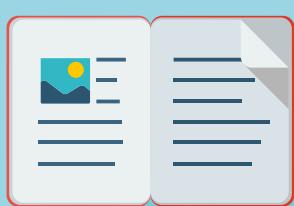
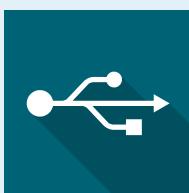


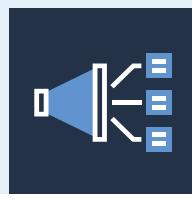
# Annual Management Report

A year in  
facts and figures

2021



Publications Office  
of the European Union



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Publications Office  
of the European Union

# Annual Management Report

A year in  
facts and figures

2021

# Contents

<b>Foreword</b>	<b>4</b>
<b>Interview with Petr BLÍŽKOVSKÝ</b>	<b>4</b>
<b>Interview with Hilde HARDEMAN</b>	<b>5</b>
<b>Executive summary</b>	<b>6</b>
<b>2021 highlights</b>	<b>12</b>
<b>Key facts and figures for 2021</b>	<b>14</b>
<b>List of abbreviations</b>	<b>16</b>
<b>A. Context and strategy</b>	<b>17</b>
<b>I. Governance by the Management Committee</b>	<b>17</b>
<b>II. Relations with EU institutions and other organisations</b>	<b>18</b>
1. Relations with EU institutions	18
2. Service agreements	19
3. European Forum of Official Gazettes	19
<b>III. Implementation of the Strategic objectives 2017–2025</b>	<b>20</b>
Strategic objective — digital European legal space	20
Strategic objective — public procurement data space	21
Strategic objective — European open data space	22
Strategic objective — Interinstitutional legal publications support	30
Strategic objective — optimised publishing services	31
Strategic objective — standardisation services for interoperability	32
Strategic objective — connecting and preserving content and knowledge	34
<b>B. Activities and services</b>	<b>36</b>
<b>I. Production</b>	<b>36</b>
1. Production of the Official Journal and other EU legal information	36
2. Services related to digital and paper publications	38
3. Editorial services	45
4. Interinstitutional systems, workflows and platforms	47
<b>II. Access and reuse</b>	<b>48</b>
1. Online services	48
2. Distribution and storage	55
3. Promotion, mailing lists and helpdesk	56
<b>III. Information management</b>	<b>58</b>
1. Data, information and knowledge management	58
2. Harmonisation of metadata and formats	59
3. Indexation and associated services	60
4. Management of the common repository (CELLAR)	62

5. Long-term preservation	62
6. The Commission library	63
7. Copyright	65
<b>IV. ISA<sup>2</sup> activities</b>	<b>66</b>
1. European legislation identifier (ELI)	66
2. Standardisation of public procurement data	66
3. Semantic interoperability for European public administration	67
4. Development of an open data service, support and training package in the area of linked open data, data visualisation and persistent identification	67
5. Public multilingual knowledge management infrastructure for the digital single market	68
6. Digital management of the ordinary legislative procedure	68
<b>C. Management</b>	<b>69</b>
<b>I. Human resources</b>	<b>69</b>
1. Staff	69
2. Training	69
3. Internal communication	69
<b>II. Budget</b>	<b>70</b>
1. Budgetary accounts	70
2. Commercial accounts	70
<b>III. Procurement and contract management</b>	<b>71</b>
<b>IV. Infrastructure and logistics</b>	<b>72</b>
1. Buildings	72
2. Safety and health	72
3. Internal environmental management	72
<b>V. Information systems and Digital Workplace</b>	<b>73</b>
1. Digital Workplace	73
2. IT operations and information systems	74
3. IT projects	74
4. IT security governance	75
5. IT security incidents	75
<b>VI. Governance and internal control</b>	<b>76</b>
1. Governance and enterprise architecture	76
2. Internal control coordination	76
3. Risk management	76
4. Evaluation	76
5. Financial control	77
6. Audit and discharge observations and recommendations	77
7. Data protection	78
8. Document management	78
9. Business continuity planning	78
<b>Annex — Tables</b>	<b>79</b>

# Foreword

Interview with

## Petr BLÍŽKOVSKÝ

Secretary-General of the European Committee of the Regions and Chair of the Management Committee

**Question |** *The EU Publications Office is managed by an interinstitutional management committee, currently presided by the European Committee of the Regions. What strategic directions would you emphasise for the next two years of your presidency?*

**Petr Blížkovský |** The Publications Office provides publishing and data, information and knowledge management services to all EU institutions, agencies and other bodies. This interinstitutional dimension has, in my opinion, a great potential to help the EU institutions to speak with one voice, and to make the most of all available expertise. Maximising interinstitutional synergies, enabled by new digital technologies, is a key focus.

Further, the Publications Office's work on data is top priority. The explosion of data is revolutionising our economies, our societies and our daily life. The European Union is well aware of the immense opportunities data offer and determined to make the most of their potential in the context of the EU's digital transformation and the digital decade. The Publications Office is already serving greatly this cause. One key aspect of its work in this field is its work on reference data, which renders the Office a global center of expertise on semantic interoperability and knowledge management. Another is its data visualisation work, which is essential to make data easily understandable and digestible, in short, to communicate effectively complex information. Leveraging the expertise of the office in all these fields already is and will continue to be a priority.

Finally, we must bear in mind the essence of the Publications Office's mission: to make known to the EU citizens what the EU does and means for them, by making readily available trustworthy EU information in an accessible and reusable format.

At the European Committee of the Regions, we believe in building trust from the local level



upwards. Communicating to people in all parts of the EU is the best strategy for building societies with well-informed citizens and for fighting disinformation. This is an area of natural synergies between the Publications Office and the European Committee of the Regions.

**Question |** *The European Committee of the Regions is 'the voice of regions and cities in the European Union', that contributes to reducing the gap between the EU institutions' work and EU citizens, bringing the EU closer to its citizens. How do you envisage enhancing the Office's contribution to this bridging?*

**Petr Blížkovský |** The European Committee of the Regions brings the voice of regional and local politicians to Brussels, but also helps politicians at the local and regional levels to better serve and inform European citizens. This is where the Publications Office comes in. The Office's EU law database EUR-Lex, the Official Journal, the Tenders electronic daily, research results, open data, the various EU publications, all these are valuable resources for mayors and elected regional and municipal officials assembled in the European Committee of the Regions who further multiply the information in their regions.

The Publications Office is an important partner for agencies and bodies with strong regional orientation, such as the Europe Direct Centres throughout the EU. These centres bring information about the European Union closer to people in the regions. The resources and services made available to them by the Publications Office are of great importance. The same applies to local and regional authorities and libraries across all member states of the European Union.

To conclude, I would like to recall the Office's work on multilingualism, which is of particular importance to bring the EU closer to its citizens. It is essential that EU information is provided in the various EU languages. This is an area in which, I believe, the work of the office can be further enhanced, particularly with the use of new technologies.

**Interview with**

## Hilde HARDEMAN

**Director-General  
of the Publications Office of  
the European Union**



**Question | You took office at the Publications Office at the end of 2021 after a long experience in the Commission in the area of foreign policy. In your view, what were the main achievements of the Office in 2021? Is there a relation with your previous job?**

**Hilde Hardeman |** 2021 was certainly a challenging year, for everybody.

The pandemic affected all of us, across the globe. The EU institutions played a central role in helping to address the pandemic in Europe and dealing with its economic and social implications, from securing access to safe and effective vaccines to developing the NextGenerationEU recovery plan.

The public needed to be informed about what was going on, and many citizens were actively looking for information, all this in a context of alarming levels of disinformation. Trust-worthy information was and is key.

The Office published high volumes of official EU information and crucial calls for tenders, often with great urgency; and made available relevant data and research results; all in various formats and all EU languages.

A further challenge was to make sure that the public, citizens, businesses and public authorities found their way to this information, and that was a success.

2021 saw an unprecedented number of visits to the Office's sites and publications. We will continue working along those lines, for the sake of transparency and citizens' trust in the EU.

Before joining the Office, I spent 27 years as a European official, working on external relations, in particular relations with Russia and Ukraine, conflict prevention, crisis management and combating disinformation, most recently as Head of the European Commission's Service for Foreign Policy Instruments.

The European Union is a peace project; transparency and accountability are among its defining values. It is precisely that what the Office helps to put into practice, and I am happy to be able to contribute to this in my new role.

**Question | How in particular do you see the Office's role in contributing to Europe's digital transformation and the provision of innovative services?**

**Hilde Hardeman |** The pandemic has accelerated digitisation and the EU's twin transition to a green, digital future.

The Publications Office, as a recognised centre of excellence for data and information management, is a key player in making this happen.

One example is our work on a digital European legal space to provide easy and comprehensive access to all law applicable within the EU, in a comfortable way, for citizens, business and legal specialists alike.

Through this work, the Office contributes to transparency, economic growth and innovation. It helps to create the basis for new, more personalised digital services, and to further develop advanced technologies, such as artificial intelligence, supercomputing or big data analytics.

# Executive summary

## Main achievements

### A year of organisational and managerial changes — Strategy 2017–2025

2021 was marked by a number of significant changes in the organisation and the management of the Publications Office of the European Union (the Office).

On 1 January, the Commission library, with its resources, was transferred in order to complement the Office's suite of services to identify, acquire, preserve and provide access to knowledge for EU institutions. The integration of the library proceeded successfully throughout the year, in line with the four planned phases for this transition. It is already delivering synergies and efficiencies, both in terms of resources and when it comes to the services on offer.

The Management Committee unanimously elected the Secretary-General of the European Committee of the Regions as its next President from 1 August 2021 to 31 July 2023, taking over the position from the Registrar of the European Court of Justice.

On 1 December, the College of Commissioners appointed Hilde Hardeman, previously the Head of the European Commission's Service for Foreign Policy Instruments, as the new Director-General of the Office.

The steady implementation of the seven strategic objectives, that combine the mission of the Office as provider of publishing and data management services with a clearly defined role in support of EU policy making, continued throughout 2021.

The strategic objectives 'digital European legal space,' 'public procurement data space' and 'European open data space' strengthen the link between the activities of the Office and general EU policies. The various improvements to make EUR-Lex more user-friendly and multilingual

represent a tangible step forward towards the creation of a digital European legal space. The launch of data.europa.eu established a single European access point of open data to over 1 million datasets from 36 countries, 85 EU institutions, agencies and bodies, and other international organisations. The European Ombudsman, for her part, explicitly recognised the significance of the ongoing work of the Office in developing the public procurement data space.

The objectives 'interinstitutional legal publications support' and 'optimised publishing services' share the focus on providing all institutions, agencies and other bodies with state-of-the-art publishing services. The Office has been making good progress towards the act-by-act publication of the Official Journal (OJ), and its role as domain leader for publications was enhanced by offering new pre- and post-publishing services to its customers.

The two objectives 'standardisation services for interoperability' and 'connecting and preserving content and knowledge' are based on the role of the Office as a recognised competence centre for data, information and knowledge management. The adoption of a new version of the Akoma Ntoso for EU (AKN4EU) format marked an important step in introducing this format for structuring and exchanging legal data between EU institutions. The EU legal deposit scheme for publications and websites was also launched.

While the COVID-19 pandemic remained a defining factor throughout the year, progress towards achieving these milestones was only possible thanks to the professionalism, creativity and continuous commitment of the Office's staff.



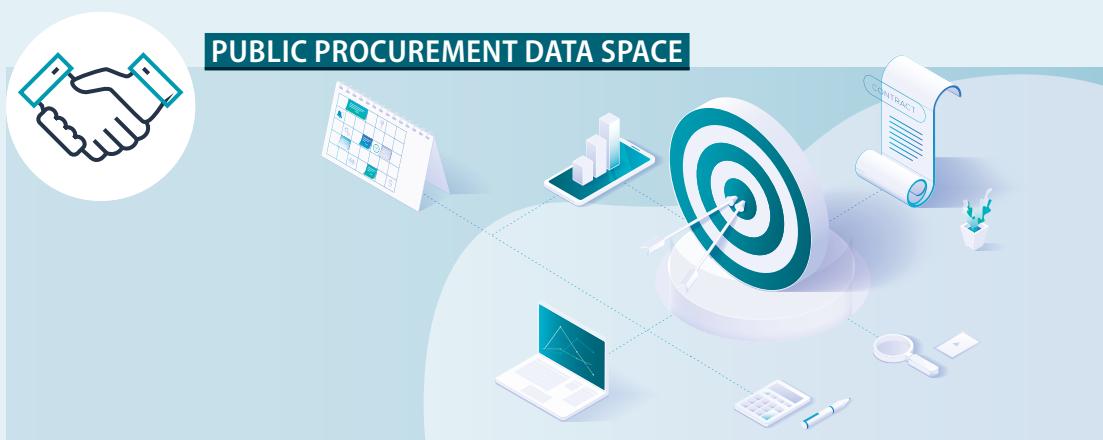
The Office made significant progress in bringing national law closer to EU citizens, and eliminated several barriers to smooth navigation in the **European legal space**. Firstly, EUR-Lex now offers **machine translation** of national transposition measures and certain national judgments. Secondly, reuse of the **European case-law identifier (ECLI)** search engine on EUR-Lex will make millions of national judgments available to its users. Finally, thanks to the Office's communication efforts towards EU Member States in 2021, for more Member States texts of national transposition measures will be published from 2022 onwards.

Navigation in legal information on EUR-Lex was improved thanks to the introduction of **hyperlinks** in the text of legal documents.

To increase the presence of EUR-Lex content on internet search engines, the Office made various adaptations to the website, starting with the '**Summaries of EU legislation**'.

To allow easier access to EU law, especially for a non-expert audience, a new site '**EU Law in Force**' was put online as a beta version. The experience with the site will help to define the future EUR-Lex display intended for the general public.

The EU legal document analytics dashboard has been created to provide contextual information on consultation of legal documents on EUR-Lex and OP Portal and how that changes over time. This can help inform future policy making, 'better regulation' measures, improved website design, and more.



The Office continued the work towards the implementation of **eForms**. Under the eForms regulation (¹), eForms are standard forms used by public buyers to publish notices on the **TED**

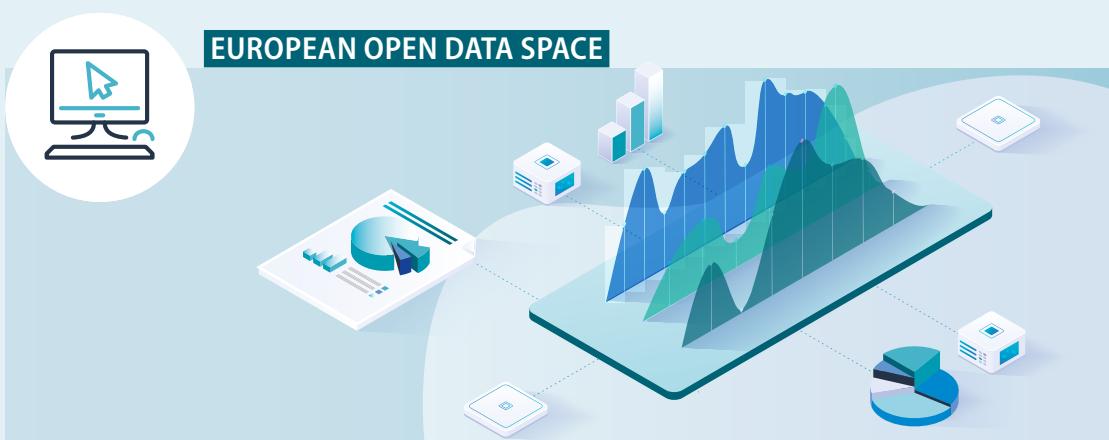
**website**. The use of standard forms will facilitate interoperability and reuse of data. This is very significant when dealing with information that needs to be published at both national and

(¹) Commission Implementing Regulation (EU) 2019/1780 of 23 September 2019 establishing standard forms for the publication of notices in the field of public procurement and repealing Implementing Regulation (EU) 2015/1986 (eForms) (OJ L 272, 25.10.2019, p. 7).

European levels. Standard **eForms** must be available for use by November 2022<sup>(2)</sup>. Most developments were launched, and a first release of the future reception service was successfully installed in the cloud and tested.

The development of the new **TED** website was also launched and the site should be in place by mid-2023. It will be able to publish both current

standard procurement forms and future eForms. There will be an easier and more **user-friendly** access to public procurement data and to bulk data, and to the extraction of statistical data. Enhanced search and display of results will improve transparency and facilitate access to **public procurement data**.



**Data.europa.eu**, the official portal for European data, was launched in April 2021 as a result of the consolidation of the EU Open Data Portal (ODP) and the European Data Portal (EDP) into a package of services for EU institutions, European countries, reusers and citizens.

To ensure proper referencing of data, 'Data citation - a guide to best practice' was developed. The recommendations were used to design and create data citation buttons on **data.europa.eu**.

In autumn, the **data.europa academy** was launched as a new knowledge hub for open data. It offers learning material and training courses on data-related topics. A collaboration channel for civil servants working on open data in EU institutions and in European countries has been set up to enable and encourage cross-border cooperation among EU public administrations.

From 23 to 25 November 2021 the Office organised the first **EU Open Data Days**<sup>(3)</sup> under the motto 'Shaping our future with open data'. The event, inaugurated by Hilde Hardeman, Director-General of the Office, comprised **EU DataViz**, the international conference on open data and data visualisation, followed by

the finals of the fifth edition of **EU Datathon**, the annual open data competition. The free online event with the cooperation of 64 partnering organisations, which attracted over 2 300 registered participants, featured 76 top-notch speakers including the Prime Minister of Luxembourg, the EU Commissioner for Budget and Administration, the Minister of Public Administration of Slovenia, the Chief Operating Officer of the European Commission and many world-renowned experts.

The **Open Data Maturity Report 2021** was released in December: for a seventh consecutive year it benchmarks the development of European countries in the field of open data. It shows good overall progress at European level in all dimensions: policy, impact, portal and quality.

To foster the dissemination of EU-funded research results, a proof of concept was carried out, the results of which helped to develop relevant user questions that can be answered linking the Community Research and Development Information Service (CORDIS) knowledge graph to other datasets in the field of research. This will allow improved access by creating user-friendly entry points to the information.

<sup>(2)</sup> Article 4 of Implementing Regulation (EU) 2019/1780.

<sup>(3)</sup> [Summary video](#) of the event.



The adaptation of all information systems involved in the production of the OJ has been initiated, so that the Office can start with the **act-by-act** publication of the OJ from 1 January 2023. With the **act-by-act** publication of the OJ, acts will no longer be combined and published together as a gazette. Instead, each act will be published as soon as it is ready for publication, independently of other acts. This will allow for a more flexible, faster and simplified way of publishing. A communication campaign was launched towards all stakeholders to heighten their awareness of this important change.

The Office worked on the implementation of the **Interinstitutional Budget Information System (IBIS)**, a secure, state-of-the-art digital solution,

which will support the EU's annual budgetary procedure, enabling the sharing of data and collaborative working practices. This solution is being designed to optimise the user experience in terms of both functionality and user interface. It will also provide flexibility for the EU institutions' staff in terms of how, when and where they work, allied with more standardisation in the way **IT tools** and information are used. The conception phase of the project has been finalised and the development phase has started.

Adaptations to tools and processes were implemented following the end of the 'Irish derogation': on 1 January, **Irish became a full official and working language**.



The Office already offers production services for a wide range of output formats, from the **identification** of the publication and **production**, to the **distribution** of the end products and their **preservation**. To complement these services, the Office has developed additional pre-production (publication concept development support and editorial

assessment) and post-production analysis of performance, offering a larger range of services, from programming and planning to feedback on performance. These new services help authors adapt products that better meet the target audience's reading and access needs, and capitalise on the **latest digital opportunities**. This increases the outreach and effectiveness of

communication activities and, ultimately, interest and trust in EU information. These services have been developed and tested with four pilot Commission DGs and the Council. They are now being opened progressively to all institutions. Support and guidelines for **accessible publishing** in form of a website, training and a drafting tool to prepare accessible content have been deployed and improved.

The pilot exercise showed that collaborative planning and guidance in the publication domain are the basis to help the institutions create more impactful and targeted publications. A **collaborative planning system** for

publications of the Commission has been developed and tested with the four pilot DGs. The Office expects the support of the Corporate Management Board in 2022 to extend the use of this tool to the whole of the Commission, and in a second stage to the other institutions. As **domain leader in the field of publications**, the Office has created a professionalisation and engagement programme for the community of practice: e-learning modules and tutorials have been developed, a shared space for the community of practice has been launched and a newsletter **Publish smart** was first issued in October 2021.



Under the auspices of the **Interinstitutional Metadata and Formats Committee (IMFC)** coordinated by the Office, institutions adopted a new version of **AKN4EU**. It marked an important step in the introduction of this format in the legal documents workflow with a view to further automation and higher performance. Progress was also made on the metadata side of standardisation and all institutions have now established exchanges of legal data based on the established protocol.

The Office has conducted a successful pilot project in the field of **reference data management** services. The number of requests received in this framework, that was higher than expected, confirmed that there is a clear need for a specialist service in the field of reference data. The Office established itself as a competence centre offering these innovative services. It further took an active role in ensuring a prominent place for **corporate reference data policy** in the rolling action plan

of the Commission's Information Management Steering Board.

A new version of the **Interinstitutional Style Guide** was published in redesigned user-friendly PDF format. A new website development on the OP Portal was also launched. By implementing an innovative production platform, the Office will be able to provide frequent updates on all dissemination channels and in **all linguistic versions**.

The **Office** together with **DG DIGIT** and with support from the **ISA<sup>2</sup>** Programme organised the first virtual **European data conference** on reference data and semantics (**ENDORSE**). The conference aimed to create an opportunity to link expertise with a view to tackling current and future issues in the fields of interoperability and knowledge management. The **ENDORSE** conference was considered a success.



The most notable achievement of this strategic objective was the formal approval of the **EU legal deposit scheme** in March by the Management Committee of the Office. The remainder of the year was spent preparing and acquiring approval of the necessary supporting documentation for the implementation of the first phase of this scheme, covering publications and websites. The result of this work was that the first phase of the scheme was ready to be formally launched on 1 January 2022. This achievement is an important step in ensuring a coherent and accessible collection of **EU material** that is available today and for present and future generations.

To ensure that connections can be made across a full range of material, it is important to ensure

that the citation of EU material is standardised, including the mention of **persistent identifiers** when they are available. To this end, a **pluggable citation tool**, facilitating harmonised citation, was developed and delivered at the end of 2021.

The **Commission library** was transferred from the Directorate-General for Education, Youth, Sport and Culture (DG EAC) on 1 January 2021 with no interruption of service. The focus during the first quarter was on integrating library staff into their new working environment. During this phase, four working groups were tasked to reflect on the future development of core library services, resulting in findings and recommendations, some of which have already been implemented.

# 2021 highlights

## CONNECTING AND PRESERVING CONTENT AND KNOWLEDGE



1. The **EU legal deposit scheme** for publications and websites was launched.
2. A pluggable **citation tool** was delivered.



## STANDARDISATION SERVICES FOR INTEROPERABILITY



1. Pilot project in **reference data services** was implemented.
2. Successful **ENDORSE** conference on reference data and semantics.



## OPTIMISED PUBLISHING SERVICES



1. Training sessions and seminars on **making publications accessible** to persons with disabilities.
2. Launch of new services: **editorial advice** and **publication performance measurement**.





## DIGITAL EUROPEAN LEGAL SPACE

1. '**EU Law in Force**' provides user-friendly access to applicable EU legal rules.
2. The '**Experimental features**' corner on EUR-Lex allows users to test innovative features before they become standard.



## PUBLIC PROCUREMENT DATA SPACE

1. Applications for reception, validation and publication of procurement **eForms** were launched, and a **new TED website** is under preparation.
2. **TED Developers Doc** service proposes documentation and a **Software Development Kit** to help national authorities to implement **eForms** services.



## EUROPEAN OPEN DATA SPACE

1. Launch of **[data.europa.eu](#)**.
2. First ever **EU Open Data Days**.

INTERINSTITUTIONAL  
LEGAL PUBLICATIONS SUPPORT

1. Adaptation of the information systems for the **act-by-act** publication of the OJ.
2. The development phase of the **new information system** supporting the **EU budget** procedure has started.

