



# Annual Activity Report 2022

**annexes**

PUBLICATIONS OFFICE  
OF THE EUROPEAN UNION

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

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

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

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

Luxembourg, 31 March 2023

**Luca MARTINELLI**

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

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

Luxembourg, 31 March 2023

**Valeria SCIARRINO**

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<sup>(1)</sup> C(2017)2373 of 19.04.2017.

## ANNEX 2: Performance tables

<b>General objective 2: A Europe fit for the digital age</b>			
<b>Impact indicator 1:</b> Aggregate score in the Digital Economy and Society Index (DESI)			
<b>Source of the data:</b> <a href="#">DESI</a>			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
43.1	Increase	Increase	52.3
<b>Impact indicator 2:</b> Innovative enterprises			
<b>Source of the data:</b> Eurostat			
Baseline	Interim Milestone	Target	Latest known results
(2018)	(2022)	(2024)	(2020)
50.3 % (EU 27)	Increase	Increase	52.7 %

<b>Specific objective 1:</b> 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)			
<b>Result indicator:</b> Percentage of procurement notices using the standard, structured forms			
<b>Source of data:</b> Publications Office, Unit C.3			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
99.59 %	100 %	100 %	99.96 %
<b>Result indicator:</b> Percentage of procurement notices forms using eForms			
<b>Source of data:</b> Publications Office, Unit C.3			
Baseline	Target	Latest known results	
(2019)	(2024)	(2022)	
0	100 %	0 % Member States will only start using eForms in 2023	

<b>Main outputs in 2022:</b>			
<b>Supplement to the Official Journal</b>			
Output	Indicator	Target	Latest known results 2022
Production of the <i>Supplement to the Official Journal</i> in accordance with the directives in force	Average cost per notice	EUR 5.17	EUR 5.29
Access to public procurement notices	Number of documentary units (notices) loaded on TED website during the year	717 000	735 067

Implementation of eForms			
Output	Indicator	Target	Latest known results 2022
eForms-compliant publication workflow	Date of entry in production	14 November 2022	14 November 2022

**Specific objective 2:** A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

**Result indicator:** Number of reuse examples

**Source of data:** The list of reuse examples published on data.europa.eu, Publications Office, Unit C.4

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2022)
594	800	1 000	906

**Result indicator:** Number of visits on the new data.europa.eu

**Source of data:** Webtrends or Matomo. Publications Office, Unit C.4

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
1 180 000	1 250 000	1 600 000	1 395 606

**Result indicator:** Number of datasets on the new data.europa.eu

**Source of data:** Public information on the new data.europa.eu website. Publications Office, Unit C.4

Baseline	Interim Milestone	Target	Latest known results
(Beginning of 2020)	(2022)	(2024)	(2022)
1 100 000	1 300 000	1 500 000	1 547 688

**Result indicator:** Number of catalogues (national, regional, local, geo, etc.) on the new data.europa.eu

**Source of data:** Public information on the new data.europa.eu website. Publications Office, Unit C.4

Baseline	Interim Milestone	Target	Latest known results
(Beginning of 2020)	(2022)	(2024)	(2022)
82	86	90	176

**Result indicator:** Number of submissions for the annual EU Datathon competition for the reuse of EU open data

**Source of data:** Actual number of project submissions for the competition on op.europa.eu/eudatathon. Publications Office, Unit C.4

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
99	125	150	156

## Main outputs in 2022:

### Data.europa.eu

Output	Indicator	Target	Latest known results 2022
Enriched catalogue of European datasets on data.europa.eu	Number of datasets on data.europa.eu	1 400 000	1 547 688
Growing number of datasets from EU institutions published on data.europa.eu	Number of datasets from EU institutions	18 000	20 219

Linking similar datasets together to enhance the user experience	Percentage of viewed datasets that have semantic links to other datasets	10 %	100 % First basic linkage of all datasets is done
Geographical and thematic coverage of data.europa.eu (national, regional, local, geo, etc.)	Number of catalogues on data.europa.eu	83	176
Popularity of the new data.europa.eu portal	Number of page views	2.5 million	4 479 488
Enhanced awareness of the value of open data for society	Sixth edition of the EU Datathon competition	EU Datathon organised in the fourth quarter 2022	EU Datathon was organised on 20 October 2022

## CORDIS

Output	Indicator	Target	Latest known results 2022
Facilitate federated queries across identified datasets	The EURIO-based knowledge graph is made accessible through a SPARQL endpoint	Fourth quarter 2022	In progress A corporate solution and its specifications were provided only in November, delaying the integration
Facilitate federated queries across identified datasets	Publication of datasets in semantic formats based on the EURIO	Third quarter 2022	Fully implemented

## General objective 6: A new push for European democracy

**Impact indicator 1:** Rights as citizens of the European Union

**Source of the data:** [Standard Eurobarometer 97, Summer 2022 'The European Citizenship'](#)

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
55 % (EU 27)	Increase	Increase	61 % (EU 27)

**Specific objective 3:** A digital European legal space provides easy and comprehensive access to all law applicable within the EU

**Result indicator:** Number of Member States whose national legislation is available through EUR-Lex/N-Lex

**Source of data:** EUR-Lex, N-Lex, Publications Office, Unit C.2

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
i) NTM: 12 ii) N-Lex: 19	i) Increase ii) Increase	i) Further increase ii) All Member States	i) NTM: 16 ii) 20

**Result indicator:** Number of Member States having implemented ELI in their systems

**Source of data:** ELI Register on EUR-Lex, Publications Office, Unit C.2

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
13	Increase	Further increase	14

<b>Result indicator:</b> Timely publication of consolidated legal texts			
<b>Source of data:</b> Publications Office, Unit C.2			
<b>Baseline</b>	<b>Interim Milestone</b>	<b>Target</b>	<b>Latest known results</b>
(2020)	(2022)	(2024)	(2022)
0 %	Pilot testing of consolidation using AKN4EU-CONSLEG format	90 % of acts received in correct AKN4EU format	0 % Acts in AKN4EU format are expected to be received from 1 January 2024. To prepare for their consolidation in the same format, extensive testing with real world example files was conducted in 2022. More than 11 000 amending elements were tested

<b>Main outputs in 2022:</b>			
<b>EUR-Lex coverage</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Consolidation of legal acts	Number of new consolidated versions of legal acts produced (*)	1 900	1 898
(*) Results dependent on the number of amending acts and corrigenda adopted			
Production of the Summaries of EU legislation	Number of drafted / redrafted and updated summaries published, including glossary terms (*)	300	431
(*) Results dependent on the evolution of EU legislation			
Complete and improve the collections of legal documents	Number of notices enriched by legal analysis	11 250	12 258
<b>Joint Legislative Portal</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
First version with a limited scope	Developed	End 2022	December 2023 New planning following agreement by the three participating institutions
<b>Legal data for reuse and improved linking</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Availability of sets of legal data for download (data dump)	Availability of sets of legal data for download (data dump)	End 2022	Postponed Decision on infrastructure question was delayed (competing priority of installing environments of the new TED application)
Improved linking of EU legal and justice information	Links between summaries on EUR-Lex and interactive forms on the e-Justice Portal available	Third quarter 2022	Available since July 2022

Usability of legal information			
Output	Indicator	Target	Latest known results 2022
Data visualisation for international agreements	Available on EUR-Lex	First quarter 2022	Cancelled The main stakeholder – the Council – did not approve the proposal. Possibilities for an alternative approach will be discussed with the Council
Procedural view for cases of the Court of Justice	Available on EUR-Lex	Third quarter 2022	Developed by contractor, but due to a security issue beyond the Office's control, not yet delivered. The developments will be online with the next EUR-Lex release
Consolidation of legal acts – production in AKN4EU format	Number of consolidated acts produced in AKN4EU format (including the test phase)	50	52
Summaries of EU legislation – introduction of HTML5 format	Number of summaries produced and published in HTML5 format	120	0 A security issue beyond the Office's control delayed the contractor's deliveries
Findability and accessibility of legal information			
Output	Indicator	Target	Latest known results 2022
Better discoverability of legal information through search engines	Editorial content enrichment and meta descriptions in HTML implemented	Fourth quarter 2022	Available since August 2022
Improved accessibility of legal information for people with visual impairments	Percentage of accessibility study recommendations implemented	90 % by fourth quarter 2022	Priority 1 recommendations (representing ca. 35 % of all recommendations) were developed by contractor, but due to a security issue beyond the Office's control, not yet delivered. The developments concerning priority 1 will be online with the next EUR-Lex release

