

Management Plan 2026

Legal Service

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PART 1. Introduction

Mission statement and operating context

EU law is the guiding thread of European integration. At the heart of the European project is the existence of rule-based institutions, which act strictly under the Treaties and are subject to law. Everything the EU does is possible first and foremost because it is based on the respect of EU law. Within the European Commission, the Legal Service has actively contributed to its development and enforcement.



The existence of the Legal Service is anchored in Article 21 in the rules of procedure of the Commission. It stipulates that, before initiating any of the procedures for the Commission to adopt decisions, the Legal Service must always be consulted on all drafts and proposals for legal instruments, and all documents that may have important legal implications.

As a horizontal service, under the authority of the President, the Legal Service in its exclusive role, provides legal advice and legal representation of the institution with the purpose of ensuring that the law is respected, thereby contributing to upholding the rule of law, and to act as the guardian of the Treaties, indirectly contributing to all the priorities of the von der Leyen Commission.

Independent legal advice



The Legal Service provides **independent legal advice** to the Commission, thus contributing to its ability to meet its policy objectives.

The Legal Service provides its best assessment of how the law is to be interpreted and applied. It also provides advice to the Commission in its legislative and regulatory tasks seeking to ensure that all **legal texts adopted** by the Commission fully **respect the Treaties** and are drafted with the necessary legal clarity and in the interest of EU citizens. The Legal Service continuously strives to achieve, maintain and develop legal excellence in all aspects of its work and adheres to the highest ethical standards.

Defence of the interest of the European Union



The Legal Service **represents the Institution before EU, national and international courts and arbitration bodies** contributing to the enforcement of EU law and defends measures attributable to the Commission and/or the European Union. The Legal Service also assists the Court of Justice by presenting the Commission's position in all preliminary reference procedures and informs judges and arbitrators as amicus curiae on relevant points of EU and international law.

Strategic outlook

In a period of important changes in a volatile geopolitical environment, it is expected that the number of legislative acts for adoption will increase, with a trend for more complexity in cases and files. This goes with the unprecedented work for the simplification of the European legislation (more than ten omnibus packages) to reduce the red-tape accumulated across the years. In these circumstances, workload management will be a strategic challenge. Preparations for accession by the European Union to the European Convention for Human Rights will also continue.

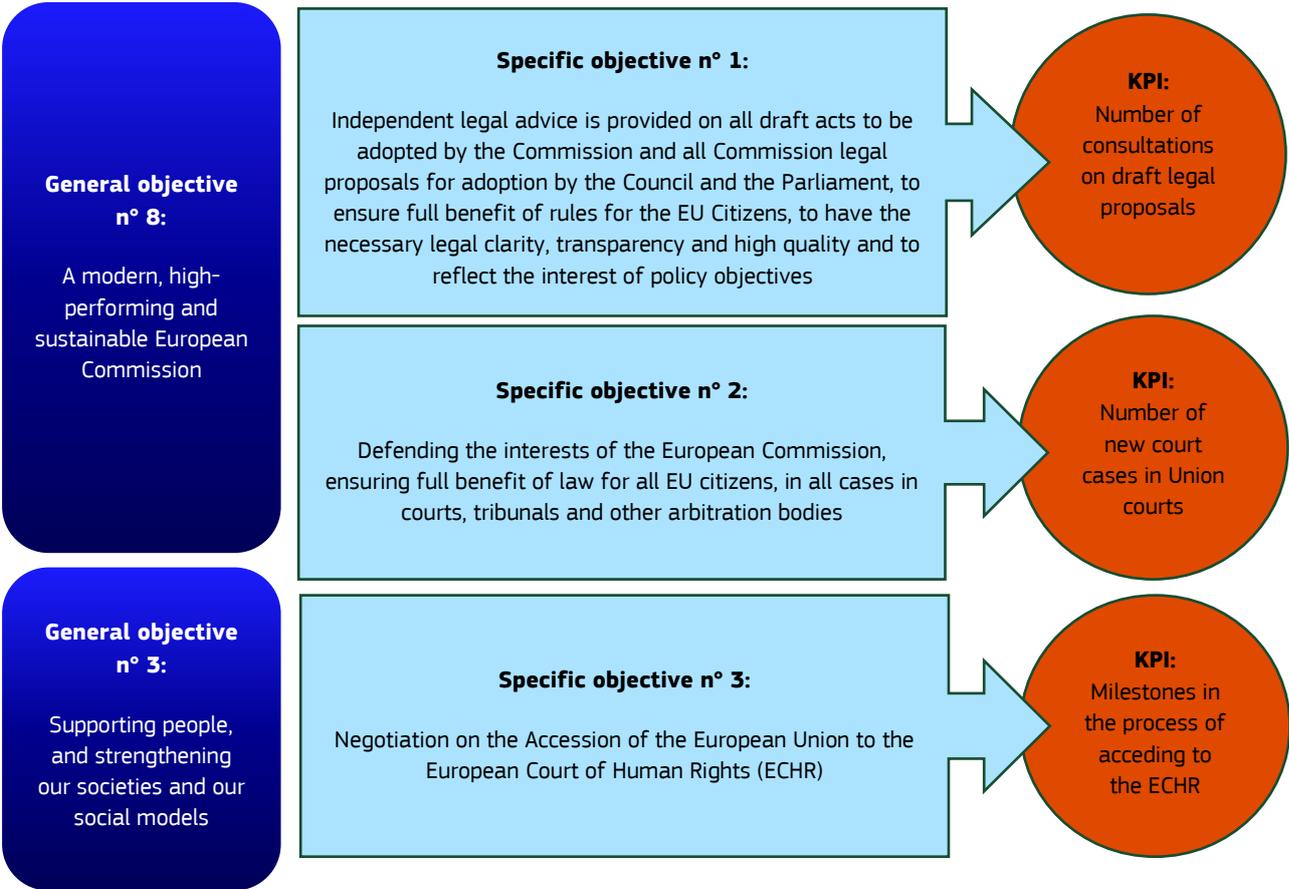
Strategic planning and programming are the cornerstones of the **Commission’s performance management framework**, as outlined in the [Commission’s strategic plan for 2025-2029](#). This multi-annual strategic plan provides a basis for annual planning and reporting by the departments on their main objectives and achievements. It also offers an umbrella under which each department presents their strategic outlook for the five years of the second von der Leyen Commission.