# Key facts and figures for 2021

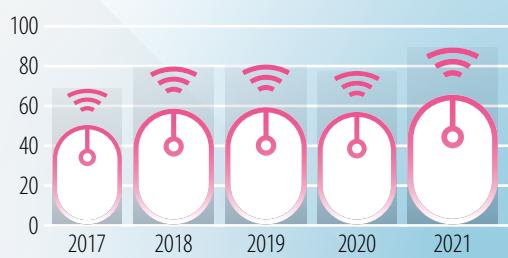


The **increase** of  
the production of **HTML**  
publications was  
**48 %**  
compared with 2020.



Number of **visits**  
to the websites:

**89 081 838**



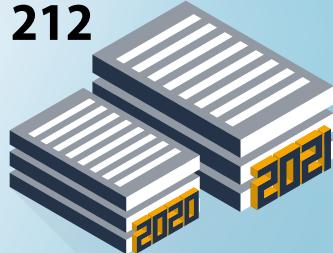
Stock available at  
31 December 2021:  
**8 017 669 items**



**34 972** publication deliverables  
were identified with an ISBN, ISSN, catalogue number  
and **25 161** digital object identifiers  
were registered



Number of  
**standard pages corrected:**  
**2 260 212**  
(+ 27 %)



With the **integration** of the Commission library



Use of library e-collections

- Number of **articles** accessed: **72 926**



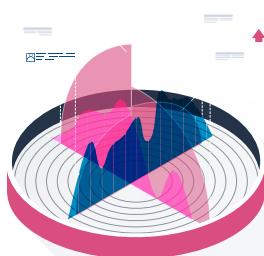
- Number of **e-books** consulted: **74 680**

### data.europa.eu datasets

**16 424 datasets**

from EU institutions

**88 catalogues**



**1 304 905 datasets**

from **170** European data and geo-spatial catalogues

The **Interinstitutional Style Guide**

was consulted by

**1 645 784**  
visitors



An all-time record of

**8 663**

EU public procurement notices were published in a single day on TED on

**29 October 2021.**



In 2021 **TED** published an average of **2 654** EU public procurement notices per publication day.

# List of abbreviations

Abbreviation	Explanation
AI	Artificial Intelligence
AKN4EU	Akoma Ntoso for EU
BI	business intelligence
CDM	common data model
Chatbot@OP	Publications Office's intelligent assistant
CIBA	Common Integrated Budget Application
DG	Directorate-General
DG COMM	Directorate-General for Communication
DG EAC	Directorate-General for Education, Youth, Sport and Culture
DG ENV	Directorate-General for Environment
DG INTPA	Directorate-General for International Partnerships
DG TAXUD	Directorate-General for Taxation and Customs Union
DG DIGIT	Directorate-General for Informatics
DOI	digital object identifier
ECLI	European case-law identifier
ELI	European legislation identifier
ESPD	European single procurement document
EURIO	European research information ontology
IBIS	Interinstitutional Budget Information System
ICLPS	Interinstitutional Committee for the Long-term Preservation Service
IMFC	Interinstitutional Metadata and Formats Committee
IMMC	Interinstitutional metadata exchange protocol
IMSB	Information Management Steering Board
IOCC	Interinstitutional Online Communication Committee
ISA <sup>2</sup>	Interoperability solutions for public administrations, businesses and citizens (programme)
ISG	Interinstitutional Style Guide
JLP	Joint Legislative Portal
JRC	Joint Research Centre
OAIS	open archival information system
OIL	Office for Infrastructure and Logistics in Luxembourg
OJ	Official Journal
SG	Secretariat-General of the European Commission
URL	uniform resources locator

# A. Context and strategy

## I. Governance by the Management Committee

The Publications Office is governed by an interinstitutional Management Committee<sup>(4)</sup> within which each institution is represented by its Secretary-General or, in the case of the Court of Justice, by the Court's Registrar. The Secretary-General of the European Committee of the Regions was appointed President of the Management Committee from 1 August 2021, taking over from the Registrar of the Court of Justice who had carried out this role for the last 4 years. The European Central Bank participates as an observer. The Management Committee, in the common interest of all institutions, adopts the Strategic objectives of the Office, sets out the guidelines for general policies and ensures that the Office contributes within its areas of competence to the implementation of the EU institutions' information and communication policies. These tasks are outlined in Decision 2009/496/EC, Euratom on the organisation and operation of the Publications Office<sup>(5)</sup>.

The Management Committee met four times in 2021: on 5 March, 7 May, 2 July (Members) and 19 November. Because of the COVID-19 crisis, all meetings took place with 'hybrid' modalities, with most participants connected via videolink. Among the topics discussed by the Committee were the implementation of the Strategic objectives 2017–2025 (e.g. the OJ act-by-act), the integration of the Commission library, the modernisation of the Committee's work methods through an online platform and innovative services proposed by the Office. Other topics of particular importance discussed by the Management Committee were the following: accessibility of publications for a digital inclusive society, synergies in the area of printing services, the development of EUR-Lex and of the Joint Legislative Portal. The Committee approved unanimously the legal deposit scheme (phase 1: publications and websites), the Annual Management Report 2020, the Management Plan 2022, the draft budget 2022 and the appointment of the new Director-General, Ms Hilde Hardeman.

The Office holds the secretariat of the interinstitutional committees listed below. Most of them were set up by decision of the Office's Management Committee, to which they report. The Management Committee considers that the work carried out is vital for the progress of the Office's activities. In 2021, four interinstitutional Committees presented their activities: the Interinstitutional Lex Committee (GIL), the Interinstitutional Online Communication Committee (IOCC), the Interinstitutional Committee for Metadata and Formats (IMFC), and the EU Open Data Steering Committee.

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<sup>(4)</sup> The list of the members of the Management Committee and the organisation chart of the Office are available here: <https://op.europa.eu/en/web/about-us/about-publication-office-of-the-european-union>

<sup>(5)</sup> OJ L 168, 30.6.2009, p. 41.



## II. Relations with EU institutions and other organisations

### 1. Relations with EU institutions

The PubliCare website continued to facilitate communication with all the EU institutions and agencies by providing accurate information about the key services of the Office. The year saw preparations for migrating the website onto the [OP Portal](#) platform.

Two online annual information seminars for the EU institutions, agencies and representations of the European Commission were organised. For the first time the seminars were thematic, and in 2021 they focused on the accessibility of digital publications. The Office also welcomed EU institutions during the annual European single procurement document (ESPD) seminar.

The Office organised the **first EU Open Data Days**, a virtual conference combining EU DataViz, an international conference on open data and data visualisation, and the finals of **EU Datathon**, the annual open data reuse competition. The event was supported by the ISA<sup>2</sup> programme and its partners included the European Parliament, the Council of the European Union, the European Commission, the European Central Bank, the European Court of Auditors, the European Committee of the Regions, several EU agencies and many others.

The Office contributed to the work of the Council's Working Party on e-Justice, which since July 2021 has included the previous e-Law and e-Justice distinct formations. On 20 September 2021, at the Working Party meeting chaired by the Slovenian Presidency, the Office informed the national delegates on the progress of the projects related to the dissemination of legal information via EUR-Lex and N-Lex.

The operational team for the preparation of a **Joint Legislative Portal** (JLP) consisting of participants from the European Parliament, the Council and the Commission, have had four meetings, organised by the Office, to prepare for the JLP project and discuss, in particular, the scope and the timing of the project.

For 15 years, the Office has actively participated and created interinstitutional synergies through the **IOCC**, chaired by DG COMM. IOCC gathers the heads of communication or heads of web units in the various institutions and EU bodies, and representatives of EU agencies. It aims to set up a permanent structure to improve online communication among EU institutions, bodies and agencies, and to supervise the management of the interinstitutional top-level pages – the [europa.eu website](http://europa.eu).

Currently, the Office leads three important work groups in IOCC:

- the Web Analytics Working Group measures the impact of the policies and communication campaigns on the websites at interinstitutional level;
- the Web Accessibility Working Group promotes synergies across the institutions through the sharing of assets and knowledge in the field of web accessibility;
- the EU Repositories Group explores the current situation concerning EU repositories across institutions with the aim of presenting a series of proposals to improve access/usage of EU material and to reduce duplication of content across all websites on europa.eu.

## 2. Service agreements

In 2021, the Office signed service agreements with the European Centre for Disease Prevention and Control (ECDC), the European Climate, Infrastructure and Environment Executive Agency (CINEA), the European Health and Digital Executive Agency (HADEA), the European High Performance Computing Joint Undertaking (EuroHPC JU), the European Labour Authority (ELA), the European Public Prosecutor's Office (EPPO) and the European Union Agency for Criminal Justice Cooperation (Eurojust).

## 3. European Forum of Official Gazettes

On 17 and 18 June 2021, the 17th edition of the European Forum of Official Gazettes took place for the first time online, in the context of the programme of the EU Council Presidency held by Portugal. The objective of the Forum is to share knowledge and experience about the publication of legislation. The event was organised by the Portuguese official journal, published by the Imprensa Nacional - Casa da Moeda (INCM) (National Printing Office and Mint), in cooperation with the Office.

The new online format was a result of the world pandemic, which was reflected also in the title of the event 'The health of official gazettes after COVID'. The Portuguese organisers reviewed the capacity of European official journals to ensure business continuity during the pandemic, as the publication of COVID-related legislation under urgent deadlines was an essential component of the response of public authorities to the crisis.

Throughout two intense days of presentations and lively discussions, the Forum addressed topical subjects such as: the use of emerging technologies (e.g. artificial intelligence (AI) and blockchain) for publishing; consolidating and anonymising (for personal data protection) official information; making legislation accessible to persons with disabilities (e.g. the visually impaired); making access to law easier for citizens; and ensuring publication of data according to the findability, accessibility, interoperability and reusability (FAIR) principles.

The activities of the Forum range beyond Europe, and in this year's meeting, particular attention was devoted to the cooperation with Africa: presentations were made by the University of Cape Town (South Africa) and by the official gazettes of Angola and Cabo Verde.

### **III. Implementation of the Strategic objectives 2017–2025**

#### **Strategic objective — digital European legal space**

##### **State of play of EU legislative files — Joint Legislative Portal**

Together with the European Parliament, the Council and the Commission, the Office continued preparatory work for the **Joint Legislative Portal** project. Progress was achieved in defining the scope and planning of the project. Conclusions concerning the project charter, the minimum viable product and a high-level project timeline are expected in spring 2022.

##### **Thematic and tailor-made views**

To provide quick and easy access to currently applicable EU legal rules for a non-specialised audience, a beta version of a **new site 'EU Law in Force'**<sup>(6)</sup> has gone public. In comparison with [EUR-Lex](#), the site has limited content, simpler search criteria and only key accompanying information. Feedback collected from users of the site will be used for the business concept of a future EUR-Lex for non-experts.

The section of EUR-Lex dedicated to the **European Central Bank documents** and information was extended and fine-tuned. Namely, the visual navigation was improved and a new part dedicated to the European Banking Supervision created.

##### **Findability, accessibility and usability of legal information**

To improve the visibility and relevance of EUR-Lex content for internet search engines, various recommendations from the study on **search engine optimisation** carried out in 2020 have been implemented, especially with regard to editorial content and the collection of the 'Summaries of EU legislation'.

As part of a regular exercise, an accessibility study was carried out in 2021 and its recommendations prioritised for implementation in 2022. In the same vein, a usability study was launched to identify how to improve the user experience on EUR-Lex.

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<sup>(6)</sup> Accessible via the ['Law' section of the OP Portal](#).

## Access to national law

With the support of the Secretariat-General of the European Commission (SG), the Office has intensified the promotion of the publication of national transposition measures on EUR-Lex via the EU law network. As a result, two additional Member States have agreed to start publishing the text of their national transposition measures on EUR-Lex from 2022.

Developments have been carried out for the reuse of the **ECLI search engine**<sup>(7)</sup> on EUR-Lex<sup>(8)</sup>. This will allow access to several million national judicial decisions.

To overcome linguistic barriers for access to national law, **machine translation** has been made available for national transposition measures and national court decisions in the area of jurisdiction, recognition and enforcement of judgments in civil and commercial matters (the 'JURE collection').

A redesign of **N-Lex** has been finalised and will become public early 2022.

## Interlinking of legal information

Deep linking enables references within texts of regulations, directives, decisions and consolidated texts to be displayed as hyperlinks, using the tool Ref2Link<sup>(9)</sup> developed by the Commission. It has been activated as an experimental feature on EUR-Lex.

## Standards, formats and tools

The Office has finalised the first version of the specifications of the new **AKN4EU format for consolidation** and started its large-scale testing. The new format will allow for a more detailed and user-friendly display of consolidated texts and provide basis for more automated consolidation.

New tools were put in place to streamline the process of legal analysis for EUR-Lex (legal analysis methodology tool) and to provide data analytics concerning consultation of legal documents through EUR-Lex and the OP Portal (EU legal documents analytics dashboard).

## Strategic objective — public procurement data space

### Implementation of eForms

The first version of the new web interface for submission of procurement notices (eNotices2) was released.

Developments were launched for a single central validation system to enforce the validation rules at reception, for a new service to replace the current eSentool and TED Monitor, and to adapt TED to be able to publish eForms.

### Easy and user-friendly access to public procurement data

The Office selected an economic operator for the development of the new **TED** website. The new site should be available by June 2023.

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<sup>(7)</sup> See more on **ECLI search engine** on e-Justice Portal.

<sup>(8)</sup> The connection has been tested and will be deployed at the beginning of 2022.

<sup>(9)</sup> A text mining tool to detect EU legal references for hyperlink creation or knowledge extraction.

It will be able to publish both current standard procurement forms and future eForms. It will provide easier and more user-friendly access to public procurement data and to bulk data, and the extraction of statistical data. Enhanced search and display of results will improve transparency and facilitate access to public procurement data.

### **Improvement of the data quality**

The development of the eNotification part of the eProcurement ontology continued, and the corresponding reference lists (code lists) were adopted and/or enhanced. Contract notices and contract award notices were exported to an ontology-compatible format in a pilot project.

The Office implemented a new process for standardising the names of the EU institutions, agencies and bodies using the corporate authority table of EU Vocabularies.

### **Better services and workflows**

The Office eliminated manual tasks carried out by the external contractor in the content of notices submitted by contracting authorities. This resulted in a clearer procedure for clients, cost savings and reduced effort by the Office proofreaders who carry out quality checks.

The Office implemented a reporting mechanism to provide monthly indicators to eSenders so they can take specific action on rejections or quality issues of the data they send to TED. The reports use Qlik<sup>(10)</sup> and are sent out automatically.

To contribute to the development of a procurement analytics service, that is, a framework to analyse public procurement data at regional, national and EU levels to support strategic objectives and policies, the Office has produced contract notices and contract award notices of the last 5 years (2016–2020) in a format compliant with the eProcurement ontology.

The Office developed an e-learning module to facilitate the use of eTendering by contracting authorities. The tool should be available in early 2022.

## **Strategic objective — European open data space**

The European open data space is an essential element of the single market for data – an EU-wide interoperable data space that will enable the development of new products and services based on public data, and industrial and scientific applications. It focuses on the implementation of EU open data and reuse policies under the legal acts adopted by the EU institutions.

In 2021 the Office was working on all four **European open data space building blocks** and their objectives:

1. providing a comprehensive **catalogue of open data** and citizen-centric reuse services;
2. improving the interlinking and **interoperability of open data** with other sources of public-sector information, such as legislation, publications and digital content;

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<sup>(10)</sup> Qlik products are tools for data visualisation and business intelligence (BI).

3. fostering the reuse of data from EU content through the organisation of **EU Datathon competitions and data visualisation events**;
4. contributing to the implementation of **data governance** and policies across the EU institutions.

Since April, a comprehensive collection of open data and related services has been provided via a single platform based on [data.europa.eu](http://data.europa.eu).

The image is a collage of logos for various European institutions and data portals, centered around the data.europa.eu platform. The logos include:

- data.europa.eu** (central focus)
- European Commission**
- CEDEFOP**
- ecdc** (European Centre for Disease Prevention and Control)
- eurostat**
- European Council** (Council of the European Union)
- EFSA** (European Food Safety Authority)
- EDPS** (European Data Protection Supervisor)
- European Agency for Safety and Health at Work**
- European Environment Agency**
- European Investment Bank**
- The EIB bank**
- EBA** (European Banking Authority)
- FRONTEX**
- data.public.lu**
- GOVDATA** (Das Datenportal für Deutschland)
- datos.gob.es** (Sociedad Pública)
- data.gouv.fr**
- REPUBLICHE FRANCAISE** (L'Etat - Les citoyens - Le territoire)
- AVOINDATA.FI**
- dati.gov.it** (i dati aperti della pubblica amministrazione)
- PORTAL OTVORENIH PODATAKA**
- .be Data.gov.be**
- DATA.GOV.RO**

The background features a white Apple iMac displaying the data.europa.eu website, which is described as "The official portal for European data". The website shows statistics: 170 Countries, 36 Studies, and 1,298,302 Datasets. It also features a search bar and a "Trending datasets" section. The overall theme is the promotion of open data and its reuse across the European Union.

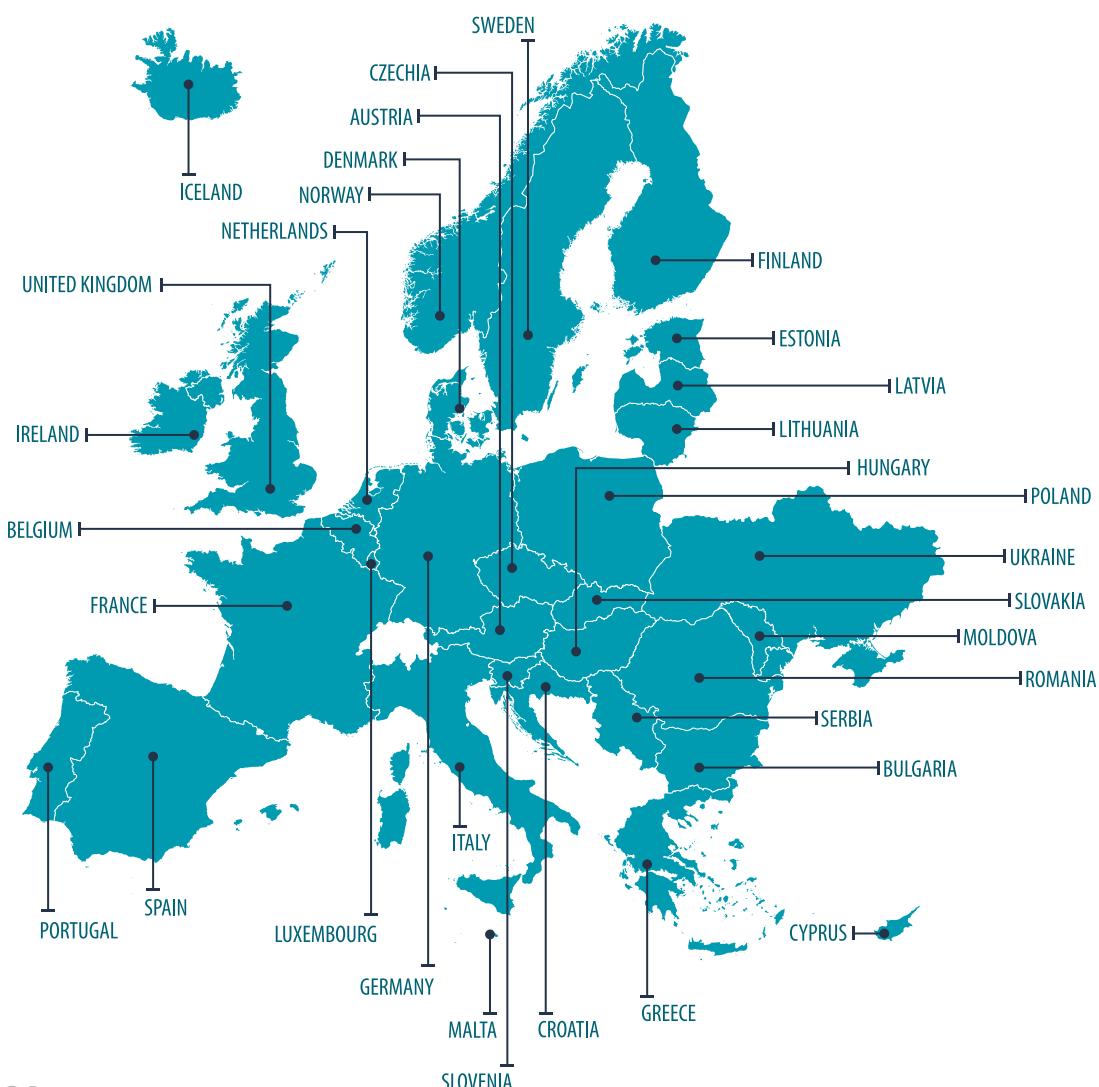
To ensure proper referencing of data, a package of work on '**data citation**' has been carried out. The outcomes include a publication '[Data citation - a guide to best practice](#)' and an online webinar training presenting related recommendations. The recommendations also helped to design and create data citation buttons on data.europa.eu, to make it easier to use.

The Office contributed to the work of the Joint Research Centre (JRC) on SeTA – a semantic text analysis tool. SeTA is a proof of concept system, based on AI technologies that can assist policy makers in finding and linking relevant information in policy and legislative documents.

In addition to providing access to data, data.europa.eu also offers a wide range of services to the open data community with the aim of fostering data supply and data reuse.

The [data.europa academy](#) was launched in October 2021. The academy uses different methods for knowledge transfer grouped around four dimensions – open data policy, impact, technology and quality. It offers learning material and training courses on data-related topics, in a variety of formats: e-learning, webinars, reading material, workshops, tools, etc.