**Specific objective 4:** Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

**Result indicator:** Predicted number of publications with a permanent identifier (DOI)

**Source of data:** Publications Office, Unit A.4

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2022)
197 000	259 000	321 000	270 079



<b>Result indicator:</b> Percentage of records exported to metadata reusers within four weeks of publication			
<b>Source of data:</b> Publications Office, Unit A.4			
<b>Baseline</b>	<b>Interim Milestone</b>	<b>Target</b>	<b>Latest known results</b>
(2020)	(2022)	(2024)	(2022)
92 %	100 %	100 %	100 %

<b>Result indicator:</b> Access to web preservation sites			
<b>Source of data:</b> Publications Office, Unit A.4			
<b>Baseline</b>	<b>Interim Milestone</b>	<b>Target</b>	<b>Latest known results</b>
(2020)	(2022)	(2024)	(2022)
100	112.36 (increase in number of visits expressed as a yearly growth rate)	126.25	115.91

<b>Result indicator:</b> Application of legal deposit scheme to cover different material types			
<b>Source of data:</b> Publications Office, Unit A.4			
<b>Baseline</b>	<b>Interim Milestone</b>	<b>Target</b>	<b>Latest known results</b>
(2021)	(2022)	(2023)	(2022)
Publications, websites	News releases, audio-visual material	Social media, datasets	Ongoing – Scope was agreed on and supporting documentation is under validation for audiovisual and press material

<b>Main outputs in 2022:</b>			
<b>Long-term preservation</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Improvements in the Long-Term Digital Preservation Service	Implementation plan of the audit report recommendations	End 2022	Done
Move of the long-term physical archives	All collections transferred to their newly identified destinations	End 2022	Ongoing - Move to new premises postponed to 2023
<b>EU Legal Deposit</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Interinstitutional agreement on the scheme's extension for audiovisual content and press releases	Phase 2 documentation validated by the ICLPS	December 2022	Ongoing - Definitions have been agreed on and the text of the scheme has been adapted to accommodate the new material types. This text needs to be reviewed and then it will be submitted to the ICLPS for approval
Institutions are informed and become active users of the scheme	Communication plan executed	April 2022	Done

<b>Web preservation</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Web preservation service – main service	Number of EU institutional websites archived on a regular basis (quarterly or more often)	> 250	350
Web preservation – additional collections	Number of new websites archived as part of the EU-funded projects collection	> 4 500	3 636 The final figure is lower than the estimate as a number of URLs were either not valid or had been captured in the framework of previous crawls for this collection
	Number of new HTML publications archived	> 1 000	1 015
<b>Identifiers</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Extension of DOI services for persistent identification	Number of DOIs for grants registered	> 35 000	40 615
<b>Metadata services</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Identification, cataloguing and archiving of publications	General publications: number of notices available in the Cellar (*)	> 132 000	120 389 The 2022 target was based on an inaccurate number of notices in Cellar. In 2022 the number of notices increased by 5 582
(*) A notice covers all linguistic versions and available formats for a given title in the Cellar			
Metadata for additional content disseminated as linked open data	New content types in the Cellar	> 2	0 IT systems adaptations necessary for sending new content types to Cellar were delayed due priority being given to IT security aspects
Rich metadata disseminated as linked open data	New metadata elements in the Common Data Model	> 20	107
Periodicals records disseminated as linked open data	Periodical records in the Cellar	> 6 000	0 All preparatory work is done. A project for actual migration of periodicals records to Cellar was approved in December 2022 for execution in 2023
<b>The EC Library</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Implementation of the new interinstitutional framework contract for specialist periodicals and other electronic resources	In use	December 2022	Done
	Number of participating institutions, bodies and agencies	> 30	47

Use of the Library's e-resources	Number of times the full text of an ejournal was downloaded/viewed	> 430 000	4 584 148
	Number of unique ebook requests	> 80 000	69 017 The decrease is offset by the growing demand for and usage of eournals and databases
Outreach to EC Library users	Number of participants in presentations and training courses	> 1 000	2 160

### Leveraging artificial intelligence

Output	Indicator	Target	Latest known results 2022
OP intelligent assistant running in production on OP Portal in English and French for EU law and EU Publications	OP intelligent assistant running in production	Second quarter 2022	Done
Question & answer system test as a proof of concept	Proof of concept finished	Second quarter 2022	Done

### Web analytics services

Output	Indicator	Target	Latest known results 2022
Creation of search web analytics dataset	Dataset integrated in the web analytics dashboards	Fourth quarter 2022	Done

### EU Whoiswho modernisation

Output	Indicator	Target	Latest known results 2022
EU Whoiswho revamp	New governance agreed by the Steering Committee	Third quarter 2022	The revamp was initiated and it will continue with automation of production for new institutions and agencies; new governance is not needed to achieve this result

## 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 97](#)

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
43 % (EU 27)	Increase	Increase	47 %

**Specific objective 5:** Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge management

**Result indicator:** Use of VocBench for management of the Office’s reference data  
**Source of data:** Publications Office, Unit A.1

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2022)
25 %	80 %	100 %	96 %

**Result indicator:** Corporate reference data assets used by Commission services  
**Source of data:** Publications Office, Unit A.1, Secretariat-General and DG Informatics

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2022)
8	15	30	9 - Work on five corporate reference data assets had to be temporarily suspended. The corporate countries and territorial entities code list is rescheduled for second quarter 2023

**Result indicator:** All legislative content covered by AKN4EU specifications  
**Source of data:** Publications Office, Unit A.1

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2022)
15 %	35 %	70 %	35 %

**Result indicator:** Implementation of AKN4EU for consolidation  
**Source of data:** Publications Office, Units A.1 and C.2

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2021)	(2022)	(2022)
Work started	Specifications ready	Implementation	AKN4EU included in the new consolidation contract

**Main outputs in 2022:**

**Interoperability in the EU institutions: Exchange of legal data**

Output	Indicator	Target	Latest known results 2022
Implementation of the conversion and validation framework according to the requirements of stakeholders	Availability	Fourth quarter 2022	Tests were successfully completed; production state is expected in first quarter 2023

**Towards a corporate reference data management policy**

Output	Indicator	Target	Latest known results 2022
Corporate reference data management at the Commission - policy	Policy fully adopted by IMSB	Second quarter 2022	Done

Corporate reference data management at the Commission - services	Comprehensive package of services available at corporate level	Fourth quarter 2022	Done
Enrichment of EU Vocabularies with new features	Adaptation of the website to users' needs and extension of ShowVoc use	Fourth quarter 2022	Done
Showcase for reference data management in the Commission	Availability of corporate reference data for DG Informatics and DG HR to ingest in relevant systems	Second quarter 2022	Done
VocBench as single tool for reference data management at the Office	All reference data assets published on EU Vocabularies maintained in VocBench	Second quarter 2022	All but 5 Four remaining authority tables are still maintained with Excel but are targeted by a technical assistance project with a contractor. CDM is the fifth reference dataset and is, for business related reasons, maintained with another tool, called Protégé

### Modernised *Interinstitutional Style Guide*

Output	Indicator	Target	Latest known results 2022
New user-friendly web presence of the style guide	Availability of all user requirements	Fourth quarter 2022	The new website is partially ready. Due to technical and resource issues, the planned availability of a new website interoperable with the back office, and the refurbishment of the ISG back office had to be shifted to 2023

### Renovated central repository

Output	Indicator	Target	Latest known results 2022
Definition of the financial, legal, organisational, and technical model to operate a repository service for non-Office collections	Service model documented	Fourth quarter 2022	First draft highlighting key challenges and possible approaches for the service provisions
Fully cloud-ready dissemination layer ready	In production in parallel to current dissemination mechanism	Fourth quarter 2022	Project deliverables were tested and accepted, but not yet in production in a parallel run. Finding a suitable setup for the infrastructure proved to be more challenging than expected
Analysis of strategy and planning for the integration of outstanding Office collections by 2024	Strategy document and new semantic model ready	Fourth quarter 2022	Integration of TED data into Cellar was elaborated and tested, the semantic model for this was developed. Strategy for integration of full consolidation metadata was elaborated

