

Management Plan 2026

Directorate-General for Internal Market,
Industry, Entrepreneurship and SMEs

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PART 1. Introduction

The Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) is responsible for strengthening the EU's Single Market and reinforcing the competitiveness of European industry.

We remove barriers in the Single Market so that citizens and companies, in particular SMEs, can benefit from the scale and depth of a large unified market based on a transparent rulebook. We strive to create an enabling environment for European industry and bolster competitiveness by derisking investment, strengthening the resilience of EU economy and addressing strategic dependencies. We facilitate access to funding and to global markets for EU companies and we strive for the simplification of their business environment.

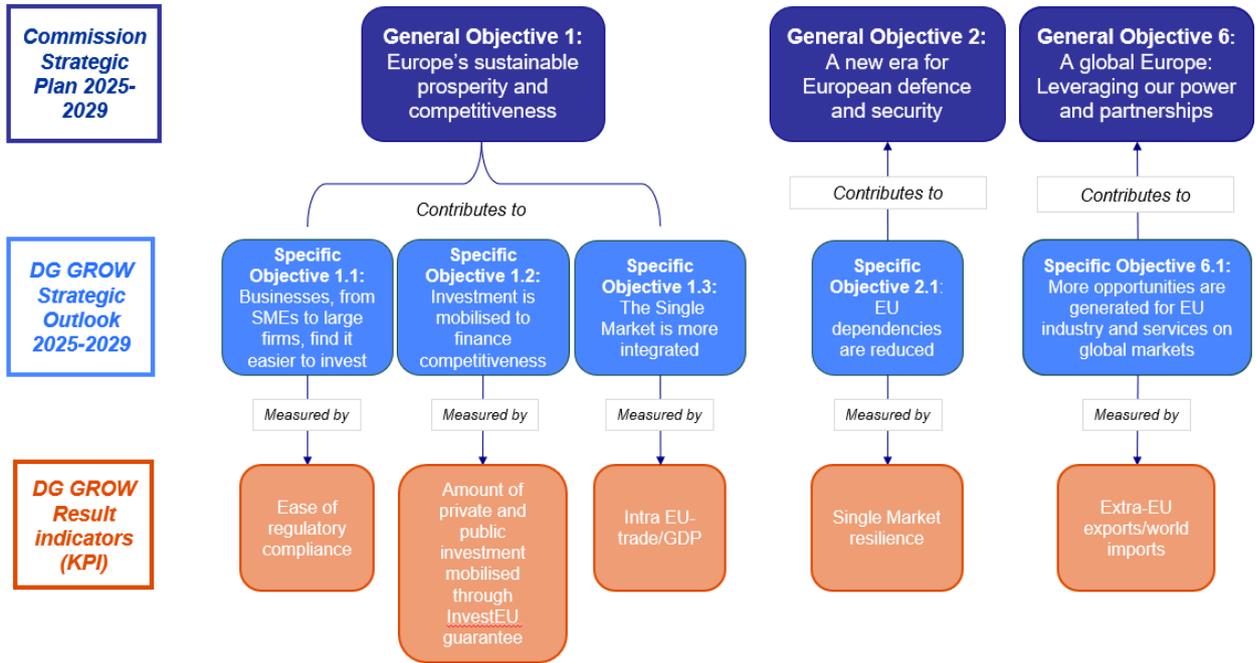
Strategic planning and programming are the cornerstone of the Commission's performance management framework. The Commission's [strategic plan for 2025-2029](#) translates the political priorities set out in the Political Guidelines of President von der Leyen into general objectives. This process ensures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

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

The 2026 Management Plan sets out what DG GROW intends to deliver in 2026 to contribute to these multiannual objectives (Part 2) and describes how DG GROW will contribute to the common objective of building a modern and sustainable public administration (Part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The chart below illustrates the performance framework for DG GROW.

DG GROW's Performance Chart ⁽¹⁾



⁽¹⁾ From 2026 onwards, the KPI for specific objectives 1.3 and 6.1 will cover both goods and services.

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

In 2026, we will contribute to achieving four General Objectives of the Commission for 2025-2029, namely General Objective 1: sustainable prosperity and competitiveness, General Objective 2: a new era for European defence and security, and General Objective 6: a global Europe: leveraging our power and partnerships.

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



Specific objective 1.1 – Businesses, from SMEs to large firms, find it easier to invest

Initiatives linked to regulatory simplification and burden reduction

European Product Act (2)

We will put forward the European Product Act (EPA) – a comprehensive proposal to modernise the EU's product legislative framework by bringing together its three core pillars: standardisation, conformity assessment, and market surveillance. The EPA will enhance competitiveness by providing a framework covering the entire products' lifecycle and leveraging synergies between existing legislation, to build a simple and efficient Single Market for goods. The EPA will also update the New Legislative Framework (NLF) to reflect technological innovation in digitalisation and circularity.

In parallel, the EPA will update the EU rules on market surveillance and product compliance. As part of the upcoming EPA, we will explore the feasibility of a horizontal legal framework for a Digital Product Passport to ensure better traceability and authenticity of goods entering the EU.

European Biotech Act II

The EU Biotech Act II will reaffirm biotechnology as a cross-sectoral strategic technology, essential to Europe's competitiveness, resilience, and clean and digital transitions. The main objective is to create a true level playing field within the Single Market, removing fragmentation and ensuring that innovative biotech products and processes can access the market speedily and circulate freely across the Union. The scope of the proposal will be determined in alignment with the Biotech Act I to avoid overlaps and ensure synergies.

Public Procurement Act

We will put forward proposal on the revision of the Public Procurement Directives to modernise the EU public procurement framework and reduce administrative burden for public buyers and economic operators. Given the size of the EU procurement market, equivalent to about 15% of the EU GDP, there is a clear potential in efficiently channelling investment in line with EU strategic priorities. The

(2) Initiatives that are part of the 2026 CWP are marked with this icon 

reform will make public procurement part of the EU strategic investment agenda based on simplification of existing public procurement procedures while improving transparency to avoid irregular practices. It will furthermore support European lead markets and ensure investment in Europe by incorporating European preferences for strategic products and sectors. It will also aim to support environmentally and socially sustainable public procurement as well as the procurement of innovative solutions.

Revision of the e-Invoicing Directive

The Single Market Strategy announced a legislative revision of the electronic invoicing in public procurement rules. In 2026, we will put forward the relevant proposal. The objective is to increase harmonisation of e-Invoicing rules across the EU leading to more uniformity on the use of e-Invoicing by EU businesses, including SMEs, and ensuring its consistent use in public procurement throughout the EU. Further harmonisation is expected to reduce costs for businesses, increase cross border transactions, and ultimately foster their competitiveness in the Single Market.

