitutional Relations, Innovation, Programming and Compliance Unit and review of important processes and procedures and their documentation, including the reports on recorded exceptions and non-compliance events;
- the monitoring of the implementation of the Anti-Fraud Strategy;
- the contribution by the Head of Unit in charge of risk management and internal control, including the results of internal control monitoring at the Office level;
- the limited conclusion of the internal auditor on the state of control, and the observations and recommendations of the Internal Audit Service (IAS);
- observations and recommendations reported by the European Court of Auditors (ECA).

2. Financial Regulation: Additional reporting requirements resulting from the 2018 and 2024 revisions

In line with the requirements of the Financial Regulation, the Office reports for the year 2024:

1) **no cases of any in-kind donation made to the Union, for the purposes of humanitarian aid, emergency support, civil protection or crisis management aid (FR art 25.3)**
2) **no cases of "confirmation of instructions" (FR art 92.3)**
3) **no cases of financing not linked to costs (FR art 125.3)**
4) **no Financial Framework Partnerships >4 years (FR art 131.4)**
5) **no cases of flat-rates >7% for funding indirect costs (FR art 184.6)**
6) **no derogations from the principle of non-retroactivity pursuant to Article 196 of the Financial Regulation.**
7) **no cases of financial support to third parties >EUR 60 000 (FR art 207)**
8) **no non-financial donations provided in the form of services, supplies or works (FR art 244.3)**

Sound financial management		
Indicator: Estimated risk at closure **Source of data:** Publications Office, Unit D4		
Baseline (2019)	**Target** (2024)	**Latest known results** (31 December 2024)
0.12 % of relevant expenditure	< 2 % of relevant expenditure	0.01 %

Main outputs in 2024:

Output	**Indicator**	**Target**	**Latest known results 2024**
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure	0.01 %
	Estimated risk at closure	Remains < 2 % of relevant expenditure	0.01 %
Effective controls: Safeguarded assets and information	Number of data leaks	0	0
Effective 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	100 % of commitment appropriations with respect to final budgets and 99.9 % of payments (in value) made on time
Ex post controls (payments)	Coverage of ex post controls in percentage of transactions value (payments)	Remains > 15 % of transactions value	36.25 %
Economy of controls	Overall estimated cost of controls	Remains < 5 % of funds managed	< 2.25 %

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 (2019)	**Target** (2024)	**Latest known results** (31 December 2024)
100 %	100 % of action points implemented in time	100 %

Main outputs in 2024:

Output	**Indicator**	**Target**	**Latest known results 2024**
Implementation of the new anti-fraud strategy of the Office (2024-2026)	Degree of implementation of the actions for 2024 included in the Office's anti-fraud strategy	100 %	100 %

Output	Indicator	Target	Latest known results 2024
Three dedicated anti-fraud trainings	Percentage of staff reached by training activities	100 %	100 %

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 2024, 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.*

CONTROL OF COMMITMENTS AND PAYMENTS

Financial circuits procedures

For the verification of commitments and payments, an estimated EUR 2.68 million were invested in controlling 5 158 financial transactions worth EUR 311.74 million, out of which EUR 57.69 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 4.65 % of the total payment amount was dedicated to control.

Financial control procedures

Regarding *ex ante* controls on commitments and recovery orders performed by the Financial Control of the Office, the methodology has been changed but the target sampling rate remained the same (40 % or 25 % depending on the type of transaction). The Director-General, decides based on the workload of the Finance Unit/Financial Control team, to launch the controls from the moment the anticipated credits are made available until the end of April in the form of a periodical *ex post* control. Beginning of May, 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. The financial activity in terms of commitments and recovery orders, for non-exempted unit/s remains under level 2 *ex ante* control on a daily basis until 31 of December year n. Beginning of year n+1, a global *ex ante* exercise report is produced. 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 2024.

Public procurement control procedures

For public procurement, an estimated EUR 0.9 million were invested in controlling 14 procurement procedures (including negotiated procedures under EUR 60 000 and budgetary increase and amendment procedures) with a total value of EUR 90.55 million which resulted in 15 contracts signed. Thus 1 % of the procurement 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 0.1 million were invested in controlling revenues (recovery orders) worth EUR 3.8 million.

Overall controls

Overall controls (including control of procurement, control of financial circuits, financial control, control related to budget and accounting, coordination and internal control) cost EUR 3.76 million, which is 2.25% of the value of transactions in the scope of the different types of controls — this includes the value of procurement procedures verified, the amount of payments made, recovery orders and assets. In 2023, the costs of controls were EUR 3.51 million.