<b>Specific objective 6:</b> The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information			
<b>Result indicator:</b> Publication time (workload)			
<b>Source of data:</b> Publications Office, Unit B.1			
<b>Baseline</b>	<b>Target</b>	<b>Latest known results</b>	
(2019)	(2022)	(2022)	
28 hours	0	28 hours on average to collate an issue of the Official Journal. Act-by-act publication of the Official Journal postponed	
<b>Result indicator:</b> Availability in production of IBIS			
<b>Source of data:</b> Publications Office, Unit B.1			
<b>Baseline</b>	<b>Interim Milestone</b>	<b>Target</b>	<b>Latest known results</b>
(2020)	(2022)	(2024)	(2022)
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	Ongoing - A first version of IBIS has been developed and will be tested in series of production simulation runs throughout 2023

<b>Main outputs in 2022:</b>			
<b>Act-by-act publication of the Official Journal</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
The Office is able to publish the Official Journal act-by-act	The first Official Journal is published as 'act-by-act'	Fourth quarter 2022	Ongoing - Act-by-act publication of the Official Journal postponed
<b>Production and publication of the EU budget</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
IBIS first 'production-ready' release finalised	IBIS first 'production-ready' release ready to start 'user acceptance testing'	Fourth quarter 2022	Ongoing – A first version of IBIS has been developed. Before the 'production-ready' release is made available, the Office will carry out 'Production simulation' runs

**Specific objective 7:** Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

**Result indicator:** Decreasing number of publications

**Source of data:** DemPub and PlanPubli, the Office's production database and request management tool, Publications Office, Unit B.3

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
6 560 (*)	5 900	4 590	6 072

(\*) Number of projects (publication requests)

**Result indicator:** Publications covered by performance reports

**Source of data:** Automated system aggregating data from online dissemination, physical storage and dissemination as well as social media. Publications Office, Unit B.3

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2022)
Pilot completed / tool available	Reports available on demand	Increase of scope	Reports available (157 reports in 2022)

**Result indicator:** Increasing number of accessible publications produced by the Office

**Source of data:** PlanPubli, the Office's production database, Publications Office, Unit B.2

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
20 % (*)	40 %	60 %	22.1 %

(\*) The baseline value (20 %) was based on a rough estimate (data not available at the time). Production of accessible publications started only in 2021 after necessary trainings were completed. The actual measured result on 31 December 2021 was 15.1 %.

**Result indicator:** Increasing percentage of author services using a range of production services of the Office instead of submitting identifiers-only requests

**Source of data:** PlanPubli, the Office's production database, Publications Office, Unit B.3

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2022)
40 %	50 %	70 %	72.4 %

## Main outputs in 2022:

### Interinstitutional reference centre for publishing services

Output	Indicator	Target	Latest known results 2022
Collaborative planning	Number of DGs and executive agencies providing publication plans	15 services	7 services provided plans, 10 services tested the tool
	Publications governance established	Commission: end 2022	Reporting and presentations were provided to the Commission Communication Network
Editorial advice	Service available for all institutions	Third quarter 2022	Done
	Number of reports provided	100 reports	121 reports

Quality and timeliness in the production of general publications	Percentage of authors satisfied with the Office's services	80 %	93 %
Accessible publications	Percentage of publications accessible to disabled users	20 %	22.1 %
Performance measurement	Service available for all institutions	End 2022	Done
	Number of reports provided	150 reports	157 reports
Professionalisation of the community of practice	Community identification and support activities for the publications community of EU staff	* Launch of a community of practice shared space: Second quarter 2022 * Four newsletters for the community in 2022 * Training path available for all institutions: end 2022	Done
<b>Linguistic services</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Perform language editing and proofreading	Number of standard pages corrected (Official Journal, case-law, general publications, TED, Consleg and Sumleg)	> 2 000 000 pages	2 275 527
Perform <i>ex post</i> quality control on publications considering the production process of the documents	User satisfaction rate on proofreading and multilingual aspect	General publications: 75 % Official Journal: 75 %	General publications: 94 % Official Journal: 100 %
	Number of comments related to linguistic quality	< 3 % of the overall comments	1.6 %
Linguistic terminology and rules are improved through interinstitutional linguistic groups	Number of interinstitutional linguistic meetings	One per language	15 interinstitutional linguistic meetings
New framework contract for outsourcing general publications	Contract signed and available for stakeholders	End 2022	The call for tender was published on 29 July 2022. The new interinstitutional framework contract is scheduled to be signed on 17 April 2023
Market Study report	Report available	End 2022	Done
Linguistic services policy including outsourcing	Policy available	End 2022	Ongoing – Discussions are ongoing on the description of language quality services and priorities



**Synergies in the printing domain and reduction of publications' stock**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Implementation of new distribution practices	Volume of stock	Decrease by 10 %	- 19.8 %
Efficiency in the production and distribution of publications	Surplus of publications (difference between publications produced and publications distributed)	< 500 000 copies	182 831 copies

## ANNEX 3: Draft annual accounts and financial reports

### Annex 3 Financial Reports — Publications Office — Financial year 2022

**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 2022**

### 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.

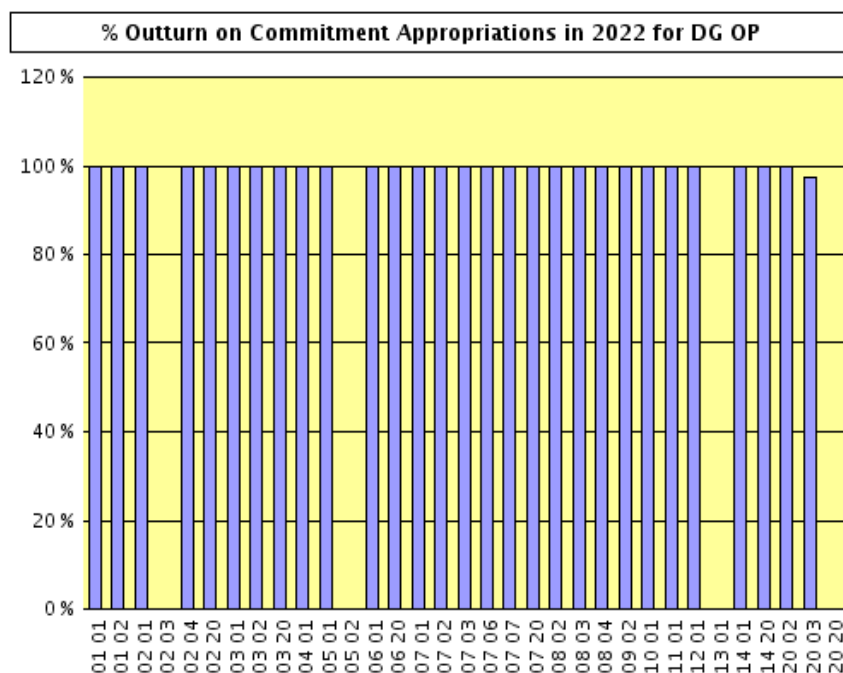
#### Tables 8 and 9

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.

