

# Annual Activity Report 2025

Annexes

Directorate-General for 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 <sup>(1)</sup>, 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, 30 March 2026*

*(signed)*

*Stina Soewarta, Director in charge of Risk Management and Internal Control*

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

# ANNEX 2: Performance tables

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

**Specific Objective 1.1: Modern, smart competition policy, supporting EU priorities**

*Related to spending programme(s): Programme for Single Market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics*

**Result indicator 1.1.1:** Proportion of legislative and non-legislative initiatives adopted / published involving simplification and burden reduction

**Explanation:** -

**Source of data:** Commission services

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
67%	> 50%	> 50%	75%

**Result indicator 1.1.2:** Ratio between policy initiatives included in the Commission Work Programme and adopted within that year during the Commission mandate 2025-2029

**Explanation:** -

**Source of data:** Commission Work Programmes

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
0 <sup>(2)</sup>	100%	100%	50% <sup>(3)</sup>

## Main outputs in 2025:

### New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2025)
State aid guidance on how EU State aid rules apply to public support for critical medicines in the context of Critical Medicines Act (CMA)	Publication	Q1 2025	Q1 2025

### Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target	Latest known results (situation on 31/12/2025)
Clean Industrial Deal State Aid Framework (CISAF)	Adoption	Q2 2025	Q2 2025
Amendments of Regulation 794/2004 as regards the notifications forms and information sheets in State aid	Adoption	Q2 2025	Q2 2025

<sup>(2)</sup> No Commission Work Programme 2024 item.

<sup>(3)</sup> Publication of one Commission Work Programme 2025 item delayed.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
SGEI Decision (Affordable housing)	Adoption	Q2 2025	Q4 2025
Amendment of EU Emission Trading System (ETS) Guidelines	Adoption	Q4 2025	Q4 2025
Guidelines on exclusionary abuses of dominance	Adoption	Q4 2025	Q2 2026
<b>Evaluations and fitness checks (part of the stress testing EU acquis)</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Evaluation of the State aid Guarantee Notice	Publication of the Evaluation Staff Working Document	Q4 2025	Q4 2025
Evaluation of the Banking Communication	Publication of the Evaluation Staff Working Document	Q4 2025	Q1 2026
<b>Major public consultations</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Draft amendments to the State aid Implementing Regulation (EC) No 794/2004 and to the State aid Best Practices Code with respect to new rules on access to justice	Public consultation	Q1 2025	Q2 2025
Draft State aid Framework accompanying the Clean Industrial Deal (CISAF)	Public consultation	Q1 2025	Q1 2025
Draft Technology Transfer Block Exemption Regulation (TTBER) and related Guidelines	Public consultation	Q3 2025	Q3 2025
Rescue and Restructuring State aid Guidelines	Call for evidence and public consultation	Q2 2025	Q4 2025
GBER Revision	Public consultation	Q3 2025	Q3 2025
Broadcasting Communication review	Call for evidence and a public consultation	Q4 2025	Q4 2025
Merger Guidelines	Call for evidence and public consultation	Q2 2025	Q2 2025
Motor vehicle Block Exemption Regulation and supplementary guidelines	Call for evidence and public consultation	Q1 2025	Q1 2025
Antitrust procedural rules	Call for evidence and public consultation	Q2 2025	Q3 2025

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Guidelines regarding the implementation of the Foreign Subsidies Regulation (FSR)	Call for evidence	Q1 2025	Q3 2025
DMA Review Report	Call for evidence and public consultation	Q3 2025	Q3 2025
FSR Review Report	Call for evidence and public consultation	Q3 2025	Q3 2025

### Implementation dialogues, Annual Progress Report and reality checks

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Implementation Dialogues	2/year	Q2 2025 Q3-4 2025	IPCEIs Affordable Housing
Reality checks	multiple	Q2 2025  Q4 2025 Q4 2025 Q4 2025	Social and Affordable Housing Trade Defence Instruments and FSR TTBER Private Enforcement of State Aid Revision of Regulation 1/2003
Annual progress report on enforcement and implementation	1/year	Q4 2025	Q4 2025

### Other major outputs

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
DMA Annual Report	1/year	Q2 2025	Q2 2025
Report on Competition Policy 2024	1/year	Q2 2025	Q2 2025

### Specific Objective 1.2: Effective and efficient enforcement

*Related to spending programme(s): See above under 1.1*

**Result indicator 1.2.1:** Total estimated customer savings from cartel, antitrust and merger interventions

**Explanation:** -

**Source of data:** Commission services

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)	<b>Latest known results</b> (2025)
EUR 9.1-12.5 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)	EUR 12.4-21.9 bn

Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
<b>Result indicator 1.2.2:</b> Estimate of customer savings resulting from cartel prohibition decisions <b>Explanation:</b> - <b>Source of data:</b> Commission services Commission services (OECD Guidance 2014)			
Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
EUR 0.05-0.08 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)	EUR 1.0-1.5 bn
<b>Result indicator 1.2.3:</b> Estimate of customer savings resulting from non-cartel antitrust interventions <b>Explanation:</b> - <b>Source:</b> Commission services (OECD Guidance 2014)			
Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
EUR 5.5-6.6 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)	EUR 4.2-8.5 bn
<b>Result indicator 1.2.4:</b> Estimated of customer savings resulting from merger interventions <b>Explanation:</b> - <b>Source:</b> Commission services (OECD Guidance 2014)			
Baseline (2024)	Interim milestone (2027)	Target (2029)	Latest known results (2025)
EUR 3.5–5.8 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)	EUR 7.1-11.9 bn
<b>Result indicator 1.2.5</b> Total State aid expenditure falling under the General Block Exemption Regulation (GBER) as a percentage of total State aid in the EU <b>Explanation:</b> Under Article 6(1) of Commission Regulation (EC) 794/2004, the Commission shall publish an annual State aid synopsis ("State aid scoreboard") based on expenditure reports provided by the Member States <b>Source of data:</b> State aid Scoreboard/ 2025Eurostat <sup>(4)</sup>			
Baseline (2023)	Interim milestone (2027)	Target (2029)	Latest known results (2024)
35.2%	Increasing trend	Increasing trend	36%
<b>Main outputs in 2025:</b>			
<b>Major implementation activities and enforcement actions</b>			
Output	Indicator	Target	Latest known results (situation on 31/12/2025)

<sup>(4)</sup> See [https://competition-policy.ec.europa.eu/document/download/cc9cdf4e-97e9-4f8e-ac7d-5f094a9fd12d\\_en?filename=state\\_aid\\_scoreboard\\_note\\_2025.pdf](https://competition-policy.ec.europa.eu/document/download/cc9cdf4e-97e9-4f8e-ac7d-5f094a9fd12d_en?filename=state_aid_scoreboard_note_2025.pdf)

Enforcement of antitrust rules	Number of the Commission decisions per year (intervention rate) <sup>(5)</sup>	No target	10
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 decisions and similar case consultations in the European Competition Network (ECN)	No target	71 (only Art. 11(4))
Enforcement of EU merger control	Number of the Commission decisions per year	No target	370
Enforcement of EU merger control	Number of the Commission decisions per year in a simplified procedure	No target	325
Enforcement of EU merger control	Intervention rate <sup>(6)</sup>	No target	9
Enforcement of EU State aid control	Number of Commission decisions adopted	No target	334
Monitoring of schemes in the field of State aid	Number of aid schemes subject to ex-post monitoring	Around 50	85 schemes monitored in 2025
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	3 final negative decisions with recovery in 2025
Enforcement of Digital Markets Act (DMA)	Number of the Commission decisions per year	No Target	20
Enforcement of FSR	Number of the Commission decisions per year	No Target	6
Enforcement of the FSR	Number of notifications concluded	No Target	93

### Other major outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2025)
IPCEI (Important Projects of Common European Interest) Design Support Hub	Launch	Q2 2025	Q2 2025
Report on Competition Policy 2024	Adoption	Q2 2025	Q2 2025
DMA Annual Report 2024	Adoption	Q2 2025	Q2 2025
Report on the application of the CMO competition rules to the agricultural sector	Adoption	Q4 2025	Q4 2025

<sup>(5)</sup> 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.

<sup>(6)</sup> 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).

# **ANNEX 3: Draft annual accounts and financial reports**

[https://dashboard.tech.ec.europa.eu/qs\\_digit\\_dashboard\\_mt/public/extensions/BUDG\\_Annex3/BU  
DG\\_Annex3.html](https://dashboard.tech.ec.europa.eu/qs_digit_dashboard_mt/public/extensions/BUDG_Annex3/BU<br/>DG_Annex3.html)

## **ANNEX 4: Financial scorecard**

[https://dashboard.tech.ec.europa.eu/qs\\_digit\\_dashboard\\_mt/public/extensions/BUDG\\_Annex4/BU DG\\_Annex4.html](https://dashboard.tech.ec.europa.eu/qs_digit_dashboard_mt/public/extensions/BUDG_Annex4/BU DG_Annex4.html)

The transition in 2025 to the Commission's new accounting system, SUMMA, has required the adjustment to a new system and has impacted budget implementation tasks, processes and financial management activities, particularly during the first part of the year. In some cases, this has resulted in lower performance for some standard financial indicators such as timely payments.

# ANNEX 5: Materiality criteria

Since 2019 <sup>(7)</sup>, a ‘de minimis’ threshold for financial reservations has been introduced. Quantified annual activity report reservations related to residual error rates above the 2% materiality threshold are deemed not substantial for segments representing less than 5% of a department’s total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed. Cases where the ‘de minimis’ threshold applies this year are reported in annex 9.