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. Table Y – Overview of the Office’s estimated cost of controls at Commission (EC) level

- Overview of OP's estimated cost of controls at Commission (EC) level

EXPENDITURE

The absolute values are presented in EUR

OP	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)*
Direct management - procurement	2.727.994,00 €	57.690.083,01 €	4,73%	876.459,00 €	209.215.731,85 €	0,42%	3.604.453,00 €	6,25%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
OVERALL total estimated cost of control at EC level for expenditure	**2.727.994,00 €**	**57.690.083,01 €**	**4,73%**	**876.459,00 €**	**209.215.731,85 €**	**0,42%**	**3.604.453,00 €**	**6,25%**

NON-EXPENDITURE ITEMS ****

OP	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								
Direct management - revenues	54.963,00 €	3.872.235,52 €	1,42%	56.735,28 €	1.746.099,24 €	3,25%	111.698,28 €	2,88%
Non - expenditure items	2.746,46 €	14.829.800,09 €	0,02%	40.796,00 €	14.829.800,09 €	0,28%	43.542,46 €	0,29%
	- €	- €	N/A	- €	- €	N/A	- €	N/A

** if the control costs are not attributable to a single RCS and may relate to a 'mix' of expenditure, revenue, assets/liabilities, etc, they may be grouped*

*** ratio possibly “Not Applicable (N/A)”, e.g. if a RCS specifically covers an Internal Control Objective such as safeguarding sensitive information, reliable accounting/reporting, etc*

**** any ‘holistic’ control elements (e.g. with ‘combined’ ex-ante & ex-post characteristics) can be reported in the ex-ante column provided that a footnote clarifies this (their nature + their cost). Example: MS system audits in shared management.*

***** 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)*

ANNEX 8: Reporting on the internal and external audits and assessing the effectiveness of Internal control systems

The Internal Audit Service carried out an audit on IT security risk management at the Commission in 2024. The objective of the audit was to provide assurance on the adequacy of the design, the efficiency and the effectiveness of the ITSRM framework (methodologies, standards, guidelines and tools) and processes at the corporate (Commission) and at the decentralised (department) level, thus ensuring compliance with the EC IT security framework and international best practices. Based on the collected information analysed through various criteria, the IAS has selected a sample which represents diverse IT security risk management postures in the Commission. Consequently, the IAS has also selected the Publications Office as part of the audit scope. There are two very important recommendations for the Office which were accepted by management:

Recommendation 1 - IT security risk management methodologies and tools. Update the IT security risk studies and IT security plans during their next review. Approve and accept, resulting existing residual and other risks that exceed the defined risk acceptance levels. Timely implement the IT security measures.

Recommendation 2 - Risk and acceptance criteria. Define and document IT security risk appetite and translate this into specific risk criteria as part of the IT security risk assessments.

An action plan is currently being developed in close cooperation with DG DIGIT.

These recommendations do not have a material impact on the effectiveness of the internal control system and achievement of the internal control objectives, hence they do not lead to reservations.

ANNEX 9: Specific annex related to "Control results"

Table X : Estimated risk at payment and at closure

Publications Office	'Payments made' (in 2024; m EUR)	*Minus* new prefinancing [*plus* retentions made] (in 2024; m EUR)	*Plus* cleared prefinancing [*minus* retentions released and deductions of expenditure made by MS] (in 2024; m EUR)	Relevant expenditure" (for 2024; m EUR)	Detected error rate or equivalent estimates	Estimated risk *at payment* (in 2024; m EUR)*	Adjusted average recoveries and corrections (*adjusted* ARC; %)	Estimated future corrections [and deductions] (for 2024; m EUR)	Estimated risk *at closure* (for 2024; m EUR)*
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Publications	57.69	0	0	57.69	0.01 %	0.01	0	0	0.01
Total	**57.69**	**0**	**0**	**57.69**	**0.01 %**	**0.01**	**0**	**0**	**0.01**
					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 departments. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating departments.

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & 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 [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of *expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. 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 contributions to agencies)*, the rate which should be used is 0.5 % as a conservative estimate, unless the department has a more precise estimate based on evidence. In 2024 the average error rate is close to zero and has been rounded up to 0.01 %. The estimated overall amount at risk 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 measures each department applied over the past years as a result of ex post controls. The AOD has adjusted this historic average (from 0.04 % 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 2024 payments will be made. Therefore, the estimated future corrections for 2024 expenditure are EUR 0 million.

*The amounts of the estimated risk at payment and risk at closure are close to zero, 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 and SEC(2023)200		
Baseline (2019)	**Target** (2022) + (2024)	**Latest known results** (2024)
8 female middle managers out of 17 (47 %)	Period 2020-2022: 2 first female middle management appointments Period 2023-2024: no target proposed; the objective is to make balanced first appointments	No first female middle management appointment in 2024 (No middle management appointments took place in 2024; one male first appointment in 2023) 47 % female representation end of 2024
Indicator 2: The Office's staff engagement index **Source of data:** Commission staff survey		
Baseline (2018)	**Target** (2024)	**Latest known results** (2023)
67 %	70 %	72 %

Main outputs in 2024:			
Output	**Indicator**	**Target**	**Latest known results 2024**
Staff engagement	Individual meetings of the DG with all colleagues joining the Office	100 %	100 %
	Regular town hall meetings for all staff	4 in 2024	4
Gender balance	Number of women participating in talent development and coaching actions	5	2
Gender balance at all management levels	Percentage of women in senior management positions	50/50 %	60 %
	Percentage of women in middle management positions	50/50 %	47 %