Circular Economy Act

In 2026, as part of the Clean Industrial Deal, we will work, in cooperation with DG ENV, towards the adoption of the Circular Economy Act (CEA), contributing to the ambition to make the EU the world leader on circular economy by 2030. The CEA aims to increase circularity, leveraging the full potential of the Single Market and promoting more sustainable production, circular economy business models and supporting decarbonisation. The Act will facilitate the free movement of 'circular' products, secondary raw materials and waste, including e-waste. It will also increase the supply of high-quality recycled materials and stimulate demand for these materials in the EU.

Industrial Accelerator Act

In 2026, we will continue the implementation of initiatives described in the Communication "*Delivering on the Clean Industrial Deal*"⁽³⁾. Upcoming implementation measures, such as the Industrial Accelerator Act, will allow for the creation of lead markets to boost demand for clean and Made in EU industrial products in key strategic sectors and technologies, to speed up industrial decarbonisation projects, while strengthening Europe's competitiveness and economic resilience .

REACH Revision

Following the European Chemicals Industry Action Plan and proposals for simplification of certain requirements and procedures for chemical products (Omnibus VI), we will put forth a targeted revision of REACH focusing on three main pillars: 1) modernisation, 2) simplification and digitalisation, 3) enforcement, while continuing to ensure a high level of protection of human health and environment.

EU Industrial Maritime Strategy

In 2026, DG GROW together with DG MOVE will present a new Industrial maritime strategy to enhance the competitiveness, sustainability and resilience of Europe's maritime manufacturing sector. The strategy is a flagship action of the Competitiveness Compass and will outline measures to boost innovation, investment and a global level playing field.

⁽³⁾ (COM(2025) 378)

Evaluations and fitness checks - part of the stress testing of the EU acquis

- Evaluation of the market surveillance and compliance of products Regulation
- Evaluation of the type-approval and market surveillance of motor vehicles Regulation
- Evaluation of the fertilising products Regulation
- Evaluation of the cosmetic products Regulation
- Evaluation of the Directives on inspection and verification of good laboratory practice (GLP)

Implementation dialogues and reality checks

EU Product Act

The preparation of the EU Product Act will be accompanied by reality checks with relevant stakeholders.

Major public consultations

- Revision of the Market Surveillance Regulation
- Revision of the New Legislative Framework
- Revision of Public Procurement Framework
- Revision of the e-Invoicing Directive

Major implementation activities and enforcement actions

We drive the implementation of Industrial Policy with our stakeholder networks, notably the Industrial Forum, the Enterprise Europe Network and the European Cluster Cooperation Platform.

Access to finance

We will continue to steer public and private investment with guarantee facilities and equity co-investments under the SME window of InvestEU, as well as with capacity building and advisory services to implementing partners under the EU Advisory Hub. We will continue disseminating information on financial support under InvestEU by promoting the 'Access2Finance' portal and promote match making of investors and project promoters through the InvestEU Portal. The EU Finance Days in 2026 will have a focus on competitiveness and sustainability, including on the future European Competitiveness Fund.

Important Projects of Common European Interest (IPCEIs)

The Joint European Forum for Important Projects of Common European Interest (JEF-IPCEI), co-chaired by DG GROW and DG COMP, will continue working on the identification of candidates for new IPCEIs, notably in the critical raw materials and clean connected autonomous vehicle strategic sectors, while at the same time improving and simplifying the IPCEIs process from set-up to implementation. Through the Design Support Hub, DG GROW will continue to provide expertise to Member States working on IPCEI candidates (notably in circular advanced materials, nuclear and biotechnologies) endorsed by the JEF-IPCEI and currently in the design phase.

Other implementation activities and enforcement actions

As highlighted in the Single Market Strategy, improved enforcement of the Single Market regulatory framework is key to ensuring the Single Market exists as a tangible reality for businesses and citizens. We will continue to play a crucial role as guardian in this process, including taking infringement proceedings, and acting in parallel with other designated actors in implementation and enforcement.

Other major output

2026 Annual Single Market and Competitiveness Report

The 2026 Annual Single Market and Competitiveness report will assess the functioning of the Single Market and the state of Europe's competitiveness along the axes of the Competitiveness Compass - closing the innovation gap, decarbonising our economy, and reducing dependencies. The report will be based on a revised set of Key Performance Indicators, and it will monitor progress considering the implementation of the Competitiveness Compass, the Clean Industrial Deal and the Single Market Strategy.

2026 Annual Progress Report on Simplification, Implementation, and Enforcement

The Report will highlight key achievements and ongoing actions, including enforcement efforts, to ensure the effective application of EU legislation for the Single Market. It will highlight progress in ongoing initiatives to simplify the acquis and streamline processes and outline future avenues for continued simplification and impactful implementation.

Roadmap Towards Phasing Out Animal Testing for Chemical Safety Assessments

We will put forward the roadmap towards phasing out animal testing for chemical safety assessments as announced in response to the European Citizens' Initiative "Save Cruelty-Free Cosmetics". It will provide a strategic plan to guide the progressive and scientifically robust transition towards non-animal approaches for chemical safety assessments using innovative biotechnological and computational methods offering potential to increase cost-efficiency and to accelerate safety assessments as well as time-to-market.

Pending proposals with the co-legislator

- Proposal for a Regulation on circularity requirements for vehicle design and on management of end-of-life vehicles
- Proposal for a Regulation for simplification of certain requirements and procedures for chemical products (Omnibus VI)
- Proposal for a Regulation on the European Chemicals Agency and amending regulations
- Proposal for a Regulation on European Union designs (codification)
- Proposals for Supplementary Protection Certificates for plant protection products, medicinal products, and amending regulations
- Proposal for a Directive on mitigating measures available for small and medium sized enterprises to small mid-cap enterprises and further simplifying measures (Omnibus IV)
- Proposal for a Regulation on mitigating measures available for small and medium sized enterprises to small mid-cap enterprises and further simplification measures (Omnibus IV)



Specific objective 1.2 – Investment is mobilised to finance competitiveness

Major implementation activities and enforcement actions

InvestEU Programme

InvestEU aims to mobilise at least EUR 372 billion of additional investment through EU budget guarantees. An additional EUR 55 billion is expected to be mobilised once the Omnibus II ⁽⁴⁾ is adopted. DG GROW will continue to negotiate, amend and sign Guarantee Agreements with existing and new Implementing Partners to fully allocate the EU guarantee. We are also planning to conclude further Contribution Agreements for Member State compartments. Additional Agreements with the selected partners for the Advisory Hub are expected to be signed and the InvestEU Portal will continue to cooperate with its existing partners.