#### **The countries providing data to data.europa.eu and their respective portals**



<b>Austria</b>	<b>Greece</b>	<b>Norway</b>
■ <a href="http://www.inspire.gv.at">http://www.inspire.gv.at</a> ■ <a href="https://www.data.gv.at">https://www.data.gv.at</a>	■ <a href="http://data.gov.gr">http://data.gov.gr</a> ■ <a href="http://geonet.ypes.gr:8080/geonetwork/srv/eng/main.home">http://geonet.ypes.gr:8080/geonetwork/srv/eng/main.home</a>	■ <a href="https://www.geonorge.no">https://www.geonorge.no</a> ■ <a href="http://data.norge.no">http://data.norge.no</a>
<b>Belgium</b>	<b>Hungary</b>	<b>Poland</b>
■ <a href="http://data.gov.be/en">http://data.gov.be/en</a>	■ <a href="http://geonetwork.mfgi.hu">http://geonetwork.mfgi.hu</a>	■ <a href="http://metadane.podgik.pl">http://metadane.podgik.pl</a> ■ <a href="http://www.geoportal.gov.pl">http://www.geoportal.gov.pl</a> ■ <a href="https://dane.gov.pl">https://dane.gov.pl</a> ■ <a href="http://gsip.konstancinjeziora.pl">http://gsip.konstancinjeziora.pl</a> ■ <a href="http://geo.stat.gov.pl">http://geo.stat.gov.pl</a>
<b>Bulgaria</b>	<b>Iceland</b>	<b>Portugal</b>
■ <a href="http://opendata.government.bg">http://opendata.government.bg</a>	■ <a href="http://gatt.lmi.is/geoportal122">http://gatt.lmi.is/geoportal122</a> ■ <a href="http://www.opingogn.is">http://www.opingogn.is</a>	■ <a href="http://www.dados.gov.pt">http://www.dados.gov.pt</a>
<b>Croatia</b>	<b>Ireland</b>	<b>Romania</b>
■ <a href="https://data.gov.hr">https://data.gov.hr</a> ■ <a href="http://geoportal.nipp.hr">http://geoportal.nipp.hr</a> ■ <a href="http://data.zagreb.hr">http://data.zagreb.hr</a>	■ <a href="http://data.gov.ie">http://data.gov.ie</a>	■ <a href="http://geoportal.ancpi.ro">http://geoportal.ancpi.ro</a> ■ <a href="http://data.gov.ro">http://data.gov.ro</a>
<b>Cyprus</b>	<b>Italy</b>	<b>Serbia</b>
■ <a href="http://www.data.gov.cy">http://www.data.gov.cy</a>	■ <a href="http://www.dat.gov.it">http://www.dat.gov.it</a> ■ <a href="http://www.rndt.gov.it">http://www.rndt.gov.it</a>	■ <a href="https://data.gov.rs">https://data.gov.rs</a>
<b>Czechia</b>	<b>Latvia</b>	<b>Slovakia</b>
■ <a href="https://data.gov.cz">https://data.gov.cz</a> ■ <a href="http://geoportal.gov.cz">http://geoportal.gov.cz</a> ■ <a href="http://geoportal.cuzk.cz">http://geoportal.cuzk.cz</a> ■ <a href="http://egdi.geology.cz">http://egdi.geology.cz</a>	■ <a href="https://data.gov.lv">https://data.gov.lv</a> ■ <a href="https://www.lgia.gov.lv">https://www.lgia.gov.lv</a>	■ <a href="http://www.skgeodesy.sk">http://www.skgeodesy.sk</a> ■ <a href="http://data.gov.sk">http://data.gov.sk</a>
<b>Denmark</b>	<b>Liechtenstein</b>	<b>Slovenia</b>
■ <a href="http://www.geodata-info.dk">http://www.geodata-info.dk</a> ■ <a href="https://www.opendata.dk">https://www.opendata.dk</a>	■ <a href="http://geodaten.llv.li">http://geodaten.llv.li</a>	■ <a href="https://podatki.gov.si">https://podatki.gov.si</a> ■ <a href="http://www.geoportal.gov.si">http://www.geoportal.gov.si</a>
<b>Estonia</b>	<b>Lithuania</b>	<b>Spain</b>
■ <a href="https://opendata.riik.ee">https://opendata.riik.ee</a> ■ <a href="http://geoportaal.ee">http://geoportaal.ee</a>	■ <a href="http://www.geoportal.lt">http://www.geoportal.lt</a> ■ <a href="https://ivpk.lrv.lt">https://ivpk.lrv.lt</a>	■ <a href="http://www.idealandalucia.es">http://www.idealandalucia.es</a> ■ <a href="http://idena.navarra.es">http://idena.navarra.es</a> ■ <a href="http://www.idee.es">http://www.idee.es</a> ■ <a href="http://www.ign.es">http://www.ign.es</a> ■ <a href="http://datos.gob.es">http://datos.gob.es</a>
<b>Finland</b>	<b>Luxembourg</b>	<b>Sweden</b>
■ <a href="https://www.avoindata.fi">https://www.avoindata.fi</a> ■ <a href="http://catalog.fmi.fi">http://catalog.fmi.fi</a>	■ <a href="https://www.geoportail.lu">https://www.geoportail.lu</a> ■ <a href="https://data.public.lu">https://data.public.lu</a>	■ <a href="https://www.dataportal.se">https://www.dataportal.se</a> ■ <a href="https://www.geodata.se">https://www.geodata.se</a>
<b>France</b>	<b>Malta</b>	<b>Switzerland</b>
■ <a href="http://data.gouv.fr">http://data.gouv.fr</a> ■ <a href="http://www.geocatalogue.fr">http://www.geocatalogue.fr</a> ■ <a href="http://www.sandre.eaufrance.fr">http://www.sandre.eaufrance.fr</a>	■ <a href="http://sdi.data.gov.mt">http://sdi.data.gov.mt</a>	■ <a href="https://opendata.swiss">https://opendata.swiss</a>
<b>Germany</b>	<b>Moldova</b>	<b>United Kingdom</b>
■ <a href="https://www.govdata.de">https://www.govdata.de</a> ■ <a href="https://www.geoportal.de">https://www.geoportal.de</a> ■ <a href="https://52north.org">https://52north.org</a>	■ <a href="http://date.gov.md">http://date.gov.md</a>	■ <a href="http://data.london.gov.uk">http://data.london.gov.uk</a> ■ <a href="http://data.gov.uk">http://data.gov.uk</a>
<b>Montenegro</b>	<b>Netherlands</b>	<b>Ukraine (!)</b>
	■ <a href="https://data.gov.me">https://data.gov.me</a>	■ <a href="https://data.gov.ua">https://data.gov.ua</a>
	■ <a href="http://nationaalgeoregister.nl">http://nationaalgeoregister.nl</a> ■ <a href="https://data.overheid.nl">https://data.overheid.nl</a>	

In addition, a **collaboration channel** for public servants working on open data in EU institutions and in European countries has been set up. This channel, hosted on Microsoft Teams, offers for the first time ever a common platform to share knowledge and best practices, and to learn from each other. Its aim is to enable and encourage cross-border cooperation among EU public administrations.

In December, the **Open Data Maturity Report 2021** was published. The classification and its associated assessment aim to support countries to better understand their level

(!) The link might not be working because of the war in Ukraine.

of maturity, to capture their progress over time, to find areas for improvement and benchmark this against other countries. The assessment measures maturity against four open data dimensions: policy, impact, portal and quality.

In 2021, the maturity of European countries was concentrated in the higher end of the spectrum. The trend-setter cluster consisted of the six top performing countries: Estonia, France, Ireland, Poland, Spain and Ukraine.

Besides managing data.europa.eu the Office is steering the open data community within the EU institutions, and beyond, by organising data-related events and providing advice.

The highly appreciated **series of DataViz webinars** organised by the Office in 2020 and in 2021 helped EU institutions and the European public sector to strengthen their open data and data visualisation capacities and skills. All webinars are available on the [Office's YouTube channel](#).

## SUCCESS STORY

The series of DataViz webinars was awarded **second prize in the Corporate Competition on Sustainable Conferences and Events** organised by the Commission.



The organisation of the first-ever [EU Open Data Days](#) took place in November 2021. This free online event offered a unique opportunity to the public sector and open data community to come together, to learn from international experts, to exchange experience and to network. The EU Open Data Days were designed to be relevant to all open data stakeholders and data reusers, with a special emphasis on the needs of the EU's public sector. Different sectors of society were represented on stage, with speakers bringing their experience from public administrations, universities and international organisations, such as the World Bank.

The **EU Open Data Days** were inaugurated by Hilde Hardeman, Director-General of the Office, and showcased many high-profile keynote speakers. Xavier Bettel, Prime Minister of Luxembourg, highlighted the priority that the government of Luxembourg gave to open data as a source of innovation, and Johannes Hahn, European Commissioner for Budget and Administration, provided the context for the Commission's vision of digital transformation of the EU by 2030. Inspiring remarks about the future of open data were delivered by Boštjan Koritnik, Minister of Public Administration of Slovenia, representing the Slovenian Presidency of the Council of the European Union, and Pascal Leardini, Deputy Secretary-General and Chief Operating Officer of the European Commission. The event attracted well over **2 300 registrations** of data enthusiasts, data visualisation experts, solution-seekers, businesses and civil servants from more than 60 countries.

The EU Open Data Days started with the EU DataViz 2021 conference, aimed at sharing experience and best practices related to open data and data visualisation. Day one explored open data as a key enabler of digital transformation. In a plenary session, Yvo Volman from the Commission presented the EU perspective on open data and detailed its plans for building a single European market for data. Specialised sessions addressed topics ranging from the interoperability and accessibility of EU open data to the creation of open data ecosystems and more.

Day two centred on data visualisation. Sixtine Bouygues from the Commission, highlighted the benefits and challenges of data visualisation for the EU administration, and Valérie Saintot from the European Central Bank focused on data visualisation as a vector of innovation. Break-up sessions inspired discussions about data visualisation as a tool for discovering new knowledge through storytelling, and explored internationally successful data visualisation projects, together with the latest trends in the field.



The banner features the EU Open Data Days logo with 'EU' in white, 'OPEN DATA DAYS' in blue, and 'EU DataViz EU Datathon' in smaller text. The date '23-25 NOVEMBER 2021' is also present. The background is a dark blue with a light blue dotted wave pattern.

**Some quotes from the EU Open Data Days:**

**Hilde Hardeman**  
Director-General of the Publications Office of the European Union:  
Open data allow the public sector to offer citizens new or improved services from e-health to transportation, from urban planning to waste management. ’

**Reet Sommer**  
Head of Data Management, Document Production Unit, European Parliament:  
Data, like musical notes, do not mean much unless we find a way to transform it into something meaningful, by putting the pieces together. This is what happens during EU Datathon. ’

**Pascal Leardini**  
Deputy Secretary-General, Chief Operating Officer of the European Commission:  
There have been very rich discussions on the usefulness of open data and visualisation ( ...) very pleased to see the programme with very pragmatic and practical aspect. It's not only talking about open data for what they can serve or visualised. ’

**Valérie Saintot**  
Head of Legislation Division and Legal KM, DG Legal, European Central Bank:  
Data visualisation can help understand legal procedures and more (...) In the depth of things, data visualisation has the power to help us collectively solve the challenges of our time. ’

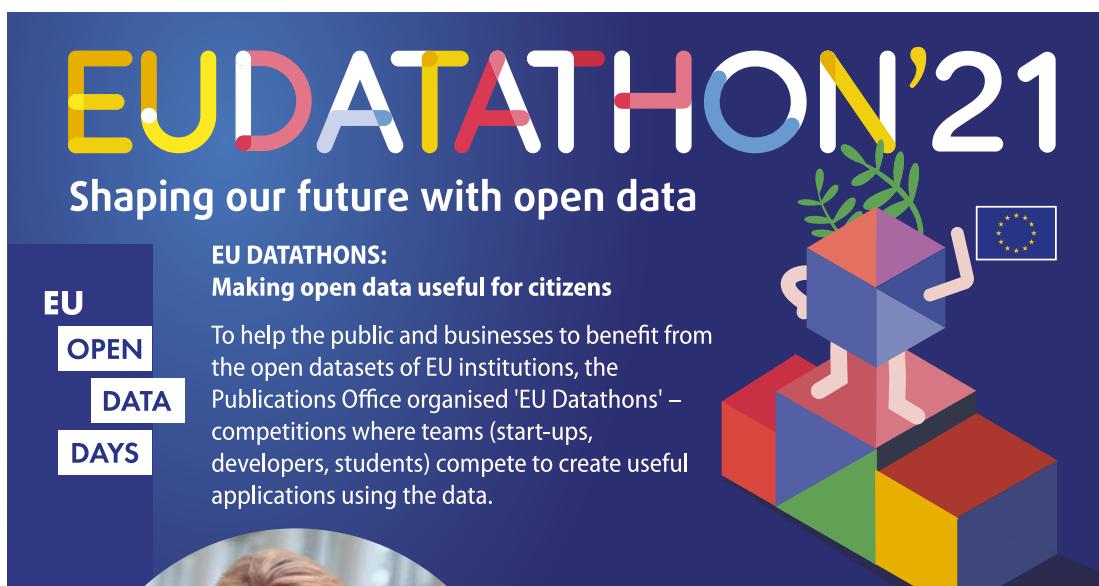
The [EU Datathon](#) finals took place on 25 November 2021 as part of the EU Open Data Days. Nine finalist teams, selected from almost 100 submissions coming from 33 countries, competed in three categories, aligned with the Commission's political priorities. Prior to the event, the teams presented their ideas for apps built on EU open data in a series of videos and at the finals they pitched the fully functioning apps to the jury and the audience. Up for grabs was the prize fund of EUR 99 000, together with the Public Choice Award. In his keynote speech, Commissioner Johannes Hahn praised the teams' *'innovative approaches and solutions'*

*to help Europe address its key challenges: "Moving forward, is not solely constrained by a lack of technology, but often by a lack of an appropriate mindset. You have created meaningful new projects and developed functioning applications to address crucial challenges".*

The first prize was awarded to a team from Italy who used many EU datasets to build a portal that aims to facilitate women's mobility in Europe. Other winning teams developed apps to help reducing carbon emissions or to track EU policies throughout the policy cycle.

By being **shortlisted for excellence in citizen-focused services delivery in the 2021 European Ombudsman Award**, the annual **EU Datathon** competition was recognised as a powerful way to showcase the potential of open data for citizens, society and businesses.

The President of the European Commission, Ursula von der Leyen, underlined this in her opening speech at the Ombudsman award ceremony: '... this past year has tested colleagues to deliver quality services in complete new conditions, (...) they organised EU Datathons and made data useful for citizens...'



**EUDATATHON'21**

**Shaping our future with open data**

**EU OPEN DATA DAYS**

**EU DATATHONS:**  
**Making open data useful for citizens**

To help the public and businesses to benefit from the open datasets of EU institutions, the Publications Office organised 'EU Datathons' – competitions where teams (start-ups, developers, students) compete to create useful applications using the data.



**“** ... this past year has tested colleagues to deliver quality services in complete new conditions, (...) they organised EU Datathons and made data useful for citizens... **”**

## Strategic objective — Interinstitutional legal publications support

From 1 January 2023, the Office will publish the OJ on an act-by-act basis. This means that acts will no longer be combined and published together as a gazette. Instead, each act will be published as soon as it is ready for publication, independently of other acts.

This will bring a more flexible, faster and simplified way of publishing the OJ. Indeed, the task of collation and a static table of contents will no longer be needed, thus decreasing the overall time from the adoption of an act by the legislator to its publication in the OJ. It also means fewer restrictions in responding to last-minute publication requests, fewer restrictions in publishing acts on dates when no regular publication is planned and less impact in case of an author's last-minute decision not to publish a document or to postpone its publication date.

For the EUR-Lex user, expected benefits include:

- every document consulted will be authentic (now only the full OJ is authentic, single documents – which are more often consulted – are not). This requires a transition from the existing manual electronic signature to a more automatic electronic seal;
- simpler referencing, since the OJ identifier will disappear;
- by keeping only the series L and C and discontinuing the subseries (the 'I' in particular), the publications will be more straightforward and transparent;
- the readers will be able to display published acts in different views, including customisable ones (according to their interest, selected criteria, etc.);
- the readers will be able to compile acts in bundles according to their needs;
- some acts will be available on EUR-Lex more quickly than at present as their publication will no longer depend on the availability of other acts.

Following the completion of an impact analysis, the Office worked closely with the representatives of the EU institutions in order to prepare a proposal about how to reference an act in the future, about the necessary new metadata and about how to display the OJ in EUR-Lex.

The proposal has been submitted to the Management Committee of the Office, who approved all the changes required to start with the act-by-act publication of the OJ.

On that basis, the Office initiated the adaptation of more than 20 information systems that are involved in the production of the OJ. At the same time, the Office prepared the technical specifications for the external contractors that also have to adapt their production workflows.

In parallel, a communication campaign was launched to progressively inform all stakeholders about the important paradigm shift that the act-by-act publication of the OJ represents.

In addition to the OJ act-by-act, the Office has also started the IBIS project to modernise the tool used to support the EU's annual budgetary procedure (CIBA). The conception phase of the IBIS project has been successfully finalised. During the whole year, the Office worked closely with the EU institutions and will continue to

do so during the development phase of IBIS. The final objective is to provide the EU institutions with a secure, state-of-the-art digital solution to support the production of the EU budget, enabling the sharing of data and collaborative working practices.

## Strategic objective — optimised publishing services

The Office's role as **domain leader for publications** is to efficiently support the communication activities of all EU institutions. The Office's vision of providing support for authors to rationalise publications and increase the outreach and performance of better targeted and more efficiently disseminated communication tools is based on collaborative planning for EU publications, new pre- and post-publishing services offered from 2021, and the engagement and professionalisation of the community of practice of all institutions.

Four Commission DGs (DG ENV, DG TAXUD, DG EAC and DG INTPA) and the Council tested the new services in 2021, and six additional DGs and two executive agencies are gradually being involved in a dedicated rationalisation programme. In 2021, the Office's new services (editorial advice and publication performance measurement) have been opened to all institutions, and collaborative planning will be proposed to all authors in the Commission from 2022 (2023 for all institutions). A **training programme**, a **website on accessibility**, a shared space and newsletter for knowledge-sharing amongst the publishing community and a **drafting tool** to structure documents have been deployed or further improved.

The goal of the full deployment of the **collaborative planning** tool tested in 2021 with the four pilot DGs is to facilitate information-sharing and potential cooperation amongst authors. It also enables data collection at corporate level. It is intended to eliminate redundancies and to provide guidance and expertise on trends and new ways to publish. The Office considers this service to be a key element in supporting the EU's corporate communication and to reduce the carbon footprint of publication activities.

**Editorial advice** consists of a review of different aspects of a planned or drafted publication, such as target audience, relevance, language level and style, layout, structure, dissemination formats and distribution channels. The pilot experience showed a wide range of areas for improvement: increased use of various distribution channels, visual content for digital dissemination, content identification for social media and datasets to be made available, and availability of language versions for publications that are of interest to the general public.

Comprehensive publication **performance measurement reports** at the end of the publication process are key to evidence-based decisions on future communication activities and reorienting future publications to better serve target audiences. All institutions have been able to request this service via the request management application already in use for all the Office's services (DemPub) since November 2021.

Regarding the development of linguistic quality services, a survey on language editing practices was launched to all Office customers and outlined the increasing demand for language editing (+ 30 %) and enhanced cooperation between the Office and author services on language-editing checks, sharing of workload and use of interinstitutional framework contracts.

A new global framework contract on linguistic services will be prepared in 2022 to become available in January 2023. It will be supported by a market survey.

The study '**Review of European Commission publications for citizens**' released by DG COMM in May 2021 highlighted the importance given by citizens to multilingualism. The results of this study have stressed the need to ensure the linguistic quality of publications issued in the official languages of the EU, underlining the importance of the language editing services provided by the Office.

At the end of 2021, the Office commissioned a **market study on language-editing services**. The findings of this study are expected by the second quarter of 2022. Together with the outcome of the Office's 2021 customer survey on language editing, it will feed into the reflections on how to further improve the language-editing services offered by the Office to EU institutions and agencies, in particular through a new global framework contract. Through this research, the Office will enhance its multilingual services and the upstream quality of publications provided to its stakeholders. The results of this study will be presented on the OP Portal when available.

## Strategic objective — standardisation services for interoperability

Institutions participating to the ordinary legislative procedure need to exchange metadata, data and documents in a seamless and interoperable manner. To do so, it is necessary that institutions agree on common definitions of the metadata and data elements to be exchanged, as well as on the format of the documents to be shared. These are the respective roles of the Common Vocabulary and of the AKN4EU format, for which new versions have been elaborated and adopted in 2021. These new versions underpin the evolution of the drafting legislation systems co-developed by the Council, the European Parliament and the Commission, i.e. Edit and Trilogue Table Editor (TTE).

Regarding its own role in the legislative process, the Office is also preparing itself to work with the AKN4EU format. In collaboration with DG DIGIT and SG and also the Council, the Office has started a project to examine if and how EdiT could be used in the Office's production workflows. The results of this project are expected in early 2022.

To smoothly introduce the new tools and the new format, institutions have expressed the need to benefit from automated conversion and validation services <sup>(12)</sup>. The related work is underway. As a first step, the collection of high-level user requirements has been completed in 2021. It will be followed-up by the elaboration of more detailed specifications in the first quarter of 2022, with a view to starting the development of the necessary IT systems. In parallel, the expected services have been delivered by a helpdesk in particular to support the pilot introduction of EdiT within the Commission.

Another key domain of activities of the Office in the interoperability field concerns reference data management. To support the implementation of the Commission corporate reference data management policy, the SG and the Office agreed on the initiation of a proof of concept around reference data management services. These services covered: the provision of a helpdesk service for reference data, the maintenance of reference data assets and the dissemination of reference data so that they are actually reused. The pilot has been very successful with a high number of service requests demonstrating the need for such services as well as the relevance of the services provided by the Office.

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<sup>(12)</sup> The validation service will check the correct structure of .leg files (zip files containing legislation in the AKN4EU format), while the conversion service will provide conversion between the currently used Formex and the new AKN4EU format.

### **Interinstitutional Style Guide**

The [\*Interinstitutional Style Guide\*](#) (ISG) was consulted by 956 340 visitors, totalling 1 141 534 visits and 1 853 527 visited pages. The demand for the 2011 edition remained significant, with 5 526 downloads of its PDF version and 2 320 paper copies distributed.

Maintenance of the content in collaboration with the 24 linguistic teams concentrated on the essential updates of the content such as: DG names, new agencies, executive agencies, joint undertakings, bibliographic references and the entire revision of Annexes A5/A6/A7 in Greek. In addition, the coherence between the ISG sections dealing with the OJ and the evolution introduced with the new EdiT tool has been ensured.

As decided by the ISG Steering Committee, the major project in 2021 was the modernisation of the ISG production process and presentation. As a result, the IT system supporting the ISG production process has been renewed and the development of a new ISG website has been launched. Regarding the ISG itself, a brand new PDF release was published in November 2021 replacing the previous outdated version dated 2011. This new release has quickly reached 2 341 visits and 1 381 downloads (from 9 November 2021 to 31 December 2021).

### **SUCCESS STORY**

#### **ENDORSE Conference**

The Office organised a virtual European data conference on reference data and semantics ([\*\*ENDORSE\*\*](#)), in partnership with DG DIGIT, supported by the ISA<sup>2</sup> programme. The conference aimed to create an opportunity to link expertise with a view to tackling current and future issues in the fields of interoperability and knowledge management. The [first edition of ENDORSE](#) took place in March 2021. With five high-profile keynote speakers, 120 speakers and more than 500 participants, the ENDORSE conference was considered a success and an [online exchange platform](#) was created immediately afterwards to build on the rich exchanges that took place after the conference. The next edition of the ENDORSE conference is due to take place in 2023 and the corresponding preparatory work is due to start in the second quarter of 2022.





## Strategic objective — connecting and preserving content and knowledge

The achievement of this strategic objective relies on the five key building blocks that underpin much of the Office's activities: identification, description (metadata), acquisition, access and preservation. Below are some of the highlights from the year in these different areas.

### EU legal deposit scheme

The EU legal deposit scheme is built on the blocks set out above. The scheme brings these building blocks together to enable the creation of a comprehensive, accessible collection of EU material preserved for the long term. Following the formal approval of the scheme's text by the Management Committee in March, the Office continued to work on the practical implementation of the scheme. By the end of the year, the documentation necessary for the implementation of the first phase covering both publications and websites had been prepared and approved in readiness for the launching of this phase on 1 January 2022. Work continued to prepare for the future incorporation of audiovisual and press release materials in a second phase.

### Persistent identification

A new service for the persistent identification of grants was developed during the year and will be implemented at the beginning of 2022, thus facilitating the links between grants and subsequent projects and publications resulting from these grants.

## Metadata description

The Office provides rich metadata descriptions for its different collections. For general publications, work was undertaken to improve the existing metadata schema to include new information, improving access and discoverability, facilitating links within collections and permitting improved linking between collections, notably between general and legal publications. The Office has also launched a prototype to study how far machine-learning technologies can help in establishing new links between document collections.

## Long-term preservation

As part of its transition to an OAIS-compliant digital repository, the Office migrated the remaining collections from the previous repository to this new platform, thus ensuring the proper long-term preservation of all the documents. In support of its activities in this field, a new framework contract for the provision of this repository was signed and entered into force at the end of 2021.

## The Commission library

The Commission library was transferred to the Office on 1 January 2021 and work began immediately to integrate this service fully into the Office. The integration went smoothly with no loss of service during the transition period. After a period for the staff to integrate into their new environment, work began on looking to the future of this service. To this end, four working groups were set up to reflect on the following areas: reading rooms, profiles and competencies, interinstitutional cooperation and EU publications collection. The output of each group has been key to the development of future services. It is worth underlining here the work of the group on interinstitutional cooperation. In addition to identifying future areas of cooperation with the other institutions' library services, this group highlighted the need to address the current fragmentation in the purchasing of information resources within the Commission. As a result the purchase and management of a number of existing information resources were identified and brought under the auspices of the library, resulting in efficiencies and cost savings.

### SUCCESS STORY

Efforts to rationalise the purchasing of information resources across the Commission were undertaken in 2021. For instance, in December, the library concluded a corporate subscription to a key information resource for all Commission staff, significantly optimising administrative resources that were previously spent on managing over 900 individual subscriptions by bringing it into a single central service. These efforts will continue in 2022.

A key interinstitutional framework contract for the supply of ebooks was signed in June, offering a contractual base for the purchase of ebooks not only for the Commission but also for more than 30 participating institutions, agencies and other bodies of the EU.