The mission statement, operating context, 2025-2029 strategic outlook and efforts to contribute to cross-cutting Commission priorities related to the implementation and simplification agenda ⁽¹⁾ remain unchanged, as outlined in our strategic outlook, see Legal Service’ [Management Plan 2025](#).

Part 2 of the management plan provides the main outputs that the Legal Service plans to deliver on the [Commission Priorities 2024-2029](#) in 2026. Part 3 defines the main outputs that the Legal Service plans to deliver on mandatory common multi-annual objectives to build a modern and sustainable public administration in 2026.

The related outputs with their indicators and targets are shown in Annexes 1 and 2 to this plan.

The chart below illustrates how the general objectives, specific objectives and key performance indicators reflect the core aspects of the Legal Service’s performance.



⁽¹⁾ See [Communication A Simpler and Faster Europe](#)

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

The Legal Service is a horizontal service that works under the direct authority of the President of the Commission, Ursula von der Leyen, providing in its exclusive role **legal advice** and **legal representation**, hence contributing to **General objective n° 8: A modern, high-performing and sustainable European Commission**.

To handle the requests for both legal advice and for legal representation, the Legal Service has highly skilled, competent and committed staff and a flat organisational structure in which the work and staff are organised by area of law.

Legal Advice

In its advisory role, the Legal Service has extensive horizontal duties as provider of **legal advice to the President and the College**, as well as **to Commission DGs and services** in all areas of the Commission's activities, i.e. in all areas of Commission policies and programmes, hence contributing:

Independent legal advice is provided on all draft acts to be adopted by the Commission and all Commission legal proposals for adoption by the Council and the Parliament, to ensure full benefit of rules for the EU Citizens, to have the necessary legal clarity, transparency and high quality and to reflect the interest of policy objectives

- to the achievement of the Commission's policies;
- in the development of legislation, notably legal advice in the preparation of legal acts and legislative proposals (content and drafting);
- in conducting international negotiations;
- in acting as the guardian of the Treaties; and
- in exercising its powers to adopt implementing and delegated acts.

To enable the Legal Service to perform its mission effectively, all Commission DGs and services must seek the **opinion of the Legal Service on all proposed legal acts** to be put before the Commission for adoption. Its advice, by ensuring the legal soundness of the proposals, can lead to a reduction in the number of court cases brought against the Commission and therefore **contributes to efficiency gains throughout the Commission**.

For all incoming requests, the Legal Service will provide **independent legal advice** to the Commission, its DGs and services, carefully considering the relevant elements of law, legal interpretation and facts. All points of view will be considered, with the purpose to ensure that the advice will guide the Institution as to the limits of and opportunities provided by the law, based on best assessment by the Legal Service of how the law is to be interpreted and applied.

Advice will already be given at the beginning of the legislative drafting process through informal consultations, and during the formal inter-service consultation, within the established

deadlines, which for most of the formal consultations require a reply between 48 hours and 10 working days. Very urgent consultations may have to be replied to within 24 hours or less.

