



Annual Activity Report 2021

Annexes

DG COMPETITION

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ANNEX 1: Statement of the Director in charge of Risk Management and Internal Control

“I declare that in accordance with the Commission’s communication on the internal control framework ⁽¹⁾, I have reported my advice and recommendations on the overall state of internal control in the DG to the Director-General.

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

Brussels, 31 March 2022

(signed)

Maria Velentza, Director in charge of Risk Management and Internal Control

⁽¹⁾ C(2017)2373 of 19.04.2017.

ANNEX 2: Performance tables

1. A European Green Deal

General objective 1: A European Green Deal			
Impact indicator: Share of renewable energy in gross final energy consumption			
Source of the data: Eurostat (Eurostat online data code: sdg_07_40)			
Baseline (2018)	Interim Milestone (2020)	Target (2030)	Latest known results (2020)
19.1%	20%	32%	22.1%

Specific objective 1: State aid control contributes to environmental protection, renewables and energy savings			
<i>Related to spending programme(s): Programme for single market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics</i>			
Result indicator: Total State aid expenditure for environmental protection, renewables and energy savings as a percentage of total State aid in the EU			
Source of the data: European Commission			
Baseline (2018)	Interim Milestone (2022)(Target (2024)	Latest known results (2020)
53%	Increasing trend (%)	Increasing trend (%)	21%

Main outputs in 2021:			
Initiatives linked to regulatory simplification and burden reduction			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
The Guidelines on State aid for environmental protection and energy (EEAG)	Adoption	Q4 2021	Q4 2021 ²
Revision of the State Aid General Block Exemption Regulation (GBER) in light of the Green Deal	Adoption	Q4 2021	Consultation finished Q4 2021 ³


⁽²⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/ip_21_6982.

⁽³⁾ See: https://ec.europa.eu/competition-policy/public-consultations/2021-gber_en.

2. A Europe fit for digital age






General objective 2: A Europe fit for digital age			
Impact indicator: Real GDP growth rate			
Source of the data: Eurostat (online data code TEC00115)			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
1.8%	Increase	Increase	-5.9%

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			
<i>Related to spending programme(s): See above in 1.1</i>			
Result indicator: Ratio between adopted policy initiatives by the Commission in the area of EU competition policy to support A Europe fit for the digital age headline ambition and policy initiatives in the area of EU competition policy included in the Commission Work Programmes 2020-2024			
Source of the data: European Commission			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
N/A	Increasing trend	100%	100% in 2021 (3/3)


Main outputs in 2021:			
New policy initiatives			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Proposal for a Regulation on Foreign Subsidies Distorting the Internal Market (follow-up to the White Paper on foreign subsidies)	Adoption of Commission Proposal	Q2 2021	Q2 2021 ⁴
Initiatives linked to regulatory simplification and burden reduction			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
The Guidelines on State aid for environmental protection and energy (CEEAG) 	Adoption	Q4 2021	Q4 2021 ⁵

⁽⁴⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/ip_21_1982.

⁽⁵⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/ip_21_6982.

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Revision of Regional Aid Guidelines 	Adoption	Q1 2021	Q2 2021 ⁶
Revision of the State Aid General Block Exemption Regulation (GBER) in light of the Green Deal 	Adoption	Q4 2021	Targeted consultation ⁷ (06.10.2021-08.12.2021)
Revision of the Risk Finance Guidelines 	Adoption	Q4 2021	Q4 2021 ⁸
Revision of the Communication on Important Projects of Common European Interest 	Adoption	Q4 2021	Q4 2021 ⁹
Revision of the Research, Development and Innovation State aid Framework 	Adoption	Q4 2021	Public consultation (8.4.2021-3.6.2021) ¹⁰
Revision of the Guidelines on State aid for the fishery and aquaculture sector, Block Exemption Regulation (FIBER) and Regulation on de minimis	Public consultation	Q4 2021	Q1 2022 ¹¹

Evaluations and fitness checks

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Sector inquiry on IoT	Publication of Preliminary/Final report	Q2 2021	Q2 2021 ¹² Q1 2022 ¹³
Evaluation of procedural and jurisdictional aspects of merger control 	Publication of the evaluation results	Q1 2021	Q1 2021 ¹⁴

⁽⁶⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/IP_21_1825.

⁽⁷⁾ See: https://ec.europa.eu/competition-policy/public-consultations/2021-gber_en.

⁽⁸⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/ip_21_6553.




⁽⁹⁾ See: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12661-Revision-of-Communication-on-important-projects-of-common-European-interest_en.

⁽¹⁰⁾ See: https://ec.europa.eu/competition-policy/public-consultations/2021-rdi_en.

⁽¹¹⁾ See: https://ec.europa.eu/competition-policy/public-consultations/2022-fish_fi.

⁽¹²⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/QANDA_21_2908.

⁽¹³⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/ip_22_402.

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Revision of the Guidelines on State aid to the Agricultural and Forestry Sectors and in Rural Areas and Agricultural Block Exemption Regulation (ABER) 	Publication of evaluation results	Q1 2021	Q2 2021 ¹⁵
Evaluation of the Horizontal Cooperation rules (HBER review)	Publication of evaluation results	Q2 2021	Q2 2021 ¹⁶
Evaluation of State aid rules for broadband infrastructure deployment 	Publication of the evaluation results	Q2 2021	Q3 2021 ¹⁷
Evaluation of State aid rules for health and social services of general economic interest 	Publication of the evaluation results	Q3 2021	Q1 2022 ¹⁸
Evaluation of State aid rules for health and social services of general economic interest 	Publication of the evaluation results	Q3 2021	Q2 2022 ¹⁹
Evaluation of the Commission Notice on market definition in EU competition law 	Publication of the evaluation results	Q3 2021	Q3 2021 ²⁰

⁽¹⁴⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/ip_21_1384.

⁽¹⁵⁾ See: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/2089-Agricultural-State-aid-guidelines-review_en.

⁽¹⁶⁾ See: https://ec.europa.eu/competition-policy/system/files/2021-05/HBERs_evaluation_SWD_en.pdf.

⁽¹⁷⁾ See: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12398-Broadband-network-deployment-evaluation-of-EU-state-aid-rules_en.

⁽¹⁸⁾ See: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/11835-State-subsidy-rules-for-health-and-social-services-of-general-economic-interest-evaluation_en.

⁽¹⁹⁾ See: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/11835-State-subsidy-rules-for-health-and-social-services-of-general-economic-interest-evaluation_en.

⁽²⁰⁾ See: https://ec.europa.eu/commission/presscorner/detail/en/IP_21_3585.