In conformity with the current guidelines, DG Competition applies the following quantitative and qualitative materiality criteria 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 considered. For weaknesses, which are considered significant in qualitative terms but not in quantitative terms, DG Competition contemplates 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. The implementation of this ‘de minimis’ threshold applies at the level of the department’s annual activity report reservations, namely, not at all affecting the detailed reservations at the level of the Payment Agency(s)/Operational Programme(s).

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<sup>(7)</sup> 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 ( <sup>(8)</sup> )

This segment also includes administrative expenses for missions, which are reported by the service responsible for the commitment, although the payments are executed by another service, notably the PMO. The executing service implements the necessary technical level controls and submits a declaration to DG Competition on the compliance of these payments with the principle of sound financial management, as well as their legality and regularity. These expenses are considered to present a low level of risk and are therefore subject to a flat rate of 0.5%, as corroborated by the control results of the executing service(s). More information on the implemented controls can be found in the PMO annual activity report(s).

**Main internal control objectives:** Ensuring that the implementation of the contract follows 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 the contractor is unable to deliver at the quality level and within the time limits as requested.</p>	<p>Operational and financial checks in accordance with the financial circuits. And against the contract provisions.</p> <p>Operation authorisation by the AO.</p> <p>Network in place for raising awareness and enhance coordination, monitoring and follow-up of contracts to reduce the risk of low quality or limited delivery of goods/services/Works</p>	<p>100% of the contracts are controlled</p> <p>Depth: All underlying documents</p>	<p>Error rate &lt; 2%</p> <p>Payment times</p> <p>Deterrents &amp; systematic weaknesses corrected.</p> <p>Benefits: Controls performed to comply with the base line requirements of the Financial Regulation.</p>

<sup>(8)</sup> All table X categories (Digital Europe etc) fall all under the RCS “management of operational and administrative expenditure”.

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

<b>Main risks It may happen (again) that...</b>	<b>Mitigating controls</b>	<b>Coverage, frequency and depth of controls</b>	<b>Cost-effectiveness indicators</b>
<p>An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected 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 sample</p> <p>Depth: all underlying documents.</p>	<p>Amounts detected associated with fraud and error.</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.

<b>Main risks It may happen (again) that...</b>	<b>Mitigating controls</b>	<b>Coverage, frequency and depth of controls</b>	<b>Cost-effectiveness indicators</b>
The reputation of the Commission is damaged due staff misconduct.	<p>Controls put in place in addition to the existing controls at central level (ethics declarations and training):</p> <p>Ethics guide for DG Competition staff approved by DG HR and endorsed by senior management.</p> <p>Training and awareness sessions on ethics for staff. Systematic training of newcomers, including trainees and visiting staff.</p> <p>Conflict of interest checks in Case Management applications</p> <p>Yearly declaration of awareness of conflict of interest and confidentiality rules.</p> <p>Two staff members supporting DG HR in information to staff on ethics rules.</p>	<p>Coverage: 100%</p> <p>Relevant staff receive yearly a specific conflict of interest declarations and is invited to training sessions.</p>	<p>Economy: 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

<b>Main risks It may happen (again) that...</b>	<b>Mitigating controls</b>	<b>Coverage, frequency and depth of controls</b>	<b>Cost-effectiveness indicators</b>
Sensitive information is disclosed, or its integrity breached (data altered) due to security of IT systems and/or information processes not being fully effective.	<p>Security of IT systems and information safeguarding 'culture': appropriate design of IT systems and/or information processes</p> <p>Yearly update of the IT Risk Register</p> <p>Formal procedures to add, manage and remove user access rights to IT applications.</p>	<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>Efficiency: Reaction to security incidents and adaptation to prevent future events.</p> <p>Economy: estimate of cost of staff involved.</p>

	<p>Detailed manuals of procedures, specific guidance by LISO and LSO. Application of corporate policy on job functions that handle high volumes of sensitive information</p> <p>Use of marking system.</p> <p>Reporting, risk assessment and follow-up of incidents.</p> <p>Physical access controls.</p> <p>LISO's prior approval of, and timely follow up reporting by, DG DIGIT's investigation of suspicious activities on COMP workstations</p> <p>Staff awareness 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 ad-hoc (update of internal guidance documents, communication of events and policies, information sessions)</p>	<p>Effectiveness: staff awareness of security rules and best practices.</p>
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## **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.