<b>TABLE 1: Outturn on commitment appropriations in 2022 (in Mio EUR)</b>					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
<b>Title 01 Research and Innovation</b>					
01	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	1.86	1.86	100 %
	01 02	Horizon Europe	5.94	5.94	100 %
<b>Total Title 01</b>			7.79	7.79	100 %
<b>Title 02 European Strategic Investments</b>					
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.06	0.06	100 %
	02 03	Connecting Europe Facility (CEF)	0.00	0.00	0 %
	02 04	Digital Europe programme	4.56	4.56	100 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.07	0.07	100 %
<b>Total Title 02</b>			4.69	4.69	100 %
<b>Title 03 Single market</b>					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.02	0.02	100 %
	03 02	Single Market Programme	0.38	0.38	100 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	10.70	10.66	100 %
<b>Total Title 03</b>			11.09	11.06	100 %
<b>Title 04 Space</b>					
04	04 01	Support administrative expenditure of the 'Space' cluster	0.01	0.01	100 %
<b>Total Title 04</b>			0.01	0.01	100 %
<b>Title 05 Regional Development and Cohesion</b>					
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.04	0.04	100 %
	05 02	European Regional Development Fund (ERDF)	0.00	0.00	0 %
<b>Total Title 05</b>			0.04	0.04	100 %
<b>Title 06 Recovery and Resilience</b>					
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.01	0.01	100 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.05	0.05	100 %
<b>Total Title 06</b>			0.06	0.06	100 %
<b>Title 07 Investing in People, Social Cohesion and Values</b>					
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.18	0.18	100 %
	07 02	European Social Fund Plus (ESF+)	0.05	0.05	100 %
	07 03	Erasmus	0.90	0.90	100 %
	07 06	Rights and values	0.005	0.005	100 %
	07 07	Justice	0.14	0.14	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions0	0.75	0.75	100 %
<b>Total Title 07</b>			2.02	2.02	100 %
<b>Title 08 Agriculture and Maritime Policy</b>					
08	08 02	European Agricultural Guarantee Fund (EAGF)	0.28	0.28	100 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.10	0.10	100 %
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.04	0.04	100 %
<b>Total Title 08</b>			0.42	0.42	100 %

Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.12	0.12	100 %
<b>Total Title 09</b>			0.12	0.12	100 %
Title 10 Migration					
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.005	0.005	100 %
<b>Total Title 10</b>			0.005	0.005	100 %
Title 11 Border Management					
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.003	0.003	100 %
<b>Total Title 11</b>			0.003	0.003	100 %
Title 12 Security					
12	12 01	Support administrative expenditure of the 'Security' cluster	0.003	0.003	100 %
<b>Total Title 12</b>			0.003	0.003	100 %
Title 13 Defence					
13	13 01	Support administrative expenditure of the 'Security and Defence' cluster	0.00	0.00	0 %
<b>Total Title 13</b>			0.00	0.00	0 %
Title 14 External action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.11	0.11	100 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.10	0.10	100 %
<b>Total Title 14</b>			0.21	0.21	100 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.01	0.01	100 %
	20 03	Administrative operating expenditure	33.05	32.14	97 %
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0 %
<b>Total Title 20</b>			33.07	32.16	97 %
<b>Total</b>			<b>59.53</b>	<b>58.59</b>	<b>98 %</b>

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



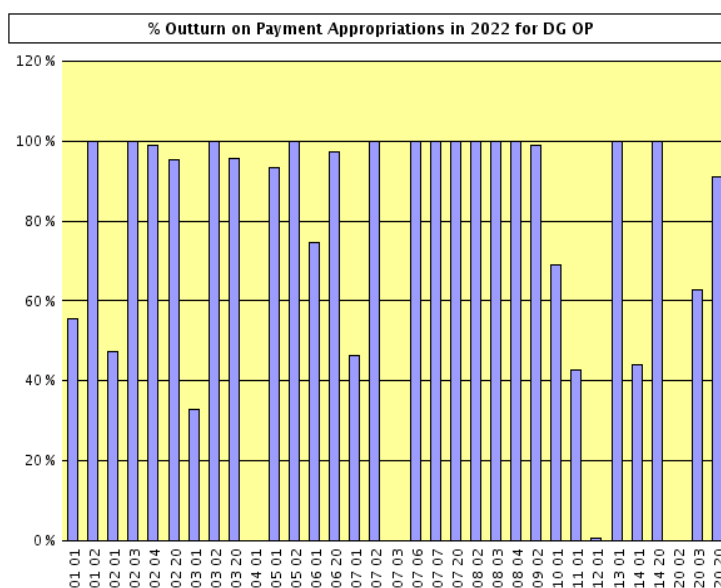
Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

<b>TABLE 2: Outturn on payment appropriations in 2022 (in Mio EUR)</b>					
			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
<b>Title 01 Research and Innovation</b>					
01	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	2.28	1.27	56 %
	01 02	Horizon Europe	5.73	5.73	100 %
<b>Total Title 01</b>			8.01	7.00	87 %
<b>Title 02 European Strategic Investments</b>					
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.07	0.04	47 %
	02 03	Connecting Europe Facility (CEF)	1.50	1.50	100 %
	02 04	Digital Europe programme	2.43	2.40	99 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.08	95 %
<b>Total Title 02</b>			4.09	4.03	98 %
<b>Title 03 Single market</b>					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.04	0.01	33 %
	03 02	Single Market Programme	0.41	0.41	100 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	9.04	8.66	96 %
<b>Total Title 03</b>			9.50	9.09	96 %
<b>Title 04 Space</b>					
04	04 01	Support administrative expenditure of the 'Space' cluster	0.01	0.00	0 %
<b>Total Title 04</b>			0.01	0.00	0 %
<b>Title 05 Regional Development and Cohesion</b>					
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.04	0.03	93 %
	05 02	European Regional Development Fund (ERDF)	0.004	0.004	100 %
<b>Total Title 05</b>			0.04	0.04	94 %
<b>Title 06 Recovery and Resilience</b>					
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.01	0.01	75 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.09	97 %
<b>Total Title 06</b>			0.10	0.10	95 %
<b>Title 07 Investing in People, Social Cohesion and Values</b>					
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.25	0.12	46 %
	07 02	European Social Fund PLus (ESF+)	0.003	0.003	100 %
	07 03	Erasmus	0.00	0.00	0 %
	07 06	Rights and values	0.005	0.005	100 %
	07 07	Justice	0.10	0.10	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.59	1.59	100 %
<b>Total Title 07</b>			1.95	1.81	93 %
<b>Title 08 Agriculture and Maritime Policy</b>					
08	08 02	European Agricultural Guarantee Fund (EAGF)	0.26	0.26	100 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.02	0.02	100 %
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.003	0.003	100 %
<b>Total Title 08</b>			0.28	0.28	100 %

Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.14	0.14	99 %
<b>Total Title 09</b>			0.14	0.14	99 %
Title 10 Migration					
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.01	0.01	69 %
<b>Total Title 10</b>			0.01	0.01	69 %
Title 11 Border Management					
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.003	0.001	43 %
<b>Total Title 11</b>			0.003	0.001	43 %
Title 12 Security					
12	12 01	Support administrative expenditure of the 'Security' cluster	0.005	0.00	1 %
<b>Total Title 12</b>			0.005	0.00	1 %
Title 13 Defence					
13	13 01	Support administrative expenditure of the 'Security and Defence' cluster	0.01	0.01	100 %
<b>Total Title 13</b>			0.01	0.01	100 %
Title 14 External action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.19	0.09	44 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.08	0.08	100 %
<b>Total Title 14</b>			0.28	0.17	61 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.01	0.00	0 %
	20 03	Administrative operating expenditure	48.48	30.40	63 %
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.08	0.08	91 %
<b>Total Title 20</b>			48.58	30.48	63 %
<b>Total</b>			<b>73.01</b>	<b>53.14</b>	<b>73 %</b>

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

\*\* A large part of the budget managed by the Office is allocated on administrative lines (non-differentiated credits) for which only part of the payments is made in year n, while the remaining balance is carried forward to year n+1. This has an impact on the overall implementation rate (73%).



