



Management Plan 2024

DG COMPETITION

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Introduction

The mission of DG Competition is to enable the Commission **to make markets deliver more benefits to consumers, businesses, and the society as a whole by protecting competition on the market and promoting competition culture in the EU and worldwide**. DG Competition does this by enforcing EU competition rules and by ensuring that other regulatory initiatives take competition policy duly into account among other public policy interests. Competition policy is an indispensable element of a well-functioning Single Market ensuring that all companies compete fairly on their merits and on equal and non-discriminatory terms, making markets more competitive and resilient, while generating higher productivity, innovation, growth, and lower prices.

This **management plan** defines the most important outputs DG Competition will deliver in 2024 to achieve the specific objectives set out in DG Competition's **Strategic Plan 2020-2024** ⁽¹⁾. These outputs will contribute to the Commission's general objectives 'A European Green Deal', 'A Europe fit for the digital age', and 'An economy that works for people' ⁽²⁾ through the specific objectives set out in the table below.

General objective 1: A European Green Deal	1.1. State aid control contributes to environmental protection, renewables and energy savings
General objective 2: A Europe fit for the digital age	2.1. Updated rules and policy guidance in support of A Europe fit for the digital age, including tackling systemic competition in the platform economy and beyond 2.2. State aid control contributes to high performant broadband network 2.3. Strengthening competition enforcement in support of A Europe fit for the digital age
General objective 3: An economy that works for people	3.1. State aid control facilitates aid in the common interest 3.2. Banking aid necessary to safeguard financial stability, while protecting competition 3.3. Temporary support of the economy through COVID-19 aid

The last year of the mandate of this Commission will be another challenging year for DG Competition, significantly stretching its capacities and resources to support increased policy and enforcement work, as well as continued enforcement of some of the crisis related rules and new complementary policy instruments as set out below.

In 2024, to mitigate the economic impact of **Russia's aggression against Ukraine** and support severely impacted companies and sectors, Member States will still be able to use the flexibility permitted by **Temporary Crisis and Transition Framework (TCTF)** ⁽³⁾ until

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- ⁽¹⁾ Strategic plan 2020-2024 – Competition, see https://commission.europa.eu/publications/strategic-plan-2020-2024-competition_en. It is usually not meaningful to set numerical targets for competition policy enforcement. On-going Commission investigations are always without prejudice to the final decision by the Commission. DG Competition, like most competition authorities, provides the number of decisions (or intervention rate) indicating the level of activity/output also for deterrence purposes.
- ⁽²⁾ As set by Ursula von der Leyen, 'A Union that strives for more. My agenda for Europe' Political Guidelines for the next European Commission 2019-2024. See <https://op.europa.eu/en/publication-detail/-/publication/43a17056-ebf1-11e9-9c4e-01aa75ed71a1>.
- ⁽³⁾ Communication from the Commission on the Temporary Crisis and Transition Framework for State Aid measures to support the economy following the aggression against Ukraine by Russia, OJ C 101, 17.3.2023, p. 3, as amended on 20 November 2023, OJ C, C/2023/1188, 21.11.2023.

30 June 2024 ⁽⁴⁾. At the same time, the TCTF will continue to enable them to address dependency on fossil fuels and accelerate the transition towards a net zero economy and address global competitiveness concerns until the end of 2025.

Enforcement of the **Digital Markets Act (DMA)** ⁽⁵⁾ will be a major task for DG Competition. 2024 will also be the first full year of enforcement of the **Foreign Subsidies Regulation (FSR)** ⁽⁶⁾. To ensure a successful implementation of the FSR, DG Competition sets up a new enforcement structure with a new directorate divided into three units ⁽⁷⁾. The effective enforcement of these new policy tools together with other Commission services will continue to yield new workstreams putting additional strain on DG Competition's already limited resources ⁽⁸⁾.

In 2024, DG Competition will pursue its **ambitious policy review** ensuring that the competition instruments remain fit for the future and take account of the EU's green, digital, recovery, and resilience priorities ⁽⁹⁾. The **evaluation of Regulations 1/2003** and **773/2004** to assess whether the antitrust procedural framework remains fit for purpose will be finalised. The adoption of the revised **Market Definition Notice** in 2024 will provide better guidance to companies active in the digital sphere. **The Merger Simplification Package** ⁽¹⁰⁾ will allow focus on the most relevant cases and areas. As part of the Commission efforts towards reducing administrative burden, DG Competition will also implement measures to **simplify and rationalise reporting requirements**.

DG Competition will continue its **vigorous enforcement of competition rules** in all sectors, accompanied by effective **external communication** actions and **outreach activities**. To enhance its enforcement capacity, DG Competition will continue applying its 2023-2024 **digital strategy**, supported by the **Single Market programme**. It will also continue to work towards **convergence of competition rules** and their enforcement in jurisdictions across the world, reinforcing the EU's overall support and promotion of a rule-based international world order.

⁽⁴⁾ Specific sections of the TCTF have been extended until 30 June 2024; see further General Objective 1.

⁽⁵⁾ Regulation (EU) 2022/1925 of the European Parliament and of the Council of 14 September 2022 on contestable and fair markets in the digital sector and amending Directives (EU) 2019/1937 and (EU) 2020/1828 (Digital Markets Act), OJ L 265, 12.10.2022, p. 1-66.

⁽⁶⁾ Regulation (EU) 2022/2560 of the European Parliament and of the Council of 14 December 2022 on foreign subsidies distorting the internal market OJ L 330, 23.12.2022, p. 1-45.

⁽⁷⁾ Directorate COMP.K 'Foreign Subsidies' attached to the Director-General.

⁽⁸⁾ DG Competition and DG Communications Networks, Content and Technology (DG CNECT) are jointly responsible for the implementation and enforcement of the DMA. As regards FSR, DG Competition is responsible for enforcing the rules on concentrations and to start ex officio procedures outside public procurement procedures, while DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) is responsible for enforcing the FSR in public procurement and to start ex officio procedures.

⁽⁹⁾ Commission Communication of 18 November 2021 'A competition policy fit for new challenges' COM(2021) 713 final.

⁽¹⁰⁾ The 2023 Merger Simplification Package includes a revised [Implementing Regulation, Notice on Simplified Procedure](#) and [Communication on the transmission of documents](#).

PART 1. Delivering on the Commission's priorities: main outputs for 2024

General objective 1: A European Green Deal

All instruments of EU competition policy – antitrust, merger control and State aid – contribute to the European Green Deal as well as the climate targets for 2030 and 2050.

Updating rules and policy guidance supporting the European Green Deal

In the area of [State aid control](#), DG Competition will continue in 2024 the revision of the [Railway Guidelines](#) ⁽¹¹⁾ and the [Aviation Guidelines](#) ⁽¹²⁾ which will be important levers for the greening of transport. It also aims at simplifying procedures by proposing a block exemption in favour of the sustainable land transport sector ([Land Transport Block Exemption Regulation – LTBER](#)).

Following the findings of the Compliance Committee of the [Aarhus Convention](#) that the current possibilities to challenge the Commission's decisions on State aid fail to comply with the EU's obligations under the Convention ⁽¹³⁾, the Commission adopted in May 2023 a [Communication setting out its assessment of the implications of the ACCC's findings](#) and elaborating on its approach in the future ⁽¹⁴⁾. The Commission is currently analysing the impacts, including costs and benefits, of possible measures and will continue in 2024.

Strengthening competition enforcement supporting the European Green Deal

State aid control

With the [TCTF](#), the Commission provided Member States several tools to grant State aid as a response to the crisis created by Russia's war on Ukraine and the resulting economic disturbances especially in energy markets. Member States will still be able to continue to grant limited amounts of aid as well as aid to compensate for extraordinary energy prices hikes until June 2024. Further, the possibility, under TCTF, to provide State aid to address the underlying dependency on fossil fuels and accelerate the transition towards a net zero economy, are set to remain in place until 31 December 2025, as well the section addressing global competitiveness concerns. Thus, the TCTF related work will continue to

⁽¹¹⁾ Communication from the Commission — Community guidelines on State aid for railway undertakings, OJ C 184, 22.7.2008, p. 13–3.

⁽¹²⁾ Communication from the Commission — Guidelines on State aid to airports and airlines, OJ C 99, 4.4.2014, p. 3–34.

⁽¹³⁾ The EU and the Member States are parties to the Aarhus Convention on access to information, public participation in decision-making and access to justice in environmental matters, see also [Aarhus Convention Compliance Committee case on State aid: implications/options \(europa.eu\)](#).

⁽¹⁴⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the findings adopted by the Aarhus Convention Compliance Committee in case ACCC/C/2015/128 as regards state aid: Analysing the implications of the findings and assessing the options available COM/2023/307 final.

constitute an important workstream for DG Competition in 2024. It will keep on monitoring the situation and react as appropriate in the light of possible further evolutions.

In 2024, DG Competition expects more support measures for environmental protection to be implemented by the Member States without notification under the [General Block Exemption Regulation \(GBER\)](#) ⁽¹⁵⁾ amended in 2023 in line with the Green Deal Industrial Plan. DG Competition will continue to provide [guidance](#) to Member States on how the GBER can be applied.

In 2024, DG Competition will continue to apply the [Climate, Environmental Protection and Energy Aid Guidelines \(CEEAG\)](#) ⁽¹⁶⁾. Notifications are in particular expected concerning the development of renewable energies, industrial decarbonisation and energy efficiency improvements, clean mobility, measures to address (energy) intermittency, more flexibility, networks extension and adaptation, bridge technology generation like hydrogen, and zero emission mobility.

Furthermore in 2024, Member States will continue to put in place [measures promoting the Green Deal](#) that are included in their [Recovery and Resilience Plans \(RRPs\)](#), including measures added in the [new REPowerEU chapter](#) of the RRP ⁽¹⁷⁾. DG Competition assesses them in particular under the CEEAG.

In 2024, DG Competition will also continue to assess [Important Projects of Common European Interest \(IPCEIs\)](#) ⁽¹⁸⁾ in the [hydrogen value chain](#), especially a fourth IPCEI focusing on applications of hydrogen in the mobility and transport sector ⁽¹⁹⁾. It will also carry out [advocacy actions](#) on the proper implementation of the [DG COMP Code of good practices](#) for a transparent, inclusive, faster design and assessment of IPCEIs ⁽²⁰⁾, in the framework of the recently launched [Joint European Forum for Important Projects of Common European Interest](#) ⁽²¹⁾.