Since 2021, the **number of consultations on draft legal acts and other decisions for adoption fluctuates at around 10.000** (new legislative acts, implementing and delegated acts, decisions, corrigenda, addendums, etc.), though there is an **increased complexity** in many of them which imply an increased workload.

Further efforts will be made with the purpose to improve the quality of legal drafts by continuous information to DGs and services on **'How to consult the Legal Service'** and by providing **training on legislative drafting**. To increase efficiency, the Legal Service is in the process of **developing artificial intelligence, AI@SJ**, with the objective to increase atomisation and increase productivity in its operational processes.

Performance table 1 in [Annex 1](#) (page 18) shows the related outputs and indicators per category of legal advice.

Consultations on infringement procedures

Infringement procedures are initiated when there is information on a Member State failing to implement EU legislation correctly. Most infringement procedures are solved through discussions and negotiations with the Member State. Since the stocktaking report of 2023, there has been an important effort to decrease the backlog of infringement procedures. As underlined in the 2025 Overview Report on Simplification, Implementation and Enforcement (COM(2025)871), monitoring the application of EU law by the Member States and ensuring compliance remain top priorities for the Commission. Resolute enforcement is called for when the Commission's increased efforts to support Member States in the implementation of EU law do not yield results.

Performance table 1 in [Annex 1](#) (page18) shows the related outputs and indicators per category of legal advice.

Expected outputs in 2026

14.000 requests for legal advice

10.000 draft legal acts and other decisions for adoption

1.500 consultations on the infringement procedure

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

- Competitiveness Compass
- Boosting productivity and cyber security within digital tech
- Tackling the skills and labour gaps
- Research and innovation
- A clean industrial deal
- A more circular and resilient economy
- European Savings and Investment Union

GO 2: A new era for European defence and security

- Bringing the European defence union to life
- A preparedness Union
- A safer and more secure European Commission
- Stronger common borders
- Standing fair and firm on migration

GO 3: Supporting people, and strengthening our societies and our social models

- Social fairness in the modern economy
- Agenda for Consumers
- Affordable Housing plan
- A Union of equality
- Reuniting societies, supporting young people

In 2026, questions are expected on: the support for the industrial and automotive sector, developments in the Single market and in particular on the “fifth freedom” through the **European Innovation Act**, the **Savings and Investment Union** which will include the strengthening of shareholders rights, the **Cloud and AI Development Act**, the **Quantum Act**, **Advanced Materials Act**, revision of guidelines for assessing mergers, the **Critical Raw materials Centre**, the Energy Union, the **Circular Economy Act**, the **Clean Industrial Deal**, the **Energy Union** and the **Sustainable tourism strategy**.

The Legal Service expects to deal with requests for advice: on the development of Europe's defence, through **simplifying defence and sensitive security procurement rules**, the **European Drone Defence Initiatives**, the **Qualitative Military Edge program**, the **Pact on Migration and Asylum**, sanctions targeting smugglers and traffickers, the **new European critical communication system** and on **protection for children against crime**.

Questions regarding the **Quality Jobs Act**, the **Fair labour mobility and Education packages**, the **European Affordable Housing Plan**, the EU **anti-poverty strategy**, on the Eastern border regions, and on the Communication on islands and coastal communities.

GO 4: Sustaining our quality of life: food security, water and nature

Climate adaptation, preparedness and solidarity
Agriculture and food
Fisheries, oceans and protecting the natural world

GO 5: Protecting our democracy, upholding our values

Protecting our democracy
Strengthening the rule of law
Citizens and the heart of democracy

GO 6: A global Europe – leveraging our powers and partnerships

Enlargement, geopolitical imperative
More strategic neighbourhood approach
A new economic foreign policy
Reshaping multilateralism for today's world

GO 7: Delivering together and preparing our Union for the future

A new budget fit for our objectives
An ambitious reform agenda for Europe
Delivering together with the European Parliament

In the area of health and environmental aspects, advice will be provided on: the up-coming **buy European food campaign**, the rules on unfair trading practises in the food chain, the **Livestock strategy**, the **Ocean Act**, the **Digital Action Plan**, the **Water Resilience Platform** and on the policy on wildfire management.

Furthermore, in 2026 the Legal Service expects requests for advice on the **protection of our democracy**, on the strengthening of the **rule of law** and on questions on the **Media Resilience programme**, the **Digital Fairness Act**, **Anti-corruption**, the **Gender Equality** and **rights for persons with disabilities**.

In 2026, the Legal Service also expects to give its advice to consultations on **enlargement**, the **neighbourhood policies**, the **new economic foreign policy** and how to **reshape multilateralism**, on the **Pact for the Mediterranean**, the **Middle East strategy, including supporting the transition in Syria and Lebanon**, on **global humanitarian aid systems** and the **Global health resilience initiative**.