European Competitiveness Fund

The European Competitiveness Fund (ECF) is set to become a cornerstone of the Multiannual Financial Framework 2028-2034 (MFF), featuring a substantial allocation of EUR 234 billion. In combination with Horizon Europe (EUR 175 billion), it draws together the firepower at EU level of EUR 409 billion to accelerate the development, scaling-up, and manufacturing of strategic technologies in Europe. This figure represents 21% of the future EU budget and has the potential to generate an even greater impact through its extensive array of financing tools and guarantees. The Fund will provide a wide financial toolbox, including grants, procurement as well as budgetary guarantees and financial instruments under the ECF InvestEU instrument.

Battery Booster Facility

The Battery Booster Facility is to mobilise EUR 1.5 billion from the Innovation Fund in financing to support European battery cell producers during the ramp-up phase. Support will be provided through performance-linked financial instruments such as interest-free loans. These will be provided in instalments and will be performance-based, linked to the achievement of specific milestones. The first instalment of support is aimed at reaching selected companies in 2026. Additionally, of the EUR 1.8 billion of financing set aside for the Battery Booster, up to EUR 300 million will be used to support Critical Raw Materials projects crucial to the battery value chain, notably lithium, cobalt, nickel, manganese and graphite.

Pending proposals with the co-legislators

- Proposal for a Regulation on combating late payment in commercial transactions

⁽⁴⁾ COM (2025) 84 final



Specific objective 1.3 – The Single Market is more integrated

New policy initiatives:

Short term rentals

As announced in the European Affordable Housing Plan, we will contribute to the work of the Commission's Housing Task Force, by putting forward a new legislative initiative on short-term rentals as part of an Affordable Housing Act, to complement Regulation 2024/1028, and to enable public authorities to take a set of justified and proportionate measures, particularly in areas of housing stress.

Territorial Supply Constraints

As announced in the Single Market Strategy ⁽⁵⁾, we will develop tools to act against unjustified Territorial Supply Constraints to cover situations beyond those captured by competition law. The objective of this process is to determine the most suitable tools to address the issue appearing on the 'Terrible Ten' list of the most harmful barriers to the Single Market.

Initiatives linked to regulatory simplification and burden reduction

EU Delivery Act

We will propose a new EU Delivery Act to replace the Postal Services Directive and the Cross-border Parcels Regulation. The current postal regulatory framework is outdated. The new EU rules on postal services will focus on delivery as a service and will ensure that people and businesses can receive deliveries throughout the EU at affordable prices, while promoting fair competition on delivery markets and increasing consumer protection.

Construction Services Act

We will take an initiative relating to construction services, closely aligned with the Single Market Strategy, which called for a new sectoral policy approach to the Single Market for services, complementing the existing horizontal policy approach of the Services Directive. This provides a new dynamic, particularly for the services sectors which are the most relevant for the twin transitions and could bring the highest economic added value. This initiative will contribute to the Affordable Housing Plan and the European Strategy for Housing Construction.

Evaluations and fitness checks - part of the stress testing of the EU acquis

- Evaluation of mutual recognition of goods
- Evaluation of recreational craft
- Evaluation of the Geo-Blocking Regulation
- Evaluation of Trademark Implementation

⁽⁵⁾ COM(2025)500 of 21 May 2025

Implementation dialogues and reality checks

EU Delivery Act

The preparation of the EU Delivery Act will be accompanied in the first half of 2026 by an implementation dialogue to feed into the process and reflection. The aim will be to identify and confirm obstacles relating to existing EU postal rules and their implementation, and to explore and discuss concrete suggestions on policy options.

SME Policy

An implementation dialogue on SME Policy is planned for the second half of 2026. The dialogue will address the role of SMEs in the resilience of strategic supply chains and gain insights into sector-specific SME perspectives. It will explore EU, local support and improvement, as well as address regulatory, financial, and cross-border integration challenges.

Major public consultations

- EU Delivery Act
- Construction Services Act

Major implementation activities and enforcement actions

Single Market Strategy

The majority of legislative actions in the Single Market Strategy are to be put forward by the Commission in 2026, with some actions already implemented in the course of 2025. The Single Market Strategy is meant to address the ten most harmful Single Market barriers, known as the 'Terrible Ten'. We will continue to coordinate the implementation of the Single Market Strategy throughout 2026.

Single Market Enforcement Taskforce (SMET)

We will drive the work of the Single Market Enforcement Taskforce (SMET) as a cooperative platform where Member States and the European Commission work together on removing or reducing barriers in the Single Market.

We will focus on following up on SMET projects where efforts have not been successful and will organise SMET annual high-level meeting to cater for political reinforcement to further empower SMET and will continue working on its currently active projects while exploring new areas for potential SMET projects. Finally, SMET will continue strengthening further cooperation with stakeholders, especially with a view of the implementation process for addressing the Terrible Ten barriers.

Guidelines on the implementation of the Forced Labour Regulation

As foreseen by article 11 of the Forced Labour Regulation, we will issue guidelines by June 2026, in consultation with relevant stakeholders. They will include guidance for economic operators on due diligence and engaging with competent authorities, guidance for competent authorities on conducting investigations, and guidance for stakeholders on submitting information, while minimising burdens on administrations and companies.

SOLVIT

SOLVIT is a network of national civil servants dealing with Single Market complaints of EU citizens and businesses. In 2026, we will continue to address systemic issues through SOLVIT cases, allocate resources and strengthen the cooperation with other DGs to improve information exchange. With a new IMI application to be rolled out in 2026, we will undertake migration from old IMI application to the new one and continue the close monitoring of the cases submitted by businesses, in particular under the Mutual Recognition of Goods regulation.

Other major output

Revision of Textile Labelling Regulation

The revision will aim at modernising current fibre composition rules and introducing a fully harmonised single label, both physical and digital, encompassing all the relevant labelling information, as announced in the Single Market Strategy of 2025.

EU Designs and Models Package

In July 2026, Phase 2 of the new EU Designs and Models Package developed by DG GROW will be implemented. The reform mainly affects the procedural practice of the European Union Intellectual Property Office (EUIPO) in the design representation regime, aiming to adapt the more than twenty-year-old system to the realities of digital business models and emerging technologies, such as 3D printing, virtual designs and modular products.