## B. Activities and services

### I. Production

#### 1. Production of the Official Journal and other EU legal information

##### 1.1. Official Journal L and C

The Office published 10 399 documents in 23 or 24 languages in the OJ: for a total of 1 929 882 pages. In terms of pages, this represents an impressive increase of 53 % compared with 2020 (1 262 954 pages).

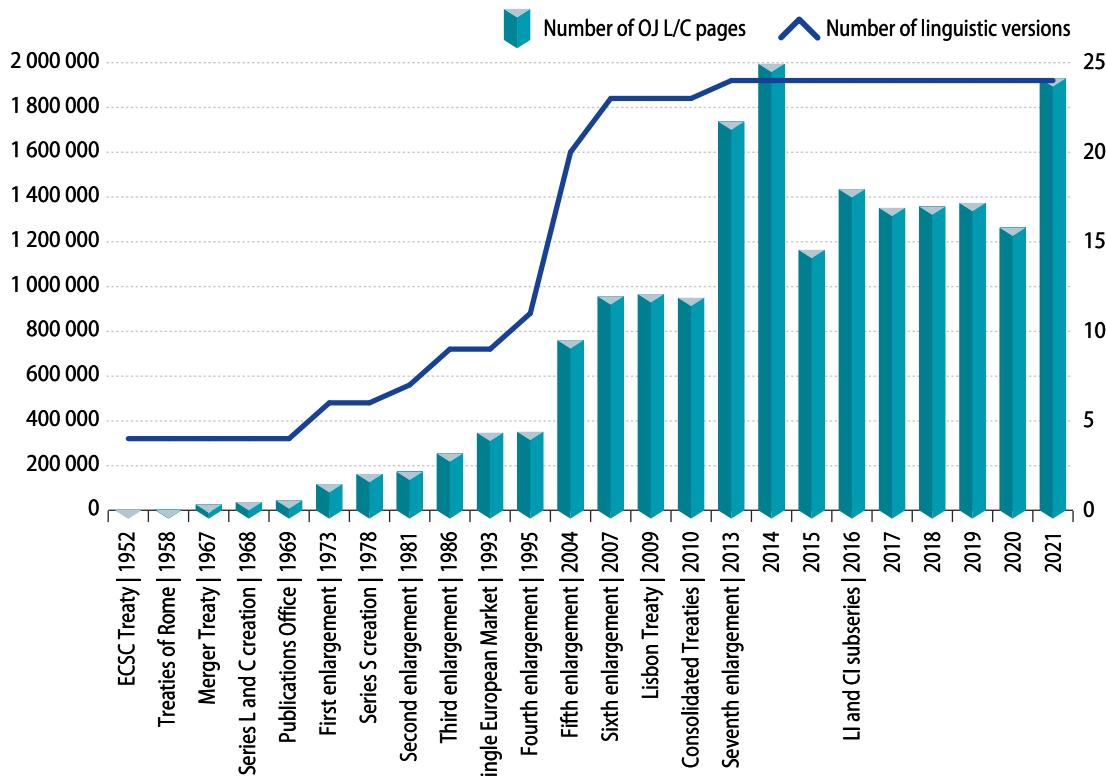
The number of pages published in the OJ L series (legislation) was 1 077 275 (3 568 documents), namely, an increase of 55 % compared with 2020 (694 441 pages).

There was a similar trend for the C series (resolutions, recommendations, opinions, information, preparatory acts, notices, etc.), where 852 607 pages were published (6 831 documents), namely an increase of 50 % compared with 2020 (568 513 pages).

An unprecedented number of 1 170 L & C issues in total were published in 2021, which is 9 % higher than the already very high number in the previous year. The number of issues published in the subseries hasn't substantially changed (37 L I issues and 75 C I issues).

The Office pseudonymised five OJs (compared with 13 in 2020). Of these five, three concerned communications about Court cases and two concerned reserve lists of the EPSO competitions.

**Graph – Evolution of the Official Journal production from 1952 onwards**



## 1.2. Budget of the EU

In total, 53 636 pages of the draft general budget were published online: an average of 2 332 pages per linguistic version. Taken together, all the budgetary documents – the draft budget, the line-by-line budget, the draft amending budgets and the draft amending letter – amounted to a total of 78 211 pages (compared with 112 427 pages in 2020). The decrease is explained by the publication of only one draft budget in 2021.

## 1.3. Official Journal S and public procurement

The Office ensured the publication of 676 734 procurement notices (which represents an increase of 5 % as compared with 2020). A record number of 8 663 notices was published on one single day.

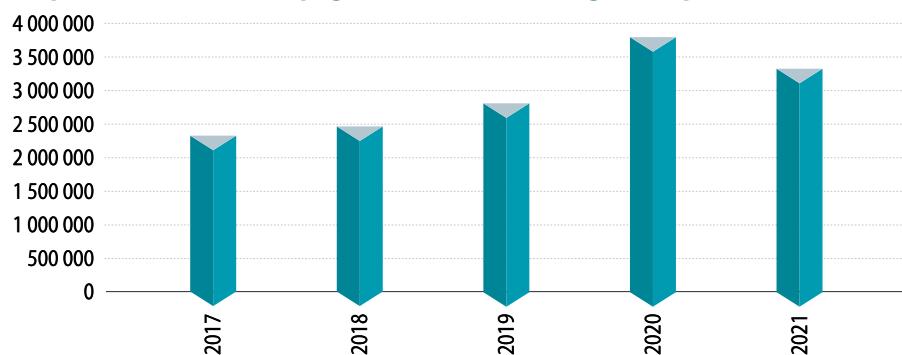
## 1.4. Case-law

Case-law was produced and published according to the judicial calendar of the Court of Justice. The Office published 29 495 documents (– 16 % compared with 2020), corresponding to 364 098 pages (+ 8 % compared with 2020).

## 1.5. Consolidation of EU law

The number of basic legal acts in force that are available in consolidated form was 5 020 at the end of 2021. The number of newly produced consolidated versions of legal acts was 2 051. This equals to 3.3 million pages of consolidated texts produced.

**Graph – Evolution of the pages of consolidated legal acts produced**



## 1.6. Summaries of EU legislation

The total number of summaries of EU legislation reached 4 906, of which 1 850 are active summaries and 3 056 are archived. A total of 115 summaries of EU legislation were produced or completely redrafted, 163 summaries were updated taking into account the most recent legislative changes and 17 introductory texts (short descriptions of the main topics of the collection) were updated.

In addition, there are 304 glossary entries explaining in short the key concepts used in EU legislation and policies. In 2021, a comprehensive review of these glossary terms was carried out and 196 glossary terms were drafted or updated.

Summaries are a popular source of information in the EU and beyond. During 2021, the summaries collection was viewed more than 10 million times.

# 2. Services related to digital and paper publications

## 2.1. Planning and preparation

### Collaborative planning

The goal of a collaborative planning is to facilitate information-sharing and potential cooperation, to enable data collection at corporate level and to support corporate guidance on publications, in order to eliminate redundancies and reorient publishing activities of institutions based on expertise on trends and new ways to publish. The Office considers this service to be a key element in supporting the EU's corporate communications in the publishing domain and to reduce the carbon footprint of publication activities.

The Office has developed an easy-to-use self-service collaborative online planning tool for the input of consistent data on planned publications, such as subject, publication date, budget, format, etc. The publication plans collected via the planning tool will be available to the author for modification and to others for consultation. Communication obviously requires flexibility, and this tool will be based

on constant updating. Bulk data import of existing planning tables will be available at the beginning of 2022. Four DGs tested the tool in 2021 (DG ENV, DG TAXUD, DG EAC and DG INTPA) and it is planned to gradually involve all DGs and executive agencies from 2022, and to open the service to all institutions in 2023. Based on data analysis by the Office, guidance activities are expected to be launched in 2022 following approval by the Corporate Management Board. This should enable authors to refine their publication plans, and the institutions to reduce the overall number of less-well-performing publications.

### Requests for services

In 2021, **6 376 requests** <sup>(13)</sup> for projects linked to the provision of identifiers or services for the production of general publications have been received from all the EU institutions (6 363 in 2020) involving 130 different author services. A request covers several languages/titles to be processed or outputs to be delivered and various services.

New services were added to respond to authors' evolving needs. These were developed as key elements of the domain leadership for publications and the Office's strategic objectives. The new publication collaborative planning tool was integrated to the request management application already in use for all the Office's services (DemPub) to gather information about the publishing plans of DGs. Authors were given the possibility to request editorial advice and the measurement of a publication's performance. Publication of datasets can now also be requested as a stand-alone service.

### Editorial advice

Editorial advice is now available as a standard request in the Office's request management application (Dempub) to all institutions. First, **publication concept development** support provides assistance before the content is written. Authors receive practical recommendations from experienced editors to develop a clear and well-thought-out publication concept. The publication's target is conceptualised in relation to its intended performance, key messages, target audience, structure and illustration, as well as output formats, distribution channels and dissemination strategy. After the content is drafted, the Office provides detailed **editorial assessment**, namely recommendations on strengths and potential weaknesses of the intended publication and how to address potential gaps and inconsistencies with the declared objectives, relevance to the target audience, and structural and layout flaws. Such early editorial input helps to improve the quality and to make the final publication more engaging for readers.

After a test period, this service is now available to all institutions through the Dempub request management application. In 2021, **89 reports** were provided for specific publications and 20 different author services received editorial advice. In addition, a dedicated project with the Council, which started in 2020, reviewing its publications catalogue and formulating recommendations finished in March 2021. The Office assessed 48 publications from the point of view of their conformity with the target audience, technical and linguistic quality, dissemination performance and assessed the accessibility of these publications.

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<sup>(13)</sup> Each request covers all language versions and outputs to produce, and may include several publications.

### Support for the community of practice

In its role as reference centre and domain leader for publishing activities, and in order to meet **increased online learning needs** owing to the remote working conditions in 2021, the Office provided webinars on publishing services and launched the development of the first e-learning courses. A training programme covering all activities linked to the domain of publications and geared to the needs of individual users has been progressively developed and deployed to foster knowledge-sharing and professionalise the community in respect of the various aspects of publishing. In 2021, training modules on the process of publishing, accessibility, copyright and using the Dempub request management application were offered, and three accessibility and six copyright training sessions were organised (with 872 participants and a satisfaction rate of 8.9 out of 10). A shared space for the publishing community of practice was launched (with 26 author services participating), and a *Publish Smart* newsletter was first issued in October (with 832 subscribers).

The image consists of three vertically stacked promotional banners. Each banner features a central title and a call-to-action button, with a vertical red bar on the right labeled 'Domain leader for publications'.

- PUBLISH Smart Training on EU Learn**  
Apply now!
- PUBLISH Smart on Teams**  
Join now!
- Edited by Content and demand management**  
News

## **Surveys**

The Office offers a survey service to the EU institutions, agencies and bodies to allow them to better understand the needs of their clients, or to evaluate the satisfaction about products. In 2021, 53 requests for online surveys (+ 13 %) were received in order to set up print runs for specific publications, gather feedback from stakeholders, identify new subscribers for newsletters, mailing lists and other miscellaneous purposes. One of these surveys will run on a permanent basis, bringing to 17 the total number of permanent surveys currently in place. These are continuously monitored and updated by the Office. In addition, 61 targeted group emails (+ 7 %) were sent to invite participants to answer surveys or to disseminate newsletters.

## **2.2. Overview of the production of general publications**

Overall, production of 8440 titles <sup>(14)</sup> was requested, showing an increase of 3.3 % compared with production requests in 2020. In contrast to 2020, the first two quarters of 2021 witnessed robust growth of 28 % in deliverables, which were offset by lower demand in the third and fourth quarters. Consequently, for 2021 there was an 8 % decrease of actual and estimated deliverables <sup>(15)</sup>. The 2021 figures for titles are in line with the average annual number of titles produced between 2015 and 2020; they fluctuated at between approximatively 8 000 and almost 14 000 titles per year. The overall average number of titles (language versions) per project increased in 2021 from 4.62 to 5.89, demonstrating an upward trend in multilingualism.

Publications continued to require either a greater investment of time for project management or more complex visual content, such as infographics and interactive data visualisations. As in previous years, there is also a steady demand for urgent production, not only for politically important projects for services such as those for the Commission Spokesperson's Service, but also for other DGs and executive agencies. In 2021, notable examples included factsheets related to the COVID-19 vaccines, NextGenerationEU, the Recovery and Resilience Facility (RRF) country factsheets, Fit for 55 and publications on the disabilities act and the rights of children.

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<sup>(14)</sup> A project corresponds to one publication request; a title corresponds to one linguistic version of a project. Each title may have more than one deliverable, that is for different media/formats.

<sup>(15)</sup> The number of deliverables is final only after the project is completed. Figures are reported based on the requests received during the reporting period when the number of deliverables is estimated, and are subsequently updated when the project is completed.

## SUCCESS STORY

The Office collaborated closely with the DG for Justice and Consumers on producing accessible brochures and an easy-to-read [child-friendly version of the EU Strategy on Children's Rights](#). Brochures were redesigned together with school children for children. In addition, the Office contributed to the guidelines on developing child-friendly publications.



## Accessibility

The Office carried on solidifying its position as a genuine **reference centre for accessible digital publishing** as it continued to develop its training, guidance and support offers to authors and designers, and responded to requests for analysis and help in improving the level of accessibility of publications and videos. The Office developed a series of four webinars on accessibility for novices, authors/ self-publishers and designers that were delivered three times in 2021. The Office

continued to deliver custom-made webinars preceded by the analysis of accessibility levels of past publications. Accessibility team members also delivered bespoke information sessions to the graphic design and to the strategic planning and programming networks of the Commission.

More than 1 300 colleagues registered for the Office's accessibility webinars and other events such as lunchtime seminars and sessions in various conferences at EU institutions. Of note were the Office's own thematic seminar on accessibility, the online talk at the European School of Administration focusing on the Office, its participation in the EURegionsWeek and an online stand at EuroPCom Marketplace and interinstitutional Digitec 2021 days.

Author services were also given feedback on the level of accessibility of their ongoing productions and advised or helped to improve these. Because many clients sought help with writing alternative text, a practical mini module was added to webinars. At the start of 2021, internal training on accessibility for publication project managers and language editors was delivered followed by a refresher course for project managers at the end of 2021. Although the Office is able to address the technical and production challenges related to accessibility, additional input from authors is needed to raise the level of accessibility for specific publications. Frequently author services are still struggling to make accessibility a regular part of production, and often forego it for urgent production.

A generic **template** was deployed to the whole Commission in Eurolook to help authors to structure documents at source in order to produce accessible digital publications for readers with disabilities. A stand-alone version is also available for other EU institutions. On request of DG COMM, specific templates are being developed to complement the offer. In order to further support accessible publishing, the Office continued to improve its dedicated web space on the OP Portal containing tutorials on accessibility for decision-makers and author services.

### **Multimedia, apps and HTML products**

The production of audiovisual products, apps, HTML, data visualisation and epubs increased by 24 % compared with 2020. The development and updating of HTML publications was particularly notable with a 48 % increase.

New framework contracts came into force in 2021. Beyond the existing services covering audiovisual, HTML and mobile app production, these new framework contracts broaden the Office's production offer with additional audio products such as podcasts and audiobooks, and introduce immersive technologies such as virtual and augmented reality applications. The first production of an audiobook in 23 language versions started in 2021.

In the area of mobile apps, the Office developed new apps via its framework contracts and also published apps developed by author services on the corporate EU accounts in the app stores (Apple, Google Play, Oculus). Managing these accounts is an important part of the service the Office offers. The Office provides added value by managing the detailed publishing tasks. It is in contact with the app stores for the legal and technical requirements on behalf of the author service. The Office also offered lifecycle management and monitors performance and feedback from users (e.g. statistics on installations). Publishing app updates is part of this service to ensure that apps align with the changes in the legal and technical requirements of the app stores and also that the technical features of apps are enhanced and modernised as needed, following the requirements of the author or the users.

In 2021, the development and update of apps and the management of corporate app accounts involved 15 apps of which four were new apps published for the first time in 82 language versions. There were 363 updates including all language versions.

At the end of 2021, the EU app portfolio managed by the Office on behalf of EU corporate clients consisted of 77 individual apps: 37 apps in Apple App Store; 39 apps in Google Play Store; and one app in Oculus Store. As part of EU actions to tackle the COVID-19 pandemic, the Office coordinated the updates of the JRC's Reopen EU app. The Office participated in the panel discussion in the interinstitutional Digitec days 2021, presenting the Office's services in mobile app publishing and mobile app portfolio management.

### Graphic design

A total of 212 graphic design projects were started. For graphic design jobs, it is usual that a project includes several elements. In addition, design work may stretch over months from one year to another, for example for visual identities, logos or events - such was the case for design work for the EU Data Days 2021. Noteworthy publications with a high design input from the Office included visual identity developments for the European Union Institute for Security Studies in Paris and the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice in Tallinn, design of the new logo for the Ombudsman and design of various Eurostat 2020 editions: 'Key figures on European businesses', 'Key figures on Europe - Statistics illustrated' and 'Agriculture, forestry and fishery statistics'. The design team further played a significant role in delivering accessibility training aimed at graphic designers in EU institutions and reviewing and giving feedback on their current production.

### 2.3. Performance measurement

Performance measurement reports provide analysis and recommendations for optimising the performance of general publications by **consolidating, interpreting and visualising data from different sources**: physical dissemination, electronic consumption on the OP Portal or/and on local websites, social media coverage, citations or surveys. The test phase confirmed the benefits of this feedback based on real data rather than subjective assumptions. The reports enable informed decisions on future dissemination strategies and formats, improve performance culture by supporting author services in estimating effort and promote better use of corporate services and contracts. Performance reporting creates a circular assessment exercise for publications, aiming at increasing the overall quality of communication and reducing less-well-performing products. After a test period, performance measurement reports have been made available to all institutions from November 2021. The Office provided **96 reports in 2021**.

### 2.4. In-house printing

Inhouse print production increased to 3.9 million pages (A4 equivalent) from 3.5 million in 2020 (as a reminder, in 2019, before the pandemic, the print shop delivered almost 5 million A4-equivalent pages). The production of 2021 amounts to a total of EUR 84 923.86 (compared with EUR 126 445 in 2020 and EUR 280 524 in 2019) which was recovered for internally printed jobs carried out under the price schedule approved by the Management Committee at the end of 2016.

With production in 2021 stabilising at just under four million pages, the Office's print shop took the opportunity to work on reducing the number of machines, following the guidelines established by the Office's senior management to reduce internal printing capacity.

The rationalisation of the print shop was brought forward in 2021 with the transfer and/or declassification of machines, while retaining the capacity to answer to relevant requests and to provide on-demand service. This capacity was used several times by the Office's clients for information on the pandemic or for political events, such as the NextGenerationEU presentation in Luxembourg.



President of the European Commission,  
Ursula von der Leyen  
with Prime Minister  
of Luxembourg,  
Xavier Bettel

## 2.5. Digitisation

The Office assisted the Commission's Historical Archives Service with the digitisation, validation and inclusion in the CELLAR of a large amount of documents of historical collections of C, SEC and other types of documents. This will be continued in the coming year. The Office provided feedback and advice to the European Economic and Social Committee for the preparation of a tender for a new large-scale project to be initiated in 2022.

## 3. Editorial services

### 3.1. Language editing of publications

In 2021, the language editing activity has been very high and amounted to 2 260 212 pages. This reflects an increase of 27 % compared with 2020 (1 781 474 pages corrected). Overall, the number of pages corrected in 2021 increased by 27 % compared to 2020. In comparison with the pre-COVID situation in 2019, 2021 showed a general increase of 4 %, consisting of a 5 % increase for OJ, a steady increase of 34 % for general publications and a decrease of 20 % for case-law.

The increase was notable for DGs such as DG Environment, DG for Climate Action, DG for Regional and Urban Policy, DG for Trade and DG for International Partnerships, as well as for some agencies such as CEPOL, EACEA and Frontex. All languages were concerned. This is generally in line with the Commission's political priorities and with

multilingualism. The European Union Agency for Fundamental Rights remains a key author service amongst the regulatory agencies.

Overall, there was a continued increase in the number of multilingual publications that required detailed language editing and proofreading, quite often with strict time schedules. These politically sensitive flagship publications included the general report on the activities of the European Union (The EU in 2020), the State of the Union documents, the EU budget and the Annual Management and Performance Report for the EU Budget. In addition to the 24 official languages, the Office also ensured language editing in non-EU languages such as Bosnian, Icelandic, Macedonian, Norwegian and Russian.

To face this increasing demand, the outsourcing of general publications has been developed significantly with 87 260 pages (18 % of the total pages corrected for general publications). English represented 15 % of the total of outsourced pages, other EU languages 82 % and non-EU languages 3 %. A very high quality was ensured with an acceptance rate of 99.5 % on 626 tasks externalised.

The Office launched several initiatives to foster the efficiency of its language-editing working methods and language quality services. Amongst them, it is worth mentioning the business intelligence (BI) pilot project to establish dashboards and reports on language editing data, the Language Editing Handbook and its contribution to the multilingualism of the Office's publications (accessibility, citations guide, ISG and language quality review).

A new global framework contract on linguistic services will be prepared in 2022 to become available in January 2023. It will take into account the conclusions of the Office's customer survey on language editing and the recommendations resulting from the 2020 benchmarking study on language editing. In addition, to help define the features of this new framework contract, a market study on language editing services has been initiated and conclusions should be ready in March 2022.

Satisfaction surveys were conducted among the author services using the Office's language editing and proofreading resources. Despite very challenging circumstances, a 'very satisfied' or 'satisfied' level of 98 % has been noted for the OJ whereas for general publications, 88 % of respondents were either 'very satisfied' or 'satisfied', compared with 75 % in 2020.

### **Case study – the Office's customer survey on language editing**

An online survey was launched in late 2021 among the Office's author services to identify their needs in the area of language editing beyond the scope of translation, to gather expected trends in this area and identify potential areas for further synergies and cooperation with the Office. The main conclusions include:

- on linguistic services, a common perception (65 % of replies) of an increasing trend towards greater use of language editing services. Copy-editing (80 %) is the most popular service requested, followed by web content and proofreading;
- on service providers, the Office is the main provider (60 %) of language editing services compared with author services' internal resources (46 %);
- on service development, the results show an interest for an enhanced cooperation on language quality and use of interinstitutional framework contracts.

## 4. Interinstitutional systems, workflows and platforms

### 4.1. Interinstitutional workflows for decision-making

For CIBA, preventive and corrective maintenance was carried out in order to guarantee the functioning of the application throughout the budget production process.

In view of the end of the derogation period for the Irish language, the CIBA information system has been adapted to handle the translations in Irish.

### 4.2. Systems for reception of procurement notices

As part of the ongoing development of eForms, the Office released a comprehensive set of documentation ([TED Developer Doc](#)) to provide national implementers, in particular eSenders, with a more complete set of resources for developing eForms applications. The eForms software development kit is regularly updated: users receive automatic notification of new releases and can easily compare changes between releases.

The Office has also shared a list of frequently asked questions related to eForms to facilitate communication.

The annual TED eSenders seminar was held online for the second time, with a record number of over 160 participants for each of the 3 half-days. The sessions focused on eForms implementation and the interactive post-event surveys showed the importance of providing information for the challenges shared by the Office and eSenders to handle the complexity and deadlines imposed by the eForms regulation.

### 4.3. eTendering platform

The Office released several improvements to meet the requirements of the users. Among them, the possibility of extending deadlines up to 3 days without a corrigendum in exceptional cases (for example, unavailability of the platform), the display of an interactive Common Procurement Vocabulary to help economic operators set up their TED eTendering profile, the support of the procedure 'Competitive procedure with negotiation without publication of a contract notice' and the deployment of Piwik-Pro to help monitor traffic.

The Office and DG DIGIT are assessing the possibility of integrating the eTendering service into the eProcurement/SEDIA suite. This would guarantee a seamless eProcurement experience for contracting authorities and economic operators alike.

### 4.4. Interinstitutional workflows for studies

The Office continued to provide support to interinstitutional cooperation in the domain of studies. It maintained a database of planned and completed EU studies and assisted users of the related web application. To further facilitate cooperation and promote good practices in the management of studies the Office organised an interinstitutional meeting on workflow for EU studies. The follow-up actions include further improvements of the IT system and creation of an online collaboration space.