Specific objective 2.2.: State aid control contributes to high performant broadband networks

Related to spending programme(s): See above in 1.1

Result indicator: Total State aid expenditure for broadband in the EU as a percentage of total State aid in the EU

Source of the data: Commission services

Baseline (2018)	Interim Milestone		Target (2024)	Latest known results (2020)
	(2019)	(2022)		
1.3%	Increasing trend 1.5%	Increasing trend (%)	Increasing trend (%)	0.7%

Main outputs in 2021:

Enforcement actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Commission decisions authorising State aid for broadband measures	Number of the Commission decisions per year	Increasing trend	2021: 8 decisions 2020: 8 decisions 2019: 7 decisions

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

Related to spending programme(s): See above in 1.1

Result indicator: Estimate of customer benefits resulting from cartel prohibition decisions

Source of the data: Commission services (OECD Guidance 2014)

Baseline (2019)	Interim Milestone		Target (2024)	Latest known results (2021)
	(2022)			
EUR 1.5-2.3 bn	Increasing or stable (EUR x-y bn)		Increasing or stable (EUR x-y bn)	EUR 1.3-1.9 bn

Main outputs in 2021:			
Enforcement actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Enforcement of antitrust rules	Number of the Commission decisions per year (intervention rate) ²¹	No target	In 2021, 17 interventions by the Commission included 7 antitrust decisions (1 commitment decision, 5 cooperation decisions and 1 prohibition decision), 10 cartel prohibition decisions (4 settlement decisions, 2 normal decisions, 4 hybrid decisions including 2 re-adoptions of prohibition decisions).
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	84
	Implementation rate of comments on envisaged decisions received from the NCAs pursuant to article 11.4 of Regulation (EC) No 1/2003.	No target	In 100% of cases the comments on envisaged decisions have been completely or partially implemented
	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 NCAs	In 100% of cases the reply has been provided within 30 days or as otherwise agreed with the NCAs

Result indicator: Estimate of customer benefits resulting from merger interventions			
Source of the data: Commission services (OECD Guidance 2014)			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
EUR 5.7-9.4 bn	Stable (EUR x-y bn)	Stable (EUR x-y bn)	EUR 9.2-15.3 bn

⁽²¹⁾ Intervention rate consists of antitrust interventions (decisions) by the Commission. In 2020, 8 interventions by the Commission included 5 antitrust decisions (2 commitment decisions, 2 cooperation decisions and 1 prohibition decision), 3 cartel prohibition decisions (2 settlement decisions and 1 re-adoption of prohibition decision).

Result indicator: Ratio of merger decisions adopted in a simplified procedure			
Source of the data: Commission services			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
78%	Stable	Stable	78%

Main outputs in 2021:			
Enforcement actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Enforcement of EU merger control	Number of the Commission decisions per year	No target	396
	Intervention rate ²²	No target	14
	Number of the Commission decisions adopted in a simplified procedure per year	No target	309
	Ratio of the Commission merger decisions adopted in a simplified procedure	Stable trend	78%
Enforcement actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Enforcement of EU State aid control	Number of opening decisions per year	No target	16
	Adoption of Commission decisions in the field of State aid in accordance with EU State aid rules	No target	21
Monitoring of schemes in the field of State aid (2020-2021)	Number of aid schemes subject to ex-post monitoring	Around 50	37
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	5

⁽²²⁾ 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) and decisions to restore effective competition.

External communication actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Speeches delivered by Executive Vice-President Vestager	Number of speeches delivered by Executive Vice-President Vestager	No target	43
Speeches delivered by Director General Olivier Guersent	Number of speeches delivered by Director General Olivier Guersent	No target	40
Social media-tweeter	Number of Tweeter posts	No target	900
COMP electronic newsletter	Number of subscribers	No target	14000
COMP Publications	Number of downloads, views and orders for paper copies	No target	6000
Press items (midday express, press releases, press conferences)	Number of press items	No target	1000
Conference of 4 February 2021 <i>Competition Policy Contributing to the European Green Deal</i>	Number of registered Participants – (Online)	500	688

3. An Economy that works for people

General objective 3: An economy that works for people			
Impact indicator: Real GDP growth rate			
Source of the data: Eurostat (Eurostat online data code: TEC00115)			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
2%	Increase	Increase	-5.9%

Specific objective 3.1.: State aid control facilitates aid in the common interest			
Related to spending programme: See above in 1.1			
Result indicator: Total State aid expenditure falling under the General Block Exemption Regulation as a percentage of total State aid in the EU			
Source of the data: Commission services			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
39.7%	Increasing trend (%)	Increasing trend (%)	15.9%

Main outputs in 2021:			
Enforcement actions			
Output	Indicator	Target	Latest known result (2020)
State aid falling under the GBER	State aid scoreboard value	Increasing trend	EUR 368.33 bn

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

Related to spending programme: See above in 1.1

Result indicator: Ratio of balance sheet growth of aided banks to balance sheet growth of unaided banks

Source of the data: Commission services and the European Central Bank

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
2.19% (aided banks) vs +4.17% (complete banking sector) ²³	To remain below 90%	To remain below 90%	84,7% as ratio of 5,5% (growth rate of aided banks) and 6,5% (growth rate of unaided banks)

Main outputs in 2021:			
New policy initiatives			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
State aid enforcement in the financial sector	Number of Commission decisions adopted	No target	12

⁽²³⁾ The aim of this indicator is to verify that aided banks do not grow as fast as the average of the European Banking sector. We monitor the balance sheet of all aided banks that are in the restructuring period on 31.12.2019 and express the annual growth to the balance sheet growth of the entire European banking sector over the next four years.

As a start, to get a look and feel for the indicator, we report the effect over the period (31.12.2018-31.12.2019). This gives a decrease in the balance sheet of aided banks, versus a growth in balance sheet of the overall banking sector, which is good in the sense that our aid decisions and monitoring contribute to limiting distortions of competition. Sources of both datasets are Bloomberg and the ECB Statistical Site.

Specific objective 3.3.: Temporary support of the economy through COVID-19 aid				
<i>Related to spending programme: See above in 1.1</i>				
Result indicator: Total COVID-19 aid as a percentage of total State aid in the EU				
Source of the data: Commission services				
Baseline (2020)	Interim Milestone		Target (2024)	Latest known results (2020)
	(2021)	(2022)		
60%	Decreasing trend (%)	Decreasing trend (%)	Decreasing trend (%)	60%

Main outputs in 2021:			
Initiatives linked to regulatory simplification and burden reduction			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
RRF Guiding Templates to Member States relating to State aid	Review and update of the 13 templates	Q2 2021	13
Enforcement actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
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 per year in 2020 and 2021	No target	> 675 decisions
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 in 2020 and 2021	No target	2
Amount of COVID-19 aid	Aid granted under the Temporary Framework (Article 107(3)(b)) and Article 107(2)(b)	Decreasing (2021)	EUR 3.01 trillion

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports - DG COMP - Financial Year 2021

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

Additional comments

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for DG COMP					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 02 European Strategic Investments					
02	02 04	Digital Europe programme	0,35	0,35	100,00 %
Total Title 02			0,35	0,35	100,00 %
Title 03 Single Market					
03	03 01	Support administrative expenditure of the "Single Market cluster"	0,06	0,00	0,00 %
	03 02	Single Market Programme	20,14	20,14	100,00 %
Total Title 03			20,20	20,14	99,71 %
Title 07 Investing in People, Social Cohesion and Values					
07	07 07	Justice	0,05	0,00	0,00 %
Total Title 07			0,05	0,00	0,00 %
Title 08 Agriculture and Maritime Policy					
08	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0,00	0,00	0,00 %
Total Title 08			0,00	0,00	0,00 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0,86	0,83	96,46 %
	20 03	Administrative Operating expenditure	0,58	0,23	39,68 %
	20 04	Information and communication technology related expenditure	1,58	1,58	99,45 %
Total Title 20			3,03	2,64	87,16 %
Total Excluding NGEU			23,63	23,13	97,89 %
Total DG COMP			23,63	23,13	97,89 %