<b>Main risks It may happen (again) that...</b>	<b>Mitigating controls</b>	<b>Coverage, frequency and depth of controls</b>	<b>Cost- effectiveness indicators</b>
<p>Challenges before courts potentially leading to significant reputational risks, excessive legal costs, annulments of decisions and (monetary) compensation claims of high value.</p>	<p>A dedicated team in DG Competition continuously updates instrument specific Manuals of Procedures (ManProc) for antitrust/cartels, mergers and State aid.</p> <p>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.</p> <p>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.</p> <p>Chief Economist Team (CET) offers an expert economic view for policy development and provides independent guidance in individual cases in all instruments (anti-trust, mergers, State aid, DMA and FSR) throughout the investigation process and a final written advice on a formal proposal which is to be submitted for decision to the Commissioner.</p> <p>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).</p> <p>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.</p> <p>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.</p> <p>The Principal Adviser strengthens the capacity of DG Competition to carry out economic evaluations of the EU's competition policy.</p> <p>Senior Management Meeting (SMM) chaired by the Director General discusses inter alia major developments in on-</p>	<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>

	<p>going cases and jurisprudence of the General Court and the Court of Justice.</p> <p>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.</p> <p>Weekly instruments management meetings review and decide on the planning of ongoing cases and horizontal policy initiatives and ensure adequate staffing of cases.</p> <p>Knowledge Management and information sharing tools like 'COMPWiki' allow staff to share knowledge and best practices within the DG.</p> <p>Document Management and Case Management Applications support key business processes.</p> <p>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 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> <p>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.</p>		
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## *Fines imposed in 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 It may happen (again) that...	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.	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)	Coverage: 100%  in-depth panel review for draft COMP-decisions on fines	Effectiveness:  Value of the rights concerned (e.g. decision on fine overruled by CoJ)  Benefits: The (average annual) total value of the significant errors detected/avoided - and thus prevented in terms of the Commission's rights
EU accounting rules are not respected and that the accounts do not reflect the reality.	Commission Decisions being followed up by concerned services	Coverage: 100%  monthly for new decisions quarterly follow-up of fines before Court of Justice	Effectiveness:  Value of the rights concerned  Benefits: The accounts at year-end give a true and fair view.  Economy (costs): estimation of cost of staff involved in the controls.

# ANNEX 7: Specific annexes related to "financial management"

## A. Fraud risk management

<b>Objective:</b> The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy <sup>(9)</sup> aimed at the prevention, detection and correction <sup>(10)</sup> of fraud			
<b>Indicator 1: Implementation of the actions included in DG Competition’s anti-fraud strategy over the whole lifetime of the strategic plan (2024-2027)</b>			
<b>Source of data:</b> COMP annual activity report, COMP anti-fraud strategy, OLAF reporting			
<b>Baseline</b> (2024)	<b>Target</b> (2027)	<b>Latest known results</b> (situation on 31/12/2025)	
Actions proposed in the Anti-fraud strategy action plan	100% of due actions implemented each year	100%	
<b>Main outputs in 2025:</b>			
<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Anti-fraud risks and controls are assessed	The fraud risk assessment is made as part of the annual risk assessment exercise	Annually	assessed
All newcomers follow ethics training	Number of newcomers following ethics training	100%	100%
Update DG Competition’s specific guidance on ethics including a greater number of examples of ethical situations particularly relevant for DG Competition	Guidance endorsed by senior management (SMM)	DG Competition has ethics culture that reduces the risk of fraud	Presentation given to staff, publication on the intranet
Update specific guidance for staff on fraud prevention particularly relevant for DG Competition.	Guidance available on new COMP intranet	Staff understands fraud risk, is able to detect and report potential fraud	Publication of Anti-fraud strategy dedicated web page on the revamped intranet

<sup>(9)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – ‘the CAFS Communication’; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" [COM\(2023\) 405](#) of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying revised action plan, [SWD\(2023\) 245](#)– “the revised Action Plan”.

<sup>(10)</sup> Correction of fraud is an umbrella term, which refers in particular to the recovery of amounts unduly spent and to administrative sanctions.

Ensure sensitive functions are in line with the corporate guidance.	List reviewed and functions marked in the Job Information System (JIS)	The control strategy of DG Competition is optimal and proportionate to the risks	Assessment of sensitive functions was carried out in 2025
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## **B. Reports and documentation considered for the assessment of the DG's functioning in view of the AOD's assurance**

The Internal Control Framework of DG Competition governs the internal controls related to the main inherent risks in DG Competition, which concern procedures leading to Commission enforcement action (Commission decisions) and policy initiatives in the field of EU competition policy, handling of confidential information as well as the implementation and operation of modern IT solutions to support these actions and attracting and maintaining highly qualified staff. Considering the impact that competition enforcement decisions can have on EU citizens, companies and the Member States, DG Competition cannot focus any less on its non-financial than its financial controls.

The results are explicitly documented and reported to the Director-General. The following reports / documentation have been considered:

- Contribution of the Internal Control Coordinator, including the opinion and the observations of the ex-post controls of financial transactions; and the results of internal control monitoring at the DG level;
- Registers of exceptions and non-compliance events (CENTRICS);
- Risk assessment and risk register presented to and approved by the Senior Management, and the IT risk register approved by DG Competition's IT Steering Committee (DIT);
- Notes on inadvertent disclosures of sensitive information;
- Observations, recommendations and limited conclusions issued by the Internal Audit Service (IAS) and analysis of the implementation of the recommendations by the European Court of Auditors;
- Financial reports on budget execution, expenditures, payment delays, procurement and contract management;
- Validation of Local Systems Report;
- Litigation notes of the Commission's Legal Service.