⁽¹⁵⁾ Commission Regulation (EU) 2023/1315 of 23 June 2023 amending Regulation (EU) No 651/2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty and Regulation (EU) 2022/2473 declaring certain categories of aid to undertakings active in the production, processing and marketing of fishery and aquaculture products compatible with the internal market in application of Articles 107 and 108 of the Treaty, OJ L 167, 30.6.2023, p. 1–90.

⁽¹⁶⁾ Communication from the Commission – Guidelines on State aid for climate, environmental protection and energy, OJ C 80, 18.2.2022, p. 1–8.

⁽¹⁷⁾ See Article 21c of Regulation (EU) 2021/241 of the European Parliament and of the Council establishing the Recovery and Resilience Facility, OJ L 57, 18.2.2021, as amended on 27 February 2023, OJ L 63, 28.2.2023, p. 1.

⁽¹⁸⁾ Communication from the Commission – Criteria for the analysis of the compatibility with the internal market of State aid to promote the execution of important projects of common European interest, OJ C 528, 30.12.2021, p. 10–18.

⁽¹⁹⁾ Two IPCEIs in that area were approved in 2022 and one in 2023, see [Hydrogen value chain \(europa.eu\)](#).

⁽²⁰⁾ Practical information for IPCEIs, see https://competition-policy.ec.europa.eu/state-aid/legislation/modernisation/ipcei/practical-information_en#the-code-of-good-practices.

⁽²¹⁾ The Commission has set up a Joint European Forum for Important Projects of Common European Interest to increase the effectiveness and identify strategic technologies relevant to potential future IPCEI projects, see <https://ec.europa.eu/newsroom/growth/items/804124/>.

In 2024, DG Competition will also continue assessing Member States' notifications concerning [indirect cost compensation of electro-intensive users](#) under the State aid guidelines accompanying the 2021 to 2030 [Emission Trading System \(EU ETS\)](#) ⁽²²⁾.

Antitrust enforcement

In 2024, DG Competition will continue investigating cases in the [energy sector](#). It will continue its in-depth investigation into alleged predatory pricing by the Greek electricity incumbent Public Power Corporation in the [Greek wholesale electricity market](#) ⁽²³⁾. DG Competition will also continue its investigation into [the natural gas markets in Europe](#) to determine whether commercial conduct by Gazprom contributed to the soaring gas prices observed in Europe during the energy crisis in 2021/2022 ⁽²⁴⁾.

In the [environment sector](#), in 2024, DG Competition will focus on ensuring effective competition in industries in which [recycling](#) plays an increasingly important role to support their transition towards a more circular and sustainable economy. In this context, it will continue its investigation into suspected anticompetitive practices in the recycling of end-of-life passenger vehicles ⁽²⁵⁾ and in the [synthetic turf industry](#) ⁽²⁶⁾. In the [transport sector](#), DG Competition will focus on investigations into potential abuses of dominant position by rail incumbents and barriers to entry in the provision of rail services.

Merger control

In 2024, DG Competition will remain vigilant in enforcing merger control rules in markets key to the circular economy and the attainment of sustainability goals. It will continue to preserve competition against the rise of excessive market power, foreclosure risks and barriers to market entry. It will continue considering [sustainability aspects](#) of mergers at all stages of the assessment and not limited to mergers in 'green' sectors such as renewables, recycling infrastructure, transport infrastructure for gas and electricity, and e-mobility services.

In 2024, DG Competition will continue to make use of the [recalibrated approach to the Article 22 referral mechanism](#) ⁽²⁷⁾ also in relation to 'green' killer acquisitions, considering that 'green innovation' often comes from smaller players threatening incumbents and that such concentrations may fall below EU and national notification thresholds. The [Merger](#)

⁽²²⁾ Communication from the Commission Guidelines on certain State aid measures in the context of the system for greenhouse gas emission allowance trading post-2021, OJ C 317, 25.9.2020, p. 5–19.

⁽²³⁾ Case AT.40278 Public Power Corporation ('PPC'), see [Antitrust: PPC - Greek wholesale electricity market \(europa.eu\)](#).

⁽²⁴⁾ Communication from the Commission to the European parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions. Tackling rising energy prices: a toolbox for action and support.

⁽²⁵⁾ Case 40669 – End-of-life vehicles recycling, see [Antitrust: Commission carries out unannounced inspections in the automotive sector \(europa.eu\)](#).

⁽²⁶⁾ See Press release 7 June 2023, Antitrust: Commission carries out unannounced inspections in the synthetic turf sector [Antitrust: Commission carries out unannounced inspections \(europa.eu\)](#).

⁽²⁷⁾ Communication from the European Commission on the application of the referral mechanism set out in Article 22 of the Merger Regulation to certain categories of cases of 26.3.2021 C(2021) 1959 final.

[Simplification Package](#) in force since 1 September 2023, is expected to also have a significant impact by making electronic notifications mandatory and reducing paper usage.

Over 2024, DG Competition will continue its [competition policy advocacy](#) and [outreach](#) promoting all press material concerning the enforcement under TCTF and any other decisions issued under the three instruments of State aid, antitrust and merger control, that are relevant to the European Green Deal. It will further develop its webpage dedicated to the TCTF and it will organise webcast conversations featuring well-known experts to debate the contribution of competition policy to the Green Deal.

Supporting major initiatives forming part of the European Green Deal

In 2024, DG Competition will contribute to ensuring that major initiatives and objectives forming part of the European Green Deal are fully aligned with the competition rules. More specifically, DG Competition will follow up closely the Commission proposals outlined in the [Green Deal Industrial Plan](#) ⁽²⁸⁾, including the [Net-Zero Industry Act](#) ⁽²⁹⁾, as well as initiatives such as the [European Wind Power Package](#) ⁽³⁰⁾, the [Hydrogen Bank](#) ⁽³¹⁾, and the [Strategic Technologies for Europe Platform](#) ⁽³²⁾.

General objective 2: A Europe fit for the digital age

Updating rules and policy guidance in support of A Europe fit for the digital age

In 2024, DG Competition aims to finalise its [comprehensive policy review](#) of EU competition rules as set out in the Mission letter ⁽³³⁾ of Executive Vice-President Vestager. Furthermore, DG Competition is preparing a [plan to simplify and rationalise reporting requirements](#) and reduce the related burden on businesses and/or national administrations, without

⁽²⁸⁾ Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions. A Green Deal Industrial Plan for the Net-Zero Age COM/2023/62 final 01.02.2023.

⁽²⁹⁾ Proposal for a Regulation of the European Parliament and of the Council on establishing a framework of measures for strengthening Europe's net-zero technology products manufacturing ecosystem (Net Zero Industry Act) COM/2023/161 final.

⁽³⁰⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and Committee of the Regions. European Wind Power Action Plan. COM/2023/669 final 24.10.2023

⁽³¹⁾ Communication from the Commission to the European Parliament, the Council, European Economic and Social Committee and the Committee of the Regions on the European Hydrogen Bank COM/2023/156 final.

⁽³²⁾ Proposal for a Regulation of the European Parliament and of the Council establishing the Strategic Technologies for Europe Platform ('STEP') and amending Directive 2003/87/EC, Regulations (EU) 2021/1058, (EU) 2021/1056, (EU) 2021/1057, (EU) No 1303/2013, (EU) No 223/2014, (EU) 2021/1060, (EU) 2021/523, (EU) 2021/695, (EU) 2021/697 and (EU) 2021/241 COM(2023) 335 final of 20.06.2023.

⁽³³⁾ This includes the antitrust regulations that will expire during the Commission mandate, the evaluation of merger control and the review of State aid rules and guidance. Mission letter of Executive Vice-President Margrethe Vestager of 1 December 2019, see https://commissioners.ec.europa.eu/system/files/2022-12/mission-letter-margrethe-vestager_2019_en.pdf.

undermining the policy objectives. The plan will include a list of concrete measures planned for 2024 and beyond to progress towards the goal of 25% reduction of such burden.

Following the simplification measures implemented in the merger control and antitrust areas in 2023, other policy initiatives will involve further simplification and rationalisation in the State aid area.

The revision of the *de minimis* Regulation entails a significant reduction of the administrative burden in many Member States through the introduction of a central register at national or EU level, thereby relieving undertakings of the duty to keep track of and declare any *de minimis* aid received.

A further significant rationalisation effort would involve the creation of a new block exemption regulation in the field of land transport (TBER) as part of the revision of the 2008 Guidelines on State aid for railway undertakings. The TBER would do away with the need to notify the majority of State aid schemes and individual aids related to land transport.

In the area of antitrust, DG Competition aims to finalise in 2024 its evaluation of Regulation 1/2003 and its implementing regulation, Regulation 773/2004⁽³⁴⁾ to assess whether the antitrust procedural framework remains fit for purpose. DG Competition will also continue with the aim to finalise its evaluation of the Technology Transfer Block Exemption Regulation (TTBER)⁽³⁵⁾ and related guidelines. In 2024, DG Competition is planning to launch a public consultation on draft Guidelines on the application of Article 102 TFEU to exclusionary abuses⁽³⁶⁾. The revision will seek to systematise the case-law to enhance legal certainty in the application of Article 102 TFEU to exclusionary conduct.

In the area of merger control, the Conference to be organised in April 2024 to celebrate the 20th anniversary of the current EU Merger Regulation and the 35th anniversary of the adoption of the first European Merger Regulation in 1989 will give the opportunity to discuss and reflect on the future of EU merger rules and guidance.

In 2024, DG Competition will continue its competition policy advocacy and outreach activities at multiple levels, using a variety of tools including social media platforms and audio-visual tools⁽³⁷⁾. ‘Making Markets Work for People’ events will continue to bring the debate on the benefits of competition policy to non-specialist settings and beyond major

⁽³⁴⁾ Council Regulation (EC) No 1/2003 of 16 December 2002 on the implementation of the rules on competition laid down in Articles 81 and 82 of the Treaty, OJ L 1, 4.1.2003, p. 1–25; Commission Regulation (EC) No 773/2004 of 7 April 2004 relating to the conduct of proceedings by the Commission pursuant to Articles 81 and 82 of the EC Treaty, OJ L 123, 27.4.2004, p. 18–24. See [Regulation 1/2003 \(europa.eu\)](#).

⁽³⁵⁾ Commission Regulation (EU) 316/2014 of 21 March 2014 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to categories of technology transfer agreements, OJ L 93, 28.3.2014, p. 17–23.

⁽³⁶⁾ A call for evidence was launched on 27 March 2023 until 24 April 2023.