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

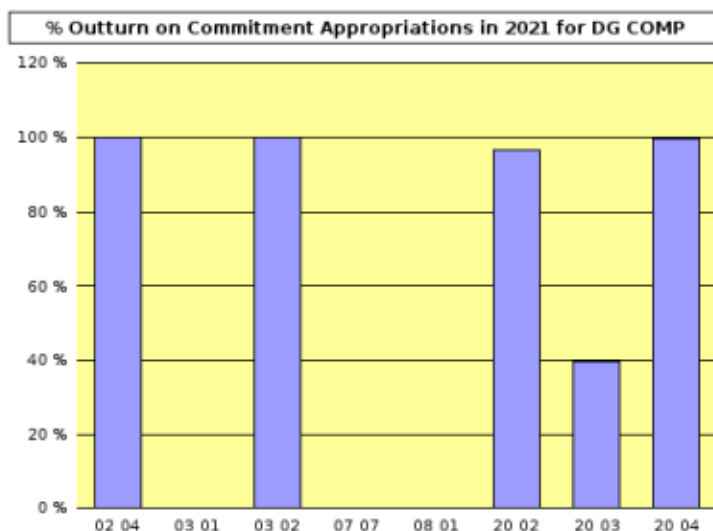


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2021 (in Mio €) for DG COMP					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 02 European Strategic Investments					
02	02 04	Digital Europe programme	0,00	3,23	0,00 %
Total Title 02			0,00	3,23	0,00%
Title 03 Single Market					
03	03 01	Support administrative expenditure of the "Single Market" cluster	0,08	0,00	0,00 %
	03 02	Single Market Programme	2,26	1,30	57,25 %
Total Title 03			2,32	1,30	55,81%
Title 07 Investing in People, Social Cohesion and Values					
07	07 07	Justice	0,88	0,82	95,71 %
Total Title 07			0,88	0,82	95,71%
Title 08 Agriculture and Maritime Policy					
08	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0,07	0,07	100,00 %
Total Title 08			0,07	0,07	100,00%
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	3,55	2,95	82,98 %
	20 03	Administrative Operating expenditure	0,60	0,08	13,54 %
	20 04	Information and communication technology related expenditure	7,88	7,48	94,93 %
Total Title 20			12,03	10,50	87,32%
Total Excluding NGEU			15,28	15,92	104,17%
Total DG COMP			15,28	15,92	104,17 %

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

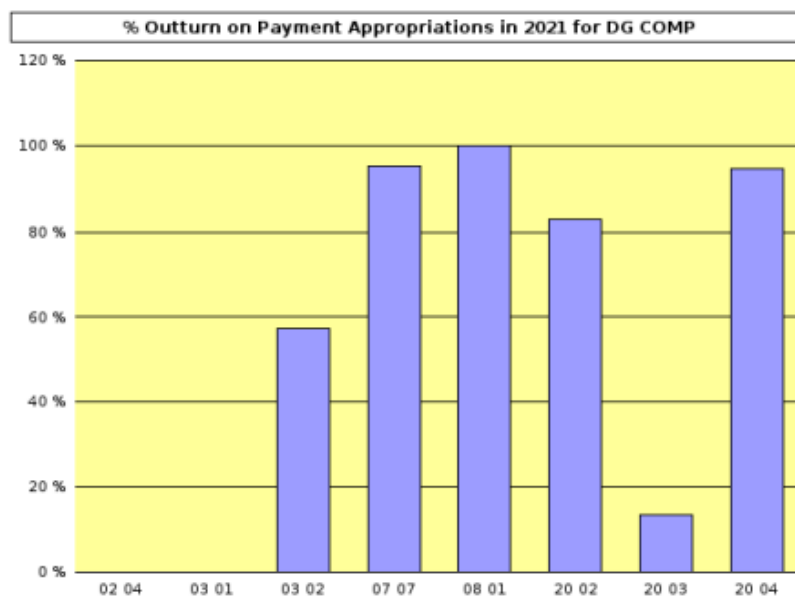


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG COMP									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3+2	4+1-2/1	5	6+3+5	7
02	02 04	Digital Europe programme	0,35	0,00	0,35	100,00%	0,15	0,50	3,37
Total Title 02			0,35	0,00	0,35	100,00%	0,15	0,50	3,37
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG COMP									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3+2	4+1-2/1	5	6+3+5	7
03	03 01	Support administrative expenditure of the Single Market cluster	0,00		0,00	0,00%	0,00	0,00	0,00
	03 02	Single Market Programme	20,14	1,30	18,85	93,57%	0,00	18,85	0,00
Total Title 03			20,14	1,30	18,85	93,57%	0,00	18,85	0,00
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG COMP									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3+2	4+1-2/1	5	6+3+5	7
07	07 07	Justice	0,00	0,00	0,00	0,00%	1,71	1,71	2,98
Total Title 07			0,00	0,00	0,00	0,00%	1,71	1,71	2,98
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG COMP									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3+2	4+1-2/1	5	6+3+5	7
08	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0,00	0,00	0,00	0,00%	0,00	0,00	0,07
Total Title 08			0,00	0,00	0,00	0,00%	0,00	0,00	0,07
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG COMP									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3+2	4+1-2/1	5	6+3+5	7
20	20 02	Other staff and expenditure relating to persons	0,53	0,31	0,52	62,65%	0,00	0,52	2,69
	20 03	Administrative Operating expenditure	0,23	0,06	0,17	74,81%	0,00	0,17	0,02
	20 04	Information and communication technology related expenditure	1,58	1,16	0,41	26,12%	0,00	0,41	6,29
Total Title 20			2,34	1,53	1,11	41,89%	0,00	1,11	9,00
Total Excluding NGEU			23,13	2,83	20,30	87,76%	1,86	22,17	15,40
Total for DG COMP			23,13	2,83	20,30	87,76 %	1,86	22,17	15,40

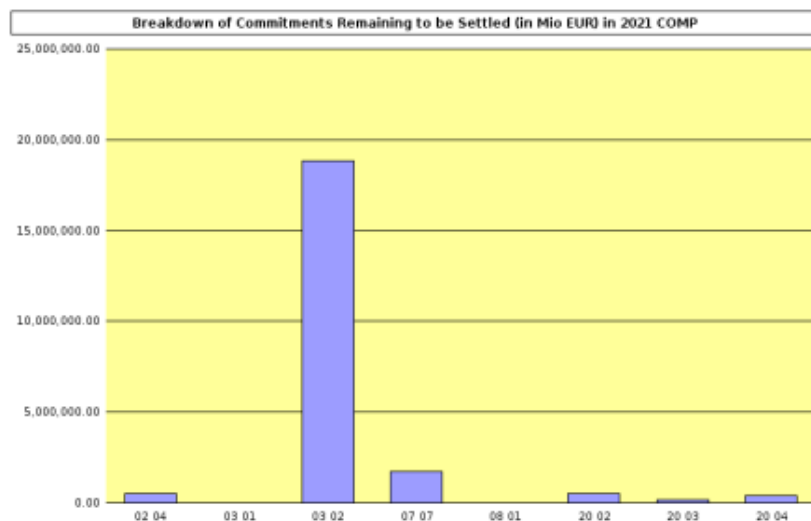


TABLE 4 : BALANCE SHEET for DG COMP

BALANCE SHEET	2021	2020
A.I. NON CURRENT ASSETS	25.034.723,26	13.895.922,49
A.I.1. Intangible Assets	25.034.723,26	13.895.922,49
A.II. CURRENT ASSETS	14.628.870.908,47	13.257.618.442,08
A.II.2. Current Pre-Financing	794.890,03	585.942,63
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	14.628.076.018,44	13.257.032.499,45
ASSETS	14.653.905.631,73	13.271.514.364,57
P.I. NON CURRENT LIABILITIES	-1.270.511,94	
P.I.2. Non-Current Provisions	-1.270.511,94	
P.II. CURRENT LIABILITIES	-1.756.697,01	-12.164.380,46
P.II.2. Current Provisions	-1.756.697,01	-11.452.432,53
P.II.4. Current Payables	0,00	-711.947,93
P.II.5. Current Accrued Charges & Defrd Income	0,00	0,00
LIABILITIES	-3.027.208,95	-12.164.380,46
NET ASSETS (ASSETS less LIABILITIES)	14.650.878.422,78	13.259.349.984,11
P.III.2. Accumulated Surplus/Deficit	-22.559.632.979,08	-22.196.467.808,94
Non-allocated central (surplus)/deficit*	7.908.754.556,30	8.937.117.824,83
TOTAL DG COMP	0,00	0,00