The systematic analysis of the available evidence provides sufficient guarantees as to the completeness and reliability of the information reported and results in the full coverage of the budget delegated to the Director-General of DG Competition.

- A) DG Competition registered three exception and three non-compliance events in the management of procurement procedures in 2025 (as per Art 92.3 FR). The events have been filed in the CENTRICS corporate risks depository.

The events have not increased the financial or management risk of DG Competition  
The Exceptions reports signed off by the Director-General of COMP are filed as:

COMP-EXCE-2 [AECLJ meeting – representation costs dinner for 3 participants from DG COMP.](#)

COMP-EXCE-3 [Signature of Amendment n°2 to the Administrative Agreement N° JRC 36794-2023](#)

COMP-EXCE-4 [Payment of expenses under a different commitment](#)

The Non-compliance reports signed off by the Director-General of DG Competition are filed as:

COMP-NONC-2 [Non-compliance event on Very Low Value Procurement Procedure \(EC-COMP/2025/VLVP/0011\) for catering services...](#)

COMP-NONC-3 [Issues identified in ex-post internal review of two procurement procedures](#)

COMP-NONC-4 [Non-Compliance with procurement rules on purchases having value above 1 000 EUR.](#) The NONC-3 has been followed up by specific mitigating measures on the management of the two contracts concerned. Specific corrective actions and ex ante controls have been put in place in order to reduce the risk of mistakes.

## 1. Financial Regulation: Additional reporting requirements resulting from the 2018 and 2024 revisions.

In line with the requirements of the Financial Regulation, DG Competition reports for the year 2025:

- 1)** no cases of any in-kind donation made to the Union, for the purposes of humanitarian aid, emergency support, civil protection or crisis management aid (FR art 25.3)
- 2)** no cases of "confirmation of instructions" (FR art 92.3)
- 3)** no cases of financing not linked to costs (FR art 125.3)
- 4)** no Financial Framework Partnerships >4 years (FR art 131.4)
- 5)** no cases of flat rates >7% for funding indirect costs (FR art 184.6)
- 6)** no derogations from the principle of non-retroactivity pursuant to Article 196 of the Financial Regulation.
- 7)** no cases of financial support to third parties >EUR 60 000 (FR art 207)
- 8)** no of non-financial donations provided in the form of services, supplies or works (FR art 244.3)

## 2. Table Y on the estimated “cost of controls” at Commission level

### Overview of department’s estimated cost of controls at Commission (EC) level:

**- Overview of COMP's estimated cost of controls at Commission (EC) level**  
The absolute values are presented in EUR

COMP	Ex ante controls***			Ex post controls			Total	
	(a) EC total costs	(b) related payments Made	(c) Ratio (%)** (a)/(b)	(d) EC total costs	(e) total value verified and/or audited	(f) Ratio (%) (d)/(e)	(g) EC total estimated cost of controls (a)+(d)	(h) Ratio (%)** (g)/(b)
Financial Management Operational and Admin	1.649.196,00 €	23.691.163,42 €	6,96%	161.680,00 €	5.410.000,00 €	2,99%	1.810.876,00 €	7,64%
			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%
<b>OVERALL total estimated cost of control at EC level for expenditure</b>	<b>1.649.196,00 €</b>	<b>23.691.163,42 €</b>	<b>6,96%</b>	<b>161.680,00 €</b>	<b>5.410.000,00 €</b>	<b>2,99%</b>	<b>1.810.876,00 €</b>	<b>7,64%</b>

In 2025, administrative expenses related to missions are reported by the service responsible for the commitment, although the payments were executed by another service, notably the PMO, which, until 2024, also reported the corresponding expenditure. This new reporting arrangement was introduced in the context of data rationalisation linked to the implementation of the Commission’s new IT accounting system. In 2025, these expenses represented 5% of DG Competition’s total payments.

#### NON-EXPENDITURE ITEMS \*\*\*\*

COMP	Ex ante controls***			Ex post controls			Total	
	(a) EC total costs	(b) related amounts	(c) Ratio (%)** (a)/(b)	(d) EC total costs	(e) total value verified and/or audited	(f) Ratio (%) (d)/(e)	(g) EC total estimated cost of controls (a)+(d)	(h) Ratio (%)** (g)/(b)
<b>Only applicable for DGs with non-expenditure items</b>								
Prevention, detection and correction of fraud and irregularities	56.400,00 €	- €	N/A		- €	N/A	56.400,00 €	N/A
Safeguard of information and IT systems (including Case@EC)	436.300,00 €	- €	N/A	- €	- €	N/A	436.300,00 €	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
	- €	- €	N/A	- €	- €	N/A	- €	N/A
	- €	- €	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. (in) tangible or financial assets, inventories, treasury) and financial liabilities or 'off balance sheet' items (e.g. employee benefits, guarantees offered or other commitments)

