



European  
Commission

# Strategic Plan 2020-2024

Eurostat

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## INTRODUCTION

The **strategic planning and programming cycle** is the Commission's performance management framework. Its purpose is to help ensure that the Commission and its Directorates General achieve their objectives in an efficient and effective manner. The cycle encompasses the setting of objectives, the allocation of resources according to these objectives, risk management, as well as regular monitoring and reporting on progress towards the objectives set.

This **strategic plan** outlines the strategy of Eurostat for the duration of the Commission's mandate. Other building blocks of the strategic planning and programming cycle are the **annual management plans** that set out the most important yearly outputs and **annual activity reports that** describe the progress made each year towards the objectives set.

The starting point for the 2020-2024 cycle is the political agenda of President von der Leyen, as set out in her **political guidelines**.<sup>1</sup> In her vision for Europe, the President defines six headline ambitions that aim to frame the Commission's work for the entire mandate.<sup>2</sup> She places strong emphasis on modernising the way the Commission works, for example through digitalisation, collaborative methods and an increased focus on the sustainability of its activities. President von der Leyen's **mission letter** to Commissioner Paolo Gentiloni further specifies the role of Eurostat in the coming years: *"Independent, credible and high-quality European statistics will be an essential tool for your work. I want you to ensure that Eurostat remains the independent and trusted point of reference for statistics and data in Europe."*

In her speech at the European Parliament, amidst the COVID-19 outbreak, President von der Leyen stated that the coming years will be defined by the European and national efforts to contain the spread of the COVID-19 virus, support national health systems, protect and save lives, and counter the socio-economic impacts of the pandemic.<sup>3</sup> She pledged that **a more resilient, green and digital Europe** will emerge from the current crisis.

This document translates these political priorities into a concrete and operational strategy that will shape the work of Eurostat in the years 2020-2024. **Part 1 Delivering on the Commission's priorities** summarises the aims, values and core purpose of Eurostat, and outlines its contributions to the Commission's headline ambitions. **Part 2 Modernising the administration** describes the efforts that Eurostat will make to modernise its way of working and to make the most efficient and effective use of resources.

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<sup>1</sup> [https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf)

<sup>2</sup> Headline ambitions: A European Green Deal, An economy that works for people, A Europe fit for the digital age, Protecting our European way of life, A stronger Europe in the world, A new push for European democracy.

<sup>3</sup> Speech by President von der Leyen at the European Parliament Plenary on the EU coordinated action to combat the coronavirus pandemic and its consequences, Brussels, 16 April 2020

## **PART 1. Delivering on the Commission's priorities**

### **A. Mission statement**

**Eurostat's mission is to provide high-quality statistics for Europe.** To this end, Eurostat develops and promotes standards, methods and procedures that allow the cost-effective production and dissemination of European statistics. Eurostat's work is governed by professional independence, impartial treatment of all users, objectivity, reliability, statistical confidentiality and cost-effectiveness.

**Eurostat plays a central role in the European Statistical System<sup>4</sup> (ESS),** steering its work, strengthening the cooperation among its partners, and ensuring its leadership in official statistics worldwide. It cooperates with international organisations in order to facilitate comparability of European statistics globally and supports third countries in building sustainable data and statistical capacities.

In the context of growing disinformation, **Eurostat's main strategic goal is to remain an independent and trusted point of reference for statistics and data on Europe,** necessary for better decisions, policies and public debate in the European Union. Eurostat is committed to adhering to the key values of trust, innovation and excellence.

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<sup>4</sup> The ESS is a partnership between Eurostat, national statistical institutes and other national authorities in the Member States. See Regulation (EC) No 223/2009 of the European Parliament and the Council of 11 March 2009 on European statistics, OJ L 87 of 31.3.2009.

## B. Operating context

**Eurostat is the statistical authority of the European Union and a Directorate-General of the European Commission.** It ensures the development, production and dissemination of European statistics according to the established rules and statistical procedures. Eurostat is guided by the statistical principles enshrined in Article 338 of the Treaty on the Functioning of the European Union, further elaborated in Regulation (EC) No 223/2009 on European statistics<sup>5</sup> and in the European statistics Code of Practice<sup>6</sup>. European statistics are developed, produced and disseminated within the **European Statistical System** (see box 1).