⁽³⁷⁾ For example, DG Competition will be producing short videos on a number of key topics, including the following: how to detect bid-rigging during public procurement procedures; State aid policy and its benefits for a well-functioning internal market; and the 20th anniversary of the Merger Regulation.

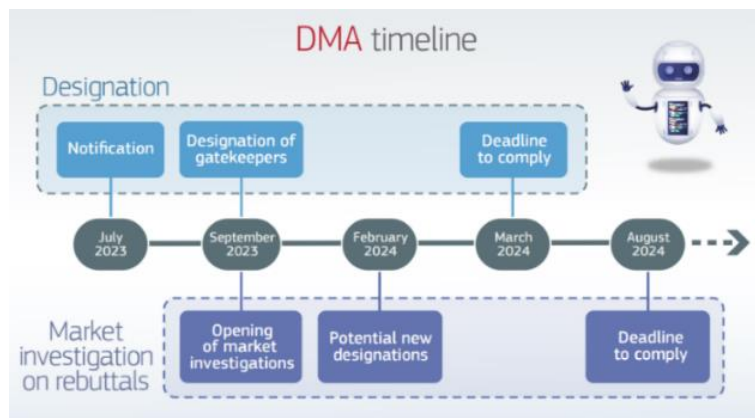
EU capitals. ‘Let’s talk Competition’ webcasts will feature well-known experts debating key policy and enforcement developments in addition to ‘COMP Flash’ explanatory videos and podcasts of important policy developments. It will also be present at the EU Open Day in May of 2024 with stands in the ‘Digital Village’ and ‘Fair and Strong Economy Village’.

Strengthening and complementing competition enforcement in support of A Europe fit for the digital age

In 2024, DG Competition will continue to invest in the adaptation of its enforcement methods to the ever-changing technological landscape. In this context, the Chief Technological Officer (CTO) team will oversee a centre of excellence in AI solutions and data science to ensure that DG Competition’s increasingly data-driven enforcement and market monitoring needs are met. The priorities for 2024 include boosting detection and enforcement capabilities by providing state of the art digital investigations and Forensic IT support across the various competition policy instruments, investing in horizon scanning as well as building networks and cooperation with other Directorates General in the Commission, other European Institutions and competition agencies.

Digital Market Act (DMA) enforcement

In 2024, the DG Competition will continue enforcing the DMA adopted in 2023⁽³⁸⁾. By March 2024 the six gatekeepers designated in September 2023⁽³⁹⁾ for 22 core platform services will need to comply with the obligations set out in the DMA and submit a report to the Commission explaining such compliance. One of the main workstreams of DG Competition in relation to the DMA in 2024 will therefore be to monitor the effective implementation and compliance with these obligations.



In parallel to the designations of September 2023, the Commission opened four market investigations to further assess Microsoft’s and Apple’s submissions arguing that, despite meeting the thresholds, some of their core platform services do not qualify as gateways. In addition, the Commission opened a market

investigation to further assess whether Apple’s iPadOS should be designated⁽⁴⁰⁾, despite not meeting the thresholds. In 2024, the Commission will – among other DMA-related

⁽³⁸⁾ As set out in the introduction, DG Competition and DG CNECT are jointly responsible for the implementation and enforcement of the DMA.

⁽³⁹⁾ Three of the gatekeepers designated in September 2023 filed appeals (Apple, ByteDance and Meta) against their respective designation decisions.

⁽⁴⁰⁾ Commission designates six gatekeepers under the Digital Markets Act, see https://digital-markets-act.ec.europa.eu/commission-designates-six-gatekeepers-under-digital-markets-act-2023-09-06_en.

enforcement tasks – continue its market investigations. See above the timeline for the DMA enforcement process.

Foreign Subsidies Regulation (FSR) enforcement

In 2024, work on the [FSR](#) will intensify. DG Competition will continue to deal with notifications of financial contributions received from non-EU public authorities meeting notification thresholds before implementing a concentration (merger, acquisition, or joint venture). In other matters, DG Competition will also exercise vigilance and, if necessary, consider ex officio reviews. To ensure a successful implementation of the FSR, DG Competition sets up a new enforcement structure with a new directorate divided into three units ⁽⁴¹⁾. It will gradually ramp up resources.

Antitrust enforcement

In 2024, DG Competition will continue its efforts to detect and sanction [cartels](#) in a variety of sectors, including advancing ongoing investigations into basic industries, food, and consumer goods ⁽⁴²⁾.

In 2024, DG Competition will continue to invest in various channels to detect cartels, including its [whistle-blower programme](#), [leniency regime](#) and [digital investigation methodologies](#). The latter includes, with the support of the expertise of the CTO Team, cooperation in the ECN to enhance competition authorities' capability to detect signs of collusion in public procurement tenders by combining competition analysis with data science tools.

Given the importance of investment in both [fibre and 5G infrastructure](#), DG Competition will in 2024 continue monitoring developments in the [electronic communications sector](#) and ensure that companies do not restrict competition in a 5G and fibre-to-the-home environment.

DG Competition will closely monitor market developments in the fields of [chips](#), [standard essential patents \(SEPs\)](#), [cloud computing](#), [virtual worlds](#), [artificial intelligence](#), and the [different media markets](#) to identify potential anti-competitive agreements and practices and to ensure that there is no foreclosure of competitors or reduction of innovation by competing firms.

As regards on-going antitrust cases, DG Competition will continue its investigation of Google's business practices across the supply chain for [online display advertising](#) (the ad

⁽⁴¹⁾ Directorate COMP.K 'Foreign Subsidies' attached to the Director-General.

⁽⁴²⁾ Automotive Starter Batteries, see press release [Commission sends Statement of Objections to six companies and one trade association in automotive starter battery cartel case](#); see also Press releases of unannounced inspections, inter alia, [Commission carries out unannounced antitrust inspections in the construction chemicals sector](#); [Commission confirms unannounced inspections in the farmed Atlantic salmon sector](#); [Commission confirms unannounced inspections in the fragrance sector](#); [Commission confirms unannounced inspections in the fashion sector](#) and [Commission carries out unannounced inspections in the online food delivery sector](#).

tech chain)⁽⁴³⁾ and of the [Facebook Marketplace](#) following up on the concerns raised in its Statement of Objections against Meta⁽⁴⁴⁾.

Moreover, DG Competition will continue its investigation into [Microsoft's](#) conduct of tying or bundling its communication and collaboration product Teams to its popular Office 365 and Microsoft 365 suites⁽⁴⁵⁾ and its antitrust investigation into Apple's conduct regarding [Apple Pay](#), focusing on Apple limiting access to the Near Field Communication functionality on iPhones for payments in stores⁽⁴⁶⁾. The Commission also investigates rules Apple applies for the distribution of music streaming apps to iPhone and iPad users.⁽⁴⁷⁾

In 2024, DG Competition will continue monitoring developments in both [traditional and digital payments markets](#) to ensure competition on fair and equal terms. It will also continue to monitor the different markets for [financial market data feeds](#) and the [platforms](#) generating, collecting, and distributing such feeds. In addition, DG Competition will continue monitoring the implementation of the [Interchange Fee Regulation](#)⁽⁴⁸⁾.

In line with the objectives of the Commission's [Pharmaceutical Strategy for Europe](#)⁽⁴⁹⁾, antitrust enforcement in 2024 will continue to contribute to ensuring consumers' access to effective, innovative, and affordable medicines, both conventional and biologic. In 2024, DG Competition will continue its investigations into potential anticompetitive behaviours by [Teva](#) and [Vifor Pharma](#)⁽⁵⁰⁾ covering certain patenting practices and communication campaigns targeting competitors. It will also continue to monitor the markets for medicines and medical devices and follow up on concerns about restricted access to the more affordable alternative products.

⁽⁴³⁾ AT.40670 Antitrust: Commission sends Statement of Objections to Google over abusive practices in online advertising technology, see [Commission sends Statement of Objections to Google \(europa.eu\)](#).

⁽⁴⁴⁾ AT. 40684, Antitrust: Commission sends Statement of Objections to Meta over abusive practices benefiting Facebook Marketplace, see [Antitrust: Commission sends Statement of Objections to Meta \(europa.eu\)](#).

⁽⁴⁵⁾ AT. 40721, Antitrust: Commission opens investigation into possible anticompetitive practices by Microsoft regarding Teams, see [Commission opens investigation of practices by Microsoft \(europa.eu\)](#).

⁽⁴⁶⁾ AT. 40452, Antitrust: Commission opens investigation into Apple practices regarding Apple Pay, see [Antitrust: Commission opens investigation into Apple practice \(europa.eu\)](#).

⁽⁴⁷⁾ Case AT.40437, *Apple – App Store Practices (music streaming)*, see: https://ec.europa.eu/commission/presscorner/detail/en/ip_21_2061.

⁽⁴⁸⁾ Regulation (EU) 2015/751 of the European Parliament and of the Council of 29.4.2015 on interchange fees for card-based payment transactions, OJ L 123, 19.5.2015, pp. 1–15.

⁽⁴⁹⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions *Pharmaceutical Strategy for Europe*, COM/2020/761 final.

⁽⁵⁰⁾ AT. 40588, Commission sends Statement of Objections to Teva over misuse of the patent system and disparagement of rival multiple sclerosis medicine, see [Antitrust: Commission sends Statement of Objections to Teva over misuse of the patent system and disparagement of rival multiple sclerosis medicine](#).

In 2024, DG Competition will continue its investigation into potential anticompetitive agreements and practices in the [clothing sector](#) ⁽⁵¹⁾.

Following the expiry of the [Consortia Block Exemption Regulation](#) on 25 April 2024, DG Competition will closely monitor antitrust compliance in the [container shipping](#) sector.

Merger control

Merger control underpins the Commission's key priorities when it comes to digital innovation and transformation, avoiding creation of excessive market power, foreclosure, and elimination of promising emerging entrants. DG Competition will continue to enforce its merger control rules to protect consumers from price increases but also from a deterioration of other important parameters of competition such as quality, choice, and innovation.

In 2024, DG Competition will continue its in depth investigations into the proposed acquisition of [iRobot](#) by [Amazon](#), as well as into the joint venture between [Orange](#) and [Másmóvil](#).

Moreover, the European [aviation sector](#) is currently undergoing significant consolidation. It is therefore likely that in 2024, DG Competition will have to review acquisitions in the sector to ensure that consumers continue to have [access to high-quality and affordable air travel](#) and that there is no undue concentration in air cargo services that could hamper competition in the [speedy delivery of consumer goods](#).