### 3. Preventive and corrective measures as a result of ex-ante and ex-post controls.

N/A

# ANNEX 8: Reporting on the internal and external audits and assessing the effectiveness of internal control systems

## Internal and external audits

DG Competition was not audited by the **Internal Audit Service (IAS)** during the reporting year. DG Competition nevertheless implemented in 2025 three remaining recommendations issued by the Internal Audit Service in 2023 related to CASE@EC. Their progress was followed by the monitoring processes and subject to the management oversight within the DG Competition's Internal Control (IC) system. The final implementation of one very important recommendation is under review by the Internal Audit Service.

In 2025 DG Competition implemented several recommendations of the **European Court of Auditors (ECA)** from its Special Report 21/2024: State Aid in Times of Crisis. That includes improving the monitoring of aid measures, promoting the use of central registers, and selection of aid measures implemented by member states for compliance checks. Other recommendations fall due in 2026-2030.

Similarly, DG Competition implemented in 2025:

- one remaining recommendation of ECA issued in its Special Report 21/2020: Control of State aid for financial institutions in the EU: in need of a fitness check - the evaluation study whether the State aid rules continue to be appropriate.
- one remaining recommendation of ECA issued in its Special Report 24/2020 The Commission's EU merger control and antitrust proceedings: a need to scale up market oversight
- the study of the deterrent effect of fines.

The residual risk from audit recommendations due for implementation in the future (from ECA audit State Aid in Times of Crisis) is not considered to have material impact on the declaration of assurance.

## Assessing the Effectiveness of the Internal Control Systems

During the reporting year the senior management of DG Competition **monitored** the functioning of its internal controls. Relevant actions were implemented when necessary. To this end, DG Competition has used existing **procedures** (DG Competition IC Framework and DG Competition IC Strategy) and **structures** (senior management, DG Competition IC Coordinator, DG Competition IC Network) established and operating according to the best professional practices and to central guidelines (the Communication on the Revision of the Control Framework and the Implementation Guide of the Internal Control Framework of the Commission) provided by the relevant Commission services (DG BUDG, IAS).

For this report DG Competition has assessed, in a **structured review process**, the effectiveness of its comprehensive risk based internal control system. In this process

DG Competition has identified deficiencies and measured their impact on the IC principles as defined in the European Commission Internal Control Framework. The assessment has been assured, validated, and reported by the **Director in charge of Risk Management and Internal Control (RMIC)**.

In this process DG Competition analysed numerous **sources of information** including: risk assessment, self-assessments of internal controls, assessment of actions mitigating risks identified in previous years, ex-post review of financial transactions, anti-fraud report, registers of non-compliance and exceptions, analysis of internal control deficiencies identified in the past, observations and recommendations provided by IAS, assessment of the implementation of recommendations of ECA, and the review of sensitive posts.

The residual risk identified in the DG Competition IC assessment is not considered to have material impact on the declaration of assurance.

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

## A. Annex related to "Control results" – Table X: Estimated risk at payment and at closure

**Table X : Estimated risk at payment and at closure (amounts in EUR mios)**

DG COMP	Payments made (2025;MEUR)	minus new prefinancing [plus retentions made] (in 2025;MEUR)	plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2025;MEUR)	Relevant expenditure (for 2025;MEUR)	Detected error rate or equivalent estimates	Estimated risk at payment (2025;MEUR)	Adjusted Average Recoveries and Corrections ( <i>adjusted</i> ARC; %)	Estimated future corrections [and deductions] (for 2025;MEUR)	Estimated risk at Closure (2025;MEUR)
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10
RCS 1- Single Market Programme	21.90	-0.24	1.07	22.73	0.50% - 0.50%	0.11 - 0.11	0.00% - 0.00%	0.00 - 0.00	0.11 - 0.11
RCS 1- Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0.00	0.00	0.50% - 0.50%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
RCS 1- Justice	0.00	0.00	0.00	0.00	0.50% - 0.50%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
RCS 1- Digital Europe Programme - Procurement	0.45	0.00	0.00	0.45	0.50% - 0.50%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
RCS 1- Administrative expenditure	2.71	0.00	0.00	2.71	0.50% - 0.50%	0.01 - 0.01	0.00% - 0.00%	0.00 - 0.00	0.01 - 0.01
<b>DG total</b>	<b>25.06</b>	<b>- 0.24</b>	<b>1.07</b>	<b>25.89</b>		<b>0.13 - 0.13</b>	<b>0.00% - 0.00%</b>	<b>0.00 - 0.00</b>	<b>0.13 - 0.13</b>
					<b>Overall risk at payment in %</b>	<b>0.50% - 0.50%</b>		<b>Overall risk at closure in %</b>	<b>0.50% - 0.50%</b>
						<i>(7)/(5)</i>			<i>(10)/(5)</i>

## Notes to the table X

(1) Relevant Control Systems [if possible] differentiated per relevant portfolio segments and at a level which is lower than the total.