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

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG COMP

STATEMENT OF FINANCIAL PERFORMANCE	2021	2020
II.1 REVENUES	-1.794.464.680,64	-397.408.367,73
II.1.1. NON-EXCHANGE REVENUES	-1.794.977.432,53	-396.956.000,00
II.1.1.5. FINES	-1.783.525.000,00	-396.956.000,00
II.1.1.8. OTHER NON-EXCHANGE REVENUES	-11.452.432,53	
II.1.2. EXCHANGE REVENUES	512.751,89	-452.367,73
II.1.2.2. OTHER EXCHANGE REVENUE	512.751,89	-452.367,73
II.2. EXPENSES	103.132.672,32	34.243.197,59
II.2. EXPENSES	103.132.672,32	34.243.197,59
II.2.10. OTHER EXPENSES	21.753.215,14	28.546.483,25
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	863.478,59	584.633,91
II.2.6. STAFF AND PENSION COSTS	-955.540,00	-952.600,00
II.2.8. FINANCE COSTS	81.671.518,59	6.064.700,43
STATEMENT OF FINANCIAL PERFORMANCE	-1.691.332.008,32	-363.165.170,14

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

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

TABLE 5bis : OFF BALANCE SHEET for DG COMP

OFF BALANCE	2021	2020
OB.2. Contingent Liabilities	-118.442.341,03	-1.821.963.985,48
OB.2.7. CL Legal cases OTHER	-118.442.341,03	-1.821.963.985,48
OB.4. Balancing Accounts	118.442.341,03	1.821.963.985,48
OB.4. Balancing Accounts	118.442.341,03	1.821.963.985,48
OFF BALANCE	0,00	0,00

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

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

Legal Times									
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	552	547	99,09 %	14,41	5	0,91 %	41	52.846,31	0, %
60	21	20	95,24 %	25,25	1	4,76 %	121	245.070,00	9, %

Total Number of Payments	573	567	98,95 %		6	1,05 %		297.916,31	2, %
Average Net Payment Time	15,21			14,75			54,33		
Average Gross Payment Time	16,06			15,55			63,67		

Suspensions							
Average Report Approval Suspension	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	10	26	4,54 %	573	1.508.511,80	9,56 %	15.786.173,55

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2021 for DG COMP								
Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
33	Other administrative revenue	3.602,11	8.000,00	11.602,11	3.602,11	8.000,00	11.602,11	0,00
42	Fines and penalties	1.828.736.170,00	14.500.426.667,17	16.329.162.837,17	945.994.973,26	458.226.153,03	1.404.221.126,29	14.924.941.710,88
60	Single market, innovation and digital	150.000,00	0,00	150.000,00	150.000,00	0,00	150.000,00	0,00
67	Completion for outstanding recovery orders prior to 2021	36.908,28	2.706.290,47	2.743.198,75	36.908,28	349.277,01	386.185,29	2.357.013,46
Total DG COMP		1.828.926.680,39	14.503.140.957,64	16.332.067.638,03	946.185.483,65	458.583.430,04	1.404.768.913,69	14.927.296.724,34

TABLE 8 : RECOVERY OF PAYMENTS in 2021 for DG COMP
(Number of Recovery Contexts and corresponding Transaction Amount)

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2018			1	23.157,93		
2019			1	13.750,35		
Sub-Total			2	36.908,28		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS							4	206.387,55		
CREDIT NOTES							7	1.141.018,42		
Sub-Total							11	1.347.405,97		
GRAND TOTAL							13	1.384.314,25		

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2021 for DG COMP

	Number at 01/01/2021	Number at 31/12/2021	Evolution	Open Amount (Eur) at 01/01/2021	Open Amount (Eur) at 31/12/2021	Evolution
2003	1	1	0,00 %	1.060.000,00	1.060.000,00	0,00 %
2006	1	1	0,00 %	11.500.000,00	11.500.000,00	0,00 %
2009	4	4	0,00 %	1.068.981.290,47	1.068.632.013,46	-0,03 %
2010	9	9	0,00 %	25.198.119,94	21.454.522,30	-14,86 %
2011	1	1	0,00 %	9.000.000,00	9.000.000,00	0,00 %
2013	12	4	-66,67 %	252.271.000,00	106.266.000,00	-57,88 %
2014	17	13	-23,53 %	568.717.139,33	430.698.985,35	-24,27 %
2015	7	4	-42,86 %	115.144.000,00	79.256.000,00	-31,17 %
2016	5	4	-20,00 %	495.543.856,11	489.305.538,75	-1,26 %
2017	20	20	0,00 %	4.136.095.000,00	4.136.095.000,00	0,00 %
2018	11	10	-9,09 %	5.757.563.000,00	5.748.749.000,00	-0,15 %
2019	10	10	0,00 %	1.807.210.742,79	1.802.516.977,74	-0,26 %
2020	12	5	-58,33 %	295.382.000,00	165.210.000,00	-44,07 %
2021		21			896.770.546,74	
	110	107	-2,73 %	14.543.666.148,64	14.966.514.584,34	2,91 %

TABLE 10 :Recovery Order Waivers >= 60 000 € In 2021 for DG COMP

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
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Total DG COMP	
---------------	--

Number of RO waivers	
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TABLE 11 : Negotiated Procedures in 2021 for DG COMP

Internal Procedures > € 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	1	204.640,00
Total	1	204.640,00

TABLE 12 : Summary of Procedures in 2021 for DG COMP

Internal Procedures > € 60,000

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure middle value contract (Annex 1 - 14.2)	2	191.950,00
Negotiated procedure without prior publication (Annex 1 - 11.1)	1	204.640,00
Open procedure (FR 164 (1)(a))	1	10.000.000,00
Total	4	10.396.590,00

TABLE 13 : BUILDING CONTRACTS in 2021 for DG COMP

Legal Base	Procedure subject	Contract Number	Contractor Name	Contract Subject	Contracted Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET in 2021 for DG COMP

Legal Base	LC Date	Contract Number	Contract Subject	Contracted Amount (€)

TABLE 15 : FPA duration exceeds 4 years - DG COMP

ANNEX 4: Financial Scorecard

DG COMPETITION

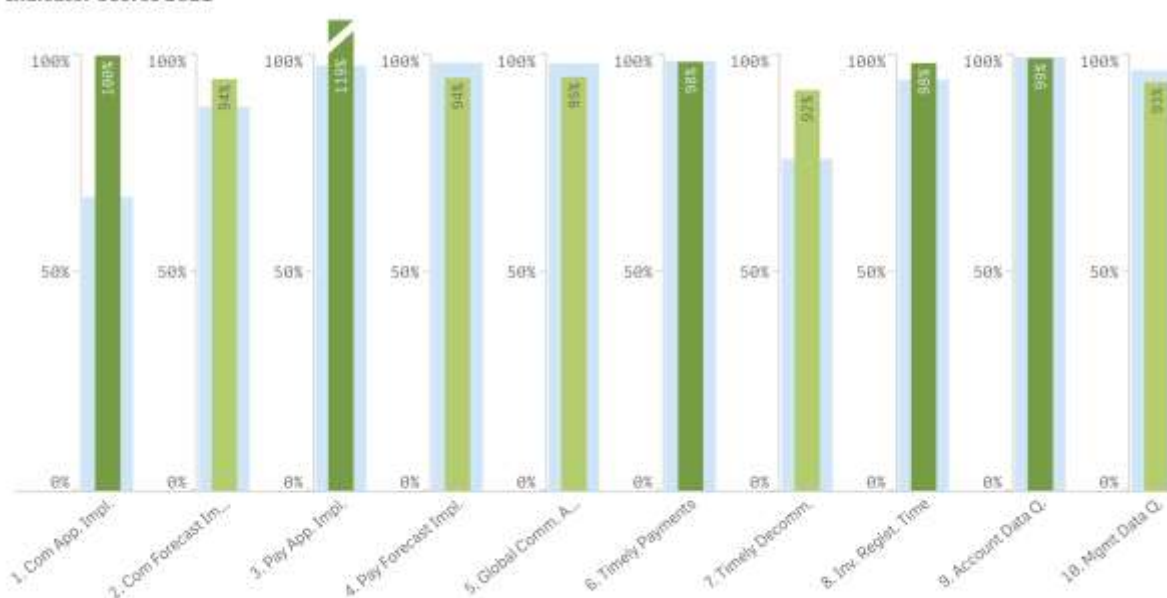
The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2021, 10 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes)²⁴:

<ul style="list-style-type: none"> - Commitment Appropriations (CA) Implementation <ul style="list-style-type: none"> - CA Forecast Implementation - Payment Appropriations (PA) Implementation <ul style="list-style-type: none"> - PA Forecast Implementation - Global Commitment Absorption 	<ul style="list-style-type: none"> - Timely Payments - Timely Decommits - Invoice Registration Time - Accounting Data Quality - Management Data Quality
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For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red

COMP Indicator Scores 2021



For each indicator the light blue bar denotes the EC Score.

⁽²⁴⁾ If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

The Commission services are invited to provide commentary for each indicator's result in the dedicated comment section below the indicators scores as this can help the reader to understand the Commission's service context. In cases when the indicator's value achieves 80% or less of the target, the comment becomes mandatory.

The detailed definitions of the indicators are available on the internal DG BUDG site (BudgPedia) and managed by unit BUDG.C5 Financial Reporting.

Indicator	Objective	Comment ²⁵	COMP Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		100%	67%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		94%	88%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year	*PA Implementation higher than 100% is a result of DG COMP consuming payment appropriations of a different DG under a co-delegation, which were not transferred to DG COMP.	119%	97%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		94%	98%
5. Global Commitment Absorption ²⁶	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		95%	98%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	The average payment delay in 2021 was 15.2 days, which is slightly less than the average payment delay in 2020 (15.6 days). Furthermore, 98% of all payments were executed within the contractual limit, which is slightly lower than in 2020 (99%)	98%	98%
7. Timely Decommittments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		92%	76%
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		98%	94%
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		99%	99%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		93%	96%

⁽²⁵⁾ An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

⁽²⁶⁾ Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

ANNEX 5: Materiality criteria

Since 2019 ⁽²⁷⁾, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

In conformity with the current guidelines, DG Competition applies the following quantitative and qualitative materiality criteria, in order to assess the overall impact of a weakness and judge whether it is material enough to have an impact on the assurance.

Qualitative assessment

Competition policy is implemented through enforcement and involves predominantly procedural (case-handling) and advocacy activities, involving a very modest level of financial management.

Qualitative criteria cover significant reputational risks for the DG or the Commission and significant weaknesses in the internal control systems. For assessing the significance of the weakness, the nature and scope, duration, existence of mitigating controls and/or remedial actions are taken into account.

For weaknesses, which are considered significant in qualitative terms but not in quantitative terms, DG Competition takes into account the possible reputational impact they may entail to the image of DG Competition and the Commission. They will be assessed according to the context and nature of the impact, awareness and duration.

Quantitative assessment

As regards legality and regularity, the proposed standard quantitative materiality threshold of 2% of the residual error rate of the executed payments is applied. DG Competition considers it an appropriate threshold above which weaknesses detected should be considered "material".

In DG Competition, this applies to all non-compliance events detected throughout the year and with a quantifiable impact on legality and regularity.

⁽²⁷⁾ Agreement of the Corporate Management Board of 30/4/2019.

ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

Management of operational and administrative expenditures

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract before payment

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
<p>The goods/services/works foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions.</p> <p>DG unable to meet some objectives and priorities because contractor unable to deliver.</p>	<p>Operational and financial checks in accordance with the financial circuits.</p> <p>Operation authorisation by the AO.</p> <p>Network in place for co-ordination, monitoring and follow-up of contracts.</p>	<p>100% of the contracts are controlled</p> <p>Depth: All underlying documents</p>	<p>Error rate < 2%</p> <p>Payment times</p> <p>Deterrents & systematic weaknesses corrected.</p> <p>Benefits: Controls performed comply with the base line requirements of the Financial Regulation.</p>

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is corrected

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
<p>An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud, is not detected by ex-ante control, prior to payment.</p>	<p>Review of procurements and financial transactions through ex-post audits performed by the ICC.</p> <p>Review of reported exceptions.</p>	<p>Representative coverage.</p> <p>Depth: all underlying documents.</p>	<p>Amounts detected associated with fraud & error.</p> <p>Potential irregularities, errors and overpayments prevented.</p> <p>Benefits: Controls performed comply with the base line requirements of the Financial Regulation.</p> <p>Potential irregularities, errors and overpayments prevented.</p> <p>Number of cases referred to OLAF.</p> <p>Number of instances of overriding controls or deviations from established procedure</p>

Prevention, detection and correction of fraud and irregularities

Main control objectives: Ensuring that staff behaves according to the highest professional standards.

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
The reputation of the Commission is damaged due to the misconduct of staff.	<p>Controls put in place in addition to the existing controls at central level (ethics declarations and training):</p> <ul style="list-style-type: none"> • Ethics guide for DG COMP staff approved by DG HR and endorsed by senior management. • Training and awareness sessions on ethics for staff. Systematic training of newcomers, including trainees and visiting staff. • Conflict of Interest checks in Case Management applications • Yearly declaration of awareness of conflict of interest rules. • Two staff members supporting DG HR in information to staff on ethics rules. 	<p>Coverage: 100%</p> <p>Relevant staff receives yearly and specific conflict of interests declarations, and is invited to training sessions.</p>	<p>Cost: estimate of cost of staff involved.</p> <p>Benefits: staff awareness about the ethical rules, no reports of unethical behaviour, number of IDOC/OLAF investigations.</p>

Safeguard of information and IT-systems

Main control objectives: Ensure that confidential and/or sensitive information is not disclosed or its integrity breached (data altered) due to security of IT systems and/or information processes not being fully effective.