Unitary Patent Report

In 2026, we will present to the European Parliament and the Council a report on the operation of Regulation 1257/2012 implementing enhanced cooperation around the creation of Unitary Patent Protection. The report will take stock and assess the functioning of the Unitary patent system after the third year of its entry into force in June 2023.

Pending proposals with the co-legislator

- Proposal for a Directive amending Directives as regards digitalisation and common specifications (Omnibus IV)
- Proposal for a Regulation amending Directives as regards digitalisation and common specifications (Omnibus IV)
- Proposal for a Regulation on a public interface connected to the Internal Market Information System for the declaration of posting of workers.
- Proposal for a Regulation establishing the Single Market and Customs Programme for the period 2028-2034 and repealing Regulations (EU) 2021/444, (EU) 2021/690, (EU) 2021/785, (EU) 2021/847 and (EU) 2021/1077.

General Objective 2: A new era for European defence and security



Specific Objectives 2.1: EU dependencies are reduced

New policy initiatives

Critical Raw Materials Centre

Critical Raw Materials (CRM) are vital for European industry. However, Europe's heavy reliance on concentrated import sources creates geopolitical vulnerabilities. In line with the Clean Industrial Deal and building on the experience of implementing the Critical Raw Materials Act and the 47 Strategic projects selected so far, we will establish a CRM Centre to address the lack of secure and reliable access to raw materials for European industries, and their limited resilience to withstand supply chain disruptions. It will focus on strategic stockpiling, joint purchasing, supply chain monitoring and investment in raw materials sources outside and inside the EU.

Major public consultations:

- Critical Raw Materials Centre

Major implementation activities and enforcement actions

The Internal Market Emergency and Resilience Package

The Internal Market Emergency and Resilience Act (IMERA), adopted in October 2024, will come into effect on 29 May 2026. As part of the IMERA implementation activities, we will adopt an implementing act setting out detailed arrangements for a contingency planning framework regarding crisis preparedness, cooperation, exchange of information and crisis communication for the internal market vigilance and emergency modes. We will also organise a crisis simulation exercise to stress test IMERA as part of the enforcement efforts.

General Objective 6: A global Europe: Leveraging our power and partnerships



Specific Objective 6.1: More opportunities are generated for EU industry and services in the global markets

New policy initiatives

Supply Chain Resilience

Supply chain diversification is crucial for business resilience, helping companies to mitigate risks amid global trade uncertainties. As part of the EU's industrial and competitiveness agenda and its economic security strategy, we will aim to reinforce supply chain cooperation through Industrial Policy Dialogues (with Japan, the Republic of Korea, China, Taiwan, Ukraine and for the first time, Canada), mobilising business networks to leverage mutual complementarities.

The EU-Japan Centre for Industrial cooperation will participate in this effort. We will develop cooperation globally to pursue opportunities for market integration and business cooperation.

We will reinforce supply chain complementarities with candidate countries, including Western Balkans countries, Ukraine and Moldova by implementing “Single Market Highways”. We will assist enlargement countries, including the new candidate countries - Ukraine and Moldova -, and support the implementation of the Growth Plan for the Western Balkans. We will deliver on the Agreement on Conformity Assessment and Acceptance (ACAA) of industrial products with Ukraine. And we will continue the work on an ACAA with Moldova and Serbia. We will also participate in defining conditions for foreign investments to positively contribute to Europe’s competitiveness in key strategic sectors such as automotive and batteries. We will pursue the reciprocal opening of procurement markets in third countries and negotiating trade agreements aiming at mitigating protectionist or discriminatory measures.

Other major output

To reach the objectives of the Critical Raw Materials Act, the EU has concluded Strategic Partnerships covering raw materials value chains with third countries, as part of its strategy for ensuring a secure and sustainable supply of critical raw materials, with 14 partnerships so far. In 2026, it is planned that DG GROW will work towards a Memorandum of Understanding which will set a strategic partnership with Brazil - one of the most important global producers of many critical raw materials.

Major implementation activities and enforcement actions

Foreign Subsidies Regulation

We will continue to pursue the enforcement of the procurement pillar of the Foreign Subsidies Regulation (FSR), thereby contributing to a level playing field in EU public procurement by addressing the distortive effects of foreign subsidies. Where required and justified, both DG GROW and DG COMP will open *ex officio* investigations when Commission action is warranted on its own initiative. DG GROW’s sectoral focus and economic intelligence will help identify critical areas where such investigations are particularly relevant to ensure fair competition and a level playing field within the Union.

Foreign Subsidies Review Report and FSR Guidelines

Together with DG COMP, we will publish our first FSR Guidelines. A meeting of national contact points will also take place in January 2026 to strengthen cooperation with Member States and support effective enforcement. In addition, an FSR review report will be prepared, leading to simplification and burden-reduction measures, for publication in July 2026.

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

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

DG GROW 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

To achieve its ambitious objectives, human resources management remains a top priority for DG GROW, which is committed to leveraging its skilled, motivated, and dedicated staff.

In 2026, we will continue to analyse the workload of each Unit and to rebalance the human resources via internal redeployments, within the current resource constraints. We will help managers identify talents to fill their needs more rapidly and to keep their talents who passed a competition or the certification procedure.

On gender equalities policies, DG GROW will continue to maintain the balance at all management levels as referenced in Annex 2:

- On 19 November 2025, 47% of middle management was female (4 posts were vacant), and 58.33% of Deputy Head of Unit's post were held by female colleagues (1 post was vacant); the aim is to sustain a minimum of 50% by 2029.
- By appointing five female Heads of Unit as Deputies to Directors as of May 1, 2025, DG GROW achieved gender balance goals with 55% female representation and the aim is to maintain this balance.
- In November 2025, DG GROW's female senior managers represented 61.5% of that category.

DG GROW remains committed to fostering women's career development through participation in its own Female Talent Development Programme, developed in collaboration with DGs COMP, ECFIN, and FISMA.

The staff engagement index at DG GROW surpassed the Commission's average in 2023. The target for 2029 is to maintain or improve the high level of engagement.

DG GROW will also continue to work on its internal communication to enhance staff engagement, with initiatives such as participatory meetings, including all-staff meetings led by the Director General, Directors' debriefings, and presentations by colleagues on policy files and DG services, as referenced in Annex 2.

Additionally, DG GROW will continue offering well-being activities. In 2026, we plan expanding engagement activities, such as an all-staff video, podcasts, 'getting to know each other' events, to reinforce the cohesion between Brussels and Luxembourg's sites and promote a dynamic and supportive workplace culture.