Digital transformation and information management			
Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ([3]) **Source of data:** Publications Office, Unit A.3			
Baseline	**Interim Milestone**	**Target**	**Latest known results**
(2018)	(2022)	(2024)	(2024)
36 %	60 %	90 %	68 %
Indicator 2: Percentage of the Office's key data assets ([4]) for which corporate principles for data governance ([5]) have been implemented **Source of data:** Publications Office, Local Data Correspondent			
Baseline	**Interim Milestone**	**Target**	**Latest known results**
(2019)	(2022)	(2024)	(2024)
75 %	85 %	90 %	92 %
Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance **Source of data:** Publications Office, Unit D.4			
Baseline	**Interim Milestone**	**Target**	**Latest known results**
(2018)	(2021)	(2024)	(2024)
Circa 10 %	50 %	100 %	92 %

Main outputs in 2024:			
Output	**Indicator**	**Target**	**Latest known results 2024**
List of actions to implement the corporate principles for data governance for the Office's key data assets	Percentage of implementation of the corporate principles for data governance for the Office's key data assets	Interim milestone by 2024: 90 %	92 %
UPP	Coverage of production workflows for general publications	100 %	100 %
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 the rating 'Acknowledge' in the RMQ and further improve the posture within	Rating "Acknowledge" maintained

(3) 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.

(4) 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.

(5) 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.

Identify digital skills training needs, create and promote trainings required for the digitalisation of the Office	Participation of staff in customised digital skills trainings in line with the Office's specific needs: • Digital literacy trainings • Data literacy trainings • Collaboration tools trainings • Newcomers' trainings All staff is invited for a yearly knowledge assessment related to cybersecurity essentials and cyber hygiene, to take an online training and participate in phishing exercises.	75 % attendance (70 % in 2023)	- 77 % attendance of newcomers to the IT Tools fundamentals - At least 50 % users attended at least one M 365 refresher training. - Specialized trainings for secretaries, managers, the library, units and directorates were specifically designed and carried out
	Staff has participated in at least one cybersecurity training and awareness exercise in 2024	35 % attendance	52 %
Strengthen IT projects' compliance, quality and visibility	Percentage of ongoing projects approved by the Information Technology Cybersecurity Board	100 % by end 2024	100 %
	Number of project status reports submitted to the Project Support Office	4 project status reports / year	4 project status reports per project submitted for 70 % of all projects
	Level of involvement of the Security Competence Centre and Architecture at project initiation	100 % of projects covered	100 %
Promote the digital workplace elements provided by DG Digital Services	Providing information to the Office's users on new and existing DG Digital Services-provided applications and processes	> 50 Office-wide announcements > 6 dedicated trainings or workshops > 70 % attendance to at least one IT-related training or workshop	66 40 Attendance 79 %
Compliance of data processing records	Percentage of records revised / updated throughout the year	90 %	91%

Dedicated data protection training	Percentage of staff reached by training activities	90 %	92 %
IT Security Plans	Information Systems having a ITSP not older than 2 years by the end of 2024	> 95 %	100 %

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)	(2024)
7.5 tonnes	< Baseline	1.77 tonnes
Indicator 1.2: Energy consumption of buildings (electricity and heating)		
Baseline	**Target**	**Latest known results**
(2019)	(2024)	(2024)
7 113.92 MWh/year	< Baseline	1 222.88 MWh/year
Indicator 1.3: Water use		
Baseline	**Target**	**Latest known results**
(2019)	(2024)	(2024)
8 112.69 m^3	< Baseline	5 168.19 m^3
Indicator 1.4: CO2 emissions from buildings		
Baseline	**Target**	**Latest known results**
(2019)	(2024)	(2024)
316.1 tonnes	< Baseline	122.83 tonnes
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)	(2024)
SuperDrecksKëscht fir Betriber label for waste sorting methods	Maintain label	Maintained

Main outputs in 2024:			
I. Reducing emissions from staff and expert´ business travel and reducing CO2 and other			
Output	**Indicator**	**Target**	**Latest known results 2024**
Staff awareness actions about waste generation, reduction of water consumption, energy use and CO2 emissions	Communications are published/distributed	At least two communications per year	4 articles published
Reducing CO2, equivalent CO2 and other atmospheric emissions	Reduction of the CO2 (t) emissions from the Office's missions	- 50 % compared to 2019	- 64 % (2019: 41.15 t CO2, 2024: 14.84 t CO2)
Organisation of events in line with the EC guidelines for sustainable meetings and events	Percentage of sustainable events	100 %	80 % (estimation; not aways possible to ascertain the sustainability credentials e.g. of external venues or caterers)
Green Public Procurement for supplies and services	Percentage of relevant high-value calls for tenders incorporating green procurement criteria	100 %	100 %

ANNEX 11: Implementation through non EU entrusted entities and/or EU Trust Funds

Not applicable.

ANNEX 12: EAMR of the Union Delegations

Not applicable.

ANNEX 13: Decentralised agencies and other EU bodies

Not applicable.

ANNEX 14: Reporting on the Recovery and Resilience Facility

Not applicable.