In 2024, the [recalibrated approach to Article 22 of the EU Merger Regulation](#) will continue to show its potential for tackling cases where the elimination of promising new entrants in the digital sphere is at stake or where the strong position of existing ecosystems would be further entrenched, thereby hampering technological progress in that field. Moreover, [the Merger Simplification Package](#) will enable resources to focus on the most relevant cases and areas.

State aid control

State aid control in the [electronic communications sector](#) will continue to play an important role in supporting the digital transformation across the EU, where investments are primarily made by private operators with public support complementing these, and where it is essential to ensure that limited public funds are used in an efficient way to address market failures, while minimising distortion of competition and protecting tax resources.

In particular, DG Competition will continue to apply the [Guidelines for State aid to Broadband](#) ⁽⁵²⁾ in line with technological and economic progress and considering the EU

⁽⁵¹⁾ AT. 40642, Commission sends Statement of Objections to Pierre Cardin and its licensee Ahlers over distribution and licensing practices for clothing, see [Antitrust: Commission sends Statement of Objections to Pierre Cardin and its licensee Ahlers over distribution and licensing practices for clothing](#).

⁽⁵²⁾ Communication From the Commission 'Guidelines on State aid for broadband networks' 2023/C 36/01, at <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52023XC0131%2801%29>.

connectivity objectives on fibre and 5G ⁽⁵³⁾. In 2024, Member States are likely to continue to roll out measures to support broadband deployment, including under the national RRFs presented in the context of [the Recovery and Resilience Facility \(RRF\)](#). DG Competition will examine the notified projects under the Broadband Guidelines.

In 2024, DG Competition will continue to assess State aid projects to support [free, independent, and viable media](#).

In 2024, DG Competition will also continue its work on future [IPCEI in health](#) ⁽⁵⁴⁾ as a matter of priority. IPCEIs should provide an important contribution inter alia to the European Health Union and support developing new products with a high research and innovation content and fundamentally innovative production processes.

Measuring impact of competition policy and enforcement

In 2024, DG Competition aims to finalise its work on the ‘[State of EU Competition](#)’ project. This project will explore the evolution of market and industry concentration across different sectors and Member States and identify potentially concerning sectors. It will also assess the benefits of competition, inter alia based on price concentration analysis at sector level, macro-economic modelling, and a survey among enterprises. For that purpose, DG Competition will draw on the results of [two preparatory studies](#), one conducted by the OECD (Organisation for Economic Co-operation and Development) and another by an external consultant.

DG Competition also expects to receive final reports on the [ex-post evaluation study on acquisitions of innovative competitors in the pharma sector](#), and on a survey of practitioners on the [deterrence effects of EU competition enforcement](#).

Further, DG Competition plans to launch an ex-post evaluation study on [the effectiveness of merger remedies](#) and a stock-taking exercise on the [development of EU antitrust damages actions](#). Finally, it plans to complete the ex-post evaluation study on the Commission assessment of future market entry, expansion, and imports in EU merger decisions.

As in previous years, DG Competition will publish in 2024 its [estimates of the customer benefits associated with its enforcement actions](#) in the fields of merger control, antitrust and cartel enforcement. It will continue to liaise with the OECD and the competition authorities of the Member States to discuss methodology and enhance collaboration.

⁽⁵³⁾ Decision (EU) 2022/2481 of the European Parliament and of the Council of 14 December 2022 establishing the Digital Decade Policy Programme 2030, at https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32022D2481_s.

⁽⁵⁴⁾ See, speech of Commissioner Reynders: https://ec.europa.eu/commission/presscorner/detail/en/SPEECH_23_6362 and Manifesto towards health IPCEI: https://www.entreprises.gouv.fr/files/files/secteurs-d-activite/industrie/industries-de-sante/manifesto_towards_a_health_ipcei.pdf

Cooperation within the European Competition Network and international cooperation in the area of competition policy

The European Competition Network (ECN)

The Commission and the national competition authorities in all EU Member States cooperate in the ECN⁽⁵⁵⁾. In 2024, DG Competition will continue its work in the ECN on investigations, policy issues and advocacy. DG Competition will continue assisting national competition authorities developing digital solutions for their enforcement activities, for example confidentiality claims and handling leniency applications statements on the Common Services Platform⁽⁵⁶⁾, an initiative promoted by the Digital Europe Programme.

The Commission also helps **national courts** to apply the EU competition rules, for example by providing case-related information, opinions or by intervening as *amicus curiae*⁽⁵⁷⁾ in cases before national courts. In 2024, with the aim of contributing to an effective and coherent application of EU competition law, DG Competition will continue to support the implementation of **training activities for national judges**.

The **Competition Programme**⁽⁵⁸⁾ will enable further strengthening the cooperation between the Commission and the Member States' competition authorities in all areas of EU competition law. In addition, DG Competition will continue to support the activities of the Association of European Competition Law Judges.

Multilateral relations

In 2024, the Commission will continue its efforts to **improve international rules for subsidies** in the context of the modernisation of WTO (World Trade Organisation) trade rules. The Commission will also continue the work with EU Member States in the International Subsidy Policy Group, exchanging views and coordinating initiatives concerning international subsidy policies at multilateral and bilateral level.

In 2024, DG Competition will continue its engagement in competition-related international fora such as the **OECD Competition Committee**, the **International Competition Network (ICN)**, and the **Intergovernmental Group of Experts on Competition Law and Policy of the United Nations Conference on Trade and Development (UNCTAD)**. DG Competition is co-chairing the ICN Merger Working Group. During the 2023-2024 ICN working year, it will

⁽⁵⁵⁾ European Competition Network (ECN), see https://competition-policy.ec.europa.eu/antitrust-and-cartels/european-competition-network_en.

⁽⁵⁶⁾ Regulation (EU) 2021/694 of the European Parliament and of the Council of 29 April 2021 establishing the Digital Europe Programme and repealing Decision (EU) 2015/224, OJ L 166, 11.5.2021, p. 1–34.

⁽⁵⁷⁾ Pursuant to Article 15(3) of Regulation 1/2003, the Commission, acting on its own initiative, may submit written observations ('amicus curiae' observations) to courts of the Member States where the coherent application of Article 101 or 102 TFEU so requires. With the permission of the court in question, it may also make oral observations.

⁽⁵⁸⁾ Regulation (EU) 2021/690 of the European Parliament and of the Council of 28 April 2021 establishing a programme for the internal market, competitiveness of enterprises, including small and medium-sized enterprises, the area of plants, animals, food and feed, and European statistics (Single Market Programme) and repealing Regulations (EU) No 99/2013, (EU) No 1287/2013, (EU) No 254/2014 and (EU) No 652/2014 (Text with EEA relevance), OJ L 153, 3.5.2021, pp. 1–47.

finalise the project updating the ICN Recommended Practices with a new chapter on non-horizontal mergers and will lead the project updating the ICN Recommended Practices chapters on horizontal unilateral effects and horizontal coordinated effects.

Bilateral relations

In 2024, the Commission will continue its close cooperation with the [United States](#) under the 1991 Cooperation Agreement and the 1998 Positive Comity Agreement. The Commission will continue holding regular meetings with the US competition agencies under the EU-US Joint Technology Competition Policy Dialogue. The Commission will also rely on competition expertise in the framework of the EU-US Trade and Technology Council (TTC) to continue fostering cooperation on global trade and technology issues, as well as within the US-EU Task Force on the Inflation Reduction Act.

In 2024, the Commission will continue its work towards ensuring that the obligations in the competition and subsidies chapters of the [EU/UK Trade and Cooperation Agreement \(EU/UK TCA\)](#) are respected and that the level playing field between the EU and the United Kingdom is maintained. In this respect, the Commission will also continue monitoring all UK legislation concerning competition and subsidies, and its implementation, which could threaten to have an impact on trade and investments between the parties. The Commission is also considering deepening cooperation with the United Kingdom on the basis of a Competition Cooperation Agreement.

As regards the negotiations of Cooperation Agreements, the EU will, for example, continue negotiations with [Canada](#), to ensure that the provisions on data protection align with the standards established by the Opinion of the Court of Justice on the 2014 EU Canada Passenger Name Record Agreement.

In 2024, the Commission will continue its technical cooperation with [African and Asian national and regional competition authorities](#).

The Commission will continue to assist the [neighbourhood and enlargement candidate countries](#) to create legislative frameworks with well-functioning operationally independent competition authorities that build up a solid enforcement record. The Commission will also continue to monitor the compliance of these countries with their commitments under the respective Stabilisation, Association and Enhanced Partnership and Cooperation agreements, and in the context of the relevant support instruments and action plans.

Finally, the Commission aims at including provisions on competition and State aid control when negotiating [Free Trade Agreements \(FTAs\)](#). In 2024, the Commission will continue FTA negotiations, inter alia, with, [India, Indonesia, and Thailand](#).

Supporting major initiatives and objectives forming part of A Europe fit for the digital age

DG Competition will continue to ensure that major legislative and non-legislative initiatives forming part of A Europe fit for the digital age of the Commission are fully aligned with competition rules. More specifically, DG Competition will follow closely the Commission

proposals on the [Artificial Intelligence Act](#) ⁽⁵⁹⁾, the [European Media Freedom Act](#) ⁽⁶⁰⁾, and the [Gigabit Infrastructure Act](#) ⁽⁶¹⁾ as well as the implementation of the [Digital Decade](#) ⁽⁶²⁾. It will also contribute to the work on envisaged initiatives, such as the preparatory ground for possible policy and regulatory actions regarding [Digital Networks and infrastructure](#).

General objective 3: An economy that works for people

Updating rules and policy guidance in support of An economy that works for people

In the area of [State aid control](#), DG Competition aims to finalise in 2024 its [evaluation of the State aid rules for banks](#) ⁽⁶³⁾. The results of the evaluation will indicate whether a future revision of the rules is needed. In 2024, DG Competition also continues its [evaluation](#) of the [2008 Guarantee Notice](#) ⁽⁶⁴⁾.

Strengthening competition enforcement in support of An economy that works for people

State aid control facilitates aid in the common interest

DG Competition will continue to [examine evaluations of the impact of large national aid schemes](#). To a large extent, these national aid schemes fall under the GBER. Further, there are numerous State aid instruments that can contribute to objectives of common interest and An economy that works for people, such as the IPCEI communication, the R&D&I framework (framework for research, development and innovation), the SGEI (Service of General Economic Interest) rules, or the R&R guidelines (rescue and restructuring guidelines) for companies in difficulty.