The Commission Decision on Eurostat, adopted in 2012, defines the **role of Eurostat within the Commission**.<sup>7</sup> The Director-General of Eurostat has sole responsibility for deciding on processes, statistical methods, standards and procedures, and on the content and timing of statistical releases. While in charge of and accountable for European statistics and their quality, Eurostat also coordinates the development and production of statistics produced by other services of the Commission. In addition, Eurostat contributes to budgetary surveillance, as it is allowed to carry out investigations in Member States if data are misrepresented. Such investigations may lead to the Commission recommending fines.

The statistical priorities of the Union are defined in the **European statistical programme** adopted by the European Parliament and the Council based on a Commission proposal. The European statistical programme is both a programming instrument of a regulatory nature and a spending programme of the European Union with an associated budget. It is implemented by individual statistical actions that can be either legislative acts adopted by the European Parliament and the Council, temporary direct statistical actions decided by the Commission in accordance with a comitology procedure, or written agreements between statistical authorities. Annual work programmes of the Commission further specify the implementation of the European statistical programme. The current European statistical programme finishes in 2020. In the multiannual financial framework for 2021-2027, it will be replaced by the **Programme for single market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics**<sup>8</sup>.

Eurostat implements the budget under direct management through grants and public procurement contracts. Grants are mainly given to institutes in the Member States that contribute to the production of European statistics. Part of the budget is cross sub-delegated to Eurostat by other Commission departments.

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<sup>5</sup> Regulation (EC) No 223/2009 of the European Parliament and the Council of 11 March 2009 on European statistics, OJ L 87 of 31.3.2009

<sup>6</sup> The European Statistical System Committee (ESSC) adopted the revision of the European Statistics Code of Practice in November 2017.

<sup>7</sup> Commission Decision 2012/504/EU: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32012D0504&from=EN>

<sup>8</sup> [https://ec.europa.eu/commission/sites/beta-political/files/budget-may2018-single-market-regulation\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/budget-may2018-single-market-regulation_en.pdf)

### Box 1: The European Statistical System (ESS)

The ESS is a **partnership between Eurostat, national statistical institutes and other national statistical authorities in the Member States** (such as ministerial statistical departments and regional statistical offices). European Economic Area countries and Switzerland participate in the ESS under specific agreements that cover matters such as the provision of data to Eurostat and the country's participation in joint ESS actions.

The ESS members work together to provide comparable and quality-assured statistics necessary for EU activities. The ESS produces European statistics based on shared statistical standards, methods, procedures, practices and tools.



**The European Statistical Advisory Governance Board (ESGAB)** provides an independent overview of the ESS as regards the implementation of the European statistics Code of Practice. **The European Statistical Advisory Committee (ESAC)** represents users, respondents and other stakeholders of European Statistics.

In addition, Eurostat cooperates closely with the European Central Bank and international organisations (the United Nations, the Organisation for Economic Cooperation and Development, the International Monetary Fund, the International Labour Organisation, the World Bank), in developing international standards to ensure comparability of statistics across the globe.

## C. Strategy

### General objective: Modern, high-performing and sustainable European Commission

In 2020-2024, Eurostat will contribute to the general objective **Modern, high-performing and sustainable European Commission** by **delivering on its mission** and **modernising the way it works**. As the statistical authority of the European Union, Eurostat will continue to provide high-quality statistics on Europe. As a Directorate General of the Commission, Eurostat will remain fully committed to intensifying its efforts to provide European statistics to support EU policy-making in the six headline ambitions defined in the Political Guidelines of President von der Leyen. European official statistics will be used to monitor the progress towards the Commission's objectives.

To translate the general objective into a concrete plan, Eurostat has set the following **three specific objectives** that will guide its work in 2020-2024:

- ✓ Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.
- ✓ Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.
- ✓ Eurostat better communicates and better promotes European statistics and facilitates their use by policy-makers, citizens, businesses, researchers and the media.

In its annual management plans, Eurostat will define the concrete outputs that will contribute to the achievement of the specific objectives.