The Legal Service expects to answer requests in the areas of the **new budget, the Multiannual Financial Framework (MFF)**, on **reform** suggestions and on the **cooperation with the European Parliament**.

Advice on quality of legislation and legal revision

The Legal Service also provides its advice to the Commission in its legislative and regulatory tasks seeking to ensure that **all legal texts adopted by the Commission fully respect the Treaties, are consistent with existing EU legislation**, are drafted with the necessary legal clarity and in the interest of EU citizens. The advice will address both the legal area and quality

of legislation aspects, which will contribute to well-drafted texts before adoption, ensuring linguistic coherence once translated into all official EU languages, easier implementation in the Member States and ultimately better understanding by citizens of their rights and obligations. The Legal Service will report on the **number of quality of legislation reviews** and the proportion of selected proposals/texts that have undergone reviews.

The Quality of Legislation team is active on all stages of legislative drafting: in the pre-consultation phase, in the formal consultation procedure and even afterwards. Advice is given on **how to improve legislative drafting and how to ensure that draft legal acts comply with the rules on legislative drafting** with a view to keeping the draft as clear, simple and easy to implement as possible. This contributes to the improved **quality of draft legal acts and an increase in efficiency by enabling more accuracy, legal consistence and legal certainty**, also reducing implementation costs by clearer drafting, and to effective translations in a legally consistent way into all official languages. The observations and suggestions by the Quality of Legislation team are discussed with and communicated to the responsible thematic team. They form part of the formal Legal Service’s replies.

The current Commission mandate has put simplification at its core, focusing on reducing administrative burdens and simplifying implementation. The legal Service will support the **unprecedented drive to simplify European legislation**. This starts with addressing administrative red tape accumulated over time. The **simplification of current legislation is often being carried out through so-called “omnibuses”** and ten have already been adopted. More will be done in coming year, in particular to avoid gold-plating by Member States. In this context, the Legal Service has been asked to give its opinion on and revise many such texts. The Quality of Legislation Team works to **ensure internal and external consistency of these texts and eliminate overlaps and discrepancies**. The Legal Service will also be essential in a comprehensive **regulatory deep house cleaning of the EU acquis**.

As the lead service, every year the team also proposes acts to be **codified**, i.e. updating the act by merging all amendments into it, to the Commission’s DGs and services. Acts can also undergo a **recast**, adding new aspects to a legal act. The Quality of Legislation team gives advice on whether an envisaged recast is the suitable instrument, or whether another legislative technique should be used.

The team will provide training to Commission DGs, both general and customised, to contribute to improving the quality in legal drafting.

In the framework of the **digitalisation of work procedures**, the Quality of Legislation team will also contribute to the development of **digital techniques and tools** for the elaboration of legislation, which will contribute to **simplifications in the administrative processes**.

Performance table 1 in [Annex 1](#) (page 18) shows the related outputs and indicators per category of legal advice.

Expected outputs in 2026

- 1.600 legal acts checked for legislative drafting quality (i.e. 16%)
- 60 texts multilingual coherence
- 400 corrigenda acts
- 3 Codification
- 8 Omnibus packages
- 6 general training courses (LEG team)
- 6 requested training courses by DGs
- 3 inter-institutional training courses

Legal Representation

The Legal Service has the **exclusive role** of **representing the European Union and the Commission in courts and tribunals**. The Director-General of the Legal Service is empowered by the Commission to designate the agents (i.e. responsible lawyers) to represent the Commission/the Union before the courts and tribunals:

Defending the interests of the European Commission, ensuring full benefit of law for all EU citizens, in all cases in courts, tribunals and other arbitration bodies

- Before the Court of Justice and the General Court of the European Union.
- Before national courts, both in the Member States and in third countries, especially in cases where the Union or the Commission is a party. A significant proportion of the cases in national courts concerns forced recovery of debts (76% in 2024).
- Before the European Free Trade Association (EFTA) court.
- In the exclusive task of representing the European Union, on behalf of the European Commission, in dispute settlement procedures under the World Trade Organisation Agreement (WTO) and other international agreements.
- In arbitration bodies.
- Before international courts and tribunals, such as the International Court of Justice and the International Tribunal for the Law of the Sea, and the European Court of Human Rights.

The Commission may:

- Act as an applicant, e.g. in the case of an infringement of EU law by a Member State, or to challenge an act adopted by another institution or when deciding to bring an appeal.
- Act as a defendant, as in the case of an action for annulment of one of its acts or in the case of a failure to act.
- Intervene in disputes between other parties.
- Intervene as *amicus curiae* (friend of the court) in all preliminary ruling procedures before the Court of Justice.
- Intervene as *amicus curiae* before national courts in Member States (particularly in state aid and competition cases) and before international courts, tribunals and arbitration tribunals.