In 2021, 568 new study projects were registered in the database and 1 601 studies were published on the OP Portal. The number of the application users rose from 2 700 to 3 350.

## II. Access and reuse

### 1. Online services

#### 1.1. EUR-Lex — access to legal information

The Office continued to foster the role of the EUR-Lex website as the authoritative reference point for EU legal information. The number of documentary units available has increased, reaching 1 052 293.

The time at which metadata accompanying legal documents become available on EUR-Lex after the publication of the OJ (<sup>(16)</sup>) has been shortened from 2 working days to 2 working hours.

An 'experimental features' corner was created, giving users the possibility to try out and provide feedback on new functionalities before these are integrated on the website as a regular feature. By doing this, the Office is making sure that it implements features that best fit the users' needs. Navigation in legal information has been improved thanks to a first experimental feature, the 'deep linking' which introduces links to referenced documents in the text of legal acts.

The Office has defined adaptations to be made in the CELLAR, the repository behind EUR-Lex, that will allow restructured metadata files (notices) to be processed, as part of the activities aimed at improving the overall performance of the system. The changes will be implemented in the first quarter of 2022.

Various improvements to the usability of the website were implemented, such as a revamp of the editorial content, revision of the help pages and visualisations for the European Central Bank section. In order to improve the user-friendliness of information on the evolution of legal acts over time, a visual timeline has been developed on EUR-Lex. The timeline clearly shows the most recent dates to mark when an act has undergone changes, and the proportional timespan between these events in relation to the current date.

A back-up to EUR-Lex exists to ensure availability of the OJ if EUR-Lex or its underlying systems encounter unforeseen unavailability. In 2021, a second back-up website was put in place to strengthen solutions for business continuity.

The EU Law in Force sub-site on the OP Portal provides quick access to European Union law as it is applicable, such as EU Treaties, international agreements, EU legislation in the latest consolidated version of the respective text and case-law of the European Court of Justice.

Improving the accessibility of EUR-Lex for all, including persons with disabilities, is a constant endeavour. To meet this goal, a study was carried out in 2021 and its recommendations were prioritised for implementation in 2022.

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<sup>(16)</sup> Only for documents in the Official Journal, series L.

## 1.2. OP Portal — access to the collections managed by the Office

A major milestone was achieved in 2021 with the launch in production of the Office's intelligent assistant (Chatbot@OP), opening a completely new way of accessing and searching OP Portal content for its users. The Chatbot@OP enables natural conversations (both speaking and in writing, in English or French) between users and the Office portal on subjects covering legal publications and EU publications. It is the very first implementation in production at this scale of innovative services making full use of AI and natural interfaces (voice) for the Office. It is also a big step forward for accessibility. In terms of AI, the Chatbot@OP uses cognitive services and algorithms such as automatic language detection, voice recognition, natural language processing, entity recognition and machine learning. In 2022, the Office intends to extend its coverage to other content collections such as EU Whoiswho, while adding more official languages.

In 2021 the OP Portal was improved with multiple sections such as EU Law in Force and legal analysis methodology in order to further facilitate access to EU content and knowledge. The OP Portal homepage and the 'About us' section were completely rebuilt not only to reflect a modern and seamless access to the newly added sections, but also to facilitate the access to EU reference data, to the archive of websites of EU institutions and bodies and, last but not least, the resources for librarians. The structure of the OP Portal pages was harmonised and standardised to improve user experience, accessibility and usability.

Last year, the Office continued its efforts to enable linking and reuse in order to avoid duplication of content on websites, especially among EU institutions and bodies. Reuse of the content published on the Office's websites enables economies of scale in terms of workload, provides seamless integration and management and also guarantees better dissemination, findability and access to the content. To this end, a separate section at the Office's web tools was built with a dedicated web guide allowing wide public access and reuse of the official reference for the Office's web presence, covering accessibility, visual, technical and legal specifications. Thanks to a newly deployed citation feature on OP Portal, users can now reuse references and citations in different styles for a broad range of legal or EU publications.

Full-scale business continuity (BC) managed services were put in place for the OP Portal platform and a complete BC test in production was successfully conducted. A fully fledged copy of the OP Portal platform running in passive mode ensures availability of the OP Portal or its underlying systems in case of unforeseen unavailability. After the successful transition of the operation model to managed services in the previous year, a complete governance model including the use of new so called function points methodology for sizing software was developed in 2021. Use of this methodology (as opposed to standard time and means methods) helps to guarantee sustainability of services, more transparency, and better knowledge management.

A survey mapping feedback from users was conducted for the first time. It yielded a very positive 79 % satisfaction rate with the portal's sub-sites, such as [EU Publications](#) and [EU Whoiswho](#), and the portal's functionalities.

The total number of visitors to the EU Publications website increased from 3.2 million to 3.6 million. The number of downloaded publications, PDFs and ebooks combined, reached 2.2 million in 2021, resulting in a 75 % increase compared with the previous year. The portal's 'privileged user' facility accounted for 50 % of all copies ordered. The Office produced detailed monthly and ad hoc statistical reports about the

publications requested online and the feedback received from users, and these were forwarded to the corporate authors to help them in formulating and carrying out their communication activities.

During 2021, 5 843 publications were ordered as print-on-demand (POD). The 10 'most wanted' publications (all language versions included) produced as POD were:

Title (in English)	Copies
Classrooms in action - Teaching climate change with eTwinning	1 039
The Member States of the European Union	403
Short guide on the posting of workers	261
Treasure hunt on the farm	233
Improving the understanding of poverty and social exclusion in Europe - 2021	200
PM <sup>2</sup> project management methodology - Guide 3.0	161
PM <sup>2</sup> project management methodology - Guide 3.0.1	160
Official Journal of the European Union, L 435, 6 December 2021 (DG AGRI)	110
If not in schools, where?	101
Teaching media literacy and fighting disinformation with eTwinning	100

### 1.3. TED — access to public procurement information

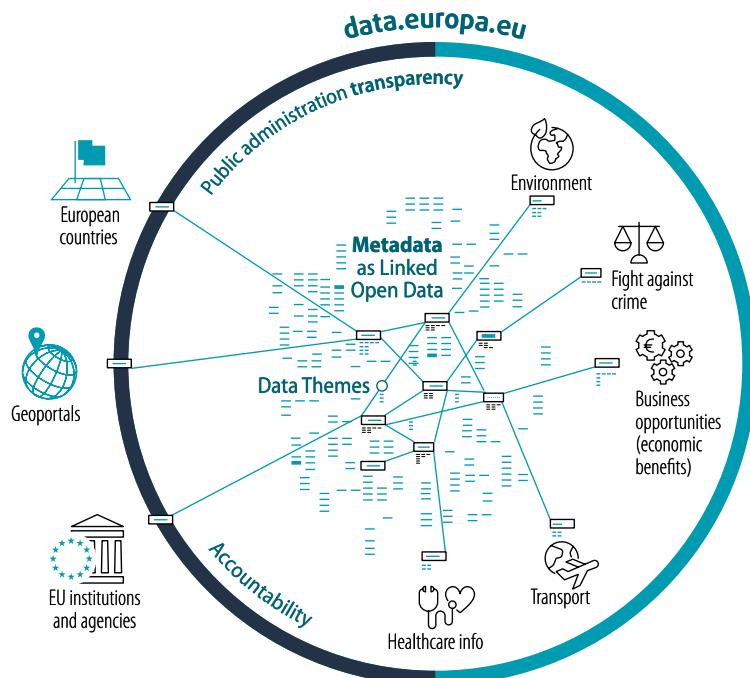
Almost 80 million pages were viewed on the TED website and on average 13 270 new public procurement notices were published per week in five daily editions in the 24 official EU languages.

To facilitate access to tenders related to the COVID-19 pandemic, a new page was created at the start of the pandemic on the [SIMAP](#) website. The page lists public procurement notices in the area of medical equipment, reflecting the needs of health care services and authorities. It also enables users to refine the list with additional search criteria on TED and consult results of tenders related to COVID-19. The Office continued to update the page throughout the year with relevant business opportunities.

The Office continued the works towards the implementation of a business continuity service for TED. The service is expected to be operational at the beginning of 2022.

#### 1.4. [data.europa.eu](#) — access to European open data

The portal gives access to over 1.3 million datasets and has many unique features to help users work better and more effectively with data, e.g. data citation, data quality guidelines, a metadata assessment tool and training material. One of the main objectives of the portal is to bring together the data from different European sources and interlink them via metadata.



One focus of the portal is to ensure high quality, standardised and multilingual metadata that can easily be discovered on the web.

In order to address raising expectations for high quality data, the Office recently published the [data.europa.eu data quality guidelines](#). They are mostly based on the FAIR principles, contain many examples of good practices and provide information on how to document data and increase data openness levels. The guidelines contain also checklists to make data more actionable and easier to use.

To ensure proper referencing of data by users such as researchers and journalists, the Office conducted specific work on data citation and published 'Data citation - a guide to best practice'. Its recommendations were implemented on data.europa.eu so that each dataset is accompanied by a citation button allowing the user to obtain ready-to-use and properly formatted citations.

A **metadata quality assessment tool** is now available on the portal to assess and compare metadata quality across catalogues. The portal is based on a specific data model which is promoted by the Commission. To increase knowledge and awareness of the importance of metadata, three **training sessions on the Data Catalogue Vocabulary (DCAT) Application Profile for data portals in Europe** (commonly used to describe European public sector datasets) were organised and released publicly.

The [EU community of practice on data visualisation](#) was set up in 2019 to bring together the existing expertise on data visualisation throughout the Commission and beyond, inviting other EU institutions and agencies. This first interinstitutional community of practice, sharing a collaborative space on the Connected platform, was a joint project between the JRC and the Office. Today, it counts almost 900 members from the Commission, other EU institutions and agencies. The mission of this community of practice is to bring together the existing expertise and skills in the field, to facilitate knowledge-sharing across the EU and enhance competences in the field. The Office contributed to this learning platform among others by organising several EU DataViz webinars and inviting experts from across the world to bring best practices on data visualisation techniques.

The Office continued to provide an open data advisory service to EU institutions and agencies, sharing good practices and fostering networking along with playing an active role in updating the Commission's data catalogue.

### 1.5. CORDIS — access to research results information

The Community Research and Development Information Service ([CORDIS](#)), created by a Commission Decision in 1988, has been for 30 years the European Commission's primary public repository and portal to disseminate public information on all EU-funded research projects and their results in the broadest sense. CORDIS editorial services continued to produce a significant volume of specialised multilingual articles and web and print publications: over 6 300 Results in Brief, news articles and user-friendly descriptions of project objectives, along with 10 issues of the ever-popular *Research\*eu* magazine and 12 new thematic Results Packs produced in 2021.

All content is available in six languages. A wide range of topical subjects were covered, including climate neutrality, circular economy, soil health, frontier chemistry, rural innovation, AI and industry, construction skills, plant health and challenges to democracy. The web version of a high-visibility Results Pack on agroecology was delivered in a record high number of 21 languages.

With target audiences moving increasingly online, CORDIS Twitter continued to expand, reaching 42 700 followers.

**Agroecology: Transitioning toward sustainable, climate and ecosystem-friendly farming and food systems**

Farming in Europe has been transformed over the last 70 years by policies, technologies and practices that sought to guarantee a stable supply of affordable food. But success has come at the cost of mounting environmental degradation. This CORDIS Results Pack highlights 11 EU-funded research projects that demonstrate the potential of more sustainable alternatives.

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CORDIS successfully launched a monthly podcast, CORDIScovery. Its 11 issues produced during the year addressed a wide range of topics in the areas of the environment, technological innovations and social sciences. CORDIS also enhanced its audiovisual production with catchy video teasers for Results Packs and 2D and 3D explanatory videos for Results in Brief.

CORDIS continued to validate and publish all public data received from the DG for Research and Innovation's internal systems for projects, reports, deliverables and links to publications. A new service to attribute DOIs to grants was put in place.

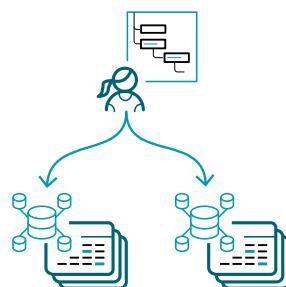
The [EuroSciVoc](#) taxonomy of fields of science released in late 2019 was enhanced and extended to reach now more than 1 000 categories available in six languages. The pilot run in collaboration with the DG for Research and Innovation in 2020 classifying research projects from Member States was continued with more than one million documents, which proves the relevance and robustness of CORDIS' semi-automatic classification system (SACS). It was decided that SACS could be made available for other services in the research family of DGs and agencies.

The Commission's contribution to linked open data in research is being consolidated with the second release of [European research information ontology \(EURIO\)](#) on the EU Vocabularies website. This is the data structure of a research projects knowledge graph that can link and map to other external sources.

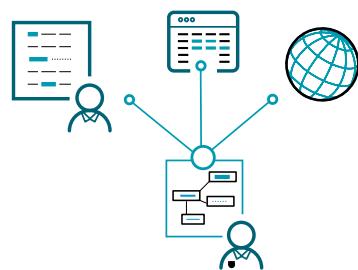
CORDIS carried out a linked open data proof of concept, which resulted in the definition of nine user questions over five user categories that could be answered combining the CORDIS knowledge graph with four other knowledge graphs.

#### **EURIO Linked Open Data Proof of Concept**

It allows users to both access a wealth of information which would be otherwise inaccessible or scattered around the Web and leverage on semantics and inferencing to obtain new knowledge from data.



Users can perform queries that fuse and/or combine information to complement individual sources



Users can tap into trends, impact, collaboration patterns etc. In other words benefit from the full potential of the data

The proof of concept will be the basis when making the knowledge graph public, in order to have a series of user-friendly entry points to the information. The public SPARQL endpoint and the tools to extract the knowledge graph are being developed in collaboration with DG DIGIT (for hosting).

The data curation tool to improve information on projects and organisations (project beneficiaries) was integrated into the data-processing flows. It will be extended with the curation of programmes and results during 2022.

A new map visualisation of projects, based on CORDIS search, was developed in collaboration with the University of Lorraine in the context of a Horizon 2020 project where one of the obligations is to explore potential synergies with other projects. The tool enables users to identify which organisations participated in projects related to a particular scientific field, and offers visual filters such as project costs, number of projects in which the organisation is participating and the dates.

CORDIS made public a series of widgets so other websites can integrate CORDIS search results directly. Data extractions were made available to the public in XML, CSV, XLSX and JSON formats.

A range of search engine optimisation techniques contributed to increased findability and visibility of EU research information by internet giants such as Google, including structured data and implementation of HTTP/2. With a robust **86.4 % satisfaction rate** demonstrated by the annual user survey (up 2 percentage points on a year earlier) and an almost **50 % annual increase of visits** in 2021, **CORDIS is a trusted provider of reliable data and multilingual information on EU-funded research and research results.**

## 1.6. Web analytics

In 2021, the Office consolidated the integration of the corporate web analytics platform in all the sites managed by the Office. The new platform is fully functional and providing harmonised reporting to the Office's internal services and to all EU institutions, agencies and bodies.

In line with the developments undertaken during the last exercise on the reuse of the data collected by different services in relation to the consultation and distribution of publications catalogued, the Office improved the EU publications analytics platform by including the dataset for physical distribution, HTML publications and CELLAR downloads. EU staff can access the web analytics platform and obtain factual and actionable data on how citizens consult the EU publications in the OP Portal and how the content is reused and published through OP Portal widgets (which are displayed in other EU institutions websites). The Office further created the EU legal document analytics dashboard. The new platform provides contextual information on how legal documents on EUR-Lex and on the OP Portal have been consulted by citizens and other users. This provides useful input to help inform future policy making, 'better regulation' measures, improved website design, and more.

In the field of search engine optimisation and with the aim of improving the findability of the content offered in the different websites, the Office defined the corporate guidelines to be followed by the Office's business services managing the websites.

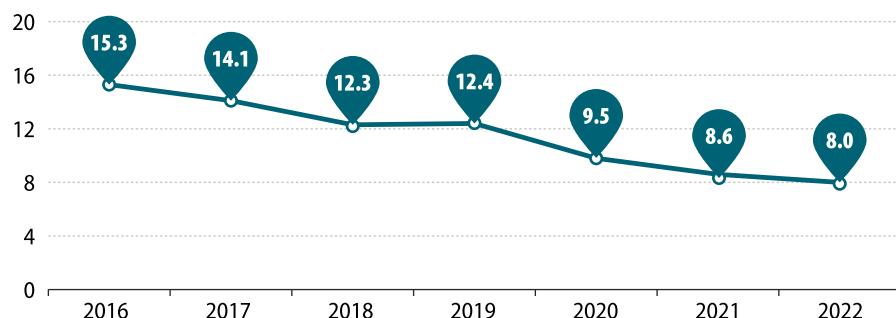
## 2. Distribution and storage

The number of items distributed reached 2.63 million, compared with 4.51 million in 2020 and down from 6.14 million in 2019, marking a decrease of almost 60 % over two years. This seems not only to be a direct impact of the COVID-19 crisis but also a result of the general strategy to favour digital dissemination.

The overall long-term trend towards the distribution of fewer printed copies of publications continued, with 82.47 % fewer copies when compared with the figures from 2013 (about 15 million).

The number of copies received from the client services decreased from 6.62 million in 2020 to 3.26 million in 2021, representing a decrease of 50 %, reflecting the general policy of favouring digital dissemination. Monthly destocking proposals with regard to older titles resulted in a decrease in the number of copies held in stock at the end of 2021: there were 7.07 % fewer copies, totalling just over 8 million, compared with 8.6 million held in stock at the end of 2020. The long-term downward trend in the volume of stock continued: it was almost 60 % lower in 2021 than in 2013 (19 million).

**Graph – Stock evolution and status on 1 January (in millions)**



Monthly destocking proposals made by the Office to the authors with regard to older titles resulted in a further decrease in the number of copies held in stock at the end of 2021.

The new logistics contract, signed in 2021, to be in place as of mid-May 2022, with its completely renewed management system, will be ready to support distribution activities until 2030. It will provide the tools required by the Office and its clients to better manage the dissemination of physical publications and destock them in a simpler and cheaper way to reduce storage.

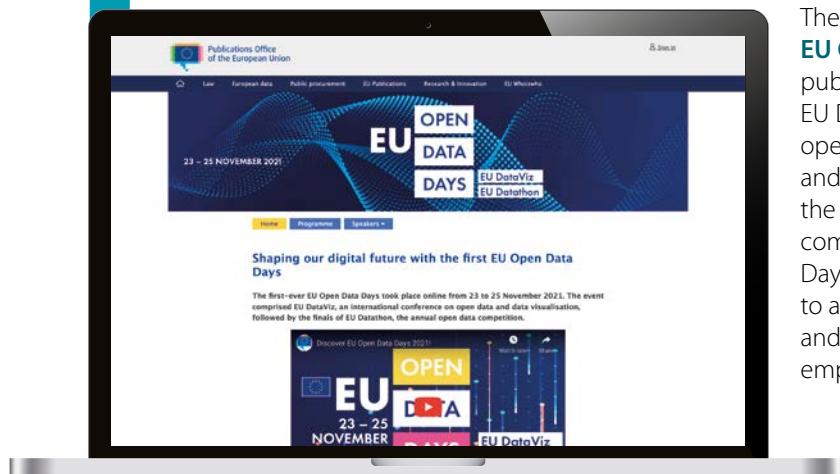
### 3. Promotion, mailing lists and helpdesk

#### 3.1. Promotion of EU content and services of the Office

Promotional activities focused on outreach to specialist audiences, in particular national administrations, professional reusers of data and information multipliers.

With the objective of promoting data interoperability and knowledge management, the Office organised a virtual European data conference on reference data and semantics (**ENDORSE**), in partnership with DG DIGIT, supported by the ISA<sup>2</sup> programme. It brought together more than 500 practitioners, experts, researchers, solution-seekers and providers from EU institutions, national public services and universities.

#### SUCCESS STORY



The Office organised the **first EU Open Data Days**, a virtual public event bringing together EU DataViz, a conference on open data and data visualisation, and the finals of EU Datathon, the fifth annual open data reuse competition. The EU Open Data Days were designed to be relevant to all open data stakeholders and data reusers, with a special emphasis on the needs of the

EU's public sector. The event, supported by the ISA<sup>2</sup> programme, attracted well over 2 000 registrations. Its diverse speakers brought

experience from public administrations, universities and international organisations such as the World Bank. The event was supported by more than 60 partners including EU institutions and national public administrations.

The online TED eSenders seminar was organised with the aim of bringing together procurement professionals from private organisations and European public administrations.

Further virtual conferences in which the Office promoted its services included the *World Library and Information Congress of the International Federation of Library Associations*, the *Week of the Regions and Cities* and *EuropCom 2021*.

Several activities and initiatives were presented in articles published on the Commission's intranet, newsletters and social media.

Two new editions of the *Key Publications of the European Union brochure* were produced.

A total of 11 issues of the Office's newsletter were produced and disseminated to a growing list of subscribers (8 500 in December 2021 compared with 8 066 in 2020). The newsletter closely reflected current events and points of attention at the EU level such as the EU vaccine strategy, social dimension, the rights of the child, cybersecurity and the Conference on the Future of Europe. Its overall impact on the promoted publications continued to be considerable: their consultation on the OP Portal nearly doubled on average during the 30 days following publication of the newsletter promoting them.

Social media communication remained one of the key tools of online promotion, and the Office continued to increase the proportion of visual and video content. Among its newest communities, two showed very high growth: Instagram (1 600 followers, + 158 %) and the Instagram profile 'EU Science', shared with other DGs and agencies (4 900, + 119 %). The Office's main Facebook page remains the largest, with 129 000 followers, but declined slightly by 1 %, compared with 2020. This contrasts with a number of increases made in 2021 by the smaller or targeted communities on Twitter, LinkedIn, YouTube and Instagram. The fastest growing Twitter community was @EULawDataPubs, the Office's general profile: with a 42 % growth it reached 6 000. The @EU\_opendata grew by 17 % to reach 31 000, @CORDIS\_EU by 13 % (43 000), @EUR-Lex by 6 % (to 27 000), while @EUPublications grew by 12 % (to 16 000) and @EUTenders showed 5 % growth to 10 000. Meanwhile, the Office's LinkedIn community expanded by 30 % (to reach almost 12 000) and its YouTube community increased by 44 % (4 000).

### **3.2. Mailing list management**

The number of records kept in mailing lists decreased as a result of the deletion of addresses no longer valid and updates in line with the data protection regulation.

### **3.3. Helpdesk and customer support**

Information about publications and assistance related to the Office's electronic products (mostly websites) were supplied by an online helpdesk, which provided a first-level contact point. The number of requests decreased by 16 % to 16 868 (20 057 in 2020) and the thematic breakdown was as follows: public procurement: 68 %; legislation: 11 %; OP Portal, including EU Publications: 12 %; CORDIS: 6 %; and other services: 4 %.

## III. Information management

### 1. Data, information and knowledge management

The Office played an active and prominent role in putting in place the Commission's data strategy, e.g. by the management of data.europa.eu, by contributing to the data advisory network and the data catalogue, and by taking a leading role on reference data management. It plays a prominent role in the Information Management Steering Board (IMSB) and the local data correspondent network.

The Office is one of the main partners in the Commission's Data Advisory Service. The Office belongs to the core group of advisors, in particular for topics such as management of open data, data visualisation, data analytics, linked data and semantic technologies, reference data and identifiers. The Office also actively contributed to the Commission's IMSB rolling action plan for 2022. The Office is the lead service for the action on reference data management and co-lead for the evidence transparency pilot project, and a key player in a number of other actions listed in the rolling action plan, in particular: common EU citations, supporting digital publishing of open data, linked data and data-quality guidelines for publication of open data.

In partnership with DG DIGIT and the Secretariat-General, the Office has continued to chair the coordination group for reference data management at the Commission. Following the endorsement of the corporate reference data management policy by the IMSB in 2020, the coordination group has started working on its implementation in the Commission. This has resulted in the definition of a series of best practices around reference data management, creation of two additional common controlled vocabularies under corporate governance and the definition of the process to follow for the definition of future controlled vocabularies. The aim remains to implement the policy in a first phase in the Commission, to gain experience, and in a second phase to share the findings and assets with the other EU institutions and with public administrations across the Member States.