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

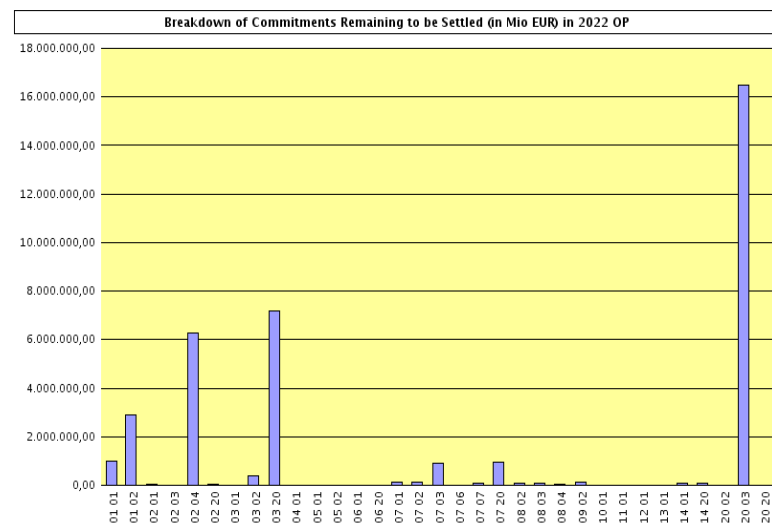
**TABLE 3: Breakdown of commitments to be settled at 31/12/2022 (in Mio EUR)**

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2021	Total of commitments to be settled at end of financial year 2022	Total of commitments to be settled at end of financial year 2021
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1			
<b>Title 01 Research and Innovation</b>									
01	01 01	Support administrative expenditure of the 'Research and Innovation' Cluster	1.86	0.86	1.00	54 %	0.00	1.00	0.43
	01 02	Horizon Europe	5.94	3.05	2.89	49 %	0.01	2.90	2.80
<b>Total Title 01</b>			7.79	3.91	3.89	50 %	0.01	3.90	3.23
<b>Title 02 European Strategic Investments</b>									
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.06	0.02	0.04	65 %	0.00	0.04	0.02
	02 03	Connecting Europe Facility (CEF)	0.00	0.00	0.00	0 %	0.00	0.00	1.50
	02 04	Digital Europe programme	4.56	0.63	3.93	86 %	2.33	6.26	4.11
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.07	0.05	0.02	30 %	0.02	0.04	0.06
<b>Total Title 02</b>			4.69	0.70	3.99	85 %	2.35	6.34	5.69
<b>Title 03 Single Market</b>									
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.02	0.01	0.01	40 %	0.01	0.02	0.02
	03 02	Single Market Programme	0.38	0.19	0.19	51 %	0.19	0.39	0.44
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	10.66	5.03	5.63	53 %	1.54	7.18	5.18
<b>Total Title 03</b>			11.06	5.23	5.83	53 %	1.75	7.58	5.64
<b>Title 04 Space</b>									
04	04 01	Support administrative expenditure of the 'Space' cluster	0.01	0.00	0.01	100 %	0.00	0.01	0.00
<b>Total Title 04</b>			0.01	0.00	0.01	100 %	0.00	0.01	0.00
<b>Title 05 Regional Development and Cohesion</b>									
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.04	0.03	0.00	7 %	0.00	0.00	0.00
	05 02	European Regional Development Fund (ERDF)	0.00	0.00	0.00	0 %	0.01	0.01	0.02
<b>Total Title 05</b>			0.04	0.03	0.00	7 %	0.01	0.01	0.02

Title 06 Recovery and Resilience									
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.01	0.01	0.002	25 %	0.00	0.002	0.00
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.05	0.03	0.02	42 %	0.00	0.02	0.07
<b>Total Title 06</b>			0.06	0.04	0.02	40 %	0.00	0.02	0.07
Title 07 Investing in People, Social Cohesion and Values									
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.18	0.06	0.12	65 %	0.00	0.12	0.07
	07 02	European Social Fund Plus (ESF+)	0.05	0.00	0.05	100 %	0.10	0.15	0.14
	07 03	Erasmus	0.90	0.00	0.90	100 %	0.00	0.90	0.00
	07 06	Rights and values	0.005	0.005	0.00	0 %	0.00	0.00	0.00
	07 07	Justice	0.14	0.05	0.09	66 %	0.01	0.10	0.06
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	0.75	0.24	0.51	68 %	0.44	0.95	1.80
<b>Total Title 07</b>			2.02	0.35	1.67	83 %	0.54	2.21	2.08
Title 08 Agriculture and Maritime Action									
08	08 02	European Agricultural Guarantee Fund (EAGF)	0.28	0.20	0.08	28 %	0.01	0.09	0.08
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.10	0.003	0.10	97 %	0.01	0.11	0.04
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.04	0.00	0.04	100 %	0.005	0.04	0.03
<b>Total Title 08</b>			0.42	0.21	0.22	51 %	0.03	0.24	0.15
Title 09 Environment and Climate Action									
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.12	0.02	0.10	83 %	0.04	0.14	0.16
<b>Total Title 09</b>			0.12	0.02	0.10	83 %	0.04	0.14	0.16
Title 10 Migration									
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.005	0.002	0.003	67 %	0.00	0.003	0.01
<b>Total Title 10</b>			0.005	0.002	0.003	67 %	0.00	0.003	0.01
Title 11 Border management									
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.003	0.001	0.002	53 %	0.00	0.002	0.003
<b>Total Title 11</b>			0.003	0.001	0.002	53 %	0.00	0.002	0.003



Title 12 Security									
12	12 01	Support administrative expenditure of the 'Security' cluster	0.003	0.00	0.003	100 %	0.00	0.003	0.002
<b>Total Title 12</b>			0.003	0.00	0.003	100 %	0.00	0.003	0.002
Title 13 Defence									
13	13 01	Support administrative expenditure of the 'Security and Defence' cluster	0.00	0.00	0.00	0 %	0.00	0.00	0.01
<b>Total Title 13</b>			0.00	0.00	0.00	0 %	0.00	0.00	0.01
Title 14 External Action									
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.11	0.003	0.11	97 %	0.00	0.11	0.09
	14 20	Pilot projects, preparatory actions. prerogatives and other actions	0.10	0.01	0.09	91 %	0.002	0.09	0.08
<b>Total Title 14</b>			0.21	0.01	0.20	94 %	0.002	0.20	0.17
Title 20 Administrative expenditure of the European Commission									
20	20 02	Other staff and expenditure relating to persons	0.01	0.00	0.01	100 %	0.00	0.01	0.00
	20 03	Administrative Operating expenditure	32.14	15.68	16.47	51 %	0.00	16.47	15.43
	20 20	Pilot projects, preparatory actions. prerogatives and other actions	0.00	0.00	0.00	0 %	0.01	0.01	0.09
<b>Total Title 20</b>			32.16	15.68	16.48	51 %	0.01	16.49	15.52
<b>Total</b>			<b>58.59</b>	<b>26.18</b>	<b>32.41</b>	<b>55 %</b>	<b>4.74</b>	<b>37.15</b>	<b>32.73</b>



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

**TABLE 4: Balance sheet**

<b>BALANCE SHEET</b>	<b>2022</b>	<b>2021</b>
A.I. NON CURRENT ASSETS	6 651 366.26	4 117 690.44
A.I.1. Intangible assets	6 651 366.26	1 822 457.92
A.I.2. Property, plant and equipment	0.00	161 465.25
A.II. CURRENT ASSETS	3 522 956.38	3 531 175.9
A.II.3. Current exchange receivables & non-exchange recoverables	167 721.14	289 238.54
A.II.4. Inventories	3 345 818.46	4 933 387.99
A.II.6. Cash and cash equivalents	9 416.78	16 526.51
<b>ASSETS</b>	<b>10 174 322.64</b>	<b>7 648 866.34</b>
P.I. NON-CURRENT LIABILITIES	- 200 000.00	- 121 142.26
P.I.2. Non-current provisions	- 200 000.00	- 121 142.26
P.I.3. Non-current financial liabilities	0.00	0.00
P.II. CURRENT LIABILITIES	- 227 037.38	- 133 122.61
P.II.3. Current financial liabilities	0.00	- 990 645.01
P.II.4. Current payables	- 227 037.38	- 153 513.94
P.II.5. Current accrued charges & deferred income	0.00	0.00
<b>LIABILITIES</b>	<b>- 427 037.38</b>	<b>- 254 264.87</b>
<b>NET ASSETS (ASSETS less LIABILITIES)</b>	<b>9 747 285.26</b>	<b>7 394 601.47</b>
P.III.2. Accumulated surplus/deficit	352 000 485.15	307 700 660.21
Non-allocated central (surplus)/deficit (**)	- 361 747 770.41	- 315 095 261.68
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