The Rules of Procedure of the Court of Justice require the Commission's agents to present their written and oral statements in the language of the case. To meet this requirement, the Legal Service has lawyers from all Member States. In this way, it pools knowledge of all the Union legal systems and in all the official languages.



The Legal Service pursues the enforcement of EU law and defends measures of the Commission and the European Union. It is involved in arbitration cases and in international negotiations, such as within the World Trade Organisation (WTO) and other international bodies, in reactive defensive cases, as well as in proactive cases, as applicant. During the past five years, the on-going cases in Courts of the Union have fluctuated to around 2 000 per year and WTO cases have fluctuated to around 95 cases. On-going preliminary rulings have increased by 9%, on-going national court cases by 43% and on-going arbitration cases by 42%. The Legal Service will report on the yearly figures on the **number of court cases per legal domain, average number of cases per staff member** and their **success rates**.

Performance table 2 in [Annex 1](#) (page 19) shows the related outputs and indicators per category of legal representation.

The development of **artificial intelligence** will continue in 2026 by further automated and standardised documents for court hearings which will **contribute to simplified administration** in the operational processes.

Expected outputs in 2026

- 1.200 new court cases
- Success rate at 80%
- Average of 8 ½ on-going cases per lawyer
- 190 new national court cases
- 200 new arbitrations
- 10 new WTO cases

Accession to the European Convention for Human Rights

Negotiation on the Accession of the European Union to the European Court of Human Rights (ECHR)

The Legal Service is the **leading Commission service in the process for the Union’s accession to the European Convention for Human Rights** (ECHR). This reflects the EU’s commitment to the protection of human rights and fundamental freedoms across Europe.

In March 2023, the negotiators reached agreement on a revised set of accession instruments. In July 2025, following clarification in the case-law on the scope of judicial protection under the Common Foreign and Security Policy, the Commission decided to request an Opinion from the Court of Justice under

Article 218(11) TFEU to confirm the revised agreement’s compatibility with the EU Treaties. The Legal Service is responsible for handling the Opinion proceedings.

A hearing in the Opinion proceedings is likely to take place in 2026. The Legal Service also expects to advance the work with the Council on internal rules for the accession.

Performance table 3 in [Annex 1](#) (page 19) shows the related outputs for the accession to the European Convention for Human Rights.

Expected outputs in 2026

- Opinion proceedings hearing.
- Advice to be given on the proposals for the internal rules.

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

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

The Directorate-General of the Legal Service 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 Legal Service will continue implementing the key priorities in human resource management, within the context of the Commission's overall HR strategy. We will continue to emphasise key HR actions to assist the staff, striving to **maintain high staff engagement** in the Legal Service. Work continues to **address the ageing staff population and the need for maintaining institutional memory** in the coming years as well as **equality, diversity and inclusion**. We will also strive to increase gender balance in management. The management of resources takes place in a critical context, as staff replacement is not automatic. **Post reduction and staff redeployment require a strategic approach** for the Legal Service, linking staff decisions to workload assessments, streamlining discussions, and priorities.

Over 2024 and 2025, the Legal Service undertook a strategic initiative to comprehensively assess **workload distribution, resource allocation, and operational efficiency** across Teams and units. The findings clearly demonstrate that workload remains high across the Legal Service, as case volumes continue to increase while consultations grow more technically complex. In 2026, the recommendations of the workload assessment will be implemented. This will for instance relate to:

- The Legal Service will continue to encourage female staff to take managerial training and, in particular, to apply for the Talent development program.
- Maintaining the "Esprit de Corps" and **encouraging flexibility and Resource-sharing**: Identify legal competences for each lawyer and legal revisor; establish a list per legal domain of colleagues available to assist across Legal Teams; opening up opportunities for lawyers to work on court cases for other teams or help during peak periods.
- Facing the challenge of a significant **risk of increased arbitration cases. We must continue building internal expertise**, share experience, and train colleagues systematically.
- **Evolving working practices**: working even more closely with client DGs; coordinate upcoming work, negotiate timing and working arrangements; share best practices and

exchange workload management strategies during Chefs de File (the Legal Service management) meetings.