In 2024, DG Competition will continue assessing ongoing cases on [social and affordable housing](#). Within the scope of the SGEI rules, DG Competition will also continue to assess

⁽⁵⁹⁾ Proposal for a Regulation of the European Parliament and of the Council laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) and amending certain Union legislative acts. COM/2021/206 final.

⁽⁶⁰⁾ Proposal for a Regulation of the European Parliament and of the Council establishing a common framework for media services in the internal market (European Media Freedom Act) and amending. Directive 2010/13/EU COM/2022/457 final.

⁽⁶¹⁾ Proposal for a Regulation of the European Parliament and of the Council on measures to reduce the cost of deploying gigabit electronic communications networks and repealing Directive 2014/61/EU (Gigabit Infrastructure Act).

⁽⁶²⁾ Decision (EU) 2022/2481 of the European Parliament and of the Council of 14 December 2022 establishing the Digital Decade Policy Programme 2030, at <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32022D2481>.

⁽⁶³⁾ Evaluation of State aid rules for banks in difficulty, see https://competition-policy.ec.europa.eu/public-consultations/2022-sa-banking-rules_en.

⁽⁶⁴⁾ Commission Notice on the application of Articles 87 and 88 of the EC Treaty to State aid in the form of guarantees, OJ C 155, 20/06/2008, P. 0010 - 0022.

public support to [postal services](#), the efficiency of which is important for social and territorial cohesion.

Banking aid necessary to safeguard financial stability, while protecting competition

In 2024, DG Competition will continue assessing [public support in the financial sector](#), either support for ailing banks exiting the market or for solvent banks to overcome a temporary liquidity strain or potential capital challenges under adverse scenarios.

State aid enforcement in the area of taxation: taking actions against selective tax advantages

In 2024, DG Competition will continue its pending formal investigations into the possible aid granted by the Netherlands to Inter [IKEA](#) ⁽⁶⁵⁾ and [Nike](#) ⁽⁶⁶⁾ and by Luxembourg to [Huhtamäki](#) ⁽⁶⁷⁾ as well as the investigation in the [Gibraltar case](#) ⁽⁶⁸⁾.

DG Competition will also endeavour to [conclude its inquiry](#) into all 27 Member States' tax ruling practices for the years 2014 to 2018. DG Competition's action in this area will take due account of the recent case law of EU courts ⁽⁶⁹⁾.

Beyond the area of aggressive tax planning, DG Competition will remain vigilant ensuring that Member States do not use fiscal tools to unduly favour certain companies or economic sectors or shelter national companies from international competition. DG Competition will also continue to provide [guidance to Member States](#) and help them design tax measures that comply with State aid rules and which limit discrimination and affect competition to the minimum necessary.

Temporary Crisis and Transition Framework (TCTF)

With the [TCTF](#), the Commission provided Member States several tools to grant State aid as a response to the crisis created by the Russian aggression against Ukraine and the resulting economic disturbances especially in energy markets, to provide State aid to address the underlying dependency on fossil fuels and accelerate the transition towards a net zero economy, as well as to address global competitiveness concerns. As explained above ⁽⁷⁰⁾, a

⁽⁶⁵⁾ SA.46470, see [State aid: investigation into Dutch tax treatment of IKEA \(europa.eu\)](#).

⁽⁶⁶⁾ SA.51284, State aid: Commission opens in-depth investigation into tax treatment of Nike in the Netherlands, see https://ec.europa.eu/commission/presscorner/detail/en/IP_19_322. [State aid: investigation into Dutch tax treatment of Nike \(europa.eu\)](#).

⁽⁶⁷⁾ SA.50400, State aid: Commission opens in-depth investigation into tax treatment of Huhtamäki in Luxembourg, see [State aid: Luxembourg's tax treatment of Huhtamäki \(europa.eu\)](#).

⁽⁶⁸⁾ See Commission Decision of 31 October 2022, C(2022)7665 final, SA.34914(2013/C) – United Kingdom – Gibraltar Corporate Income Tax Regime.

⁽⁶⁹⁾ In particular the judgment of the Court of Justice (Grand Chamber) of 8.11.2022, Joined Cases C-885/19 P and C-898/19 P, Fiat Chrysler Finance Europe v Commission and Ireland v Commission, EU:C:2022:859, and the judgments of the General Court of 20.9.2023 in case T-131/16 RENV, Belgium v Commission and 9 other cases and joined cases (reference EU:T:2023:561 up to EU:T:2023:570).

⁽⁷⁰⁾ See further under General Objective 1, Strengthening competition enforcement supporting the European Green Deal, State aid control.

number of these tools remain available to Member States in 2024 and will constitute an important workstream for DG Competition in 2024.

State aid control accompanying the implementation of the Recovery and Resilience Facility (RRF)

In 2024, State aid control will also continue to accompany and facilitate the implementation of the national RRFs under the RRF. Member States will notify to the Commission measures that entail State aid, and that do not fall under the General Block Exemption Regulation (GBER) or under an existing authorized scheme. DG Competition will ensure that the RRF funds are used in a way that minimises competition distortions and does not crowd out private investment. DG Competition will also continue to provide guidance and templates to the Member States ⁽⁷¹⁾.

Supporting major initiatives and objectives forming part of An economy that works for people

DG Competition will contribute to several major initiatives and objectives forming part of An economy that works for people, building on the general market understanding stemming from competition cases and policy initiatives. This includes the adopted Commission proposals on the Digital Euro ⁽⁷²⁾, Instant Payments ⁽⁷³⁾, Open Finance ⁽⁷⁴⁾ and the review of the second Payment Services Directive ⁽⁷⁵⁾. These initiatives are likely to impact the current and future payments landscape and the competitive conditions thereof. In this respect, setting the market conditions ex ante in line with competition principles would mitigate risks of, *inter alia*, market foreclosure, and complement potential ex post enforcement actions on these markets under the competition rules.

DG Competition will contribute to the work on the envisaged EU biotech and biomanufacturing initiative ⁽⁷⁶⁾, the Advanced materials for industrial leadership initiative ⁽⁷⁷⁾, the European space law ⁽⁷⁸⁾, and the strategy on space data economy ⁽⁷⁹⁾ and the European defence industrial strategy ⁽⁸⁰⁾. Furthermore, DG Competition will monitor and

⁽⁷¹⁾ Recovery and resilience facility (RRF) guiding templates, see https://competition-policy.ec.europa.eu/state-aid/legislation/rrf-guiding-templates_en.

⁽⁷²⁾ Digital euro package, see https://finance.ec.europa.eu/publications/digital-euro-package_en.

⁽⁷³⁾ Legislative proposal on instant payments, see https://finance.ec.europa.eu/publications/legislative-proposal-instant-payments_en#:~:text=The%20Commission%20adopted%20today%20a,without%20hindrance%20across%20the%20EU.

⁽⁷⁴⁾ Modernising payment services and opening financial services data: new opportunities for consumers and businesses, see [Modernising payment services and opening financial services data: new opportunities for consumers and businesses](#).

⁽⁷⁵⁾ Implementing and Delegated Acts on Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, amending Directives 2002/65/EC, 2009/110/EC and 2013/36/EU and Regulation (EU) No 1093/2010, and repealing Directive 2007/64/EC (Text with EEA relevance).

⁽⁷⁶⁾ Expected in the first quarter of 2024, according to the 2024 Commission work programme.

⁽⁷⁷⁾ Commission work programme 2024.

⁽⁷⁸⁾ Commission work programme 2024.

⁽⁷⁹⁾ Commission work programme 2024.

⁽⁸⁰⁾ Commission work programme 2024.

contribute to initiatives under the [Communication on Economic Security](#) ⁽⁸¹⁾, the [Communication on Long-Term Competitiveness](#) ⁽⁸²⁾, and the [Communication on Addressing Medicines Shortages in the EU](#) ⁽⁸³⁾.

⁽⁸¹⁾ Joint Communication to the European Parliament, the European Council and the Council on ‘European Economic Security Strategy’ JOIN/2023/20 final.

⁽⁸²⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Long-term competitiveness of the EU: looking beyond 2030, COM/2023/168 final.

⁽⁸³⁾ Communication on Addressing medicine shortages in the EU, COM(2023) 672 final of 24.10.2023.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework⁽⁸⁴⁾ supports sound management and decision-making. It ensures that risks to the achievement of objectives are considered and reduced to acceptable levels through cost-effective controls.

DG Competition has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the internal control system of DG Competition will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

In 2024, DG Competition will elaborate on and develop further initiatives to improve its human resource management. DG Competition will ensure that its resources are allocated to and in line with the set priorities. The implementation of the Foreign Subsidies Regulation will be a major work stream, in addition to ongoing enforcement and policy priorities, that will be particularly challenging and require sufficient resources.

The implementation of the RRF, the impact on the EU economy of the Russian aggression against Ukraine as well as the transition to a net-zero industries in the EU, will put a strain on DG Competition's resources. Work on developing and adopting additional Important Projects of Common European Interest (IPCEI), and other competition policy initiatives on increasing Europe's strategic autonomy will also have serious resources implications. This applies just as well to units providing operational support, notably the registry, support to the data protection and the digital business solutions.

To secure a continued flexible and effective resource allocation across units, directorates and instruments, DG Competition will keep and refine the matrix organisation that has served well over the years.

DG Competition is committed to making the most effective use of the limited resources. In 2024, it will perform a skills mapping exercise and competency gap analysis with the aim of identifying the competencies, experience, and aspirations of the workforce as well as possible ways to align needs and competences, for example in the areas of recruitment, redeployment, learning and development (see below in Section F). The results will complement the existing information already collected on the available skills/competencies. The inventory will be regularly updated.

DG Competition will continue to promote gender balance in middle management positions. DG Competition was assigned a target of three first female appointments to middle

⁽⁸⁴⁾ Revision of the Internal Control Framework, see [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

management positions by 2024. They have been in place since 1 January 2023. Following the achievement of this quota on 1 August 2023, DG Competition has continued and will continue in 2024 its efforts to maintain gender balance. On 1 October 2023, 50 Head of Unit posts were occupied by 25 female and 25 male Heads of Units which means a female representation of 50%. DG Competition intends to make balanced appointments at middle management level after the achievement of the DG target.

In addition to the Female Talent Development Programme organised at corporate level, DG Competition will continue in 2024 its cross-DG female talent development programme together with DGs GROW, ECFIN and FISMA, launched for the first time in 2022. It is targeted at female colleagues, who aspire to move to a managerial position at some time in their career.