B. Digital transformation and data management

Local Digital Transformation in DG GROW is fully aligned with the Commission's strategic priorities, its digital strategy and the findings we gathered, both through surveys on digital skills and visits to the directorates and units.

In 2026 we will continue to work towards the smooth functioning of a **digital and data driven Single Market**, by further developing and modernising our IT portfolio of strategically important systems, to deliver on simplification of the acquis, reducing administrative burden and enabling a seamless flow of data in the Single Market. Building on top of the success of GROW's AI Pilot on complaints handling with Artificial Intelligence (CHAI) that is expected to be integrated in the corporate solution for complaints' handling THEMIS, there are several use cases that will be developed in 2026, the proactive detection of violations of GROW acquis, prevention of potentially disproportionate regulatory environments and extending smart search, summarization and drafting functionalities of AI to SOLVIT centres. Existing systems like Single Digital Gateway (SDG), Public Procurement Data Space (PPDS), InvestEU and Technical Regulation Information System (TRIS) will be enhanced with new AI capabilities while newly developed systems will, where possible, have AI integrated in their workflows.

We will intensify activities that aim to raise the level of **digital skills for all colleagues**, including the management. Apart from improving the use of collaborative tools like Teams and SharePoint Online, we will focus on enabling colleagues to get knowledge and skills to make the best use of the corporate AI tools, such as GPT@EC and the forthcoming AI@EC platform. This work will be managed locally by our GROW AI Champions Network and occasionally supported by the central services.

Our systems will utilise more open-source solutions, implement more reusable solutions, be hosted on the cloud, and align with EU sovereignty principles whenever possible. The work on business processes automation will progress and we expect to see the first results in improving efficiency by the end of the year.

DG GROW will remain committed to maintaining its leading position as far as cybersecurity of its IT portfolio is concerned.

The activities mentioned above constitute the Digital Transformation Roadmap of DG GROW.

Data management

In 2025, DG GROW has an **established** maturity in **data management practices** which we aim to **advance** in 2026. To achieve this, we will encode systematically new assets in the EC Data Catalogue and ensure yearly updates.

Currently, **ownership and responsibilities are in developing** stage, aiming to reach in 2026 the level in which responsibilities of data owners and stewards are clearly assigned, clarified, and

documented for all data assets. To support this transition, we will conduct awareness sessions with Data Owners and seek support from the EC Data Advisory.

DG GROW has **established principles of data quality and FAIRness⁽⁶⁾** in 2025 targeting an advanced level in 2026. DG GROW will publish additional data assets in the open data portal, continue its efforts on interoperability, and raise awareness to improve data quality.

Regarding **data skills**, DG GROW is **developing** data-related competencies. In 2026, our target is to establish these skills, by identifying learning paths and sharing information via GROW Talks. Additionally, as part of the Internal Market Family coordination, a data maturity survey was performed. Its results give a more detailed view in terms of the above criteria and are available upon request.

Data Protection

DG GROW Data Protection Coordinator (DPC) will focus on the needs of every type of actor in the practical implementation of Data Protection, promoting the use of unit inventories of processing operations. This will improve continuous compliance monitoring and in particular the implementation of the Commission's Data Protection Action Plan (C(2018) 7432 final). We will also continue to ensure that GROW IT systems and websites comply with data protection rules, including security aspects.

Throughout 2026, we will map the implementation per Unit (to target awareness actions). We will focus on ensuring timely completion of new records, together with the corresponding privacy statements, in the case of newly identified processing activities, as well as timely review of published records of processing activities.

C. Sound financial management

In 2026, DG GROW will continue to ensure the sound and efficient management of its financial resources, and to maintain effective internal control, risk management and accounting reporting. The main focus will be on effective budget implementation, effective programme governance, as well as simplified, harmonised and digital working methods using the available corporate tools. The dedicated SharePoint space allows easy access for all staff to information on financial and internal control matters.

We will continue to focus on implementing - through direct and indirect management - the programmes for which DG GROW: 1) is fully responsible (InvestEU), 2) ensures coordination at programme level and manages activities in the area of SMEs, European standardisation, Internal Market and Market Surveillance (Single Market Programme), 3) is co-chair of Cluster 4 on Digital, Industry and Space (Horizon Europe). The Executive Agencies EISMEA and HaDEA, as well as Decentralised agencies and EUIPO will continue to support the implementation of DG GROW programmes. We will also continue to ensure coordination with the EIB, EIF, EBRD and other European and International Financial Institutions for the implementation of InvestEU. With reference to the European Competitiveness Fund, under the lead of DG BUDG, HR and SG, DG GROW will contribute to the cost-benefit analysis (CBA) for the direct programme implementation 2028-2034. The outcome of the corporate measurement on 11 standard financial indicators common to all Commission

⁽⁶⁾ "FAIRness" is a data management term describing the extent of 'findability, accessibility, interoperability and reusability' of data.

services (7) showed that DG GROW performs according to expected standards. DG GROW has ensured excellent results in budget implementation for both commitment and payment appropriations and also in other financial Key Performance Indicators (KPIs). DG GROW will also monitor internally its financial performance on a monthly basis through KPIs, to ensure a sound and efficient financial management and the follow-up of financial transactions.

Details about the Key Performance Indicators (KPIs) pursued by DG GROW are provided in Annex 2 (on page 33). In particular, the effectiveness of the controls will be monitored by ensuring that both the overall risk at payment and risk at closure remain below 1%. Efficiency will be ensured by achieving 100% budget execution of commitment and payment appropriations in operational lines and of commitment appropriations in administrative lines. Regarding the economy of controls, it will be monitored that the overall estimated cost of controls remains under 5%.

DG GROW will continue to support the development and take-up of corporate digital tools, such as eProcurement. DG GROW will pursue its efforts to maintain its effective internal control framework, notably by implementing the updated internal control strategy. The reinforced supervision of the executive agencies and external entities implementing DG GROW activities will be maintained throughout 2026.

Audits on the activities of DG GROW are expected to be launched by ECA and IAS in 2026. Respective recommendations for further improvements will be duly monitored and addressed on time ensuring accountability and transparency. The IAS audit on “InvestEU” has been launched early 2025. In addition, there are several on-going performance audits launched by ECA where DG GROW is either the lead or an associated DG.

D. Fraud risk management

In the implementation of its Anti-fraud strategy, DG GROW organises, on a regular basis, trainings for newcomers on ethics and anti-fraud. All information related to fraud risk management is published on DG GROW’s Intranet. DG GROW is in the process of updating the Anti-Fraud strategy to ensure it remains up to date, with the goal of adopting the revised version in 2026. The implementation of DG GROW action plan is regularly monitored.