- Streamlining internal consultations processes and working on **organisational efficiency**.
- **Clear work priorities: clarifying allocation of resources**, agents for cases and setting standards.
- Examining alternative **future staffing possibilities** to keep up business continuity and excellent service delivery, as well as implementing talent management measures, such as continuing the annual internal mobility exercise for lawyers.
- **Burn-out prevention**, which is key in a demanding working environment. This covers for instance, training, welcome sessions, career guidance, support and a continuation of the Legal Service mentoring programme and the *Chambre d'écoute*.
- The **implementation of the internal training strategy** of the Legal Service will continue. The internal training programme was further expanded in 2025, and we will continue doing so in 2026. This includes offering a wider range of thematic and skills-based sessions tailored to the needs of lawyers and assistants. A new Mock Trial Course was established: on demand by many colleagues. Another new initiative of the Training Group is the joint effort to set up the repository of learning materials for lawyers.
- The **2026 mobility exercise** for lawyers will be launched, as in previous years, trying to carefully balance career development, the need for specific legal competence and business continuity.
- With the purpose of **improving legislative drafting** in the Commission's DGs and Services, the Legal Service will continue to provide training in legislative drafting and undertake information campaigns to improve awareness of the guidance on **How to consult the Legal Service**. Performance table A in [Annex 2](#) (page 20) presents the indicators for Human Resource management.

B. Digital transformation and data management

Overview

Digital transformation

With a renewed support from its senior and middle management, the Legal Service is driving its digital transformation through the **IT Business Implementation Group** (IT BIG), a cross-disciplinary group of lawyers, paralegals and IT staff.

In 2025, the IT BIG launched pilot projects contributing to the implementation of its AI Strategy adopted in 2024, **a legal AI Bot "GAIUS"**, an **AI-assisted case-law digest database "Bricks"** and help by **generative AI for the drafting of court submissions** with initial scope on infringement cases under Art. 260(3) TFEU (Non communication of directive transposition by Member States). They will be further extended and promoted in 2026 with the fresh designation of **AI champions** in each team.

The development and enhancement of independent Legal Service flagship digital solutions **ULM** (litigation management) and **Ref2Link** (legal text analysis) will be pursued in 2026 with the

support of the **Digital Europe** programme and use by other EUIBAs through '**Software as a Service**' agreements.

Finally, the legal Service will fully embrace and deploy automated digital solutions, like the one developed in 2025 for the **end-to-end processing of consultations**.

Digital Culture

The Legal Service aims to improve the digital skills of its staff by proposing **targeted IT training courses**, promoting general IT training based on EU Learn offers and participation in Communities of Practice.

The Legal Service will also foster cybersecurity awareness and encourage staff to follow the corporate **CyberAware** programme and embrace safe use and responsible use of emerging AI powered tools with full understanding of associated risks and limitations.

Digital-ready policymaking

The Legal Service reviews legislative proposals from a legal point of view but is not involved in policymaking.

Business-driven Digital Transformation

Due to the existence of the IT BIG group and its subgroups, any new digital **LegalTech project** or initiative must emanate from business proposals and identified needs.

The Legal Service will keep focusing on **innovation**, collaborating with other Commission departments whenever needed and possible given the unique nature of its business scope. It will still be active in Innovation Lab events and those organised in the frame of Digital Europe.

Seamless digital environment

The Legal Service will continuously enhance its digital landscape by improving the technical and strategic capabilities of its IT systems portfolio. For a long time now, the Legal Service's IT developments have been enforcing the principle of the dual-pillar approach by **a massive reuse of corporate solutions** for general purpose needs **combined with tailored local ones**. In 2026 it will seek further integration with general purpose AI enablers like the GPT@EC or RAG@EC APIs.

Green, secure and resilient infrastructure

To ensure a secure, and resilient infrastructure, the Legal Service took actions to **reinforce its IT security posture in the Risk Management Quadrant**, e.g., the generalised use of EU Login MFA in our information systems. These actions will be pursued in 2026.

In all its IT development, the Legal Service chooses **a proportionate and fit-for-purpose** technical stock contributing to the limitation of resource use and energy consumption.

Data management

Due to its horizontal missions in the EC for legal advice and litigation, the Legal Service consumes vast amounts of data owned by the EC corporate or EUIs.

In contrast, its own data sets are rather limited and of local nature, dedicated to the follow-up of internal processes or litigation proceedings.

For its data, hosted on-site, the Legal Service applies sound data management principles with acknowledgement of ownership along with system ownership. Role or policy-based access control schemes are enforced under the responsibility of data owners.

Data protection

Appropriate technical and organisational measures have been put in place to ensure the accountability for compliance with the **data protection** rules and an appropriate level of security in conformity with the Commission Data Protection Action Plan, ensuring sufficient training of staff and a yearly confirmation by all staff on Data Protection.

Performance table B in [Annex 2](#) (page 21) presents the indicators for Digital transformation, Data management and Data protection.