To maintain its staff engagement at the current high level or even increase it, DG Competition will continue in 2024 to implement the action plan for the local HR strategy. A new Staff Survey was launched in the end of 2023 and its results will feed into follow-up actions. The main initiatives to be implemented in 2024 are:

Career development and guidance

- Conducting entrance, career development and exit interviews as well as relaunching the career guidance pool

180° feedback development exercise

- Another round of 180° feedback development exercise for DG Competition's middle management

Exchange programmes

- Exchange programmes with other DGs, the first call for application was launched in 2023

Training and development courses

- For example training courses on the various competition policy instruments, economics, corporate finance and financial analysis

Senior Expert career track

- Redefining the Senior Expert career track within DG Competition

Be Well at Work

- Local Be Well at Work and well-being activities, tailor-made to the DG's needs

Finally, in 2024 and beyond, DG Competition is committed to giving all staff members the same opportunities independently of their background. It undertakes to respect the principle of non-discrimination in all its forms and at all stages in human resources management, based on the Equality Mainstreaming Work Plan adopted by DG Competition. The COMP Equality Network established in 2022 is composed of colleagues from different backgrounds under the guidance of a Senior Manager. DG Competition will further develop the internal dimension of equality. This will include fact-finding and other activities, such as trainings on awareness raising.

Timely and well-structured internal communication will support the above initiatives ensuring visibility and staff awareness. Specifically, these initiatives will be promoted through DG Competition's internal website, newsletter and flatscreens, weekly video

debriefs of senior management meetings, staff events and the Director General's staff messages, when appropriate.

Over 2024, DG Competition will transfer its Intranet (My COMP) to a new corporate platform. This mandatory migration provides an opportunity, in close collaboration with content owners, to restructure, update and rationalise the information. The new My COMP will be more visually appealing, have a better structure and menu, making it easier for colleagues to find information. It will also be more user friendly for content editing.

In 2024 COMPWiki will migrate to a new license model for its Confluence platform. The new license scheme entails a migration from the Confluence server to the Confluence Data Center.

B. Sound financial management

Since 2021, the Multiannual Financial Framework includes within the Single Market Programme a dedicated programme for competition, the Competition Programme. In addition, DG Competition has a modest administrative budget that covers administrative costs in support of DG Competition's operations, such as missions and advisory committees. The operational and the administrative budget together total around 23 million euro and will mainly be implemented through direct centralised management with procurement as the main spending mode.

The Competition Programme is implemented through actions directly linked to competition policy initiatives and enforcement (including procurement for studies, expert support, meetings, workshops, and conferences), to Member State cooperation and to international cooperation. The Competition Programme is also implemented through cross cutting support actions (focusing on the digital transformation and adopting and modernising key technologies, while continuing to safeguard the sensitive information that DG Competition manages), information and data purchases, and communication actions. As spending under the programme is inherently linked to the policy and enforcement objectives (outlined in the first part of this Management Plan), DG Competition will focus on matching those strategic objectives and the programme objectives in the spending actions. In implementing the Competition Programme, DG Competition will ensure that it maintains the required legality and regularity of transactions, effective budget execution, and payment times within the contractual limits and that the share of estimated cost of controls does not increase.

C. Fraud risk management

In line with its Anti-Fraud Strategy, which covers both spending and non-spending activities, particular attention will be devoted to maintaining a robust ethical culture and applying the Commission's ethics guidance, so that staff understand fraud risks and is able to detect and report potential fraud. This will be done by training newcomers and information to staff on ethics, anti-fraud and security matters. Fraud risks will continue to be assessed as part of the internal control risk assessment exercise. DG Competition will also continue to

participate in the Commission's Fraud Prevention and Detection Network. In 2024, DG Competition's Cartel Directorate will be producing a short video on how to detect bid-rigging during public procurement procedures.

D. Digital transformation and information management

Digital transformation

In line with its IT strategy for 2023-2024 and the principles and goals of the EC Digital Strategy, DG Competition continues handling digital transformation as one of the key priorities for 2024 and will work on the implementation of its Digital Solutions Modernisation Plan. The IT strategy supports the enforcement of all competition instruments and associated policy actions along three pillars.

Roll out of CASE@EC to new business domains and continuous improvements

Responsible for developing and operating CASE@EC as a corporate platform for case management at the Commission, DG Competition will continue to roll out the solution to new business domains both within DG Competition (State Aid, Digital Markets Act, Foreign Subsidies concentration cases as well as Horizontal Projects) as well as within other DGs, in line with corporate and DG Competition priorities. The Common CASE@EC Platform already supports multiple DGs, including DG BUDG (Rule of Law cases); DG CNECT (Digital Services Act and Digital Markets Act cases, the latter handled together with DG Competition); and DG GROW (Foreign Subsidies public procurement cases).

In 2024, other DGs' business domains with case management needs will start using CASE@EC, including DG SANTE (food and health audits) and DG BUDG for Early Detection and Exclusion System cases. As regards DG Competition's business domains, the focus for 2024 will be to migrate Antitrust and Cartels to CASE@EC, to advance on the migration of Mergers and on implementing continuous improvements to the digital support of all other competition instruments which already use CASE@EC.

Digital exchanges with Member States' administrations, companies, and citizens

To better support and digitalise communication and collaboration processes with its external stakeholders, DG Competition continues to improve its ecosystem of digital solutions that enable compliance with, and enforcement of, EU competition rules. In 2024, DG Competition will:

Align State aid digital solutions with changes in legislation as well as potentially start the development of a new solution supporting reporting on de minimis aid awards if required by the revised Commission Regulation (EU) No 1407/2013 ('De minimis Regulation')*

Modernise the ECN2 Antitrust workflow and user interface and integrate it with CASE@EC for Antitrust

Further improve digital solutions supporting interactions with the private sector stakeholders for negotiating on confidentiality claims (eConfidentiality), requests for information (eRFI) and leniency applications (eLeniency)

Upgrade the case publication workflows of the **COMP Cases solution** to enable sharing **public competition data**

Progress in the analysis of the **eSubmissions solution**, based on reusable platform solutions, supporting Merger notifications

*(85)

Contribute to increasing the speed and efficiency of investigations and proceedings

DG Competition's Data and Artificial Intelligence (AI) related initiatives aim to use data more efficiently, to find relevant insights quickly and thereby contribute to speeding up investigations and procedures. In 2024, DG Competition will: (1) select, procure and deploy in a pilot phase a next-generation eDiscovery solution enabling the technology-assisted review of very large volumes of undertakings' documents; (2) finalise the configuration and put in place a new secure data science workbench, built on top of DG DIGIT's corporate secure cloud solution, to enable DG Competition's specialised data processing teams to perform large-scale data processing and analysis; (3) continue to invest in building interactive dashboards both for public competition data and internal business intelligence reporting services; and (4) strengthen its investigative, intelligence, analytical and forensic IT capabilities by continuing to invest in state-of-the-art hardware and software as well as security features.

In addition, it strives to refine the forensic IT approach for inspections as regards companies' use of cloud computing.

Information and IT security rules

In 2024, DG Competition will continue to invest into increasing the protection of its digital assets by reducing IT security risks and further improving its IT security posture. (CIS having ITSP less than 2 years old, attestation of compliance with priority security controls, etc.). DG Competition will specifically continue to implement measures foreseen in the IT security plans or implementation plans for its systems and further monitor the implementation, effectiveness and compliance of IT security controls. For instance, with respect to the non-Internet facing (internal) case management system CASE@EC, DG Competition plans to redo a vulnerability assessment and address resulting feedback, as well as to improve the continuous security monitoring of the system. DG Competition will ensure the quality of

(85) Commission Regulation (EU) No 1407/2013 of 18 December 2013 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid Text with EEA relevance

security data in corporate reporting systems GovIs2 and GRC. It will progress in to facilitate the complete migration of the DG's staff to the new corporate Welcome domain.

Data, information and knowledge management

In 2024, DG Competition will further align with the Commission's corporate data governance and data policies by further improving the data management (gearing at improved data standardisation, a harmonised description and overview of data assets to foster usability and interoperability). DG Competition will also continue to actively participate as a member of the IMSB (Information and Management Steering Board).

Over 2024, DG Competition will be transferring its Intranet (My COMP) to a new corporate platform. This mandatory migration provides an opportunity, in close collaboration with content owners, to restructure, update and rationalise the information. The new My COMP will be more visually appealing, have a better structure and menu, making it easier for colleagues to find information. It will also be more user friendly for content editing. With over 300 existing pages and 8000 documents to edit and rationalise, the new My COMP will go live in the last quarter of 2024.

In 2024 COMPWiki, DG Competition's knowledge sharing platform, will migrate to a new license model for its Confluence platform. The new license scheme entails a migration from the Confluence server to the Confluence Data Center. COMPWiki will also strive to consolidate the spaces for the two recent instruments: The Digital Markets Act (DMA) and The Foreign Subsidy Regulation (FSR).

Data protection

Maintaining compliance in 2024 of its data processing operations with the Commission data protection rules (Regulation 2018/1725), Data Protection Action Plan (C(2018)7432) and DG Competition specific decision concerning competition files (C(2018)8109) is a priority for the DG.

In 2024, DG Competition will continue to monitor data processing activities in the DG to ensure compliance. For this purpose, the data protection coordination team will raise awareness within DG Competition staff, e.g. with information points during management and/or Directorate/unit meetings, inclusion of data protection in the internal training sessions for newcomers or experienced staff, and, where relevant, integration of personal data protection elements in DG Competition manuals of procedure. In 2024, the data protection aspects related to the investigations under the new instruments, Digital Markets Act and Foreign subsidies, will be in focus. Exchanges of experiences with National Competition Authorities on the interaction between data protection rules and our investigative powers in competition investigations within the European Competition Network will continue in 2024, in order to agree on a common approach.

E. Sound environmental management

In 2024, DG Competition will continue its commitment to environmentally responsible practices in alignment with the Commission’s objectives, as set forth in the European Green Deal, for its internal operations. In accordance with the Eco-Management and Audit Scheme (EMAS), the focus remains on reducing energy consumption, lowering CO2 emissions, minimizing waste production, conserving water resources, and reducing office paper usage.