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

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

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

**TABLE 5: Statement of financial performance**

<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>2022</b>	<b>2021</b>
II.1. REVENUES	- 2 150 331.55	- 2 380 807.51
II.1.1. Non-exchange revenues	- 154 558.40	- 61 815.05
II.1.1.6. Other non-exchange revenues	- 154 558.40	- 61 815.05
II.1.2. Exchange revenues	- 1 995 773.15	- 2 318 992.46
II.1.2.2. Other exchange revenue	- 1 995 773.15	- 2 318 992.46
II.2. EXPENSES	50 662 376.44	46 680 632.45
II.2. Expenses	50 662 376.44	46 680 632.45
II.2.10. Other expenses	31 594 910.37	29 810 238.09
II.2.2. Expenses implemented by Commission & executive agencies (DM)	19 535 118.08	17 816 497.58
II.2.6. Staff and pension costs	- 468 332.13	- 946 394.91
II.2.8. Finance costs	680.12	291.69
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>48 512 044.89</b>	<b>44 299 824.94</b>

**TABLE 5bis: Off-balance sheet**

<b>OFF BALANCE</b>	<b>2022</b>	<b>2021</b>
OB.1. Contingent assets	2 727 407.00	3 227 407.00
GR for performance	2 727 407.00	3 227 407.00
OB.1.4. CA other	0.00	0.00
OB.2. Contingent liabilities	- 170 000.00	- 141 555.48
OB.2.7. CL legal cases other	- 170 000.00	- 141 555.48
OB.3. Other significant disclosures	- 154 018.29	- 120 436.30
OB.3.5. Operating lease commitments	- 154 018.29	- 120 436.30
OB.4. Balancing accounts	- 2 403 388.71	- 2 965 415.22
OB.4. Balancing accounts	- 2 403 388.71	- 2 965 415.22
<b>OFF BALANCE</b>	<b>0.00</b>	<b>0.00</b>

**TABLE 6: Average payment times in 2022**

Legal times									
Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)	Late Payments Amount	Percentage
30	3 541	3 521	99.4 %	13.94	20	0.6 %	37.60	303 716.29	1 %
60	24	24	100 %	36.08				0.00	0 %

<b>Total Number of Payments</b>	3 565	3 545	99.4 %		20	0.6 %		303 716.29	1 %
<b>Average Net Payment Time</b>	14.22			14.09			37.60		
<b>Average Gross Payment Time</b>	20.31			19.98			79.20		

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	59	368	10.3 %	3 565	4 237 768.49	7.9 %	53 451 193.82

Late interest paid in 2022				
DG	GL Account	Description	Amount (EUR)	
OP	65010100	Interest on late payment of charges New FR	680.12	
			680.12	

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 2022**

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
32	Revenue from the supply of goods, services and work - assigned revenue	2 207 029.29	19 608.66	2 226 637.95	2 029 891.37	19 608.66	2 049 500.03	177 137.92
33	Other administrative revenue	181 916.48	0.00	181 916.48	181 916.48	0.00	181 916.48	0.00
66	Other contributions and refunds	2 385.00		2 385.00	2 385.00		2 385.00	0.00
<b>Total</b>		<b>2 391 330.77</b>	<b>19 608.66</b>	<b>2 410 939.43</b>	<b>2 214 192.85</b>	<b>19 608.66</b>	<b>2 233 801.51</b>	<b>177 137.92</b>

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 2022**

<i>Ex ante</i> controls	Irregularity	Total undue payments recovered
Non eligible in cost claims		
Credit notes	82 445.51	82 445.51
Recovery orders on pre-financing		
<b>Sub-total</b>	<b>82 445.51</b>	<b>82 445.51</b>

<i>Ex post</i> controls	Irregularity	Total undue payments recovered
Income lines in invoices	80.00	80.00
Recovery orders other than on pre-financing	748.89	748.89
<b>Sub-total</b>	<b>828.89</b>	<b>828.89</b>

<b>Grand total (<i>ex ante</i> + <i>ex post</i>)</b>	<b>83 274.40</b>	<b>83 274.40</b>
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Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

**TABLE 9: Ageing balance of recovery orders at 31/12/2022**

	Number at 1/01/2022	Number at 31/12/2022	Evolution	Open amount (EUR) at 1/01/2022	Open amount (EUR) at 31/12/2022	Evolution
2021	5		- 100 %	19 608.66		- 100 %
2022		16			177 137.92	
	<b>5</b>	<b>16</b>	<b>220 %</b>	<b>19 608.66</b>	<b>177 137.92</b>	<b>803.37 %</b>

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

**TABLE 10: Recovery order waivers ≥ EUR 60 000 in 2022**

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

<b>Total</b>	
--------------	--

<b>Number of RO waivers</b>	
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**There are no waivers below EUR 60 000**

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

**TABLE 11: Negotiated procedures in 2022**

**External procedures > EUR 20 000**

Negotiated procedure legal base	Number of procedures	Amount (EUR)
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	1	148 294.00
<b>Total</b>	<b>1</b>	<b>148 294.00</b>

**Internal procedures > EUR 60 000**

Negotiated procedure legal base	Number of procedures	Amount (EUR)
Annex 1 - 11.1 ( e ) - New services/works consisting in the repetition of similar services/works	2	12 386 127.35
<b>Total</b>	<b>2</b>	<b>12 386 127.35</b>

**TABLE 12: Summary of procedures in 2022**

**External procedures > EUR 20 000**

Procedure legal base	Number of procedures	Amount (EUR)
Negotiated procedure without prior publication (Annex 1 - 11.1)	1	148 294.00
<b>Total</b>	<b>1</b>	<b>148 294.00</b>

**Internal procedures > EUR 60 000**

Procedure legal base	Number of procedures	Amount (EUR)
Negotiated procedure middle value contract (Annex 1 - 14.2)	1	139 000.00
Negotiated procedure without prior publication (Annex 1 - 11.1)	2	12 386 127.35
Open procedure (FR 164 (1)(a))	5	179 215 732.00
<b>Total</b>	<b>8</b>	<b>191 740 859.35</b>

**TABLE 13: Building contracts in 2022**

Legal base	Contract number	Contractor name	Description	Amount (EUR)

**TABLE 14: Contracts declared secret in 2022**

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

**TABLE 15: FPA duration exceeds 4 years**

*None of your FPA (if any) exceeds four years*

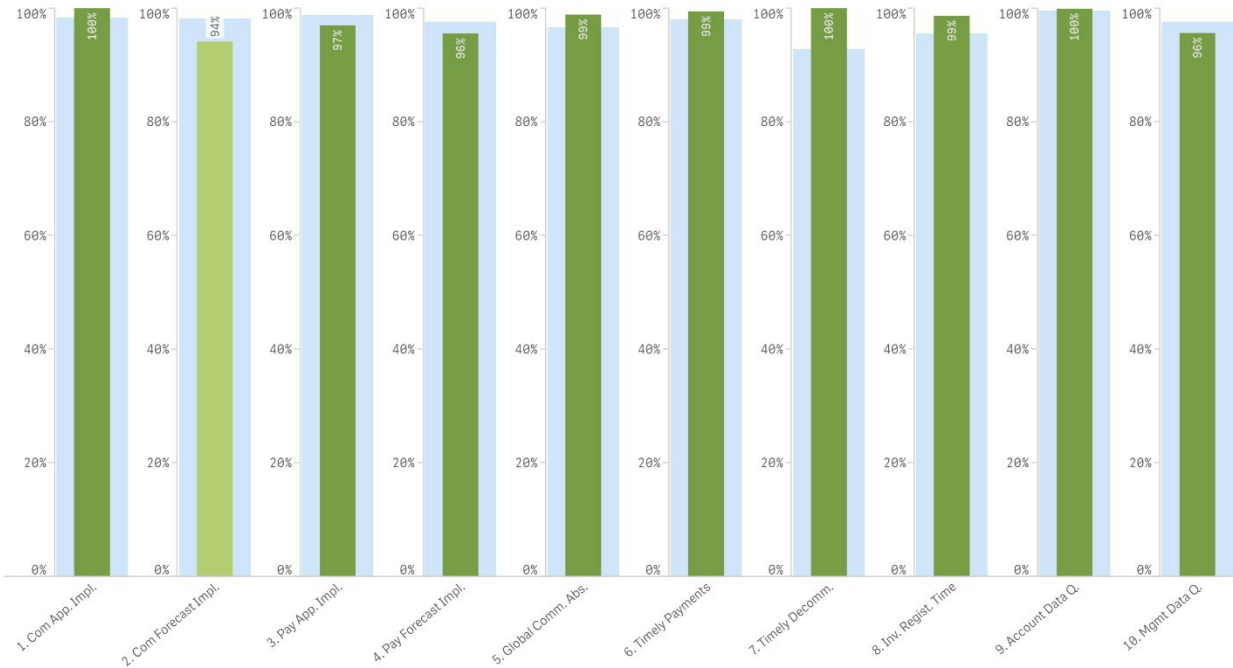
**TABLE 16: Commitments co-delegation type 3 in 2022**

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## ANNEX 4 : Financial Scorecard

This annex service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2022, ten standard financial indicators are presented below, each with its objective and result for the Office and for the Commission as a whole (for benchmarking purposes). For each indicator, the Office’s value (in %) is compared to the common target (in %).