#### Business intelligence (BI)

In line with the Office's commitment 'to become a digitally transformed, user-focused and data-driven administration' as laid out by the [European Commission Digital Strategy](#) and the [2020–2021 work programme on data, information and knowledge management](#), the BI task force fulfilled its mandate by developing a proof of concept to illustrate how insights could be derived from assembling and visualising the datasets related to various business processes.

The Office launched the BI programme to further enhance operational and strategic decision making. The programme will consist of the portfolio of interconnected BI projects and will leverage the corporate data analytics services of the Commission's data platform. The aim is to build a scalable enterprise-level ecosystem of reliable and coherent data and data analytics tools, and to develop the data skills of staff.

## 2. Harmonisation of metadata and formats

### 2.1. Standardisation of metadata

With regard to the interinstitutional metadata exchange protocol (IMMC) schema, the Office prepared and published four quarterly releases on the EU Vocabularies website on a quarterly basis. On the request of institutions, three pre-releases were provided for testing resulting from eight IMMC standardisation requests: one for the European Central Bank and seven for the OJ act-by-act project.

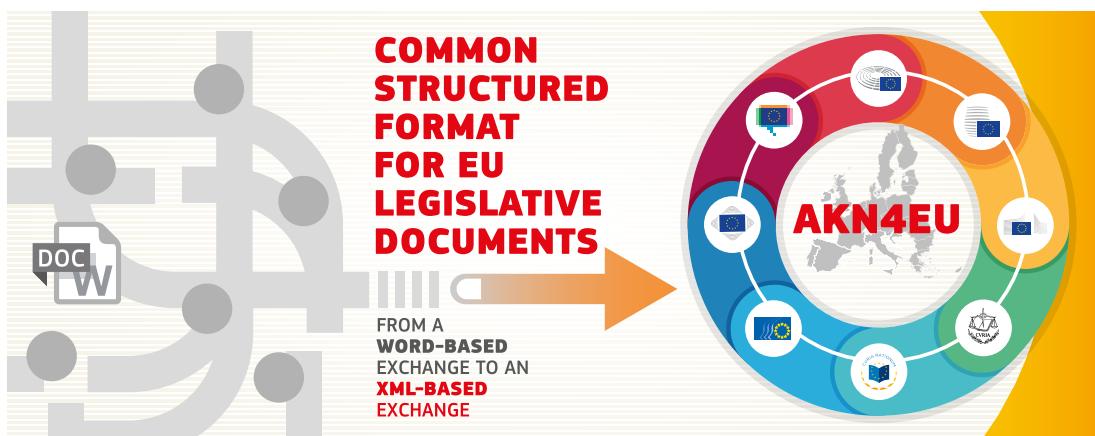
The Office has also worked on and presented to institutions the IMMC data model and a proposal for a consolidated version of IMMC schemas. On top of this conceptual work, the Office studied the feasibility of and initiated work on a prototype converter between version two and version three of the IMMC.

Eight meetings of the IMFC Metadata subgroup were held in 2021 to define and follow up on progress of the IMFC Metadata subgroup work programme and discuss IMMC standardisation requests.

The Common Data Model (CDM) ontology was maintained resulting in the publication on the EU Vocabularies website of CDM release 4.7.0. The IMMC to CDM (IMMC2CDM) translation rules, i.e. the metadata mapping between the CDM and IMMC and the translation rules as such, were maintained on an ongoing basis.

### 2.2. Interoperability of document formats

Two important releases of AKN4EU were published in July 2021: Common Vocabulary version 4.0 and AKN4EU version 4.0 baseline. Several dozen document types and mark-up elements are now covered by the AKN4EU specifications, and the AKN4EU version 4.0 schema and business rules have been made available to interested parties for their own developments. In total, 28 meetings of the working subgroups defining both sets of specifications took place in 2021, and a series of bilateral meetings to complement the regular governance framework was organised in autumn 2021 to set priorities for the upcoming period. In particular, multilingual aspects (such as translation and proofreading workflows) as well as the conversion and validation services were cited as being of crucial importance by virtually all the stakeholders involved in the IMFC.



### 2.3. Management of controlled vocabularies

In 2021, 23 releases of controlled vocabularies were published in the CELLAR and on the EU Vocabularies website, including the following:

- four regular and six special releases of the authority tables;
- six new authority tables and five new eProcurement tables;
- two regular and one special release of EuroVoc. The special release includes labels in Irish. This was linked to the full official language status of the Irish language as from 1 January 2022: all preferred labels are from now on available in Irish in EuroVoc.

As a result of the reference data management services provided by the Office to the Commission and other EU institutions, additional assets were updated and published on the EU Vocabularies website. These include:

- updates to 19 Europass assets and four new assets (DG EMPL);
- new assets such as two CAMSS ontologies (DIGIT), EIRA and ECCF ontologies (DIGIT), cybersecurity taxonomy (JRC);
- regular updates on EuroSciVoc taxonomy, EURIO ontology (CORDIS) and the Digital Europa Thesaurus (DG COMM).

The EU Vocabularies website has been revamped to ensure the visibility of reference data related services and to improve the accessibility of the reference data catalogue on the EU Vocabularies website. It improved the graphic presentation and the overall structure of the website with the aim of enhancing user interaction and user experience.

The content of the homepage was categorised into four blocks: reference data catalogue, online tools and applications, recent releases and planning and support services. Further improvements were implemented to enhance usability and collaborative features, such as user contributions and requests and access to tools. A knowledge base which includes articles on reference data and semantic technologies was also created.

The overall refurbishment project is split into several phases and will be finalised by July 2022.

## 3. Indexation and associated services

### 3.1. Assignment of identifiers including international numbers

In total, 34 972 publication deliverables were assigned a catalogue number compared with 26 212 in 2020. In addition, some 5 757 catalogue numbers were assigned to high-quality PDF files produced for long-term preservation purposes. The above figure includes 30 378 publications identified as monographs (receiving an international standard book number (ISBN)) compared with 23 460 in 2020, 1 031 publications identified as periodicals (receiving an international standard serial number (ISSN)) compared with 898 in 2020 and 2 383 publications identified as monographs in collection (receiving both an ISBN and an ISSN) compared with 2 164 in 2020. Furthermore, 380 publications were identified as scientific or technical reports of the Commission and therefore were included in the Scientific and Technical Reports series, receiving a EUR number, compared with 525 in 2020.

In its activities as an official registration agency for the DOIs, the Office registered 25 161 DOIs compared with 25 224 in 2020. As well as identifying monographs (21 188), DOIs were also assigned to journal articles (609) and to digitised publications (2 810). Attributing DOIs to datasets (554 in 2021) is a new and growing activity.

### **3.2. Production and dissemination of bibliographic records**

The Office created 24 934 bibliographical records enabling the corresponding publications to be made available online. Rich and standardised metadata containing EuroVoc descriptors and a DOI-based persistent link enable users to find, select and access publications of the EU institutions, agencies and bodies.

To enhance the discoverability of EU general publications, the bibliographical records are disseminated to external audiences through the Office's online public access catalogue (OPac). It provides advanced search functionalities and permits the download of records into local catalogues in a number of standard formats. The service was especially appreciated by specialised audiences, such as librarians and other information professionals, and facilitated the inclusion of EU publications within established library collections.

The Office continued to provide customised exports to an established list of clients, both commercial and non-commercial, with focus on content dissemination platforms which enabled reaching large audiences whilst reducing the number of individual exports. 302 613 new or modified records were exported in 2021.

### **3.3. Legal analysis of documents published on EUR-Lex**

The number of enriched notices (documentary units that were subject to legal analysis) uploaded to EUR-Lex totalled 12 067. In addition, 254 new national judgments were received and treated as part of the collection on jurisdiction, recognition and enforcement of judgments (JURE), containing the case-law delivered by national courts and the Court of Justice of the European Union relating to the 2007 Lugano Convention.

### **3.4. Production, reception and validation of metadata and content**

Transmissions from author services and contractors ('printers') intended for publication via the Office's central repository are registered, monitored and quality-checked. These checks use a sequence of automatic validation tools, which are complemented by manual *ex post* verifications.

In 2021 the Office received, validated and monitored a total of 1 516 108 workflows, that constitutes a 39 % increase compared with 2022.

442 589 packages were ingested into the CELLAR, a 55 % increase compared with last year, largely driven by digitisation projects. This corresponds to a daily average of 1 147 and a maximum of 7 707 daily inclusions. On average, the authentic version of the OJ was published within fewer than 9 minutes in 2021.

The number of documents transmitted by the EU institutions using the IMMC exchange protocol increased further compared with 2020, with 7 % more OJ manuscripts sent and 33 % more pre-legislative documents.

## 4. Management of the common repository (CELLAR)

By the end of 2021, the CELLAR contained more than 1.6 million different publications ('works') bringing together over 43 million individual files. 92 % of these works are EUR-Lex related, 7 % are general publications and 1 % are datasets. The predominant file formats are XML (Formex) (35 %), PDF (24 %) and (X)HTML (19 %). The metadata itself is represented in the standard format of the semantic web known as RDF triples. The metadata part of the CELLAR contains more than 928 million triples.

The quality of the content and metadata stored in the CELLAR is constantly enhanced, with almost 300 000 of the CELLAR's works having been improved by these operations in 2021.

On average, the CELLAR handled about 14 million requests for data or metadata per day, corresponding to more than 185 requests per second. About 4 % of all requests came directly from the web, while the remainder passed mostly through the Office's public websites, EUR-Lex and OP Portal. In addition, the CELLAR's query endpoint served on average approximatively 2.5 million queries per day.

## 5. Long-term preservation

### 5.1. Digital archiving of publications

Digital archiving of publications is a central aspect of the Office's long-term preservation activities, ensuring the safe storage and long-term curation of all digital material deposited with the Office. In this context, the Office continued to organise and chair meetings of the Interinstitutional Committee for the Long-term Preservation Service of the Publications Office (ICLPS). This Committee is responsible for overseeing the implementation and governance of the digital preservation plan, in which the Office's long-term vision and strategy are set out. This includes ongoing work of the permanent subcommittee on web preservation (ICLPSWP), and the creation of two new subcommittees linked to the legal deposit scheme (publications, and audiovisual and press releases).

As part of its transition to an OAIS-compliant digital repository (EUDOR V3 (<sup>17</sup>)), the Office migrated the remaining collections from the previous repository to this new platform, thus ensuring the proper long-term preservation of all the documents in a digital repository. A new framework contract for the provision of this repository has entered into force at the end of 2021. The specifications of this new contract focus on improving the maturity of the system and extending the storage capacity. An audit of the service has been launched, under a framework contract for consultancy in the field of long-term digital preservation, with a report expected in the first half of 2022.

Some 313 000 new resources, corresponding to 2 119 000 language versions, were archived. A resource includes all linguistic versions and all available digital formats. By the end of 2021, the electronic archive contained a total of 1 490 000 resources and over 13 772 000 language versions, which is an increase of about 21 % compared with 2020.

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(<sup>17</sup>) EUDOR: European Union document repository, the long-term digital archive of the EU institutions managed by the Office.

## 5.2. Physical archives

Incoming publications were duly recorded and archived daily. This ensured, among other things, the continued completeness of the *Official Journal of the European Union* collection, for which all issues in every language version in which they were ever published are stored in the long-term physical archives. At the same time, the Office continued to identify and fill gaps in the general publications archive, with a focus on documents in the EUR collection.

In anticipation of the general move to new premises, the Office also initiated the preparations for the move of the physical archives out of the Mercier building, starting with the identification of potential destinations for the future storage of the collections.

## 5.3. Web preservation

The Office is responsible for the web preservation service offered to the EU institutions, which ensures long-term preservation of, and continuous access to, the content of the websites owned by the EU institutions. The basic service consists of archiving these websites on a regular basis. At the request of any EU institution, agency or body, tailor-made web crawls were also carried out for websites that were to be taken offline or were going to change substantially.

In 2021, the sub-collection dedicated to COVID-19 has continued to grow, capturing pages dedicated to the pandemic at a higher frequency, given the degree to which this information is updated.

As for the Horizon 2020 collection, in 2021, work was carried out to analyse and select URLs, as many of them were found to be invalid. The archiving of these websites was limited to the programmes that ended in 2021 (2 226 URLs).

Apart from the regular crawl of EU websites, the web archive service also systematically captures web pages containing EU publications that are produced in HTML format.

In 2021, the EU web archive website was launched to provide better access to the archives and offer comprehensive practical information for general users. For EU staff, the general information pages contain instructions, best practices and useful guidelines for website owners.

## 6. The Commission library

The Commission library has as its mission to connect Commission staff with data, knowledge and information to support them in developing and delivering informed, evidence-based policies for the benefit of EU citizens, whilst providing a unique insight into the history of EU integration to all those interested. It achieves this through a range of library services ensuring that Commission staff can access the relevant resources in a timely and efficient manner.

### 6.1. Transfer of the library to the Office

The library was transferred from DG EAC on 1 January 2021 with no interruption of service. The focus during the first quarter was on the integration of the staff into their new working environment. During this phase four working groups were tasked to



reflect on the future development of core library services, and came up with findings and recommendations. The work of the groups covered the following areas: reading rooms, library profiles and competencies, interinstitutional cooperation, and EU publications collection.

## **6.2. Central service for the acquisition and management of information resources**

The library plays an important role in providing information management services in the Commission and beyond.

- Interinstitutional calls for tenders: a framework contract for ebook acquisitions entered into force in June 2021, to be used by over 30 institutions, agencies and bodies.
- Acquisitions and subscriptions: the library acquired 1 429 new (e)books and users accessed over 74 680 ebooks from the library collections; the library further provided 1 053 subscriptions to daily press and thousands of journals, procured via 550 subscriptions with Commission-wide or restricted access, from which over 500 000 articles were accessed by users. In total, 999 invoices and 100 credit notes were treated.
- Cataloguing and metadata: 2 624 records were created and 20 160 records were updated to make acquired resources discoverable for users.
- Library systems: users performed 107 284 searches in the online catalogue [Find-er](#).
- Reading room, interlibrary loan and circulation service: in spite of the pandemic restrictions, 971 book loans, 239 interlibrary loans and 134 digitalisation requests were treated. Despite the severe access restrictions imposed during the pandemic, the Brussels and Luxembourg reading rooms still managed to welcome 45 visitors.
- Reference service librarians replied to 1 420 enquiries, and prepared numerous 'LibGuides' guiding readers to specific material to answer specific needs. They also analysed and prepared 39 in-depth resource lists/and literature searches in reply to Commission staff requests.

- Communication and training: 1 432 participants attended 32 training and information sessions and 224 library news articles were published via internal communication channels.

The library working group on interinstitutional cooperation revealed greater potential to further enhance the library's role as a central service in acquisitions and management of external information resources. The library took concrete steps towards a centralised management at Commission level, for example, by grouping DGs' subscriptions into a corporate licence to the Financial Times, thus opening access to this highly demanded resource to the whole Commission.

### **6.3. Collaboration**

The library further developed its role in the Commission's Policy Hub, offering a series of trainings and supporting reference services as part of this Commission-wide initiative. It also became an active partner in a number of projects led by the JRC, notably the country knowledge and the better regulation projects. Discussions began with the library services of the other institutions to identify future areas of collaboration.

## **7. Copyright**

### **7.1. Copyright advice**

The Office continued to function as an entry point to facilitate the reuse (reproduction, translation, adaptation) of EU documents by citizens, companies and public bodies. Author services also sought advice on copyright regarding their editorial projects. A total of 431 copyright files were opened and handled during 2021 (450 in 2020).

Following 2020, when the Office could not implement its training programme on copyright, activities were able to resume as usual in 2021, even if only online: 12 training courses were delivered, some addressed in general to all the institutions, others customised for specific services. The Council attended three training courses online, the European External Action Service and agencies attended one course. In total, 257 people registered for copyright courses in 2021.

In the context of the open policy that the institutions are gradually adopting with regard to their publications, the Office updated editorial tools such as the ISG and the quick reference guide. The templates for the author services' publications were also updated.

In the same vein of openness and reusability of the EU resources, some of the websites' copyright notices were updated. The legal terms of use of the OP Portal, data.europa.eu and the CELLAR are now more open and clearer.

### **7.2. Editorial partnership and co-publishing**

The Office was involved in 13 co-publishing projects, mainly with the Organisation for Economic Co-operation and Development (OECD), but also with other non-EU entities. Nine of these projects were finalised and four are pending.

## IV. ISA<sup>2</sup> activities

### 1. European legislation identifier (ELI)

The ELI initiative is overseen by a group of Member States under the auspices of the eLaw Council Working Group and as such it has been supported by the ISA<sup>2</sup> programme. A total of 18 legislation publishers had implemented ELI in their national systems by the end of 2021: 13 EU Member States (Belgium, Denmark, Ireland, Spain, France, Croatia, Italy, Luxembourg, Malta, Austria, Poland, Portugal, and Finland); along with Albania, Norway, Serbia and the United Kingdom; and the Office itself as the authoritative publisher of EU legislation.

ELI DL is an extension of the existing ELI ontology to cover draft legislation. The goal of ELI DL is to increase the interoperability of draft legislation data across the websites of the stakeholders in the ELI initiative, and on the web in general. Following its publication in 2020, the ELI Taskforce – the stakeholder group that governs the ELI initiative – has worked in close collaboration with the European Parliament to extend ELI DL to also cover the parliamentary activities. The ELI Task Force prepared a new version of the ELI ontology, ELI 1.4, making ELI more easily extensible for new use cases.

A working group of the ELI taskforce has worked on the elaboration of draft specifications for the ELI 'Pillar IV' which describes a standard protocol allowing the retrieval of the complete set of ELI metadata from a given ELI provider, and get daily updates. This fourth pillar will make it possible to build systems that need to aggregate complete sets of ELI metadata.

Six meetings of the ELI Taskforce were organised in 2021.

98.3 % of the acts published in the OJ L and currently in force have been assigned ELIs in the CELLAR and more than 248 034 acts now have ELIs.

### 2. Standardisation of public procurement data

Under the European public procurement initiative of the ISA<sup>2</sup> programme the Office is responsible for the development of the eProcurement ontology; providing eProcurement authority tables and maintaining and evolving the ESPD. The ESPD is a self-declaration form used in public procurement procedures by economic operators to declare their conformity to exclusion and selection criteria.

Work on the ontology has ensured that a 5-year sample of the current contract notices and contract award notices published on TED could be produced in machine-readable format. The sample was then used for data analysis within a pilot project of the same initiative. Work also continued on evolving the ontology in order to ensure that all terms are clearly defined and reflect the needs of different phases of the procurement lifecycle.

A further seven authority tables have been made available within the eProcurement business section of EU Vocabularies ensuring a coherent use of code lists in the ontology, eForms and the ESPD. The total number of authority tables now available is 58.

There was a new release of the ESPD data model to enable alignment with eForms.

The communication tools used with the stakeholders were aligned to ensure that a common platform is available for the eProcurement ontology, eForms and the ESPD.

### 3. Semantic interoperability for European public administration

Two major versions of the reference data management system called VocBench have been released in 2021. The latest version is implemented for the maintenance of several reference data assets such as the authority tables, EuroVoc and assets developed by the CORDIS team. Furthermore, this version is used by several DGs (e.g. DG COMM, DG DIGIT, DG for Employment, Social Affairs and Inclusion, DG for Financial Stability, Financial Services and Capital Markets Union, and Eurostat), and access to it has been opened up to most EU institutions, a few EU agencies and two Member States. This has been done free of charge.

### 4. Development of an open data service, support and training package in the area of linked open data, data visualisation and persistent identification

Responding to the increased interest in open data and more specifically linked open data (LOD), the Office initiated a number of LOD-related projects. They focused, inter alia, on data visualisation, data communication, data quality, data citation, AI and machine learning.

An example worth mentioning is the TED open data quality service project. This project aims to identify data quality issues in TED datasets and to provide automated improvements. During the project, a tool was created to 'clean' the datasets. It will help identify public procurement data quality issues, contribute to finding solutions for quality improvement and ultimately foster the reuse of these data and support the creation of powerful and trusted data visualisations.



## 5. Public multilingual knowledge management infrastructure for the digital single market

The first deliverable of the public multilingual knowledge management infrastructure (PMKI) project, called ShowVoc, builds upon the VocBench system that is used to maintain reference data assets. ShowVoc entails features enabling the online sharing of monolingual and multilingual semantic assets, their visualisation in different ways, the identification of mappings between concepts included in the corresponding datasets and advanced search capabilities.

ShowVoc is made for knowledge management specialists, basic practitioners and reusers of codes and labels included in e.g. code lists, classifications and taxonomies, as well as for linguists. No specialised knowledge is needed to make use of this new application.

Several proofs of concept of ShowVoc have been launched with other EU bodies, e.g. with the Terminology unit of the Court of Justice of the European Union and with the Interactive Terminology for Europe management group. Additionally, ShowVoc will be integrated into the EU Vocabularies website as an advanced reference data viewer.

## 6. Digital management of the ordinary legislative procedure

This action supports the development of AKN4EU as the specification for the format for future document exchanges between the different actors in the legislative process. It will give interested third parties and reusers transparent access to public information. A new version of AKN4EU was published on EU Vocabularies in July, as a result of the IMFC work.

With regard to the strand of the action which focuses on the dissemination aspects of the information concerning the EU legislative process and on legal information in the European legal space, the following has been achieved:

- improvement of the technical components of connectors used on N-Lex to connect to national legal databases;
- implementation of machine translation on N-Lex for national legal acts;
- implementation of machine translation on certain national legal resources available through EUR-Lex;
- development of the 'EU Law in Force' site, giving easy access to currently applicable EU legal rules;
- first preparatory work carried out for the JLP project.

# C. Management

## I. Human resources

### 1. Staff

The Office's establishment plan at 1 January 2021 increased from 565 to 593 posts. The Commission's library previously hosted by DG EAC was integrated into the Office. The Office welcomed some 35 colleagues mainly based in Brussels. At the end of December, the Office employed 27 contract agents and 42 temporary agents. Some 58 % of all statutory staff in the Office were women. In the administrator (AD) category 44 % were women, in the assistant (AST) category 62 % and in the secretary/clerk (SC) category 91 %. At year end, women held 20 % of occupied senior management posts and 56 % of middle management posts.

### 2. Training

Priorities focused on the development of technical expertise in information and communications technology relating to the production, storage, dissemination and reuse of documents and publications. These training sessions represent more than 50 % of the overall needs and reflect the technological evolution and changing concepts in the information management and publishing domains. Another 50 % of training sessions were in the area of management, audit, budget, data protection, finance, anti-fraud, leadership, team building, resilience and languages. The overall number of formal training hours totalled 25 412. Some training sessions are not included, including own-initiative training, some training in the interest of the service and e-learning. There is a tendency towards shorter training sessions (1–2 hours) focused on a concrete subject or tips and tricks rather than courses that last 1 or 2 days. In 2021 all training courses were delivered exclusively online owing to the COVID-19 situation.

### 3. Internal communication

Internal communication relied on the Office's intranet (YourOP) and emails to staff, the pivotal instruments for informing staff about corporate and managerial matters. 360 articles were published in the 'News' and 'People' sections (30 % more than in 2020) and 20 videos were produced, some in cooperation with other DGs.

Staff were kept up to date about technical developments of the working environment with current information in a new intranet section 'News and tips from the Digital Workplace', about cybersecurity recommendations, the new human resources strategy, flexible working rules and a wide offer of training, including wellbeing sessions.

One of the main topics was the strategic objectives of the Office, promoted by a series of virtual talks to staff. With as many as 20 % of all staff attending the sessions, the talks attracted significant interest, created fruitful discussions and resulted in positive feedback from participants.

Another topic gaining importance was the upcoming move of the Office to the new building. To better introduce the new building to staff, a short video showing the premises was made available. A cross-service task-force was created, with the objective of preparing for the move while comprehensively incorporating the needs of the different units.

Internal communication tools were pivotal in appealing to colleagues to provide feedback in the regular pulse surveys and the 2021 staff survey.

Staff were encouraged to contribute to the internal blogs (on travel, and on events taking place in the region), and to participate in small social initiatives such as joint New Year wishes. The goal of these actions was to foster positive spirit despite the limited personal contact during the year. Articles featuring new and retiring colleagues helped to further reinforce the sense of belonging to a bigger community.