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
Sensitive information is disclosed or its integrity breached (data altered) due to security of IT systems and/or information processes not being fully effective.	<ul style="list-style-type: none"> • Security of IT systems and information safeguarding 'culture': appropriate design of IT systems and/or information processes; • Update of the IT Risk Register • Formal procedures to add, manage and remove user access rights to IT applications. • Detailed manuals of procedures, specific guidance by LISO and LSO. • Application of corporate policy on job functions that handle sensitive information • Use of marking system. Reporting, risk assessment and follow-up of incidents. • Physical access controls. • LISO's prior approval of, and timely follow up reporting by, DG DIGIT's investigation of suspicious activities on COMP workstations • Staff awareness actions 	<p>Security rules and culture to be adjusted in view of latest technical developments and 'possibilities'.</p> <p>DG's IT governance body to evaluate the probability and impact of IT risks at least once per year and to discuss mitigation actions.</p> <p>Continuous risk management of each project according to the PM² methodology;</p> <p>Daily access rights management of the case management applications and related applications</p> <p>Systematic (access controls, training sessions for newcomers, reporting and follow-up of disclosures), and <i>ad-hoc</i> (update of internal guidance documents, communication of events and policies, information sessions)</p>	<p>Reputational events during the reporting year</p> <p>Linked to issues of data security and the protection of confidential and/or sensitive information.</p> <p>Cost: estimate of cost of staff involved.</p> <p>Effectiveness: staff awareness of security rules and best practices.</p> <p>Number of disclosures reported (accidental or leaks).</p>

Enforcement and policy action taken in the area of EU competition policy and enforcement

Main internal control objectives: Ensuring that EU competition policy and enforcement actions are of high quality

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
<p>Challenges before courts potentially leading to significant reputational risks, excessive legal costs, annulments of decisions and (monetary) compensation claims of high value.</p>	<ul style="list-style-type: none"> • A dedicated team in DG Competition continuously updates instrument specific Manuals of Procedures (ManProc) for antitrust/cartels, mergers and State aid. • Instrument-based ManProcs and the Working Arrangements with the Commissioner provide guidance to the staff of DG Competition about the different roles, procedures, required consultations and procedural steps to be followed in the daily operations. • The case support Units contribute to ensuring policy consistency and high quality of draft decisions in terms of substance and clarity. They participate in the weekly meetings with the Commissioner and instrument management meetings contributing to the uniform application of the rules and regulations by the case teams. • Chief Economist Team (CET) offers an expert economic view for policy development and provides independent guidance in individual cases in all 3 instruments (anti-trust, mergers and State aid) throughout the investigation process and a final written advice on a formal proposal which is to be submitted for decision to the Commissioner. • Peer review panel assures internal scrutiny organised for major antitrust, merger and State aid cases, covering all or certain aspects of the case (factual basis, legal reasoning and economic analysis). • Legal Service (an independent Commission service operating under the control and authority of the President of the Commission) ensures high quality output in terms of theory of harm and legal reasoning in enforcement cases and policy documents. • Independent Hearing Officers chair oral hearings and oversee the procedural fairness of competition proceedings in the field of antitrust, cartels and mergers and provide a final opinion published in the Official Journal when the Commission decision is taken. • The Principal Adviser strengthens the capacity of DG Competition to carry out economic evaluations of the EU's competition policy. • Senior Management Meeting (SMM) chaired by the Director General discusses inter alia major developments in on-going cases and jurisprudence of the General Court and the Court of Justice. • Director-General and Deputy Director-General of the instrument in close cooperation with the Commissioner discuss major on-going cases and decide on the granting of priority in a case. • Weekly instruments management meetings review and decide on the planning of ongoing cases and horizontal policy initiatives and ensure adequate staffing of cases. • Knowledge Management and information sharing tools like 'COMPWiki' allow staff to share knowledge and best practices within the DG. • Document Management and Case Management Applications support key business processes. • Important developments in competition cases and horizontal policy initiatives are discussed in weekly meetings between the Competition Commissioner, the Cabinet and DG Competition. In this way, the 	<p>Coverage: 100%</p>	<p>Number of control failures</p> <p>Number of annulments of competition decisions by the EU courts and reductions of fines</p>

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
	<p>Commissioner is kept up to date and alerted in a timely manner of any developments likely to be relevant for him/her or the College.</p> <ul style="list-style-type: none"> The Commissioner is regularly updated on the progress in the most important enforcement cases in all instruments (quarterly meetings or ad-hoc multiannual meetings as appropriate) as well as strategic meetings with the Senior Management and Directorates of DG Competition. 		

Fines imposed in the area of competition

Main control objectives: Ensuring that the Commission establishes its revenue entitlements and correctly registers its revenue entitlements, reliable reporting (true and fair)

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators
The Commission decision embeds weaknesses that would undermine the Commission's legal rights in terms of revenue entitlements such as decision not addressed to the correct legal entity.	<ul style="list-style-type: none"> Main parameters of the fines are discussed before the SO is finalised in a meeting chaired by the DDG Antitrust in which A1, CET, LS and CAB participate Experienced case handlers verify calculations (fresh pair of eyes) 	<p>Coverage: 100%</p> <p>in-depth panel review for draft COMP-decisions on fines</p>	<p>Effectiveness: Value of the rights concerned (e.g. decision on fine overruled by CoJ)</p> <p>Benefits: The (average annual) total value of the significant errors detected/avoided - and thus prevented in terms of the Commission's rights</p>
EU accounting rules are not respected and that the accounts do not reflect the reality.	Commission Decisions being followed-up by concerned services	<p>Coverage: 100%</p> <p>* monthly for new decisions</p> <p>quarterly for follow-up of fines before Court of Justice</p>	<p>Effectiveness: Value of the rights concerned</p> <p>Benefits: The accounts at year-end give a true and fair view.</p> <p>Economy (costs): estimation of cost of staff involved in the controls.</p>

ANNEX 7: Specific annexes related to "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

Indicator 1: Estimated risk at closure

Source of data: European Commission, DG COMP Annual Activity Report (AAR)

Baseline (2019)	Target (2024)	Latest known results (31/12/2021)
EUR 68 400	Maintain < 2% of relevant expenditure	0.5%

Main outputs in 2021:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls	Budget execution and time-to-pay	remains >90% of budget appropriations remains >90% of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains < 8% of funds managed

The absolute values are presented in EUR

EXPENDITURE

COMP	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR *	EC total costs	related payments Made	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) ** (g)/(b)
Financial management – administrative and operational expenditure	995,772.00 €	15,918,769.19 €	6.26%	69,540.00 €	11,917,185.72 €	0.58%	1,065,312.00 €	6.69%
EU competition policy and enforcement actions*****	9,042,300.00 €	154,800,000.00 €	5.84%	- €	- €	0.00%	9,042,300.00 €	5.84%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
	- €	- €	0.00%	- €	- €	0.00%	- €	0.00%
OVERALL total estimated cost of control at EC level for expenditure	10,038,072.00 €	170,718,769.19 €	5.88%	69,540.00 €	11,917,185.72 €	0.58%	10,107,612.00 €	5.92%

NON-EXPENDITURE ITEMS ****

COMP	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex E of the AAR*	EC total costs	related amounts	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (a)/(b)
Only applicable for DGs with non-expenditure items								
Prevention, detection and correction of fraud and irregularities	91.145,37 €	N/A	N/A	- €	- €	N/A	91.145,37 €	N/A
Safeguard of information and IT-systems	575.885,68 €	N/A	N/A	- €	- €	N/A	575.885,68 €	N/A
Fines imposed in the area of competition*****	- €	N/A	N/A	- €	N/A	N/A	- €	N/A
	- €	N/A	N/A	- €		N/A	- €	N/A

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

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

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

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

***** Ratio is based on the total allocated budget of DG Competition. This allows for correct ratio of cost of controls as competition policy is implemented through human resources rather than through financial resources. Expected high quality of policy proposals and decisions under scrutiny of stakeholders and courts justifies relatively high (5.84%) cost of controls ratio.

***** Once the decision is adopted, the cost of controls to ensure a correct registration of a fine decision corresponds to less than 10% of a full time equivalent as the number of fines decisions in a year is limited.

ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems" (Not applicable)

ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"

1) Annex related to "Control results" – Table X: Estimated risk at payment and at closure

Table X : Estimated risk at payment and at closure

DG COMP	'payments made' (2021;MEUR)	minus new prefinancing [plus retentions made] (in 2021;MEUR)	plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2021;MEUR)	'relevant expenditure' (for 2021;MEUR)	Detected error rate or equivalent estimates	estimated risk at payment (2021;MEUR)	Adjusted Average Recoveries and Corrections (adjusted ARC, %)	estimated future corrections [and deductions] (for 2021;MEUR)	estimated risk at Closure (2021;MEUR)
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10
Administrative expenditure	10.50	0.00	0.00	10.50	0.50% - 0.50%	0.05 - 0.05	0.00% - 0.00%	0.00 - 0.00	0.05 - 0.05
Operational expenditure - Competition Programme (Single Market Programme)	1.30	0.00	0.00	1.30	0.50% - 0.50%	0.01 - 0.01	0.00% - 0.00%	0.00 - 0.00	0.01 - 0.01
Operational expenditure - IT expenditure (Digital Europe Programme)	3.23	0.00	0.00	3.23	0.50% - 0.50%	0.02 - 0.02	0.00% - 0.00%	0.00 - 0.00	0.02 - 0.02
Operational expenditure - Support administrative expenditure (Agriculture and Maritime Policy cluster)	0.07	0.00	0.00	0.07	0.50% - 0.50%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
Operational expenditure - Training of judges (Justice Programme)	0.82	- 0.44	0.19	0.58	0.50% - 0.50%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
DG total	15.92	- 0.44	0.19	15.67		0.08 - 0.08	0.00% - 0.00%	0.00 - 0.00	0.08 - 0.08
					Overall risk at payment in %	0.50% - 0.50% (7) / (5)		Overall risk at closure in %	0.50% - 0.50% (10) / (5)

Notes to the table X

(1) Relevant Control Systems differentiated per relevant portfolio segments and at a level which is lower than the DG total

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated DGs. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating DGs.

(3) New pre-financing actually paid by out by the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department). As per note 2.5.1 to the Commission annual accounts thus excluding "Other advances to Member States" which are covered on a purely payment-made basis (note 2.5.2). Pre-financing paid/cleared" are always covered by the Delegated DGs, even for Cross-SubDelegations.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption').

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological Annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out, and adds the pre-financing actually cleared during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure, operating contributions to agencies*), the rate which should be used is 0.5% as a conservative estimate, unless the DG has a more precise estimate based on evidence.

(8) The adjusted average recovery and corrections percentage is to some extent based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years. The AOD *has not adjusted or replaced* this historic average. Any ex-ante elements, one-off events, (partially) cancelled or waived Recovery Orders, and other factors from the past years that would no longer be relevant for the current programmes (e.g. higher ex-post corrections of previously higher errors in earlier generations of grant programmes, current programmes with entirely ex-ante control systems) or that corresponded to exceptional situations in order to come to the best and most conservative estimate of the ex-post future corrections to be applied to the reporting year's relevant expenditure for the current programmes. The DG has strong ex-ante and ex-post controls, the observed error rate is 0.5% and recoveries and corrections are assumed to be close to zero.

(9) For some programmes with no set *closure* point (e.g. EAGF) and for some multiannual programmes for which corrections are still possible afterwards (e.g. EAFRD and ESIF), all corrections that remain possible are considered for this estimate.

2) Reservations

Not applicable.

ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

Human Resource management

Objective 1: 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

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data: Commission Decision SEC(2020)146 of 1 April 2020

Baseline (01/12/2019)	Target (2022) + (2024)	Latest known results (31/12/2021)
45%, 20 out of 44	2022: 2 first female appointments by 2022. 2024: still to be defined	4 first appointments in 2021, 6 in total since target set 48.94% of female middle managers.

Main outputs in 2021:

Description	Indicator	Target	Latest known results
Implementation of initiatives aimed at increasing the number of female candidates to middle management position	First female appointments to middle management	DG Competition was assigned a quota of two first female appointments by 2022 ²⁸ .	48.94%

Indicator 2: DG Competition's staff engagement index

Source of data: Commission staff surveys 2018 and 2021

Baseline (2018)	Target (2024)	Latest known results (31/12/2021)
76%	At least 76% and maintain above the Commission average (72% in 2021)	77% compared to the Commission average of 72%

Main outputs in 2021:

Description	Indicator	Target	Latest known results
Implementation of the Action Plan in the framework of DG Competition's Smarter Working initiative	Staff engagement index	At least 76% and maintain above Commission average (72% in 2021)	77% compared to the Commission average of 72%

⁽²⁸⁾ The target will be reviewed for the period 2023-2024 by January 2023.

Indicator 3: Percentage of DG Competition’s staff who feel that this organisation cares about their well-being at work Source of data: Commission Staff surveys 2018 and 2021 and pulse survey 2020			
Baseline (2018)	Target (2024)	Latest known results (31/12/2021)	
59%	At least 51% and maintain above the Commission average (47% in 2021)	51% compared to the Commission average of 47%	
Main outputs in 2021:			
Description	Indicator	Target	Latest known results
Local fit@work and well-being activities, tailor-made to DG Competition’s need	Percentage of staff who feel that the Commission cares about their well-being	At least 51% and maintain above Commission average (47% in 2021)	51% compared to the Commission average of 47%
Objective 2: Motivate, train and retain highly qualified staff and promote equal opportunities with DG Competition			
Indicator 1: Turnover (% of statutory staff leaving DG Competition before three years in the DG) Source of data: Sysper			
Baseline (2019)	Target (2024)	Latest known results (31/12/2021)	
3.1% ²⁹	Keep the turnover at less than 4%	3.6% (for Officials, Temporary Agents and Contract Agents, and thus also staff with contracts of limited duration)	
Indicator 2: DG Competition’s staff engagement index Source of data: Commission Staff surveys 2018 and 2021 and pulse surveys 2020/2021			
Baseline (2018)	Target (2024)	Latest known results (31/12/2021)	
76%	At least 76% and maintain above the Commission average (72% in 2021)	77% compared to the Commission average of 72%	

⁽²⁹⁾ This figure includes all statutory staff, i.e. Officials, Temporary agents and Contract agents, and thus also staff with contracts of limited duration. If only AD and AST officials are considered, the percentage of staff leaving DG Competition before three years reaches 2.5% in 2019.

Objective 3: Information flows effectively throughout DG Competition so that staff understand Commission and DG Competition's objectives and how their individual work relates to these objectives

Indicator 1: Understanding by the staff of DG Competition's priorities

Source of data: Commission staff surveys 2018 and 2021

Baseline (2018)	Target (2024)	Latest known results (31/12/2021)
73%	Improve level of staff understanding	70%

Indicator 2: Understanding by the staff of DG Competition of their objectives and tasks

Source of data: Commission staff surveys 2018 and 2021

Baseline (2018)	Target (2024)	Latest known results (31/12/2021)
93%	At least 91% and maintain above the Commission average (87% in 2021)	91% compared to the Commission average of 87%

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.