In line with the Commission’s mission to achieve climate neutrality by 2030, building on the strides made in 2022, DG Competition will employ various strategies for internal communication and action:

- Prioritisation of waste reduction**
 - Emphasize the prioritisation of waste reduction through the cultivation of zero waste habits over recycling. This entails ensuring that our staff is well-informed about sustainable alternatives, including supporting local, organic, and bulk markets, engaging in DIY projects, and embracing eco-friendly practices.
- Maximize the utilisation of videoconferencing and collaborative platforms**
 - Maximize the utilisation of videoconferencing and collaborative platforms to facilitate online or hybrid meetings whenever feasible.
- Advocate for greener transportation options for missions**
 - Advocate for greener transportation options for missions, particularly those within 500 kilometres, encouraging the use of public transport and promoting eco-friendly commuting options such as the VeloWalk initiative.
- Promote paperless collaboration**
 - Promote paperless collaboration through COMPcollab and the utilisation of the M365 suite tailored to the sensitive nature of DG Competition’s work.
- Contribute to the circular economy**
 - Contribute to the circular economy by actively participating in initiatives that support circular economy practices and e-waste reduction, collaborating with OIB, IAS, and other DGs and services. List into smartart?

F. Initiatives to improve economy and efficiency of financial and non-financial activities

Challenged with increasing responsibilities described in Part 1 of this document combined with stable staff levels, DG Competition must make the most effective use of its limited resources. One key step in the human resources planning process is the analysis of available workforce and capacities (skills/competences mapping). In 2024, DG Competition will complement the existing information on the available skills and competencies and consolidate it in a central documented inventory covering all staff. The inventory will be regularly updated to establish an overview of the current skills, competencies, and expertise of the staff. It will be used to identify possible gaps and qualitative resource needs.

The skills mapping exercise and competency gap analysis aim at identifying the competencies, experience, and aspirations of the workforce, as well as possible ways to align needs and competences, for example in the areas of recruitment, redeployment, learning and development. Resource allocation needs to remain flexible and efficient while considering multiple priorities, such as staff engagement.

ANNEX I: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

General objective 1: European Green Deal		
Specific Objective 1: State aid control contributes to environmental protection, renewables and energy savings		
<i>Related to spending programme: Programme for Single Market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics ⁽⁸⁶⁾</i>		
Main outputs in 2024:		
Public consultations		
Output	Indicator	Target
Revision of the State aid Railway Guidelines	Public consultation on draft Guidelines	Q2 2024
Commission State aid Land Transport Block Exemption Regulation (LTBER)	Public consultation on draft Regulation	Q2 2024
Revision of the Commission Guidelines on State aid in the aviation sector (airports and airlines)	Public consultation	Q3 2024
Enforcement actions		
Output	Indicator	Target ⁽⁸⁷⁾
Enforcement of EU State aid control	Number of opening decisions per year	No target
Enforcement of EU State aid control	Number of Commission decisions adopted	No target
GBER schemes under Section 7 Environmental protection aid	Number of GBER schemes implemented under Section 7	No target

⁽⁸⁶⁾ The operations of DG Competition are financed through a dedicated operational budget embedded in the Single Market Programme of the Multiannual Financial Framework 2021-2027.

⁽⁸⁷⁾ It is usually not meaningful to set numerical targets for competition policy enforcement. On-going Commission investigations are always without prejudice to the final decision to be taken by the Commission in the case. However, DG Competition, like most competition authorities, provides the number of decisions (or intervention rate) to indicate the level of activity and output for the preceding year, also for deterrence purposes.

General objective 2: A Europe fit for the digital age

Specific Objective 2.1: Updated rules and policy guidance in support of A Europe fit for the digital age, including tackling systemic competition in the platform economy and beyond

Related to spending programme: See above under 1

Main outputs in 2024:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Revision of the Notice on market definition	Adoption	Q1 2024

Evaluations and fitness checks

Output	Indicator	Target
Evaluation of Regulation 1/2003 and Regulation 773/2004	Publication of the Evaluation Staff Working Document	Q2 2024
Evaluation of the Technology Transfer Block Exemption Regulation	Publication of the Evaluation Staff Working Document	Q3 2024

Public consultations

Output	Indicator	Target
Guidelines on the application of Article 102 TFEU to exclusionary abuses	Publication consultation on draft Guidelines	Q2 2024
Motor Vehicle Block Exemption Regulation and Supplementary Guidelines	Call of interest and public consultation	Q4 2024

Specific Objective 2.2: State aid control contributes to high performant broadband network

Related to spending programme: See above under 1

Main outputs in 2024:

Enforcement actions

Output	Indicator	Target
Commission decisions authorising State aid for broadband measures	Number of the Commission decisions per year	Stable trend (follows from Strategic Plan 2020-2024)

Other output

Output	Indicator	Target
Commission giving trainings within the Broadband Competence Offices (BCO) network	Number of trainings given by year	Stable trend

Specific Objective 2.3: Strengthening competition enforcement in support of A Europe fit for the digital age

Related to spending programme: See above under 1

Main outputs in 2024:

Enforcement actions

Output	Indicator	Target ⁽⁸⁸⁾
Enforcement of antitrust rules	Number of the Commission decisions per year (intervention rate) ⁽⁸⁹⁾	No target
Effective support to NCAs on individual cases with a view to ensure coherent and effective application of Articles 101 and 102 TFEU	Number of envisaged enforcement decisions and similar case consultations in the European Competition Network (ECN)	No target
	Implementation rate of comments on envisaged decisions received from the NCAs pursuant to article 11.4 of Regulation (EC) No 1/2003.	No target
	Time to reply to NCAs pursuant to article 11.4 of Regulation (EC) No 1/2003	Within 30 days or as otherwise agreed with the NCA
Enforcement of EU merger control	Number of the Commission decisions per year	No target
	Number of the Commission decisions per year in a simplified procedure per year	No target
	Intervention rate ⁽⁹⁰⁾	No target
	Ratio of the Commission merger decisions adopted in a simplified procedure	Stable trend
Enforcement of EU State aid control	Number of opening decisions per year	No target
	Adoption of Commission decisions in the field of State aid in accordance with EU State aid rules	No target

⁽⁸⁸⁾ It is usually not meaningful to set numerical targets for competition policy enforcement. On-going Commission investigations are always without prejudice to the final decision to be taken by the Commission in the case. However, DG Competition, like most competition authorities, provides the number of decisions (or intervention rate) to indicate the level of activity and output for the preceding year, also for deterrence purposes. As regards antitrust and cartel enforcement, a target would also depend on factors beyond the Commission's control (decisions of the parties or other market players to disclose infringements through the leniency programme, whistleblowing, complaints, or the availability of information to the Commission to detect infringements ex officio). In every case, the Commission must fully respect the rights of defence of the parties.

⁽⁸⁹⁾ Intervention rate consists of antitrust interventions (decisions) by the Commission. Intervention rate indicator includes the Commission's antitrust decisions (prohibition decisions, commitment decisions, cooperation decisions) and cartel prohibition decisions and settlement decisions.

⁽⁹⁰⁾ Intervention rate indicator includes the Commission's prohibition decisions and mergers approved subject to commitments, as well as withdrawals during second phase investigation (in-depth investigation by the Commission).

Output	Indicator	Target ⁽⁸⁸⁾
Monitoring of schemes in the field of State aid	Number of aid schemes subject to ex-post monitoring	Around 50
Prevention and recovery of incompatible aid	Adoption of recovery decisions in the field of State aid in accordance with EU State aid rules	No target
Enforcement of Digital Markets Act (DMA)	Number of the Commission decisions per year	No Target
Enforcement of Foreign Subsidies Regulation	Number of the Commission decisions per year	No Target
External communication actions		
Output	Indicator	Target
Merger conference '20 years of Merger Regulation & 35 years since the first European Merger Regulation'	Number of attendees	1,000 onsite and online
Final Episode of 'Making Markets Work for People' Debate Series	Number of attendees	1,000 onsite and online
Media Relations	Number of online views of media releases	+770,000
	Number of press conference attendees	80/press conference
Videos, Photos, Podcasts	Number of views per item	15,000 (across all social media channels and website)
Weekly Newsletter	Number of Readers	12,000
Website	Number of views	2.7 million
Social Media	Followers Growth Rate:	LinkedIn: 25% X (formerly Twitter): 10% YouTube: 10%
Other output		
Output	Indicator	Target
Report on Competition Policy 2023	Adoption	Q1 2024
State of EU Competition Publication	Adoption	Q2 2024
Ex-post evaluation study on acquisitions of innovative competitors in the pharma sector	Publication	Q4 2024
Survey of practitioners on the deterrence effect of EU competition enforcement	Publication	Q4 2024

General objective 3: An economy that works for people

Specific Objective 3.1: State aid control facilitates aid in the common interest

Related to spending programme: See above under 1

Main outputs in 2024:

Enforcement actions

Output	Indicator	Target
State aid falling under the GBER	State aid scoreboard value	Increasing trend

Specific Objective 3.2: Banking aid necessary to safeguard financial stability, while protecting competition

Related to spending programme: See above under 1.

Main outputs in 2024:

Evaluations and fitness checks

Output	Indicator	Target
Evaluation of State aid rules for banks in difficulty	Publication of evaluation results Staff Working Document	Q4 2024

Enforcement actions

Output	Indicator	Target ⁽⁹¹⁾
State aid enforcement in the financial sector	Number of Commission decisions adopted in 2024	No target

⁽⁹¹⁾ It is usually not meaningful to set numerical targets for competition policy enforcement. On-going Commission investigations are always without prejudice to the final decision to be taken by the Commission in the case. However, DG Competition, like most competition authorities, provides the number of decisions (or intervention rate) to indicate the level of activity and output for the preceding year, also for deterrence purposes.

Specific Objective 3.3: Temporary support of the economy through COVID-19 aid (expired in 2023)

Related to spending programme: See above under 1

Main outputs in 2024:

Enforcement actions

Output	Indicator	Target ⁽⁹²⁾
Commission decisions adopted based on the State aid Temporary Framework to support the economy in the context of the COVID-19 outbreak, based on Article 107(3)(b) of the Treaty on the Functioning of the European Union	Number of Commission decisions adopted, decreasing trend	N/A (no target in 2024, follows from Strategic Plan 2020-2024)
Commission guidance provided to the market participants in the field of antitrust in the context of the COVID-19 outbreak	Number of comfort letters adopted per year	N/A (no target in 2024)
Amount of COVID-19 aid	Aid granted under the Temporary Framework (Article 107(3)(b)) and Article 107(2)(b)	N/A (no target in 2024)
Commission decisions related to reforms and investments included in Member States' recovery and resilience plans	Number of Commission decisions adopted in 2024	Stable
Commission decisions related to Crisis Temporary Framework (TCTF)	Number of Commission decisions adopted in 2024	No target

Other important outputs

Output	Indicator	Target
Assessment of impact of the current State aid policy on the Single Market as well as on the EU's global competitiveness (Report on Competition Policy 2023)	Adoption of Annual Competition Report and related Staff Working Document 2023	Q1 2024

⁽⁹²⁾ It is usually not meaningful to set numerical targets for competition policy enforcement. On-going Commission investigations are always without prejudice to the final decision to be taken by the Commission in the case. However, DG Competition, like most competition authorities, provides the number of decisions (or intervention rate) to indicate the level of activity and output for the preceding year, also for deterrence purposes.