The main actions intended to be implemented by DG GROW in 2026, as indicated also in Annex 2 (on page 33) include updating the Anti-Fraud strategy, providing at least one information session on ethics and anti-fraud. Cooperation with OLAF and other Commission services and Executive Agencies will be enhanced to contribute to the implementation of the Commission Anti-Fraud Strategy (CAFS) through participation in the Commission’s Fraud Prevention and Detection Network (FPDNet). Additionally, fraud awareness will be raised by updating the relevant section in the Intranet.

(7) Based on data in the 2024 Annual Activity Report.

E. Sound environmental management

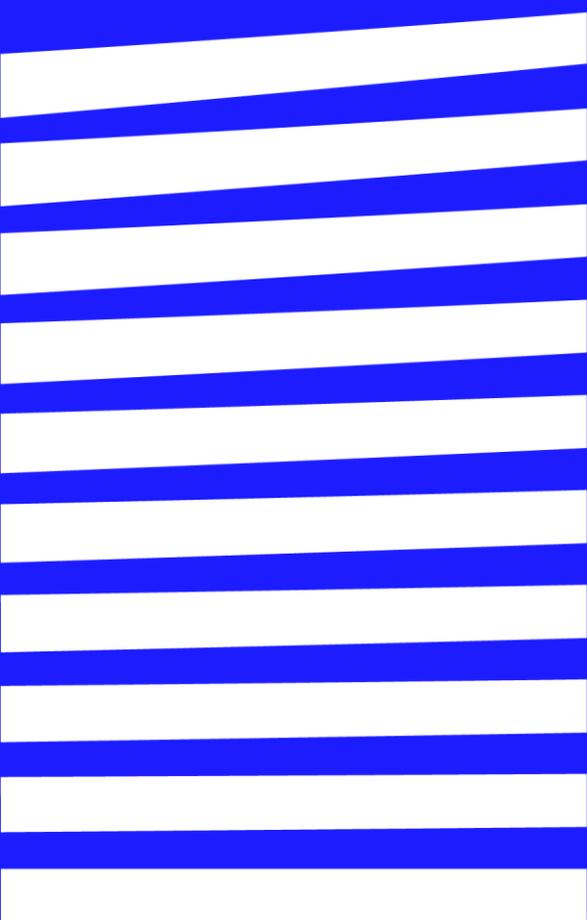
DG GROW remains committed to implementing the Communication and action plan on greening the Commission.

In line with the Commission's multiannual objective, DG GROW remains committed to minimising its environmental and carbon footprint in support of climate neutrality by 2030. Staff are encouraged to opt for hybrid or online meetings or limiting the number of participants on missions.

DG GROW will continue to work in close collaboration with the Commission Office for Infrastructure and Logistics in Brussels (OIB) on the following: infrastructure (buildings, lifts, water fountains, waste collection etc.); supplies, including stationery and meeting material; promoting environmentally conscious behaviour (waste collection, biking, use of stairs), continuing its policy of alternating physical and online expert meetings.



ANNEXES



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

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

Specific Objective 1.1: Businesses, from SMEs to large firms, find it easier to invest

Related to spending programme(s): No

Main outputs in 2026:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
European Product Act (EPR) 	Commission Adoption	Q3 2026
European Biotech Act II 	Commission Adoption	Q3 2026
Public Procurement Act 	Commission Adoption	Q2 2026
Circular Economy Act (with ENV) 	Commission Adoption	Q3 2026
Revision of the e-invoicing Directive	Commission Adoption	Q4 2026
REACH Revision (with ENV)	Commission Adoption	2026

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Evaluation of the Market Surveillance and Compliance of Products Regulation	Finalisation	Q3 2026
Evaluation of the type-approval and market surveillance of motor vehicles Regulation	Finalisation	Q3/4 2026
Evaluation of the fertilising products Regulation	Finalisation	Q3 2026
Evaluation of the cosmetic products Regulation	Finalisation	Q4 2026
Evaluation of the Directives on inspection and verification of good laboratory practice (GLP)	Finalisation	Q4 2026

Implementation dialogues and significant reality checks

Output	Indicator	Target
Reality Check - European Product Act	involvement of relevant stakeholders	2026

Major public consultations

Output	Indicator	Target
EPR – Revision of New Legislative Framework	Finalisation	12 November 2025 – 4 February 2026

Output	Indicator	Target
EPR - Revision of market surveillance and compliance of products Regulation	Finalisation	12 November 2025 – 4 February 2026
Public Procurement Act	Finalisation	3 November 2025 – 26 January 2026

Major implementation activities and enforcement actions

Output	Indicator	Target
Clean Industrial Deal	Implementation	2026

Other major outputs

Output	Indicator	Target
2026 Annual Single Market and Competitiveness Report	Commission Adoption	Q1 2026
2026 Annual Progress Report on Simplification, Implementation, and Enforcement	Publication	2026
Roadmap Towards Phasing Out Animal Testing for Chemical Safety Assessments	Commission Adoption	Q1 2026
Proposal for a Regulation on simplification of certain requirements and procedures for chemical products (Omnibus VI)	Progress/Adoption by the co-legislators	2026
Proposal for a Regulation on the European Chemicals Agency	Progress/Adoption by the co-legislators	2026
Proposal for a Regulation on European designs	Progress/Adoption by the co-legislators	2026
Proposal for a Regulation on the supplementary protection certificate for medicinal products	Progress/Adoption by the co-legislators	2026
Proposal for a Regulation on the supplementary protection certificate for plant protection products	Progress/Adoption by the co-legislators	2026
Proposal for a Regulation on the unitary supplementary certificate for medicinal products	Progress/Adoption by the co-legislators	2026
Proposal for a Regulation on the unitary supplementary protection certificate for plant protection products	Progress/Adoption by the co-legislators	2026
Proposal for a Directive on mitigating measures available for small and medium sized enterprises to small mid-cap enterprises and further simplifying measures (Omnibus IV)	Progress/adoption by the co-legislators	2026
Proposal for a Regulation on mitigating measures available for small and medium sized enterprises to small mid-cap enterprises and further simplifying measures (Omnibus IV)	Progress/adoption by the co-legislators	2026

Output	Indicator	Target
Roadmap Towards Phasing Out Animal Testing for Chemical Safety Assessments	Commission Adoption	Q1 2026
Proposal for a Regulation of the European Parliament and of the Council on circularity requirements for vehicle design and on the management of end-of-life vehicles, amending Regulations (EU) 2018/858 and 2019/1020 and repealing Directives 2000/53/EC and 2005/64/EC.	Progress/adoption by the co-legislators	2026