(2) Payments made after the preventive (ex-ante) control measures have already been implemented earlier in the cycle. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating departments. (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 departments, even for Cross-SubDelegations.

Retentions: in Cohesion, the 10% retention applied during the year.

(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').

Retentions: in Cohesion, the retentions released during the year by the Commission.

(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 [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of *expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. [*Equivalents might be e.g. the "adjusted error rates", AGRI, or the "residual total error rates", REGIO, EMPL, MARE, HOME. In other cases, e.g. INTPA, ENEST and MENA, they are derived by a backwards calculation based on results from the residual error rate studies; i.e. by adding the estimated future corrections (if not assumed to be zero) to the risk at closure.*]

For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure*), the rate which should be used is 0.5% as a conservative estimate, unless the department has a more precise estimate based on evidence.

*Similarly, the subsidies given by partner DGs to decentralised agencies as part of their establishment and core tasks are considered error-free types of expenditure and the rate which should be used is 0%. Please see the [Guidance for DGs with payments to EAs DAs JUs or certain EU bodies](#) for further details.*

(8) The adjusted average recovery and corrections percentage is based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective measures each department applied over the past years as a result of ex post controls. In view of the low level of risk implied in financial transactions, this represents also the estimated future and implemented financial corrections and recoveries

(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.

# B. Reservations

N/A

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

## Human Resource management

<b>Objective:</b> DG Competition employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities			
<b>Indicator 1: Percentage of female middle managers</b>			
<b>Source of data:</b> SYSPER			
<b>Baseline</b> (2024)	<b>Target</b> (2029)	<b>Latest known results</b> (situation on 31/12/2025)	
On 1 December 2024 - 49%	to 'maintain at least 50%	51%	
<b>Indicator 2: Staff engagement index</b>			
<b>Source of data:</b> Commission staff survey 2025 [data to be provided by DG HR]			
<b>Baseline</b> (2023)	<b>Target <sup>(11)</sup></b> (2029)	<b>Latest known results</b> (situation on 31/12/2025)	
DG Competition staff engagement index 76% in 2023	maintain or increase	New staff engagement index (2025): 83% Old staff engagement index (2023) + 2 percentage points <sup>(12)</sup>	
<b>Main outputs in 2025:</b>			
<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Entrance, career development and exit interviews	Percentage of the respective staff invited (for career development interviews - AD officials that have a seniority of 3 years and more in their current job, and AST and AST/SC officials in their post for at least 5 years)	100%	100%

<sup>(11)</sup> The Commission baseline score for the Staff Engagement Index is 73% (based on the 2023 staff survey results).

<sup>(12)</sup> A new method of measuring staff engagement was introduced in 2025. The new Staff Engagement Index provides a more comprehensive view of staff engagement covering purpose, pride and motivation, autonomy and growth, and collaboration and trust. The old Staff Engagement Index, which focused more on job content and relations with immediate colleagues and manager, will be used exclusively for comparison with past data.

<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Ensuring a gender balanced middle management population	Balanced appointments to middle management positions	100%	100%
Establishment of regular open-door slots with DG Competition's Directors	Announcement of the available regular slots on DG Competition's respective intranet pages	100%	100%
Staff announcements following Senior and Middle Management appointments and all organisational changes	Communication actions taken to announce Senior and Middle Management appointments and organisational changes	100%	100%

## Digital transformation and data management

**Objective:** DG Competition is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to build a digitally transformed, user-focused and data-driven Commission

**Indicator 1: Digital Culture: % of statutory staff that has completed at least one IT training course** <sup>(13)</sup>

**Source of data:** Digital Commission Dashboard (data measured at DG-level)

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)	<b>Latest known results</b> (situation on 31/12/2025)
24%	45%	60%	43%

**Indicator 2: Seamless digital environment: cloud adoption – % of IT systems utilising cloud infrastructure services compared to the total number of IT systems**

**Source of data:** Digital Commission Dashboard (- data measured at DG-level)

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)	<b>Latest known results</b> (situation on 31/12/2025)
21%	60%	90%	33%

<sup>(13)</sup> This KPI will be accompanied by an informative package that will be shared in AAR templates on a yearly basis. The package will include: (i) link to implementing guidelines – list of training courses available in EU Learn; and (ii) dedicated instructions on how to register a new training course in EU Learn (when this is organised at DG level directly by the DG), in order to record the actual number of participants and sessions.