OP Indicator Scores for 2022 12



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 %	98 %
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		94 %	98 %
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of financial year		97 %	99 %
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		96 %	98 %
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.	99 %	98 %
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		100 %	93 %
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		99 %	95 %
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 %	100 %
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		96 %	98 %

## ANNEX 5: Materiality criteria

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

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

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

### 2. Qualitative weaknesses

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

Such weaknesses may be:

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

The Office decides on materiality in particular taking into account:

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

No significant errors of this type, no significant control system weaknesses or significant reputational events were identified in 2022.

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

No critical issues were reported.

There were no audit recommendations open at the end of the year. No issues were reported by OLAF in 2022.

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

### DIRECT MANAGEMENT — PROCUREMENT

#### PUBLIC PROCUREMENT PROCEDURES

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

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

#### COMMITMENTS AND PAYMENTS

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

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

<p>Errors in preparing and processing budgetary commitments may lead to irregularities or illegal commitments.</p>	<p>Operational and financial verification.</p> <p>Every year the financial control performs:</p> <ul style="list-style-type: none"> <li>— until April, sample based second level <i>ex ante</i> controls of commitments on advance appropriations and commitments. Exemption from second level <i>ex ante</i> controls is granted until the end of the year based on these results;</li> <li>— a sample based <i>ex post</i> control of commitments not subject to second level <i>ex ante</i> controls in year n-1.</li> </ul>	<p>All transactions are subject to first level verification.</p> <p>The sample size of <i>ex post</i> and second level <i>ex ante</i> controls is expressed in percentage of the number and value of all transactions in the controlled period.</p>	<p><b>Effectiveness:</b> Coverage of financial control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>The Office also considers the difference between:</p> <ul style="list-style-type: none"> <li>— amounts affected by errors as identified; and</li> <li>— amounts affected by errors without controls being in place (according to a hypothetical error rate).</li> </ul> <p><b>Efficiency:</b> Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p><b>Economy (costs):</b> Cost is full-time staff equivalent spent on verification and financial control.</p>
<p>Errors during the preparation and processing of payments may lead to irregularities or illegal payments.</p>	<p>Operational and financial verification (<i>ex ante</i>).</p> <p>Financial control performs quarterly <i>ex post</i> controls.</p>		

## REVENUES — RECOVERY ORDERS

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

<p><b>Main risks It may happen (again) that...</b></p>	<p><b>Mitigating controls</b></p>	<p><b>Coverage, frequency and depth</b></p>	<p><b>Cost-effectiveness indicators (3 Es)</b></p>
<p>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.</p>	<p>Operational and financial verification and monitoring by the head of the budget cell.</p> <p>Every year the financial control performs:</p> <ul style="list-style-type: none"> <li>— until April, sample based second level <i>ex ante</i> controls of recovery orders;</li> <li>— a sample based <i>ex post</i> controls of recovery orders not subject to second level <i>ex ante</i> controls in year n-1.</li> </ul> <p>IT systems are in place to provide data for the establishment of the settlement and to enable follow-up of recovery orders.</p> <p>Clients are continuously informed of the costs and can check the correctness.</p> <p>In case of advance recovery orders, there is a summary settlement at the end of the year.</p> <p>For periodic recovery orders, a monthly statement is sent to the clients who have two weeks to check and react.</p>	<p>All transactions are subject to first level verification.</p> <p>The sample size of <i>ex post</i> and second level <i>ex ante</i> controls is expressed in percentage of the number and value of all transactions in the controlled period.</p> <p>Monitoring and analysing exceptions.</p>	<p><b>Effectiveness:</b> Coverage of financial control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p><b>Efficiency:</b> Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p><b>Economy (costs):</b> Cost is full-time staff equivalent spent on verification and financial control.</p>

## OTHER TRANSACTIONS

**Main control objectives:** ensure transfers are regular and legal

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

**Main control objectives:** protection of assets and information

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

## ANNEX 7: Specific annexes related to ‘Financial Management’

<b>Sound financial management</b>			
<b>Indicator:</b> Estimated risk at closure			
<b>Source of data:</b> Publications Office, Unit 01			
<b>Baseline</b>	<b>Target</b>	<b>Latest known results</b>	
(2019)	(2024)	(31 December 2022)	
0.12 % of relevant expenditure	< 2 % of relevant expenditure	0.0053 %	
<b>Main outputs in 2022:</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Effective controls: Legal and regular transactions	Risk at payment	< 2 % of relevant expenditure	0.0053 %
	Estimated risk at closure	< 2 % of relevant expenditure	0.0053 %
Effective controls: Safeguarded assets and information	Number of data leaks	0	1
<i>Ex post</i> controls (payments)	Coverage of <i>ex post</i> controls in percentage of transactions value (payments)	> 15 % of transactions value	27.9 %
Economical controls	Overall estimated cost of controls	< 5 % of funds managed	1.47 %
Efficient controls	Percentage of payments (in value) on time	> 99 %	99.4 %
	Percentage of budget execution (commitments) with respect to final budgets	> 99 %	100 %

<b>Fraud risk management</b>			
<b>Indicator:</b> Implementation of the actions included in the Office’s anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)			
<b>Source of data:</b> The Office’s Annual Activity Report, the Office’s anti-fraud strategy, OLAF reporting			
<b>Baseline</b>	<b>Interim Milestone</b>	<b>Latest known results</b>	
(2019)	(2024)	(31 December 2022)	
100 %	100 % of action points implemented in time	100 %	
<b>Main outputs in 2022:</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Implementation of the anti-fraud strategy	Degree of implementation of the actions included in the Office’s 2022 anti-fraud strategy	100 %	100 %

## 1. Economy = the cost of controls

Every year, in cooperation with all units, the Strategy, Governance and Internal Control Unit estimates the costs of controls in place by reviewing the number of full-time equivalent (FTE) staff members and their activity-ratio dedicated to control tasks, and by monitoring the total number and types of transactions carried out. For 2022, the corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was applied and the costs of controls were separated by the applicable control system in *ex ante* and *ex post* controls.

### Control of commitments and payments

- **Financial circuits procedures**

For the verification of commitments and payments, an estimated EUR 2.66 million were invested in controlling 4 519 financial transactions worth EUR 173.19 million, out of which EUR 53.14 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 5.01 % 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 daily *ex ante* control or 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 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 2022.

### Public procurement control procedures

For public procurement, an estimated EUR 0.86 million were invested in controlling 23 procurement procedures (including negotiated procedures under EUR 60 000 and budgetary increase and amendment procedures) with a total value of EUR 192.73 million which resulted in 24 contracts or amendments signed. Thus 0.44 % 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 98 958 were invested in controlling revenues (recovery orders) worth EUR 2.4 million.

## **Other transactions**

A total of EUR 152 707, stemming mostly from controls dedicated to IT security, were invested in protection of assets and information and controlling transfers.

## **Overall controls**

Overall controls (including control of procurement, control of financial circuits, financial control, control related to budget and accounting, coordination and internal control, control related to IT security) cost EUR 3.77 million, which is 1.46 % 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 2021, the costs of controls were EUR 3.53 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.