The new Director-General further reinforced outreach to staff with a much-attended townhall address on her first working day, 1 December 2021, a most appreciated Christmas event featuring the Office's musical ensemble, the 'OP singers', and regular messages providing updates on developments in and beyond the Office. She has also launched the initiative to meet each of the OP staff members individually.

## II. Budget

### 1. Budgetary accounts

The overall budget managed by the Office amounted to EUR 51.07 million (<sup>18</sup>). The Office issued 229 recovery orders for a total of EUR 2.19 million. The recovered amounts are entered into the budget as assigned revenue under the corresponding budget headings. The recovery orders primarily concerned expenses related to the production, storage and dissemination costs of the EU institutions' publications.

### 2. Commercial accounts

#### 2.1. Balance sheet

Commercial sales are carried out on a cash basis. Thus, the receivable account amounts to EUR 142.41 only. The amount of sales are distributed to the author services. A first reimbursement was issued to the Office in September. The debt represents the balance that will be paid in January 2022.

#### 2.2. Sales revenue

Sales revenue collected increased slightly from EUR 30 932.51 in 2020 to EUR 31 489.33, while net sales invoiced increased from EUR 30 922.60 to EUR 31 546.75. This is mainly because of an increase in sales of print-on-demand publications.

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<sup>(18)</sup> This amount excludes the appropriations co-delegated to other Commission services for salaries and other staff expenditure, infrastructure, building management (EUR 80 430 372.72 committed in 2021).

### **III. Procurement and contract management**

The Office finalised 28 tendering procedures (comprising between one and four lots), covering various technical areas and applicable procurement procedures. Several of these were of particular importance, namely those relating to the development of a new, modern, cloud-enabled TED 2.0 system, integrated logistics services or to the production of audiovisuals, mobile applications and electronic publications based on HTML and applications based on virtual reality and augmented reality technologies. One procurement procedure (a framework contract for the supply of ebooks) had an interinstitutional character and involved almost all EU institutions, agencies and bodies. In addition, in 2021, the Office has launched a call for expression of interest for building a list of experts in the field of standardisation. For open procedures, the Office regularly uses the public procurement management tool. In 2021, the Office has made an extended use of Research Executive Agency validation services and employed it for the financial capacity check of tenderers.

The Office participates in different working groups in the area of public procurement (Resources subgroup of the Interinstitutional Committee for Digital Transformation or the Single Electronic Data Interchange Area Steering Committee) and in the area of eProcurement (i.e. User Group eProcurement Business Process Preparation or User Group eProcurement Business Process Submission and Evaluation) and keeps up to date with the recent developments in public procurement through regular exchanges organised by DG for Budget and the network of EU agencies via the Network of Agency Procurement Officers (NAPO).

Throughout the year the Office managed 205 contracts of its own, of which 27 were interinstitutional. That represents an increase compared with 2020 owing to the integration of the Commission library from 1 January 2021.

The number of newly signed contracts decreased from 43 in 2020 to 31 in 2021, while framework contracts of other DGs were used more (20 in 2021 compared with 16 in 2020).

As regards contract execution, the Office signed 42 amendments and revised the prices in 12 cases. Two contracts were terminated.

In 2021, the use of qualified electronic signatures on the Office's side was fully implemented.

Internally, 68 legal questions related to contract execution were processed, as were six files on legal issues linked to EU mobile applications. No requests were received from the Ombudsman in 2021. There were two hearings in Case RG 2016/AR/256 concerning TED Monitor (Cour d'appel de Bruxelles).

## IV. Infrastructure and logistics

### 1. Buildings

The lease contract for the Office's new building (currently the POST Luxembourg building) was signed in 2019 under the management of the Office for Infrastructure and Logistics in Luxembourg (OIL). A global reflection on the allocation of office space for units has begun after a visit to the building by the Director-General.

A task force with representatives from all Directorates was created to reflect on the move to the new building and to listen to staff requests and needs.

### 2. Safety and health

The Office, in close cooperation with OIL, has monitored and followed all actions regarding safety and health of staff, especially given the very specific circumstances related to the COVID-19 pandemic since the beginning of 2020. The Office also took initiatives to go beyond the general recommendations, such as installing more hand disinfection points than recommended.

Although OIL has taken over control and preventive measures since 1 January 2014, the Director-General of the Office remains formally responsible for this domain under the Commission decision on health and safety at work (<sup>19</sup>), which has not yet been amended by DG for Human Resources and Security.

### 3. Internal environmental management

#### 3.1. Energy

The Office continues to use 'green energy' within the framework of the interinstitutional contract that came into effect on 1 January 2011. Following the transfer of car management under a pilot project for logistics synergies, carbon dioxide emissions are now monitored by OIL. The Office benefits from the energy-saving programme for the Mercier building, which consists in replacing as many old-generation bulbs as possible by low-energy-consumption LED bulbs.

#### 3.2. Waste management

Since 1 January 2014, waste management has been monitored by OIL. In 2020, for a seventh year, the Office kept the SuperDrecksKëscht fir Betriber label (<sup>20</sup>) for its good waste-sorting methods.

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(<sup>19</sup>) Commission Decision establishing a Harmonised Policy for Health and Safety at work for all Commission staff (C(2006)1623).

(<sup>20</sup>) The label SuperDrecksKëscht fir Betriber is a recognised quality label in Luxembourg granted to businesses having adopted an environmentally friendly waste management plan.

## V. Information systems and Digital Workplace

### 1. Digital Workplace

2021 was the first full year after the consolidation with DG DIGIT Digital Workplace infrastructure. As a result of the COVID-19 pandemic, telework remained the norm and the need for digital collaboration was very high. The work of the recently created IT liaison office therefore focused on rationalisation and adoption of corporate tools and on the support to staff to increase digital literacy and facilitate the use of digital collaboration tools.

To rationalise the use of tools, the Office coordinated the removal of personal printers and desktops, the introduction of shared Webex licences, of the DG DIGIT ownership management tool and Skype4business. The Office was among the early adopters of Microsoft 365 (in particular Teams). Preliminary testing for the migration to Welcome also started.

In parallel, the IT liaison office developed and implemented a full programme to increase digital literacy based on information, networks and training. The information on the Office's intranet was fully revamped, including tips and tricks, and the Office contributed to the creation and maintenance of the rich Collab@OP guidance document. This information is particularly promoted through the new secretaries' network and the M365 champions' network (66 participants.) In terms of training, a newcomers' onboarding procedure was prepared, with 120 newcomers being guided and 30 IT fundamental training sessions delivered. These initiatives were very well perceived by the Office's staff and contributed to its productivity.



## 2. IT operations and information systems

A substantial part of the activity is focused on ensuring the Office's business continuity for information systems, supporting the Office's critical services, in particular the production and dissemination of the OJ.

In order to increase the maturity level of the service, the sector in charge of operations designed formal processes for incident management, software deployment, configuration change and lifecycle management. The communication on incidents was improved through the weekly reporting of incidents and a yearly review was conducted to analyse lessons learned and identify areas for further improvement. The Lifecycle Watch Group was set up to regularly review the obsolescence of technologies, based on DG DIGIT tools. Monitoring was also increased with the new use of DG DIGIT Dynatrace service.

A significant achievement was the smooth transition from a time and means contract to a managed service provider model, whereby the Office orders services via a service catalogue, using the MyISS ticketing tool and ensuring a high level of availability of information systems. For the critical system CELLAR, the monthly availability was between 99.42 % and 100 %.

In accordance with the Office's cloud-first policy, whereby the cloud should gradually become the default deployment model, the optimisation of Amazon web services infrastructure of the Office's cloud information systems was continued. This required application of a continuous improvement paradigm coordinating systems adaptations, tuning-up of environments, performance testing and coordination of several technical teams. Cloud costs were carefully monitored and optimised by 20 %.

The Office also renewed its main contract for information systems maintenance and evolutions, and ensured a smooth takeover by a new contractor.

## 3. IT projects

The Office implemented its IT multiannual plan and contributed to the digital solutions modernisation plan, drawn up in accordance with the Commission's digital strategy. These plans form the basis to digitally transform the Office's business processes by developing new innovative digital solutions. The Office continued to be frontrunner in the implementation of the Commission's cloud strategy, with several cloud-native developments for major systems.

The Unified Production Platform (UPP) will provide the Office with a digital solution supporting the production of legal and non-legal publications (and replacing nine existing systems). It is a multiannual transformation project involving a review of existing processes and aiming at the maximum automation of tasks. It is based on cloud-native agile development. In 2021 achievements included the baseline technical modules, identifier prefix management, the full analysis of production service activities for general publications and the implementation of the production End2End scenario, from author request until production of final files.

Good progress was made in developing the new IBIS system to replace the existing CIBA application. The functional analysis and technical architecture were finalised and foundation modules were developed.

The Office also continued the adaptation of the information systems to deliver the OJ act-by-act on 1 January 2023. 95 % of the analysis phase was completed, and the development started for 8 out of the 11 critical systems.

The Office finalised the integration of 10 systems into DEFA, the financial application used for the process of publishing the OJ, case-law and secondary legislation. After the integration, DEFA also manages the follow-up of the Office's contracts and their consumption based on order forms and invoices, calculates the cost estimates and checks the invoice amounts for the general publications, manages sub-delegations, supports the creation of certificates and attestation letters for VAT exemption, and alerts for invoices approaching payment deadline in order to ensure effective financial follow-up. This project aimed at better integration of systems but was also necessary to phase out ColdFusion-based applications in 2022.

The IT project support office provided significant support to the governance committee, business managers and project managers for the implementation of the PM<sup>2</sup> methodology. This included the optimisation of tools (Confluence/Jira), training, elaboration of guidelines, and improvement of the project portfolio.

#### 4. IT security governance

The IT security compliance with Commission Decision (EU, Euratom) 2017/46 on the security of communication and information systems in the European Commission (<sup>21</sup>) was ensured at all levels: for the critical communication and information systems which the Office owns, a global plan has been set up and approved to document the IT risk assessments and security plans. A specific action was conducted to boost the production of the remaining IT security plans for critical communication and information systems by end of 2021.

The Office's security competence centre prepared the risk assessments and security plans of ten critical systems (EUR-Lex, UPP, Plan-JO, DEFA, PlanPubli, OP Portal, EUDOR-3, CELLAR, IBIS and IMMCBUILDER) and two modules of the system TED production (TEDMON, TEDEN2). These IT security plans were approved by their respective system owners and sent to DG DIGIT for their assessment. The implementation of the four 2020 IT security plans (CERES2014, e-Tendering, CIBA and e-Seal) was completed.

The 61 controls at the DG level for monitoring the compliance of Commission information systems and services against the established security policies and standards, were duly performed and attested in the IT security governance, risks and compliance platform. The Office's communication and information systems were regularly updated on the governance for information systems (GovIS) platform each time a change occurred.

#### 5. IT security incidents

There are no major IT security incidents to report. In collaboration with the DG for Human Resources and Directorate Security team, the DG DIGIT Informatics Computer Security Incident Response Capability Team, the DG DIGIT Security Assurance Team and the DG DIGIT Computer Emergency Response Team, several IT security incident alerts and notifications related to users' leaked credentials and Office websites' vulnerabilities were successfully dealt with, applying the necessary security patches or appropriate mitigation measures.

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<sup>(21)</sup> OJ L 6, 11.1.2017, p. 40.

## VI. Governance and internal control

### 1. Governance and enterprise architecture

The Office's Governance Committee, put in place to ensure the follow-up of the Strategic objectives 2017–2025, provided an effective coordination platform within the Office. Assessments were conducted on the status of implementation of each strategic objective, together with analyses for future milestones. The Management Committee was provided with quarterly reports on various aspects, including scope and deadline revisions. In addition, 19 initiation requests related to ongoing projects were reviewed and acted on. Important actions were taken to follow up the recommendations of the Commission's Internal Audit Service (IAS) audit on IT governance and project management, in particular as far as IT security is concerned.

As regards enterprise architecture, the Office: (i) completed the enforcement of the correctness and completeness of business process models in the ARIS software; (ii) ensured the technological compatibility of the 19 project initiation requests presented; (iii) ensured the architectural support in the design and evolution of various internal initiatives (e.g. BI@OP, AI@OP, Data governance).

### 2. Internal control coordination

The Office assessed the functioning of its internal control during 2021 according to the Commission's internal control framework, and has concluded that internal control is effective and the components and principles are present and function well. The assessment was based, among others, on the reports of the authorising officers by subdelegation (including financial data such as the consumption of budget and contract amounts and the main aspects concerning controls and risks), quarterly reports to the Management Committee on the main indicators, financial control reports and audit results, procurement planning and monitoring, analyses of contracts and other specific analyses.

### 3. Risk management

The Office manages budget items that concern administrative expenses and/or contract management and are in direct management mode, therefore the inherent risk is low. Risk management is conducted on a continuous basis. Whereas the risk management methodology follows the Commission guidance, all activities of the Office, including their interinstitutional dimension, fall under the scope of the risk assessment. A comprehensive risk identification and assessment exercise involving all units was carried out in 2021. It included the revision of the risks related to the pandemics, especially the risks related to business continuity. The resulting risks and the proposed mitigating actions were discussed with the senior management and the risk register was reviewed and updated accordingly. This exercise, together with the reports of authorising officers by subdelegation, confirmed that risks within the Office were managed appropriately.

### 4. Evaluation

To perform its activities the Office relies largely on its contractors, and a significant part of the budget of the Office is spent through contracts. Their proper execution and the timeliness and quality of the goods and services provided can be decisive

for the achievement of the objectives of the Office. It is thus important that utmost attention be dedicated to the preparation of the Office's contracts, especially to the drafting of the technical specifications.

The evaluation work concerned the *ex ante* analysis of several contracts due to be renewed in 2021 or later. The purpose of the analysis is to draw lessons from the design and execution of the contracts when preparing the specifications of future calls for tenders. It concerns aspects such as the utility and the monitoring of contracts, the verification of the deliverables and their quality, and the risks related to the future set-up.

The evaluation work performed in 2019 on the quality control activity was followed up in preparation of the future contract for outsourcing language-editing activities.

## 5. Financial control

Four *ex post* control exercises were performed on payments (covering from July 2020 to June 2021). They covered 409 files out of 2 855 (14.3 %), representing EUR 13.2 million out of a total of EUR 47.6 million (28 %). One *ex post* control exercise was performed on commitments and recovery orders (covering from May to December 2020) for units exempted from *ex ante* control in 2020. It covered 186 transactions out of 602 (31 %) representing EUR 66.4 million out of EUR 101.96 million (65 %). Regarding second-level *ex ante* controls, 290 transactions (commitments and recovery orders) out of 701 (41 %) were examined. In addition, seven credit transfers and one write-off request were checked.

Financial control has specifically followed up the financial management of the transactions of the library to progressively ensure the alignment with the Office's working methods.

All transactions with relevant errors were examined in detail and recommendations were formulated. Financial control results show that there are no significant material risks in financial payment operations and that the first level operational and financial control is more than satisfactory.

## 6. Audit and discharge observations and recommendations

The Office has implemented the three (one very important and two important) recommendations resulting from the IAS audit on IT governance and project management conducted in 2019. The two important recommendations from the IAS limited review on the assessment of the internal control in the Office performed in 2020 have also been implemented.

The Office is also lead service for one recommendation from the European Parliament's resolution on the 2018 discharge. This recommendation concerns the increase of transparency by allowing searches for winning bidders on TED.

The 2020 audit by the European Data Protection Supervisor (EDPS), targeting the Office's Newsletter, resulted in a minor finding concerning the description of the retention period. This was solved in 2021 by updating the Newsletter privacy statement accordingly.

The European Court of Auditors verified two transactions of the Office in the frame of the statement of assurance 2021 audit. No specific comment resulted from the verification of one of the transactions, while the results of the verification of the other one are still being considered.

## 7. Data protection

In its diverse activities and websites, the Office maintains various data processing operations which involve the personal data either of EU staff or, in some cases, of citizens. The Office ensures that this personal data is processed in accordance with Regulation (EU) 2018/1725, that data processing records are up to date and that data subjects are transparently informed. In addition, incoming data subjects' requests, e.g. for access to or removal of personal data, are handled quickly and efficiently.

In the context of calls for tenders, any data processing aspects of activities to be outsourced are carefully examined and described in the relevant specifications or contracts. A specific focus here is on the activities of the library that was transferred to the Office on 1 January 2021.

The Data Protection Coordinator launched a series of dedicated data protection training sessions in each unit and reached 50 % of Office staff in 2021 alone. The series will be continued in 2022.

## 8. Document management

The Office's document management policy follows the Commission e-Domec rules and continuously monitors the application of these rules. As a result of the ongoing pandemic, more and more documents are handled only electronically, with no parallel paper version. Order forms, invoices and contracts are in most cases signed by qualified electronic signature. The Office's document management officer has accompanied this process and provided detailed guidance to the relevant actors in all units. In addition, the document management officer has launched a campaign to further decrease paper documents.

## 9. Business continuity planning

The Office's business continuity plan, the business impact analysis, the contact list for crisis management and the list of critical and essential staff with their back-ups, along with other relevant supporting documentation, were updated at the end of 2021 and made available in the business continuity management platform (NOAH). The composition of critical and essential teams in the NOAH system was updated on a regular basis to take into account all changes. Thanks to planning and preparedness, the Office ensured the business continuity of services without being disrupted by the COVID-19 crisis.

## Annex — Tables

## Overview of result, output and other indicators from 2017 to 2021

### ACCESS AND REUSE

#### EUR-Lex — Access to law

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Visits	50 128 868	58 073 200	56 152 204	49 581 298	58 117 045	17.2	15.9
Pages consulted	212 560 730	226 105 147	231 259 598	158 108 942	172 965 192	9.4	- 18.6
Documentary units available	961 345	984 951	999 970	1 023 790	1 052 293	2.8	9.5
Law-making procedures displayed	38 022	38 461	38 769	39 144	10 600 (**)	- 72.9	- 72.1
Availability (%)	99.08	99.56	99.69	99.90	98.96 (***)	- 0.9	- 0.1
Consolidated texts published, documents	1 843	1 402	1 802	2 008	2 051	2.1	11.3
Consolidated texts published, pages	2 325 866	2 428 829	2 814 748	3 795 050	3 323 725	- 12.4	42.9
Summaries of EU legislation (drafted, redrafted, updated) (*)	297	351	364	344	491	42.7	65.3

(\*) In all linguistic versions.

(\*\*) Decrease in the number of law-making procedures due to the removal of procedures with insufficient data from EUR-Lex in May 2021.

(\*\*\*) Small decrease due to mistake in the configuration of the report in May 2021 and implementation of the Web Access Firewall in December 2021 which also blocked the report for almost two days.

#### TED — Public procurement

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Visits	8 108 194	8 900 358	11 538 308	10 308 088	8 047 647	- 21.9	- 0.7
Pages consulted (*)	47 730 680	43 447 604	46 472 459	45 744 083	79 641 077	74.1	66.9
Availability (%)	99.98	99.95	99.94	99.99	99.98	0	0
Notices published in the OJS	528 975	578 501	622 787	643 554	676 734	5.2	27.9

(\*) The previous years for the indicator 'pages consulted' the number of notices consulted was reported. Following the introduction of PIWIK PRO that provides the Office's sites' usage statistics and in order to align with other sites managed by the Office for this indicator, in 2021 the Office reported the page views which causes the significant increase compared to the previous years.

#### OP Portal

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Visits	5 859 479	7 038 687	7 609 743	7 952 169	11 082 818	39.4	89.1
Pages consulted	20 677 772	21 998 717	20 615 398	16 548 079	20 151 255	21.8	- 2.5
Number of publications available on OP Portal	1 252 010	1 295 214	1 326 134	1 364 770	1 407 448	3.1	12.4
PDF files downloaded	978 284	1 465 539	1 449 201	1 239 155	2 173 423	75.4	122.2

#### CORDIS

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Visits	3 463 902	4 228 169	3 525 946	6 844 507	10 266 076	50	19.4
Pages consulted	13 065 944	14 092 455	11 905 385	16 620 451	17 630 100	6.1	34.9
Availability (%)	99.62	99.19	99.62	99.70	99.62	- 0.1	0

**data.europa.eu (consolidation of former European Data Portal and EU Open Data Portal) (22)**

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Visits	791 323	1 183 307	1 384 338	2 255 318	1 568 252	-30.5	98.2
Pages consulted	2 433 765	3 516 169	3 934 813	5 533 651	3 327 656	-39.9	36.7
Documentary units (datasets) proposed in the catalogue of the EU Open Data Portal	825 642	858 270	947 888	1 182 679	1 304 905	10.3	58

**RECEPTION AND DISSEMINATION**

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Highest priority documents received and ingested within the delay (no alarm)	99.5 %	96.4 %	97.3 %	99.7 %	99.8 %	0.1	0.3
All documents received and ingested within the delay (no alarm)	96.8 %	94.5 %	94.7 %	93.8 %	96.4 %	2.8	-0.4
Average daily dissemination requests served by the CELLAR (*)	No value	No value	No value	13 730 560	14 287 350	4.1	Not applicable

(\*) Figures only available as from 2020 due to the migration to the cloud.

**PRODUCTION**

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Official Journal L issues	355	361	370	505	510	1	43.7
Official Journal L documents (*)	No value	No value	No value	3 514	3 568	1.5	Not applicable
Official Journal L pages	726 753	717 899	891 329	694 441	1 077 275	55.1	48.2
Official Journal C issues	499	528	490	567	660	16.4	32.3
Official Journal C documents (*)	No value	No value	No value	6 027	6 831	13.3	Not applicable
Official Journal C pages	624 074	639 360	481 845	568 513	852 607	50	36.6
Other budgetary documents' pages	84 984	120 934	87 742	112 427	78 211	-30.4	-8
Case-law: Number of documents	58 534	54 561	52 330	35 095	29 495	-16	-49.6
Case-law: Number of pages	512 610	402 703	411 129	337 449	364 098	7.9	-29
Publication titles produced	10 785	13 691	9 866	8 171	8 440	3.3	-21.7
Number of electronic files produced	29 780	37 507	28 242	32 656	29 957	-16	-49.6
Publications notices (general publications)	22 249	26 225	25 595	23 351	24 934	6.8	12.1
Identifiers (***)	27 161	36 521	30 031	26 212	34 972	33.4	28.8
Corrected pages (Official Journal)	1 214 550	1 038 884	1 240 968	967 706	1 316 324 (**)	36	8.4
Corrected pages (general publications)	379 092	361 504	357 120	362 833	478 819	32	26.3
Corrected pages (case-law)	974 911	604 725	573 150	450 935	465 069	3.1	-52.3

(22) Data.europa.eu is a new service launched on 21 April 2021 — consolidation of the former EU Open Data Portal (ODP) and the European Open Data Portal (EDP). The 2017-2020 data refer to the combined data for both former portals. 2021 data include the combined data of ODP and EDP until 20 April 2021 and the data from data.europa.eu as from 21 April.

Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Information and online assistance — Number of contacts	21 615	20 206	19 172	20 057	16 868	- 15.9	- 22
Mailing list management: number of addresses on 31 December	124 645	46 800	45 667	45 427	30 006	- 33.9	- 75.9
Mailing list management: number of subscriptions on 31 December	125 279	51 300	53 604	53 512	30 157	- 43.6	- 75.9
Copies distributed (million)	9.26	8.28	6.14	4.51	2.63	- 41.7	- 71.6
Copies in stock (million)	12.35	12.41	9.56	8.63	8.02	- 7.1	- 35.1

(\*) This indicator is added as from 2021 with a view to the act-by-act publication in 2023.

(\*\*) Include other tasks (89 687 pages) like conselg, sumleg, TED, OJ quality control.

(\*\*\*) The figures correspond to the number of catalogue numbers allocated / used for new general publications excluding reprints and do not include PDFs identified and produced solely for archiving purposes.