**Indicator 3: Maturity level in implementing corporate data policies across four key areas: data management, ownership and responsibilities, data quality, and data skills (basic, developing, established, advanced, or trendsetting).**

**Source of data:** DG Competition

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)	<b>Latest known results</b> (situation on 31/12/2025)
Data management, data quality, data skills - Established	Established	Advanced	Established
Data ownership, responsibilities - Developing	Established	Advanced	Developing
Overall maturity level	Established	Advanced	Established

**Indicator 4: Compliance indicator <sup>(14)</sup>: percentage of staff trained on data protection compliance combined with the percentage of public records of processing operations reviewed within the last two years.**

**Source of data:** DG Competition

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)	<b>Latest known results</b> (situation on 31/12/2025)
Percentage of newcomers attending awareness raising activities on data protection compliance	>90%	100%	>90%
Percentage of implementation of the corporate principles for data governance for DG Competition's key data assets	100%	100%	100%
Compliance compiled >80%	>90%.	100%	>90%

**Main outputs in 2025:**

**Digital transformation**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Digital Transformation	Kick-off User Acceptance Test (UATs) of CASE@EC for Mergers	Q2 2025	Q3 2025 (accepted delay)
	Release in production the eAidRegister supporting "De-Minimis" regulations	Q4 2025	Q4 2025 (target achieved)

<sup>(14)</sup> The compliance indicator is calculated with a 50% weight attributed to the following two values: first, the number of public records with a publication date within the last 2 years / public records of the department. Second, the percentage of staff in the department who have attended data protection awareness-raising activities"

Output	Indicator	Target	Latest known results (situation on 31/12/2025)
	Launch a market study to evaluate Virtual Data Rooms (VDRs) solutions	Q4 2025	Q3 2025 (target achieved)
	Keep digital solution's IT Security Plans up to date (i.e. less than 2 years old)	95%	95% (target achieved)

### Data management

Output	Indicator	Target	Latest known results (situation on 31/12/2025)
Data Management	Implementation of the corporate principles for data governance for key data assets	Baseline (2024): 80%	80 %

### Data protection

Output	Indicator	Target	Latest known results (situation on 31/12/2025)
Data Protection	All newcomers follow data protection training.	Baseline (2024): 100%	100%

## Sound environmental management

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

**Indicator:** % reduction in emissions from staff professional travel (t CO<sub>2</sub>eq)<sup>(15)</sup>

**Source of data:** DG/department emissions report from Mips+

Baseline (2019)	Target (2030)	Latest known results (situation on 31/12/2025)
633 tCO <sub>2</sub>	50% of reduction	Reduction of 57% (compared to 2019)

<sup>(15)</sup> As of 2025 emissions from staff professional travel are measured through the QLIK sense dashboard, hence the baseline has been changed to reflect the new tool.

**Main outputs in 2025:**

<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2025)
Actions to reduce emissions from staff missions <sup>(16)</sup>	Number of actions to reduce emissions from staff emissions	1. Promoting the new Missions' Guide  2. Encouraging the train commuting for distances under 550 km	1. 100% staff aware  2. For distances of 500 km or less, DG Competition approves only rail transportation for single mission performers or encourages shared mobility options (shared service/private car) for two or more mission participants.
Energy saving actions	% of Department buildings participating in the annual BEST energy saving actions	100%	100% in two initiatives of the BEST action: end and beginning of the year and two weeks in August

<sup>(16)</sup> DG/department emissions report from MiPS+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).

Description	Indicator	Target	Latest known results (situation on 31/12/2025)
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	<ol style="list-style-type: none"> <li>1. Rising awareness for a better waste sorting in MADDO</li> <li>2. Promoting VeloMai</li> <li>3. Organising end of VeloMai award event to honour the best COMP participants</li> <li>4. Rising awareness for the bottle tops' collection.</li> <li>5. Reorganisation of the EMAS Team</li> <li>6. Introducing the EMAS actions and Team in the induction trainings for DG Competition newcomers</li> <li>7. Organising a preloved clothes' exchange together with IAS</li> <li>8. Promoting and participating in the end of the year corporate EMAS campaign</li> <li>9. Promoting use of stairs in MADDO building</li> <li>10. Organising EMAS related lunch-time events together with the COMP AST Network</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of staff informed</li> <li>2. 100% of staff informed</li> <li>3. On 17 June 2025, an event was held to award the participants and winners</li> <li>4. 100% of staff aware</li> <li>5. From 2024 the EMAS team increased the member's number from 3 to 5 in collaboration with IAS Emas team</li> <li>6. N/A</li> <li>7. Launching Event organised in the Atrium of DG Competition. Clothes Swap Action ongoing</li> <li>8. N/A</li> <li>9. Small groups of people regularly meet to take the stairs</li> <li>10. N/A</li> </ol>
Sustainable events	% of event-organising staff informed on the incorporation of the <a href="#">EC Guidelines for sustainable events</a>	100% of event-organising staff informed	All staff is encouraged to bring "own mug/glass or plate" during the events organised for the whole DG, i.e. the corridor party and the bake sale.