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

**EXPENDITURE (in EUR)**

Publications Office	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR	EC total costs	related payments Made	Ratio (%) (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) (g)/(b)
Commitments and payments	2 042 048	53 141 315	3.84 %	617 964	33 908 330	1.82 %	2 660 012	5.01 %
OVERALL total estimated cost of control at EC level for expenditure	2 042 048	53 141 315	3.84 %	617 964	33 908 330	1.82 %	2 660 012	5.01 %

**NON-EXPENDITURE ITEMS (in EUR)\***

Publications Office	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR	EC total costs	related amounts	Ratio (%) (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) (g)/(b)
Only applicable for DGs with non-expenditure items								
Public procurement procedures**	643 715	192 738 641	0.33 %	213 494	192 738 641	0.11 %	857 209	0.44 %
Revenues - recovery orders	52 745	2 410 939	2.19 %	46 214	319 349	14.47 %	98 959	4.10 %
Other transactions / protection of assets and information	0	10 174 323	0.00 %	152 707	10 174 323	1.50 %	152 707	1.50 %

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

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

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

Not applicable

## ANNEX 9: Specific annex related to ‘Control results’

### Table X: Estimated risk at payment and at closure

Publications Office	‘Payments made’ (in 2022; m EUR)	Minus new prefinancing [plus retentions made] (in 2022; m EUR)	Plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2022; m EUR)	Relevant expenditure” (for 2022; m EUR)	Detected error rate or equivalent estimates	Estimated risk at payment (in 2022; m EUR)*	Adjusted average recoveries and corrections (adjusted ARC; %)	Estimated future corrections [and deductions] (for 2022; m EUR)	Estimated risk at closure (for 2022; m EUR)*
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Publications	53.14	0	0	53.14	0.01 %	0.01	0	0	0.01
<b>Total</b>	<b>53.14</b>	<b>0</b>	<b>0</b>	<b>53.14</b>	<b>0.01 %</b>	<b>0.01</b>	<b>0</b>	<b>0</b>	<b>0.01</b>
					<b>Overall risk at payment in %</b>	<b>0.01 % (7) / (5)</b>		<b>Overall risk at closure in %</b>	<b>0.01 % = (10) / (5)</b>

#### Notes to the table X

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

(5) For the purpose of equivalence with the ECA’s scope of the EC funds with potential exposure to legality and regularity errors (see the ECA’s Annual Report methodological, Annex 1.1), our concept of ‘relevant expenditure’ includes the payments made, subtracts the new pre-financing paid out, [& 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 order to calculate the weighted average error rate (AER) for the total relevant expenditure in the reporting year, the detected error rates have been used — or an equivalent. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to ‘zero’ (e.g. administrative expenditure, operating subsidies to agencies), it is nevertheless recommended that 0.5 % be used as a conservative estimate. Despite this, the Office uses the error rate detected as a result of the ex-post controls performed by the Financial Control section. This is carried out in accordance with the Commission Guidance on sampling methods for audit authorities. In 2022 the average error rate is close to zero and has been rounded up to 0.01 %. The estimated overall amount at risk (EUR 5 314) is calculated based on this rounded up percentage.

(8) The adjusted average recovery and corrections percentage is to some extent based on the 7 years historic average of recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the *ex post* control systems implemented by the Office over the past years. The AOD has adjusted this historic average (from 0.04 % 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 2022 payments will be made. Therefore, the estimated future corrections for 2022 expenditure are EUR 0 million.

\*The amounts of the estimated risk at payment and risk at closure are close to zero (m EUR 0.005), 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

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

<b>Main outputs in 2022:</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results 2022</b>
Increased staff engagement	Individual meetings of the new DG with each staff member	100 % (by the end of 2022)	100 %
Gender balance	Number of women participating in talent development and coaching actions	5	4
Gender balance at all management levels	Percentage of women in senior management positions	40 %	33 % 2 positions to be filled in 2023
	Percentage of women as deputy directors	50 %	75 %
	Percentage of women in middle management positions	50 %	53 %
	Percentage of women in deputy middle management positions	50 %	41 %

## Digital transformation and information management

**Indicator 1:** Degree of implementation of the digital strategy principles by the most important IT solutions <sup>(2)</sup>

**Source of data:** Publications Office, Unit A.3

Baseline	Interim Milestone	Target	Latest known results
(2018)	(2022)	(2024)	(31/12/2022)
36 %	60 %	90 %	61 %

**Indicator 2:** Percentage of the Office's key data assets <sup>(3)</sup> for which corporate principles for data governance <sup>(4)</sup> have been implemented

**Source of data:** Publications Office, Local Data Correspondent

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(31/12/2022)
75 %	85 %	90 %	85 %

**Indicator 3:** Percentage of staff attending awareness raising activities on data protection compliance

**Source of data:** Publications Office, Unit 01

Baseline	Interim Milestone	Target	Latest known results
(2018)	(2021)	(2024)	(31/12/2022)
Circa 10 %	50 %	100 %	70 %

## Main outputs in 2022:

Output	Indicator	Target	Latest known results 2022
Implementation of 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	85 %	85 %
List of key initiatives on digital transformation in the Office's policy field	Degree of implementation of the digital strategy principles on three key systems	73 %	85 %

<sup>(2)</sup> 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.

<sup>(3)</sup> 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.

<sup>(4)</sup> 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.

Unified Production Platform	Author portal, outsourcing of proofreading	End 2022	75 % Author portal first release was delivered in the third quarter 2022. The final release was postponed to first quarter 2023 to take change requests into account The outsourcing of proofreading will be delivered as a bundle with several other modules needed for the framework contract implementation in first quarter 2023, as requested by the system owner
IBIS	Production ready release to be tested	End 2022	Version ready to start simulation in February 2023 (Change of approach) The development progressed a lot but was not finalised due to changes in the development teams which temporarily reduced the speed of the project delivery. The parallel run planned for 2023 was replaced by an asynchronous production simulation, which will allow testing of various IBIS modules independently of the budgetary cycle calendar
Adaptation of all information systems for act-by-act	Tested and ready for production	End 2022	90 % development and 75 % testing - Target changed Due to a security issue impacting the external service provider delivering technical input, the move to production has been postponed to 2023, as soon as all technical conditions will allow for it
Increase security level	Number of security plans finalised	100 %	97 % One plan remains: OPDS was postponed to January 2023
Compliance of data processing records	Percentage of records revised and kept up to date	100 %	100 %
Dedicated data protection training	Percentage of staff reached by dedicated training activities	85 %	70 %

## 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)	(2021)
7.5 tonnes	< Baseline	1.36 tonnes 2022 data only available in the second semester 2023

### Indicator 1.2: Energy consumption of buildings (electricity and heating)

Baseline	Target	Latest known results
(2019)	(2024)	(2021)
7 113.92 MWh/year	< Baseline	3 960.41 MWh/year 2022 data only available in the second semester 2023

### Indicator 1.3: Water use

Baseline	Target	Latest known results
(2019)	(2024)	(2021)
8 112.69 m <sup>3</sup>	< Baseline	1 750.67 m <sup>3</sup> 2022 data only available in the second semester 2023

### Indicator 1.4: CO2 emissions from buildings

Baseline	Target	Latest known results
(2019)	(2024)	(2021)
316.1 tonnes	< Baseline	453.9 tonnes 2022 data only available in the second semester 2023

**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)	(2022)
<a href="#">SuperDrecksKëscht fir Betriber</a> label for waste sorting methods	Maintain label	Label maintained

## Main outputs in 2022:

Output	Indicator	Target	Latest known results 2022
Study on greening of the Office	Launch of the study	End 2022	Done
Recycled paper used in the printshop	Percentage of recycled paper used in the printshop	80 %	80 %
Staff awareness actions about waste generation	Percentage of staff informed	100 %	100 % Articles published on the intranet
Staff awareness actions to reduce water and energy use	Percentage of staff informed	100 %	100 % Articles published on the intranet

Green public procurement for supplies and services	Percentage of relevant high-value calls for tenders incorporating green procurement criteria	100 %	Not applicable In 2022 none of the high-value calls for tenders (above Directive threshold) included green public procurement (GPP) criteria, as the launched high-value calls for tenders due to their nature were not relevant for GPP. In 2022, two calls for tenders below Directive value included provisions about GPP (AO 10856 and 10862)
Global reduction of single-use plastics and use of sustainable gadgets/gifts	Percentage of sustainable events	100 %	100 %

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

Not applicable.

### **ANNEX 12: EAMR of the Union Delegations**

Not applicable.

### **ANNEX 13: Decentralised agencies and/or EU Trust Funds**

Not applicable.

### **ANNEX 14: Reporting on the Recovery and Resilience Facility**

Not applicable.