Specific Objective 1.2: Investment is mobilised to finance competitiveness

Related to spending programme(s): InvestEU

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
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Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Omnibus II amending the InvestEU Regulation to enter into force by January 2026	Implement the Omnibus II provisions and simplification and in particular allocate the additional EU Guarantee to EIBG and other Implementing Partners by amending and signing Guarantee Agreements.	2026

Other major outputs

Output	Indicator	Target
Outreach private and public investors to promote InvestEU and its role in the future European Competitiveness Fund	Participate in EU and local investment promotion events with participation of investors and other financial entities	Throughout 2026
	Publish on website social media posts and further promotional items like newsletters or videos about events and featured projects	Throughout 2026
Engage with other International and National Financial Institutions with the aim of promoting the alignment of their activities more closely with the EU policy priorities	Meetings/contacts undertaken	Throughout 2026
Development of financial products, and increase of support for existing ones, to address specific EU policy priorities	Signature of new or amended Guarantee Agreements with InvestEU Implementing Partners	Throughout 2026

Mobilise additional resources to InvestEU via the Member State Compartment	Signature of InvestEU Contribution Agreements with Member States and of Guarantee Agreements for their implementation	Throughout 2026
Advisory support to address specific EU policy priorities under InvestEU	Signature of new or amended Advisory Agreements with InvestEU Advisory Partners	Throughout 2026
Manage as per Articles 62 and 157 of the Financial Regulation the procedure for pillar assessments of entities wishing to become an Implementing Partner under the InvestEU Programme	Process eligibility checks, monitor the pillar assessment audit conducted by the entity and liaise with relevant Commission service throughout the procedure until the issuance of the final pillar assessment outcome	Throughout 2026
Preparation and adoption of the Commission Decisions on investment and financing operations by InvestEU implementing partners other than the EIB under Article 23 of Regulation (EU) 2021/523 of the European Parliament and of the Council of 24 March 2021 establishing the InvestEU Programme and amending Regulation (EU) 2015/1017	Preparation and follow up of Inter-Service Consultations on policy checks in accordance with Commission Decision C(2021) 6599 ⁽⁸⁾ , including coordination with 21 DGs and services consulted and Implementing partners	Throughout 2026
Proposal for a Regulation on combating late payment in commercial transactions	Progress/adoption by the co-legislators	2026
Proposal for a Regulation establishing the European Competitiveness Fund	Progress/adoption by the co-legislators	2026

Specific Objective 1.3: The Single Market is more integrated

Related to spending programme(s): Single Market Programme

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Territorial Supply Constraints	Commission Adoption	Q4 2026

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
EU Delivery Act 	Commission Adoption	Q3 2026
Constructions Services Act 	Commission Adoption	Q4 2026

⁽⁸⁾ Further amended with C(2025)2946.

Revision of Textile Labelling Regulation ⁽⁹⁾	Commission adoption	Q2 2026
Short-term rental initiative 	Commission adoption	2026

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Evaluation of the Mutual Recognition of Goods Regulation	Finalisation	Q2 2026
Evaluation of the Geo-Blocking Regulation	Finalisation	Q2 2026
Evaluation of the Recreational Craft Directive	Finalisation	Q2 2026

Implementation dialogues and significant reality checks

Output	Indicator	Target
EU Delivery Act	Organisation of Implementation Dialogue	Q1/Q2 2026
SME Policy	Organisation of Implementation Dialogue	Q3/Q4 2026
Reality Check - European Product Act	involvement of relevant stakeholders	2026

Major public consultations

Output	Indicator	Target
EU Delivery Act	Finalisation	Q1 2026
Construction Services Act	Finalisation	Q1 2026
Territorial Supply Constraints	Finalisation	Q1 2026

Major implementation activities and enforcement actions

Output	Indicator	Target
Guidelines on the implementation of the Forced Labour Regulation	Commission adoption	Q2 2026
Access2Finance portal promotion (advertising)	Impressions	EUR 7,5 million
	Cost per click:	
	Display ads	EUR 0.20
	Search ads	EUR 0.70
EU Finance Days: Financing competitiveness (4 events)	Number of participants (on-site and online)	400-700

Other major outputs

Output	Indicator	Target
Proposal for a Regulation on a public interface connected to the Internal Market Information System for the declaration of posting of workers	Progress/adoption by the co-legislators	2026

⁽⁹⁾ Postponed from CWP 2023 (Annex II: REFIT initiatives – Title “A Europe Fit for the Digital Age”)

Proposal for a Directive amending Directives as regards digitalisation and common specifications (Omnibus IV)	Progress/adoption by the co-legislators	2026
Proposal for a Regulation amending Directives as regards digitalisation and common specifications (Omnibus IV)	Progress/adoption by the co-legislators	2026
Proposal for a Regulation of the European Parliament and of the Council establishing the Single Market and Customs Programme for the period 2028-2034 and repealing Regulations (EU) 2021/444, (EU) 2021/690, (EU) 2021/785, (EU) 2021/847 and (EU) 2021/1077	Progress/adoption by the co-legislators	2026

General objective 2: A new era for European defence and security

Specific Objective 2.1: EU dependencies are reduced

Related to spending programme(s): No

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Critical Raw Materials Centre 	Commission Adoption	Q2 2026

Major public consultations

Output	Indicator	Target
Critical Raw Materials Centre	Finalisation	Q1 2026

Major implementation activities and enforcement actions

Output	Indicator	Target
Internal Market Emergency and Resilience Act (IMERA)	Implementation	2026

General objective 6: A global Europe: Leveraging our power and partnership

Specific Objective 6.1: More opportunities are generated for EU industry and services in the global markets

Related to spending programme(s): No

Main outputs in 2026:

Major implementation activities and enforcement actions

Output	Indicator	Target
Foreign Subsidies Regulation	Enforcement	2026

Other major outputs

Output	Indicator	Target
Foreign Subsidies Guidelines	Commission Adoption	Q1 2026
Foreign Subsidies Review Report	Commission Adoption	Q3 2026

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

A. Human resource management

Objective: DG GROW employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.