ADMINISTRATIVE BUDGET							
Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Publications Office (20.031501)	87 336 726	98 304 772	96 549 732	104 644 973	109 160 570	4.3	25
Library ad e-resources (20.030802)	No value	No value	No value	No value	2 730 854	Not applicable	Not applicable

OPERATING BUDGETS							
Sector	2017	2018	2019	2020	2021	change 2021/2020 (%)	change 2021/2017 (%)
Procedures for awarding and advertising public supply, works and services contracts (03.200301)	8 208 923	6 601 575	6 960 000	7 007 828	8 600 549	22.7	4.8
CORDIS (01.0205)	5 456 679	5 000 877	4 452 320	5 003 505	5 310 000	6.1	- 2.7
Staff (posts)	595	567	565	565	593	5	- 0.3

## Activities and services

**Table 1 Official Journal: number of pages per series**

Series	2017	2018	2019	2020	2021
OJ L	726 753	717 899	891 329	694 441	1 077 275
OJ C	624 074	639 360	481 845	568 513	852 607
Total	1 350 827	1 357 259	1 373 174	1 262 954	1 929 882

**Table 2 Official Journal: main figures**

Series	2020 Number of issues	2020 Pages/issue/ language	2020 Pages	2021 Number of issues	2021 Pages/issue/ language	2021 Pages
OJ L	505	60	694 441	510	92	1 077 275
OJ C	567	44	568 513	660	56	852 607
Total	Not applicable	Not applicable	1 262 954	Not applicable	Not applicable	1 929 882

**Table 3 Official Journal: pages produced, by institution**

### L series (510 issues)

Institution	2020	2021	Change 2021/2020 (%)
European Parliament	81 491	114 724	40.8
Council	159 456	202 273	26.9
Commission	433 281	739 554	70.7
Court of Justice	322	1	-99.7
Court of Auditors	23	656	2 752
European Economic and Social Committee	0	1 001	Not applicable
Committee of the Regions	384	624	62.5
Others (*)	19 484	18 442	-5.3
<b>Subtotal</b>	<b>694 441</b>	<b>1 077 275</b>	<b>55.1</b>

(\*) Pages produced for other bodies of the European Union, for which no budgetary estimates are made by the Publications Office, are not included.

### C series (660 issues)

Institution	2020	2021	Change 2021/2020 (%)
European Parliament	189 606	434 387	129.1
Council	47 006	76 312	62.3
Commission	223 209	233 313	4.5
Court of Justice	51 985	53 959	3.8
Court of Auditors	4 403	1 423	-67.7
European Economic and Social Committee	21 477	22 293	3.8
Committee of the Regions	12 047	10 362	-14
Others (*)	18 780	20 558	9.5
<b>Subtotal</b>	<b>568 513</b>	<b>852 607</b>	<b>50</b>

(\*) Pages produced for other bodies of the European Union, for which no budgetary estimates are made by the Publications Office, are not included.

**L and C series (1 170 issues)**

Institution	2020	2021	Change 2021/2020 (%)
European Parliament	271 097	549 111	102.6
Council	206 462	278 585	34.9
Commission	656 490	972 867	48.2
Court of Justice	52 307	53 960	3.2
Court of Auditors	4 426	2 079	-53
European Economic and Social Committee	21 477	23 294	8.5
Committee of the Regions	12 431	10 986	-11.6
Others (*)	38 264	39 000	1.9
<b>Subtotal</b>	<b>1 262 954</b>	<b>1 929 882</b>	<b>52.8</b>

(\*) Pages produced for other bodies of the European Union, for which no budgetary estimates are made by the Publications Office, are not included.

**Table 4 Budgetary documents: pages produced**

Document	2020	2021	Change 2021/2020 (%)
Working documents and Teletabs	302	207	-31.5
Line-by-line and amending letters	22 655	24 368	7.6
Draft budget (online only)	89 470	53 636	-40
<b>Total</b>	<b>112 427</b>	<b>78 211</b>	<b>-30.4</b>

**Table 5 Case-law: number of documents and pages produced****Court of Justice**

Institution	2020	2021	2020	2021
	Number of documents	Number of documents	Number of pages	Number of pages
Information on unpublished decisions	4 733	3 505	7 768	6 203
Judgments	9 732	9 888	125 986	149 222
Opinions	0	23	0	1 461
Opinions of Advocate General	5 923	6 054	110 979	125 150
Orders	495	654	4 519	6 472
Summaries	173	0	359	0
Views of Advocate General	1	0	21	0
Decision review	0	0	0	0
<b>Subtotal</b>	<b>21 057</b>	<b>20 124</b>	<b>249 632</b>	<b>288 508</b>

**General Court**

Institution	2020	2021	2020	2021
	Number of documents	Number of documents	Number of pages	Number of pages
Information on unpublished decisions	10 988	6 263	25 546	14 321
Judgments	2 063	2 049	50 969	49 930
Judgments (extracts)	424	661	6 243	7 766
Orders	293	263	3 406	2 914
Orders (extracts)	25	82	146	472
Summaries	169	1	872	2
<b>Subtotal</b>	<b>13 962</b>	<b>9 319</b>	<b>87 182</b>	<b>75 405</b>

**Civil Service Tribunal**

Institution	2020	2021	2020	2021
	Number of documents	Number of documents	Number of pages	Number of pages
Judgments	30	3	497	37
Orders	0	1	0	9
Summaries	46	46	138	107
<b>Subtotal</b>	<b>76</b>	<b>50</b>	<b>635</b>	<b>153</b>
<b>Total</b>	<b>35 095</b>	<b>29 495</b>	<b>337 449</b>	<b>364 098</b>

**Table 6 General publications: Number of services requested**

Type of services requested (by components)	2020	2021	Change 2021/2020 (%)
Production services (all components)	17 318	19 139	10.5
Identifiers only	12 200	12 347	1.2
<b>Total</b>	<b>29 518</b>	<b>31 486</b>	<b>6.7</b>

**Table 7 Publications: production, by institution (titles)**

Institution / agency	2020	2021	Change 2021/2020 (%)
European Parliament	297	35	-88.2
Council of the European Union	306	402	31.4
European Commission	4 892	5 643	15.4
Court of Justice of the European Union	300	119	-60.3
European Court of Auditors	556	947	70.3
European Economic and Social Committee	2	3	50
European Committee of the Regions	0	0	Not applicable
European Central Bank	0	0	Not applicable
Decentralised agencies	1 615	1 214	-24.8
Other	203	77	-62.1
<b>Total</b>	<b>8 171</b>	<b>8 440</b>	<b>3.3</b>

**Table 8 Number of corrected pages, by language**

Official Journal			General publications			Case-law					
Language	2020	2021	%	Language	2020	2021	%	Language	2020	2021	%
BG	41 588	55 845	34.3	BG	13 599	16 514	21.4	BG	2 446	97	- 96
ES	41 983	56 930	35.6	ES	16 112	23 751	47.4	ES	24 631	27 157	10.3
CS	41 764	55 972	34	CS	12 501	16 978	35.8	CS	22 713	24 693	8.7
DA	41 392	55 784	34.8	DA	11 060	19 138	73	DA	28 169	27 391	- 2.8
DE	43 661	58 067	33	DE	19 637	19 479	- 0.8	DE	28 221	26 674	- 5.5
ET	41 297	55 457	34.3	ET	12 708	16 647	31	ET	23 576	24 919	5.7
EL	41 369	55 690	34.6	EL	13 115	22 372	70.6	EL	26 633	29 651	11.3
EN	41 983	56 332	34.2	EN	53 121	50 214	- 5.5	EN	16 431	21 259	29.4
FR	43 562	57 335	31.6	FR	19 449	23 335	20	FR	7 268	7 517	3.4
GA	7 288	26 474	263.3	GA	5 181	5 883	13.5	GA	No value	No value	No value
HR	41 384	55 661	34.5	HR	15 038	16 567	10.2	HR	23 294	25 722	10.4
IT	41 659	55 998	34.4	IT	15 863	20 791	31.1	IT	2 126	105	- 95.1
LV	41 364	55 771	34.8	LV	13 411	17 327	29.2	LV	23 613	25 436	7.7
LT	41 395	55 609	34.3	LT	11 306	20 447	80.9	LT	24 057	26 016	8.1
HU	41 464	55 726	34.4	HU	14 365	17 982	25.2	HU	25 686	30 499	18.7
MT	41 269	55 685	34.9	MT	11 749	17 082	45.4	MT	28 500	30 333	6.4
NL	41 642	55 945	34.3	NL	14 791	19 097	29.1	NL	27 612	28 905	4.7
PL	42 786	57 157	33.6	PL	16 120	19 468	20.8	PL	11 684	No value	No value
PT	41 335	55 570	34.4	PT	15 172	21 932	44.6	PT	25 778	28 945	12.3
RO	41 758	56 099	34.3	RO	13 498	16 735	24	RO	26 261	28 929	10.2
SK	41 289	55 591	34.6	SK	11 594	19 229	65.9	SK	23 839	24 076	1
SL	41 595	55 892	34.4	SL	11 505	18 833	63.7	SL	943	No value	No value
FI	41 426	55 888	34.9	FI	11 214	18 572	65.6	FI	2 773	No value	No value
SV	41 453	55 846	34.7	SV	9 772	17 915	83.3	SV	24 681	26 745	8.4
Others	No value	No value	No value	Others	952	2 531	165.9	Others	No value	No value	No value
<b>Total</b>	<b>967 706</b>	<b>1 316 324</b>	<b>36</b>	<b>Total</b>	<b>362 833</b>	<b>478 819</b>	<b>32</b>	<b>Total</b>	<b>450 935</b>	<b>465 069</b>	<b>3.1</b>

**Table 9 Consultation of the library's collections**

e-Collections (including ejournals, online platforms and databases)	2020	2021	Change 2021/2020 (%)
Number of articles accessed/downloaded	492 037	572 926	16.4
Number of ebooks consulted	111 048	74 680	- 32.7

**Table 10 Physical distribution, by type of product**

Type of product	Copies distributed in 2020	Copies distributed in 2021	Change 2021/2020 (%)
Total distributed via mailing list	3 368 614	1 267 364	- 62.4
Individual orders	1 146 291	1 360 958	18.7
<b>Total</b>	<b>4 514 905</b>	<b>2 628 322</b>	<b>- 41.8</b>

**Table 11 Annual stock movements**

Stock movements	Number of copies 2020	Number of copies 2021	Change 2021/2020 (%)
Stock on 1 January	9 557 541	8 628 013	-9.7
In-stock entries	6 617 390	3 255 421	-50.8
Distribution (via mailing list and individual orders)	-4 514 905	-2 628 322	-41.8
Stock reduction	-3 032 013	-1 237 443	-59.2
Stock on 31 December	<b>8 628 013</b>	<b>8 017 669</b>	<b>-7.1</b>

**Table 12 Helpdesk: requests received, by theme**

Helpdesk requests	2020	2021	Change 2021/2020 (%)
Public procurement (TED, SIMAP, eTendering)	15 370	11 461	-25.4
Legislation (Document delivery, EUR-Lex, Summaries of EU legislation)	1 689	1 867	10.5
OP Portal	1 249	1 939	55.2
CORDIS	1 118	1 038	-7.2
EU Open Data Portal	513	348	-32.2
EU Whoiswho	84	111	32.1
EuroVoc and Metadata Registry	34	104	205.9
Total	<b>20 057</b>	<b>16 868</b>	<b>-15.9</b>

## Personnel management

**Table 13 Establishment plan**

TDE	Total	AD	AST	AST – SC	Description
31/12/2017	595	132	427	36	Reduction of 6 AST (*) and 1 SC (**), allocation of 1 AST (Irish derogation), conversion of 1 AST into 1 AD
31/12/2018	567	131	405	31	Reduction of 3 AST/SC (***) <sup>1</sup> , transfer of 9 AST to AMC-HR, 2 AST/SC to OIL, 11 AST + 3 AD to DG DIGIT, conversion of 2 AST into 2 AD
31/12/2019	565	133	398	34	Reduction of 3 AST (***) <sup>1</sup> , conversion of 2 AST into 2 AD, allocation of 1 AST (Irish derogation)
31/12/2020	565	135	422	8	Conversion of 2 AST to AD, regularisation of 26 AST/SC posts occupied by AST staff
31/12/2021	593	141	439	13	Transfer of the Commission library from DG EAC to the Office

Source: SYSUPER2.

(\*) Staff cut of 5 % over five years applying to all institutions.

(\*\*) Transformation into credits for contractual agents.

(\*\*\*) Commission redeployment taxes to serve its priorities.

**Table 14 Geographical balance**

Member State	AD	AST	AST – SC	Total
Austria	3	5	0	8
Belgium	8	41	3	52
Bulgaria	6	9	0	15
Croatia	1	9	0	10
Cyprus	0	1	0	1
Czech Republic	2	13	0	15
Denmark	1	8	0	9
Estonia	1	6	0	7
Finland	1	12	0	13
France	20	65	6	91
Germany	8	26	0	34
Greece	12	22	0	34
Hungary	7	17	0	24
Ireland	0	4	0	4
Italy	8	25	0	33
Latvia	3	6	0	9
Lithuania	3	11	0	14
Luxembourg	2	10	0	12
Malta	1	4	0	5
Netherlands	1	1	0	2
Poland	15	19	2	36
Portugal	4	12	0	16
Romania	9	16	0	25
Slovenia	1	11	0	12
Slovakia	5	14	0	19
Spain	7	28	0	35
Sweden	2	4	0	6
United Kingdom	2	13	0	15
<b>Total</b>	<b>133</b>	<b>412</b>	<b>11</b>	<b>556</b>

## Financial management

**Table 15 Overall budgetary implementation (in euro)**

Budgetary implementation	Amounts committed	Commitment Implementation (%)	Amounts paid	Payment Implementation (%)
Budget items formally delegated to the Office (*)	39 691 309.62	97	36 717 228.86	68.1
Budget items co-delegated to the Office	11 380 806.46	99.2	12 339 155.30	95.3
<b>Total</b>	<b>51 072 116.08</b>	<b>97.5</b>	<b>49 056 384.16</b>	<b>74.8</b>

(\*) Excluding appropriations co-delegated to other services for salaries and other staff expenditure, infrastructure, building management (EUR 80 430 372.72 committed and EUR 79 764 857.34 paid in 2021).

**Table 16 Appropriations for which the Director-General of the Publications Office is authorising officer by delegation (in euro)**

Item	Amounts committed (*)	Commitment Implementation (%) <sup>(*)</sup>	Amounts paid (**)	Payment Implementation (%) <sup>(**)</sup>
20.031501 (A) Publications Office	28 717 406.65	95.9	26 641 586	62.6
20.030802 (A) Library and e-resources	2 730 853.89	99.7	2 673 867.95	69
03.200301 (B) Procedures for awarding and advertising public supply, works and services contracts	8 243 049.08	99.8	6 889 419.91	99.8
PA.201801 (B) Preparatory action — Linked open data in European public administration	No value	No value	512 355	100
<b>Total</b>	<b>39 691 309.62</b>	<b>97</b>	<b>36 717 228.86</b>	<b>68.1</b>

(\*) Administrative credits (non-differentiated): commitment appropriations equal payment appropriations.

(\*\*) Operational credits (differentiated): consist of commitment and payment appropriations which may have different amounts.

(A) Global implementation, comprising the budget of the year and assigned revenue both from 2021 and carried over from 2020, excluding appropriations co-delegated to other services.

(B) Global implementation, comprising the budget of the year, payment appropriations authorised to cover commitments from previous year(s), as well as assigned revenue both from 2021 and carried over from 2020, excluding appropriations co-delegated to other services.

**Table 17a Appropriations for which the Director-General of the Publications Office is authorising officer by co-delegation (in euro)**

Co-delegated budget lines type II — commitments and payments

Budgetary reference	Directorate-General	Amounts committed	Commitment Implementation (%)	Amounts paid	Payment Implementation (%)
Title 01	Research and Innovation	611 431.87	100	153 220.88	No value
Title 01	Research and Innovation - Horizon Europe	5 310 000	99.9	5 950 383.81	99.9
Title 02	European Strategic Investments	75 012.48	100	27 000.55	45
Title 02	European Strategic Investments - Digital Europe programme	2 190 000	100	1 642 379.05	100
Title 02	European Strategic Investments - CEF	No value	No value	2 517 854.15	100
Title 03	Single Market	416 027.51	100	162 225.55	76.2
Title 05	Regional Development and Cohesion	475.64	100	21 327.59	97.8
Title 06	Recovery and Resilience	63 171.48	100	23 143.10	46.3
Title 07	Investing in People, Social Cohesion and Values	1 891 673.11	96.9	1 247 425.13	95.9
Title 07	Investing in People, Social Cohesion and Values - JURE	147 210	100	135 745.07	100
Title 08	Agriculture and Maritime Policy	268 000	100	240 146.82	No value
Title 09	Environment and Climate Action	125 791.44	100	113 374.49	100
Title 10	Migration	15 210	100	8 856.07	58.2
Title 11	Border Management	4 000	100	3 700	92.5
Title 12	Security	4 000	100	2 431.66	60.8
Title 13	Defence	8 080	100	0	0
Title 14	External Action	232 790.89	89	77 322.04	42.3
Title 20	Administrative expenditure of the European Commission	17 932.04	100	12 619.34	70.4
Total co-delegations type II		11 380 806.46	99.2	12 339 155.30	95.3

**Table 17b Appropriations for which the Director-General of the Publications Office is authorising officer by subdelegation (in euro)**

Co-delegated budget lines type II — commitments and payments

Budgetary reference	Directorate-General	Amounts committed	Commitment Implementation (%)	Amounts paid	Payment Implementation (%)
Title 02	European Strategic Investments	1 400 000	100	0	0
Title 20	Administrative expenditure of the European Commission	38 943.48	100	0	0
Total subdelegations		1 438 943.48	100	0	0

**Table 18 Recovery orders issued assimilated to assigned revenue (in euro)**

Budget line	Amount
20.030802 Library and e-resources	7 819.23
20.031501.0010901.01 Information Systems Development	100 152
20.031501.0010901.02 Information Systems Support and Maintenance	33 632.5
20.031501.0020103 General publications	1 580 261.29
20.031501.0020300 Access and reuse	464 560.77
Subtotal	2 186 425.79
Payments on income lines	63 914.55
Total	2 250 340.34

**Table 19 Publications: invoicing, by institution, agency or body (in euro)**

## Institutions

Institution, agency or body	2020 Amount	2020 %	2021 Amount	2021 %	Change 2021/2020 Difference	Change 2021/2020 %
European Parliament	295 762.55	7.6	81 040.46	2.8	- 214 722.09	- 72.6
Council of the European Union	77 815.97	2	54 427.89	1.9	- 23 388.08	- 30.1
European Commission	2 394 858.43	61.1	1 648 549.83	56.9	- 746 308.6	- 31.2
Court of Justice of the European Union	113 417.78	2.9	75 893.20	2.6	- 37 524.58	- 33.1
European Court of Auditors	91 138.59	2.3	204 509.37	7.1	113 370.78	124.4
European Economic and Social Committee	0	0	11 160	0.4	11 160	No value
European Committee of the Regions	0	0	0	0	0	No value
European Ombudsman	4 627.06	0.1	0	0	- 4 627.06	- 100
Other (*)	24 379.81	0.6	97 650.09	3.4	73 270.28	300.5
<b>Subtotal</b>	<b>3 002 000.19</b>	<b>76.6</b>	<b>2 173 230.84</b>	<b>75.0</b>	<b>- 828 769.35</b>	<b>- 27.6</b>

(\*) European External Action Service, European Data Protection Supervisor.

## Agencies and other bodies

Institution, agency or body	2020 Amount	2020 %	2021 Amount	2021 %	Change 2021/2020 Difference	Change 2021/2020 %
Cedefop	64 815.10	1.7	53 130.66	1.8	- 11 684.44	- 18
CORDIS	36 534.96	0.9	37 712.17	1.3	1 177.21	3.2
FRA	178 506.77	4.6	136 100.36	4.7	- 42 406.41	- 23.8
EACEA	4 360.40	0.1	8 830.55	0.3	4 470.15	102.5
ECDC	6 761.80	0.2	2 828.73	0.1	- 3 933.07	- 58.2
EIGE	23 063.06	0.6	16 316.79	0.6	- 6 746.27	- 29.3
EUROFOUND	8 832.74	0.2	6 159.57	0.2	- 2 673.17	- 30.3
Europol	30 920.26	0.8	11 654.55	0.4	- 19 265.71	- 62.3
EASO	176 004.16	4.5	214 274.53	7.4	38 270.37	21.7
OLAF	2 785.59	0.1	2 032.52	0.1	- 753.07	- 27
OSHA	45 669.12	1.2	23 462.27	0.8	- 22 206.85	- 48.6
Other agencies	337 035.65	8.6	211 883.14	7.3	- 125 152.51	- 37.1
<b>Subtotal</b>	<b>915 289.61</b>	<b>23.4</b>	<b>724 385.84</b>	<b>25.0</b>	<b>- 190 903.77</b>	<b>- 20.9</b>
<b>Total</b>	<b>3 917 289.8</b>	<b>100</b>	<b>2 897 616.68</b>	<b>100.0</b>	<b>- 1 019 673.12</b>	<b>- 26</b>

**Table 20 eRecueil: invoicing (in euro)**

Type of activity	2020	2021	Change 2021/2020 (%)
Production	117 180.1	111 685.6	- 4.7
Validation	50 164.56	40 870.13	- 18.5
IT development	0	0	No value
<b>Total</b>	<b>167 344.66</b>	<b>152 555.73</b>	<b>- 8.8</b>

## Commercial accounts

**Table 21 Balance sheet (in euro)**

Assets	2020	2021	Change 2021/2020 (%)
Trade accounts receivable	84.99	142.41	67.6
Bank deposits	10 826.24	12 830.4	18.5
<b>Total</b>	<b>10 911.23</b>	<b>12 972.81</b>	<b>18.9</b>
Liabilities	2020	2021	Change 2021/2020 (%)
Payables directorates-general and institutions	10 911.23	12 972.81	18.9
Sales proceeds to assign	No value	No value	No value
Payables financial and other results	No value	No value	No value
<b>Total</b>	<b>10 911.23</b>	<b>12 972.81</b>	<b>18.9</b>

**Table 22 Profit-and-loss account (in euro)**

Sales invoiced	2020	2021	Change 2021/2020 (%)
Monographs: Print-on-demand sales	17 673.19	19 873.58	12.5
Monographs: Books	6 158.78	3 263.93	-47
Various (*)	7 090.63	8 409.24	18.6
<b>Subtotal</b>	<b>30 922.60</b>	<b>31 546.75</b>	<b>2</b>

(\*) Amounts charged as 'various' correspond to shipment fees for EU Publications priced orders as well as for the delivery of free publications to countries outside the European Union Member States, candidate countries and EFTA countries.

Financial and other results	2020	2021	Change 2021/2020 (%)
Credit interest (*)	1 419.65	1 445.31	1.8
Bank charges	- 1 419.65	- 1 445.31	1.8
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>No value</b>
<b>Operating results</b>	<b>30 922.60</b>	<b>31 546.75</b>	<b>2</b>

(\*) This amount represents the bank fees charged back to the author services. Bank interest amounts to EUR 0.

## Procurement and contracts

**Table 23 Tender procedures concluded (in euro)**

Tender procedures	Number of procedures	Number of contracts or amendments signed	Total amount
<b>Open procedures</b>	<b>9</b>	<b>28</b>	<b>73 087 960</b>
Negotiated procedures (> EUR 60 000)	1	0	0
Negotiated procedures (< EUR 60 000)	0	0	0
Exceptional negotiated procedure (> EUR 144 000)	0	0	0
<b>Restricted procedures</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Procedures with relaunching of competition</b>	<b>11</b>	<b>8</b>	<b>3 555 650</b>
<b>Other procedures (*)</b>	<b>7</b>	<b>7</b>	<b>2 420 781.37</b>
<b>Total</b>	<b>28</b>	<b>43</b>	<b>79 064 391.37</b>

(\*) Budgetary increase and amendments.

**Table 24 Contract management (in euro)**

Contract	2020	2021	Change 2021/2020 (%)
New contracts established (*)	43	31	-27.9
Non-renewal / termination	3	2	-33.3
Amendments to existing contracts established of which:	31	42	35.5
Negotiated procedures	9	1	-88.9
Other amendments	22	41	86.4
Other EU services amendments	0	0	No value

(\*) Does not take into account: contracts concluded based on other Commission directorates-general framework contracts, specific contracts, low value contracts, order forms.



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