C. Sound financial management

Financial risk in the Legal Service is considered to be low, with its administrative spending at around EUR 4 million. The centralised financial procedures in the Legal Service comply with baseline requirements and the existing controls put in place contribute to low error rates in payments and to payments within deadlines. For 2026, the **estimated risk to payment for cost-based expenditure is expected to remain below 2%** (<0.5% in 2024). The existing controls in the Legal Service are considered to be both efficient and effective as there has been only one erroneous payment in the past 7 years and, thus, will be maintained.

In 2026, additional functions offered by the new accounting system, SUMMA, such as the reporting tool, will be further utilised to contribute to internal control management. The attention brought to non-compliance events in the contracting procedure at the end of 2023 has decreased the number of non-compliance events. The evolution will be followed in 2026 by analysis and assessment to ensure the trend continues. Detailed information is available in performance table C in [Annex 2](#) (page 22).

D. Fraud risk management

In line with the action plan of its anti-fraud strategy from 2024, the Legal Service will implement the actions scheduled for 2026 by undertaking awareness-raising for newcomers and by encouraging all staff to read the IDOC and OLAF reports, quarterly reports presenting information on external contracts will be prepared and sent to management, the results of controls and assessments of the internal control systems will be issued, all staff will be requested to confirm their ethics awareness and the measures taken to mitigate fraud risk in the recruitment process will be maintained. The Legal Service is contributing to action 30a in the Commission Anti-fraud action plan established in 2023 and will give advice to all requests from EPPO. Detailed information is presented in performance table D in [Annex 2](#) (page 22).

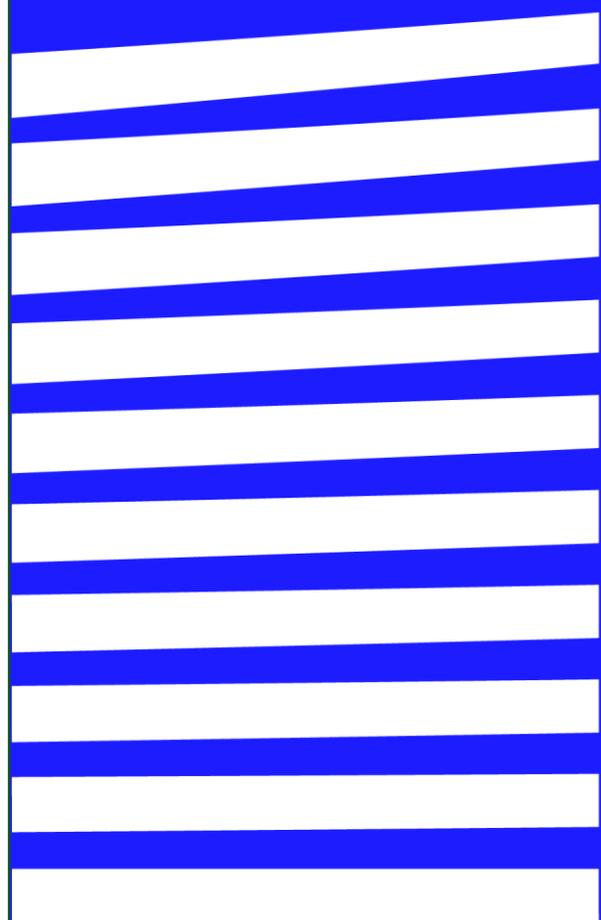
E. Sound environmental management

A significant portion of the Legal Service's missions are mandatory. Physical presence is required at court hearings in Union Courts, in national courts, in certain international negotiations such as in the WTO (and in the past, those related to Brexit), and the Director-General is always expected to be present when the Commission meets, including in Strasbourg.

In 2025, about 90% of all missions were mandatory. Of all mission travel carried out in 2025, 88% was done by train, electric or shared vehicle. To reach a 50% reduction in emissions arising from professional travel by 2030 (baseline 2019: 67407 kg), the Legal Service aims to reduce its emissions from staff's professional travel by 20% per year. In 2026, information campaigns on best environmental travelling will be given to staff handling mission requests/registrations. In line with corporate initiatives, the Legal Service will undertake actions to reduce its office space. The challenge in reaching the target lies with unexpected political developments, international negotiations or legal proceedings over which the Legal Service has limited control. Performance table E in [Annex 2](#) (page 23) presents the indicators on Sound environmental management.



ANNEXES



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

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

Specific Objective 8.1: Independent legal advice is provided on all Commission legal proposals for adoption by the Council and the Parliament to ensure full benefit of rules for the EU Citizens, to have the necessary legal clarity, transparency and high quality and to reflect the interest of policy objectives.