Main outputs in 2026:

Output	Indicator	Target
Reaching quantitative DG-specific targets for first female appointments to management functions	Number of female appointments	Reach 50% of female Heads of Unit and, as the 2023-2024 gender target has been reached, respect the principle of making balanced 1st appointments
	Number of female candidates pre-selected	> 1 female candidate pre-selected per selection
Gender diversity at the level of Deputy Heads of Unit	Continue to organise the cross DG FTDP	>1 colleague in the cross-DG FTDP on top of the ones following the corporate one >50% of women in Deputy's function
	% of women & men in Deputy's functions	>/= 50% of women newly appointed
	% of newly appointed Deputy Head of Unit	100% of vacancy notices
	Ensure a gender-neutral drafting on vacancy notices	
Increase geographical balance within staff	Geographical Presence and Recruitments dashboard produced monthly by DG HR	Commission's target for AD level: 47,4%
Career opportunities	% of internal moves	3% of staff over a 5 years period
	Number of career talks followed by a mobility	Min 33%

Output	Indicator	Target
Continue to implement new methodology and policy to ensure more flexible and agile replacement of staff and reallocation according to the needs	Statutory staff vacancy rate	Keep statutory staff vacancy rate < 4%
Close monitoring and management of job quotas / external staff budget	External budget execution	External budget execution close to 99%
Heatmap of workload measurement	Distribution of the monthly heatmap to senior managers	= 12
Regular interactive town hall meetings with the Director-General	Number of town hall meetings	At least 6 all staff meetings (1 every 2 months)
Online debrief of Senior management meetings by Senior managers	The number of online debriefs	Equal to the number of Senior management meetings (approximately once per week)
Grow Talks sessions as output for internal communication (information-sharing, community building as well as talent and achievement recognition)	The number of GROW Talks sessions	>12 sessions
Informal colleagues gathering to create a DG spirit	Events for the whole DG	At least 2 per year – Summer & Winter
Improve the well-being of staff at work	Types of wellbeing activities	At least 2
Exit questionnaire	The number of statutory staff leaving the DG	Send to 100% of staff leaving. Ensuring follow-up of most comments received
Equality Mainstreaming Work Plan	Under the guidance of SG and DG JUST, promote equality mainstreaming internally (staff) and externally (policy actions)	Awareness-raising, update of the Work Plan and Sectoral Tool, close cooperation with the internal equality network

B. Digital transformation and data management

Objective: DG GROW 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
Digital culture	% of statutory staff who completed at least one digital or IT training (EU Learn + local initiatives)	≥ 45 %
Digital culture	% of middle management having completed a digital or data-driven management training	≥ 50 %
Digital culture	Average participation rate in CyberAware training	≥ 40 %
Digital culture	% of staff using M365 collaborative tools (Teams, SharePoint Online)	≥ 80 %
Digital-ready Policymaking	% of policy initiatives in the Commission Work Programme with digital-check completed	100 %
Business-driven Digital Transformation	Number of business processes documented, and reviewed for automation potential	5
Business-driven Digital Transformation	Number of new Use Cases embedding AI or advanced analytics capabilities	3
Seamless Digital Environment	% of IT portfolio systems hosted in cloud environments	≥ 70 %
Seamless Digital Environment	% of IT systems integrating at least one Reusable Solution Platform (RSP) component	≥ 60 %
Seamless Digital Environment	% of unsupported IT systems / components / technologies in production	0 %
Seamless Digital Environment	% of open-source or reusable solutions adopted in new developments	≥ 40 %
Green, Secure and Resilient Infrastructure	Percentage of compliance of the communication and information systems with the IT Priority controls, including the MFA/EU-Login control	100%

Output	Indicator	Target
Green, Secure and Resilient Infrastructure	Cybersecurity Maturity Level (Risk Maturity Quadrant) – retain/improve position in “Acknowledged” Quadrant	Maturity 4.98 Risk 3.58
Green, Secure and Resilient Infrastructure	% of systems with validated and up-to-date IT Security Plans	100 %
Green, Secure and Resilient Infrastructure	% of staff participating in EMAS or IT Greening awareness sessions	≥ 35 %
Green, Secure and Resilient Infrastructure	Estimated annual reduction in digital storage footprint (SharePoint / Shared Drives)	≥ 10 %

Data Management

Output	Indicator	Target
Data management	Number of data assets published in the EC Data Catalogue	100%
Responsibilities	Number of data assets with clear Data Owner and Data Steward assigned	100%
Data skills	% of staff attending GROW Talks about data management topics	≥ 35 %

Data Protection

Output	Indicator	Target
Increase staff awareness in DG GROW on personal data protection rules and policies	Percentage of staff attending awareness raising activities	- Senior Management: 100% - Middle Management: 100% - Other Staff: 100%
Mapping the degree of implementation of data protection procedures	- Percentage of public records of processing operations reviewed within the last two years - Number of records due - Number of privacy statements due - % of Unit inventories prepared	≤100% ≤70% ≤100% ≤50%
GROW IT systems complying with data protection rules	Percentage of GROW IT systems complying with data protection rules	≤90%

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	Overall remains < 1 % of relevant expenditure
	Estimated risk at closure	Overall remains < 1 % of relevant expenditure
Efficient controls	Budget execution	remains 100% of commitment and payment appropriations in operational lines and of commitment appropriations in administrative lines
Economy of controls	Overall estimated cost of controls	Remains less than 5%

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 ⁽¹⁰⁾ aimed at the prevention, detection and correction ⁽¹¹⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Updated Anti-fraud strategy	Updated Anti-Fraud Strategy adopted	By the end of 2026
Provide information on ethics and anti-fraud to be included in the information sessions for newcomers	Number of information sessions provided to newcomers that include anti-fraud and ethics issues in the frame of the induction days	One training session a year
Enhance cooperation with OLAF and other Commission's services and Executive Agencies to contribute to the implementation of the Commission Anti-Fraud Strategy (CAFS) by participating in the Commission's Fraud Prevention and Detection Network (FPDNet)	Participation in the FPDNet meetings and exchange of best practices	100% attendance to the meetings organised by OLAF in the framework of the FPDNet
Raise fraud awareness	Publication of relevant information on DG GROW SharePoint site	Continuously; at least 1 publication in 2026

⁽¹⁰⁾ 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”.

⁽¹¹⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

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
Energy saving actions	Number of weeks in GROW buildings participating in the annual BEST energy saving actions	At least 50% of DG GROW's buildings (BREY & N105) participating in the actions - end of year energy saving action - summer energy saving action
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	Reduce CO2 emissions compared to the baseline of 650 t CO2 in 2019
Sustainable events	% Department's events, incorporating the EC Guidelines for sustainable events	Reduce CO2 emissions compared to the baseline of 650 t CO2 in 2019