Indicator 1: Degree of implementation of the digital solutions modernisation plan: - the three most important aggregated IT solutions: case management solutions (CASE@EC), exchanges with external stakeholders and data analytics/artificial intelligence (see ANNEX XY on digital transformation for calculation details)

Source of data: Yearly DG Competition IT strategy

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (31/12/2021)
25% Support for horizontal projects at DG COMP	87,5% Support for State Aid/Antitrust/Cartel/Merger cases at DG COMP	95% Support for case management at EC (participating DGs) and enabling re-use by EUIs (e.g. EPPO).	43.75% Support for State Aid case management and document registration and management for all competition instruments
50% Support for State Aid digital exchanges, collaboration within the European Competition Network and leniency applications	73% Support for Requests for Information, for Negotiations in Confidentiality claims and for State Aid Reporting	100% Publication of competition data on the Open data and transparency portal	68% Support for negotiations on confidentiality claims, revamped State Aid reporting tool, support for Requests for Information in pilot mode

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (31/12/2021)
18,75% Results of proofs of concept using machine learning	62,5% Partial support for data and artificial intelligence solutions for all instruments.	100% Support for data and artificial intelligence solutions for all instruments, based on DG Competition data space.	37.5% Advanced data and machine learning services for Internet of Things sector enquiry and certain second-phase merger and priority antitrust investigations
Indicator 2: Percentage of COMP key data assets for which corporate principles for data governance have been implemented Source of data: Local Data Correspondent			
Baseline (2019)	Interim milestone (2021)	Target (2024)	Latest known results (31/12/2021)
10%	25% taking into account the specificity of the COMP data and depending on the availability of resources and guidance from horizontal services	100% in 2024 on the same conditions	12.5%
Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance Source of data: DPC activities			
Baseline (2018)	Interim milestone (2019--2024)	Target (2024)	Latest known results (31/12/2021)
90%, information sessions, interventions from the DPCs in the management meetings, directorate house meetings or unit meetings took place in 2018. There was a large demand for that following the entry into force of the GDPR in May 2018.	2020: 100% of senior and middle management; 100% of new comers Gradually, until 2024, all remaining 10% of COMP staff and 100% of the newcomers will be reached by the awareness raising activities. DG COMP staff has been largely sensibilised to data protection issues. Regular information sessions and activities will continue to be organised by the DPC in order to maintain awareness at a high level.	100% of staff	100%

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 2021:

Output	Indicator	Target	Latest known results
CASE@EC: support for all State Aid processes & advanced features for horizontal projects	Degree of implementation of the digital solutions modernisation plan: case management solutions (CASE@EC)	43,75%	43,75%
Solutions for confidentiality claims (eConfidentiality) and requests for information (eRFI) Improvements to State Aid solutions, secure exchange platform for Mergers and Antitrust and Leniency statements solution	Degree of implementation of the digital solutions modernisation plan: exchanges with external stakeholders (aggregated)	68,18%	68,18%
Data tools and support for sector inquiries, Enhanced eDiscovery solutions: advanced search and document review (NLP, machine learning), Dashboards for management, Basic data space for competition enforcement	Degree of implementation of the digital solutions modernisation plan: data analytics/artificial intelligence (aggregated)	37,5%	37.5%
Data governance for State Aid	Percentage of DG Competition key data assets for which corporate principles for data governance have been implemented	25%	12.5% 100% of legacy State aid data migrated and secured in the new case management system CASE@EC; work on specific data roles and responsibilities ongoing.
New information systems (going into production in a given	Percentage of new information systems (going into production in a given	100%	100%

year) have a security plan and/or a security risk assessment to safeguard information ³⁰	year) having a security plan and/or a security risk assessment		
All newcomers follow data protection training	Percentage of newcomers attending awareness raising activities on data protection compliance	100%	100%

Environmental management

Objective: DG Competition takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target	Latest known results
Implementation of Corporate level monitoring scheme	Reduction of 1) energy consumption in the building, 2) water use, 3) CO ₂ emissions from building, 4) prints per person, and 5) waste generation	In line with Commission average	<p>Data for 2020; Trend in % 2020 compared to 2019; Trend towards Commission's Average (C's.A.):</p> <p>1) 5661 MWh; -20,4% per person(p.p.) for electricity; -7% C's.A. and -7,8% p.p. for gas; +8% C's.A.</p> <p>2) 10112 m³; -28,7% p.p.; +33% C's.A.</p> <p>3) 648,81 t; -4,4% p.p.; -13% C's.A.</p> <p>Data for 2021; Trend in % 2021 compared to 2020; Trend towards Commission's Average³¹ (C's.A.):</p> <p>4) 1175 pages p.p.; -25%; -13% C's.A.</p> <p>5) 45,82 kg p.p.; -36% p.p.; +17% C's.A.</p>
Functional DG	Establishing the DG	(1) Two meetings per	(1) 100%

⁽³⁰⁾ 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.

⁽³¹⁾ OIB Data for 2020.

Competition EMAS Team	Competition EMAS Team with volunteers and ambassadors in the DG Competition ecosystem	year (2) Defining responsibilities and fields of action of the team members	(2) 100%
Promote the EMAS corporate campaigns – Development and implementation of a DG Competition EMAS action plan	(1) Adoption of the DG Competition EMAS plan (2) Implementation of the DG Competition EMAS plan by the DG Competition EMAS volunteers and ambassadors	(1) Adoption of the plan: Mid 2021 (2) Implementation of at least 50% of the defined actions by end 2021	(1) 100% (2) 100%
Reduce number of missions by promoting remote inspections, video conferencing, etc.	Reduction of number of missions compared to 2019.	In line with Commission average, adjusted to the post-COVID-19 new normal	yes
Reduce office paper consumption	Number of prints/person ³²	-20% compared to 2019	1175 pages .p.p. ³³ or -75% in comparison to 2019
Increase VeloMai participation	1) Number of COMP participants 2) Amount of CO ₂ saved	1) 80 2) 1500KG CO ₂	1) 8 people due to COVID pandemic and the change of the format to VeloWalk 2) N/A due to the VeloWalk format
Adoption of the Waste Sorting Stations	Info campaign on waste reduction	-30% general waste, compared to 2019	-59,3% p.p. ³⁴ in comparison to 2019

(³²) Modified to reflect the data available.

(³³) OIB Data for 2021.

(³⁴) OIB Data for 2020.

ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (Not applicable)

ANNEX 12: EAMR of the Union Delegations (Not applicable)

ANNEX XY: Digital Transformation indicators calculation

1. Calculation for Case management solutions (CASE@EC)

ID	Principle	Baseline 2019	2021	Interim milestone 2022	Target 2024
5.3	Agile	0	1	1	1
5.2	Data driven	0	1	1	2
5.1	User centric	1	1	2	2
4.2	Cross border	N/A	N/A	N/A	N/A
4.1	Interoperability	0	1	2	2
3.2	Transparency	N/A	N/A	N/A	N/A
3.1	Openness	N/A	N/A	N/A	N/A
2.2	Privacy	1	1	2	2
2.1	Security	1	1	2	2
1.2	Once only	0	1	2	2
1.1	Digital by default	0	1	2	2
	Average	18,75%	50%	87,5%	95%

2. Calculation for Digital interactions with external stakeholders

ID	Principle	Baseline 2019	2021	Interim milestone 2022	Target 2024
5.3	Agile	1	1	1	2

ID	Principle	Baseline 2019	2021	Interim milestone 2022	Target 2024
5.2	Data driven	1	1	1	2
5.1	User centric	1	2	2	2
4.2	Cross border	1	1	1	2
4.1	Interoperability	1	2	2	2
3.2	Transparency	1	1	1	2
3.1	Openness	1	1	1	2
2.2	Privacy	1	1	2	2
2.1	Security	1	2	2	2
1.2	Once only	1	1	1	2
1.1	Digital default by	1	2	2	2
	Average	50%	68%	73%	100%

3. Calculation for data and artificial intelligence for competition enforcement

ID	Principle	Baseline 2019	2021 as per AAR	Interim milestone 2022	Target 2024
5.3	Agile	0	11	1	2
5.2	Data driven	1	1	1	2
5.1	User centric	0	1	1	2

ID	Principle	Baseline 2019	2021 as per AAR	Interim milestone 2022	Target 2024
4.2	Cross border	N/A	N/A	N/A	N/A
4.1	Interoperability	0	0	1	2
3.2	Transparency	N/A	N/A	N/A	N/A
3.1	Openness	N/A	N/A	N/A	N/A
2.2	Privacy	1	1	2	2
2.1	Security	1	1	2	2
1.2	Once only	0	0	1	2
1.1	Digital by default	0	0	1	2
	Average	18,75%	37.5%	62,5%	100%