No related to spending programme

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Legal advice to ensure transparency and high quality on draft legal proposals	Number of consultations provided in total Number of consultations provided per legal domain and team	>14.000 Ares consultations >10.000 Decide consultations > 3.000 Parliamentary questions >80 Fast track consultations >350 Petition consultations >50 Ombudsman consultations >1.500 Infringement consultations
Legal and linguistic advice to ensure transparency, coherence and high quality on draft legal proposals	Number of selected draft legal proposals selected for quality of legislation review Number of codified acts  Number of corrigenda texts Number of multilingual revisions Number of Omnibus	>1.600 (i.e. >16%) selected texts from Decide 3 codified acts >400 corrigenda texts >60 corrigenda > 8 omnibuses
Training courses for legislative drafting	Number of training courses Number of training courses in legislative drafting	6 general training courses (LEG team) 3 requested training courses by DGs 3 inter-institutional training courses
Advice on the development of EDIT for further improvements of the system	Percentage of requests addressed	100% of replies for requests addressed to the team

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

Specific Objective 8.2: Defending the interests of the European Commission, ensuring full benefit of law for all EU citizens, in all cases in courts, tribunals and other arbitration bodies.

No related to spending programme

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
New court cases	Number of court cases	>1.200 new court cases
Success rate		>84% won Union court cases
		>8.5 cases per lawyer
New cases in national courts	Number of new cases in national courts	>191 national court cases
New arbitration cases	Number of new arbitration cases	>200 arbitration cases
New WTO cases	Number of new WTO cases	>10 WTO cases

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

Specific Objective 3.1: Negotiation on Accession of the European Union to the European Court of Human Rights (ECHR).

Related to spending programme: Administrative

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Accession agreement to the ECHR	Proposal for signature and conclusion	Before end of 2027
Hearing on the Opinion proceedings		By end of 2026
Advice given on the proposal for the internal rules		By end of 2026

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

A. Human resource management

Objective: The Legal Service employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
Action plan following the 2025 staff survey	Action plan approved by management	Q1 2026
Gender balance in middle management	Number of applications by female colleagues to managerial training	>10 applications to the Female Talent development program in 2026
Welcome sessions for newcomers	Number of sessions	2-3 sessions given in 2026
Models for distribution of work and staff resources	Number of actions implemented	100% by Q 4 2026
Development of a staff exchange program with other EU organisations	Number of staff in pilot exchange	> 2
Annual conference	Number of participants	> 350 physical participants > 400 online participants
Internal training for Legal Service staff	Number of training courses/initiatives	> 4
Training courses/initiatives on well-being and resilience	Number of actions/initiatives	> 4

B. Digital transformation and data management

Objective: The Legal Service 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
<p>Seamless digital environment Pilot AI powered projects launched.</p>	Number of projects launched.	5
<p>Digital culture Focused LegalTech training given to the staff on Legal Service systems</p>	Number of training sessions	12
<p>Green secure and resilient infrastructure IT systems security plans</p>	% up-to-date and declared in GovIS and approved by the business	100%
<p>Business driven digital transformation Plenary sessions of the IT Business Implementation Group, a cross-disciplinary group with lawyers, paralegals and IT Staff.</p>	Number of sessions	8

Data Management

Output	Indicator	Target
IT security plans	Statement of data ownership in security plan.	100%

Data Protection

Output	Indicator	Target
Data protection awareness	Percentage of staff trained on data protection compliance combined with the percentage of public records of processing operations reviewed within the last two years.	<p>> 3 staff trained on data protection</p> <p>> 3 public records reviewed within the last two years</p> <p>100 %</p>
Confirmation of Data Protection awareness	Percentage of staff having confirmed Data Protection awareness	100%

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
	Number of non-compliance events	Remains >2%
Effective controls: Safeguarded information	Number of reported incidents of breaches	Zero
Efficient controls	Timely payments	Remains >95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains <10% 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
Increased fraud awareness	Fraud awareness for newcomers	2 information sessions
Reporting on outsourcing	Number of reports issued	4 reports
Internal control assessments	Number of reports by the Internal Control Officer	2 reports
Ethics confirmation	Percentage of staff confirmed their ethics awareness	100% by year end 2025

⁽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.

Output	Indicator	Target
Mitigation of fraud risk in the recruitment procedures	Percentage of representation by HRC team or DG HR on selection panels	100%
Reply to advice requested from OLAF and other DGs and Services	Reply rate for requested advice	100%
Replies to advice for questions on the CAFS action 30a	Reply rate to requests for advice	100%

E. Sound environmental management

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

Main outputs in 2026

Output	Indicator	Target
Reduced emissions from staff's professional travel	Number of specific information campaigns to reduce emissions from staff's professional travel	> 2 information campaigns > 20% emission reduction by Q4, 2026
Report on mission performance with a view to emission impact	Number of reports	2
Optimised use of office space	Percentage of Legal Service staff in more efficient, sustainable and climate resilient working space	> 80%
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns or from local initiatives	> 5 actions