Part 2 – Modernising the administration

A. Human resource management

Objective: DG Competition employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

Main outputs in 2024:

Output	Indicator	Target
Entrance, career development and exit interviews	Percentage of the respective staff invited	100%
180° feedback development exercise for DG Competition’s middle management	Participation level of middle managers	100%
Implementation of initiatives aimed at increasing the number of female candidates to middle management position	First female appointments to middle management	Sending the maximum number of female colleagues to the corporate female development programme as a preparation to become Head of Unit. Continuing for a second year the cross-DG (COMP; GROW, ECFIN, FISMA) female talent development programme in 2024 (subject to available budget authorised by DG HR) in order to build a pipeline of female Deputy Head of Units as candidates for future Head of Unit positions. Continue encouraging female colleagues to participate in management trainings.

B. 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 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	remains < 2% of relevant expenditure
Effective controls: Legal and regular transactions	Estimated risk at closure	remains < 2% of relevant expenditure
Effective controls: Safeguarded assets	Value of the rights concerned (Commission Decisions)	Error rate remains 0
Effective controls: Safeguarded information	Staff awareness of security rules: % of active staff confirm being aware of confidentiality obligations.	100%

Output	Indicator	Target
Efficient controls	Budget execution and / or timely payments	>90% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 8% of funds managed

C. 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 (CAFS) ⁽⁹³⁾ aimed at the prevention, detection and correction ⁽⁹⁴⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Anti-fraud risks and controls are assessed	The fraud risk assessment is made as part of the annual risk assessment exercise	Annually
All newcomers follow ethics training	All newcomers follow ethics training	100%

⁽⁹³⁾ Communication on the Commission Anti-Fraud Strategy Action Plan - 2023 revision, [Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) and the accompanying document, [SWD\(2023\) 245](#), the revised Action Plan.

⁽⁹⁴⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

Objective: DG Competition is using innovative, trusted digital solutions for better competition enforcement, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission in the competition domain and beyond

Main outputs in 2024:

Output	Indicator	Target ⁽⁹⁵⁾
<p>CASE@EC:</p> <ul style="list-style-type: none"> • New digital solutions for Antitrust/Cartels • Upgrades of solutions for State Aid, Horizontal Projects, Foreign Subsidies Regulation, and Digital Markets Act • Delivery of solutions for other participating DGs, including DG BUDG (Early Detection and Exclusion System cases) • Progress in the implementation of Merger release (key functionality available for user testing) 	<p>Degree of implementation of the digital solutions modernisation plan: case management solutions (CASE@EC)</p>	87,5%
<p>Improvements to digital solutions for:</p> <ul style="list-style-type: none"> • Publication of Competition Public Data (ODSE) • Negotiation on confidentiality claims (eConfidentiality) • Requests for information (eRFI) • Collaboration with NCAs (ECN2) • State Aid notification, reporting and transparency (SANI2/SARI2/TAM) • Secure document exchanges (EU SEND) • Leniency statements (eLeniency) <p>Progress on the analysis of new solution for digitalisation of notifications (eSubmissions). Start development of new solution to support De-Minimis regulation update.</p>	<p>Degree of implementation of the digital solutions modernisation plan: exchanges with external stakeholders (aggregated)</p>	95,45%

⁽⁹⁵⁾ For details on the calculation see Annex II 'Digital Transformation indicators calculation'.

Output	Indicator	Target ⁽⁹⁵⁾
Data tools and support for case teams to speed up investigations and proceedings, including: <ul style="list-style-type: none"> • Selection, procurement and deployment in pilot phase of a commercial e-discovery solution with AI and Technology Assisted Review capabilities • Deployment of a secure data sciences workbench (environment and tools) for data analytics on vast amounts of sensitive data and for the development of AI features • Building interactive dashboards both for public competition data and internal business intelligence reporting services. 	Degree of implementation of the digital solutions modernisation plan: data and artificial intelligence (aggregated)	100%
New information systems (going into production in a given year) have a security plan and/or a security risk assessment to safeguard information ⁽⁹⁶⁾	Percentage of new information systems (going into production in a given year) having a security plan and/or a security risk assessment	100%
All newcomers follow data protection training	Percentage of newcomers attending awareness raising activities on data protection compliance	100%
List of actions to implement the corporate principles for data governance for DG Competition's key data assets ⁽⁹⁷⁾	Percentage of implementation of the corporate principles for data governance for DG Competition's key data assets	Target by 2024: 80%

⁽⁹⁶⁾ Contained in IT Risk file. IT Risks and mitigating actions are discussed by the DG Competition governance body for IT (DIT) and documented in the IT Risk Register.

⁽⁹⁷⁾ For each key data asset, departments should assess if the following principles have been respected:

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

E. Sound environmental management

Objective: DG Competition takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions Analysis of DG's missions' trends / patterns (based on corporate EC-staff's and experts' professional trips (missions), optimise and gradually reduce CO2 emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	CO2 (t) emissions from DG's missions	Reduce DG's CO2 emissions from missions with 50% (2019 as baseline)
DG Competition staff participation in VeloMay	Number of DG Competition participants in VeloMay	Increased participation in the VeloMay action (36 participants in 2023)

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions, by closing down DG's buildings during the Christmas and New Year's and optimisation of the temperature in EC buildings.	The DG building participates in: <ul style="list-style-type: none"> • end and beginning of year energy saving action • a reduction in the hours of heating and air-conditioning • adjustment of the temperature ranges, with a reduction of 1°C for heating in the winter and an increase of 1°C for cooling in the summer 	100% of DG building participating in: <ul style="list-style-type: none"> • end and beginning of year energy saving action • optimisation of comfort hours and/or comfort temperature

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Sustainable meetings and events organised	Number (or %) of green events	100%

IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Paperless working methods at DG level (such as paperless working e-signatories, collaborative working tools)	% of staff informed related to paperless working methods	100% of staff informed
Local action in giving second life through collection of clothes and electric Items.	Cyreo collection @MADO	Minimum 1 event in 2024

V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/ or staff awareness actions about DG's waste generation in collaboration with OIB where appropriate (for example, promote and label the waste sorting schemes in place)	% of staff informed through an awareness campaign for the reduction of waste production, for properly sorted waste, for the re-use of items, for printing less (through COMP EMAS page, COMP Intracomm news, COMP EMAS staff emails)	100% of staff informed.

ANNEX II: Digital Transformation Indicator calculation

Calculation for Case management solutions (CASE@EC)

ID	Principle	Baseline 2019	2021	2022	2023	Target 2024
5.3	Agile	0	0	1	1	1
5.2	Data driven	0	1	1	2	2
5.1	User centric	1	1	1	1	1
4.2pa	Cross border	N/A	N/A	N/A	N/A	N/A
4.1	Interoperability	0	1	2	2	2
3.2	Transparency	N/A	N/A	N/A	N/A	N/A
3.1	Openness	N/A	N/A	N/A	N/A	N/A
2.2	Privacy	1	1	2	2	2
2.1	Security	1	1	2	2	2
1.2	Once only	0	1	1	1	2
1.1	Digital by default	0	1	1	2	2
	Average	18,75%	43,75%	68,75%	81,25%	87,5%

Calculation for Digital interactions with external stakeholders

ID	Principle	Baseline 2019	2021	2022	2023	Target 2024
5.3	Agile	1	1	1	2	2
5.2	Data driven	1	1	1	1	2
5.1	User centric	1	2	2	2	2
4.2	Cross border	1	1	1	2	2
4.1	Interoperability	1	1	2	2	2
3.2	Transparency	1	1	1	1	2
3.1	Openness	1	1	1	1	1
2.2	Privacy	1	1	2	2	2
2.1	Security	1	1	2	2	2
1.2	Once only	1	1	1	1	2
1.1	Digital by default	1	2	2	2	2
	Average	50%	68,18%	73%	81,8%	95,45%

Calculation for data and artificial intelligence for competition enforcement

ID	Principle	Baseline 2019	2021	2022	2023	Target 2024
5.3	Agile	0	1	1	2	2
5.2	Data driven	1	1	1	1	2
5.1	User centric	0	1	1	1	2
4.2	Cross border	N/A	N/A	N/A	N/A	N/A
4.1	Interoperability	0	0	1	1	2
3.2	Transparency	N/A	N/A	N/A	N/A	N/A
3.1	Openness	N/A	N/A	N/A	N/A	N/A
2.2	Privacy	1	1	2	2	2
2.1	Security	1	1	2	2	2
1.2	Once only	0	0	1	1	2
1.1	Digital by default	0	0	1	2	2
	Average	18,75%	37,5%	62,5%	66,7%	100%

ANNEX III: Abbreviations

Abbreviation	Spelled out
ACCC	Compliance Committee of the Aarhus Convention
AT	Antitrust
CEEAG	Climate, Environmental Protection and Energy Aid Guidelines
CTO	Chief Technological Officer
DG CONNECT	Directorate-General for Communications Networks, Content and Technology
DG ECFN	Directorate-General for Economic and Financial Affairs
DG FISMA	Directorate-General for Financial Stability, Financial Services and Capital Markets Union
DG GROW	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DMA	Digital Markets Act
ECN	European Competition Network
ETS	Emission Trading System
EU/UK TCA	EU/UK Trade and Cooperation Agreement
FTAs	Free Trade Agreements
GBER	General Block Exemption Regulation
ICN	International Competition Network
IPCEIs	Important Projects of Common European Interest
IRA	Inflation Reduction Act
LTBER	Land Transport Block Exemption Regulation
M	Merger
OECD	Organisation for Economic Co-operation and Development
R&D&I Framework	Framework for research, development, and innovation
R&R guidelines	Rescue and Restructuring guidelines
RRF	Recovery and Resilience Facility
FSR	Foreign Subsidies Regulation
RRF	Recovery and Resilience Facility
RRPs	Recovery and Resilience Plans
SA	State aid
SEPs	Standard Essential Patents
SGEI	Service of General Economic Interest
TBER	Transport Block Exemption Regulation
TCTF	Temporary Crisis and Transition Framework
TTBER	Technology Transfer Block Exemption Regulation
TTC	Trade and Technology Council
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organisation