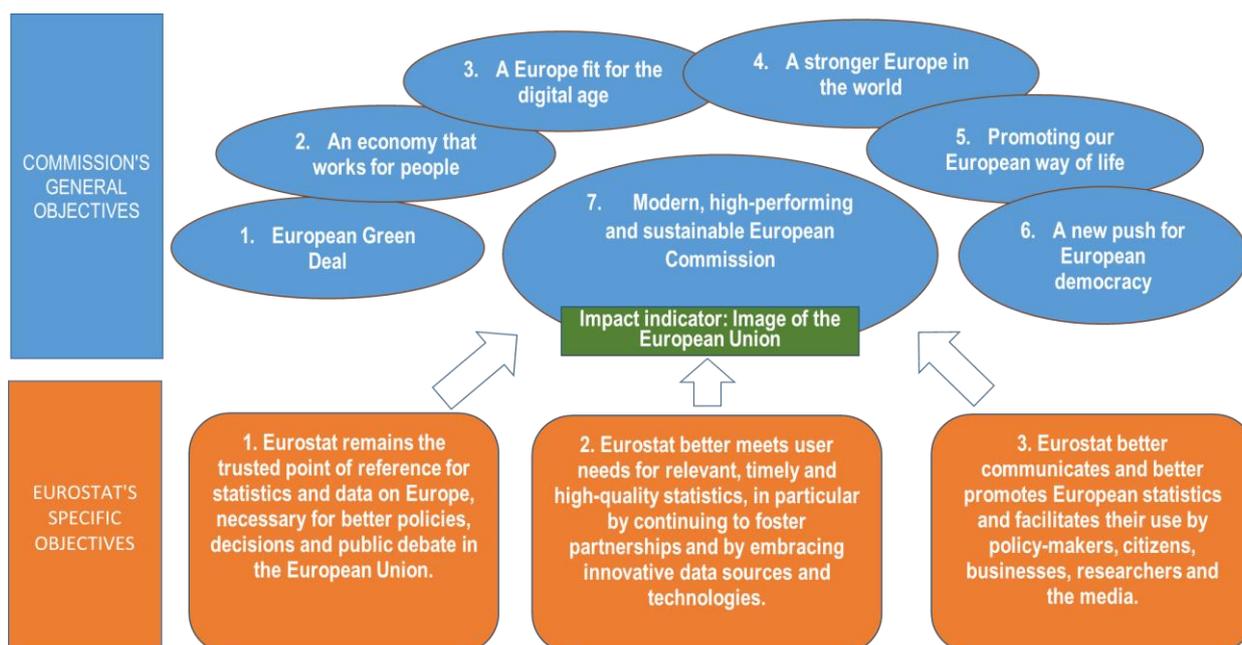


Figure 1: The intervention logic of Eurostat

## Specific objective 1

Digitalisation and the rapid rise of social media have enhanced greatly the potential for widening public debate across Europe. At the same time, European societies are increasingly prone to the spread of disinformation, which fuels political polarisation, creates or deepens tensions in society and erodes trust in institutions. The disruptive changes we observe continuously challenge the public administration and the world of official statistics, requiring a rethinking of their role.

European Union policies must be free from the influence of 'fake news'. Any attempts to distort objective information must be firmly rebutted. Therefore, the first specific objective for Eurostat will be **to remain the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.**

European statistics are produced and disseminated in line with the principle of professional independence, impartial treatment of all users, objectivity, reliability and statistical confidentiality. While firm principles and high quality are the basis of Eurostat's competitive advantage, the use of **Eurostat data and statistics** as the trusted point of reference constitutes the ultimate measure of its success with users. Eurostat will actively seek users' confidence and promote fact-based decisions and informed public debate. **Result indicators 1.1, 1.2, 1.3 and 1.4** will measure users' trust in Eurostat and the relevance and use of its statistics (see Annex).

Given its technical expertise and professional independence, Eurostat is best equipped to provide the statistical evidence necessary for the shaping, implementing, monitoring and evaluating of key European Union policies. In this way, it can facilitate the Commission's efforts to address today's challenges such as digitalisation, climate and demographic change in a multipolar world. The indispensable role of Eurostat and the ESS as providers of trustworthy and comparable data and statistics became even more apparent during the COVID-19 crisis when official statistics had to address the emerging information needs related to the COVID-19 outbreak and its social and economic consequences.

Moving towards a climate-neutral continent as set out by the **European Green Deal** will be the main challenge for many policy areas. To facilitate analysis, research and decision-making, Eurostat will mainstream climate change in all relevant statistical domains and forge cross-domain links, including in agriculture, businesses, economy, energy, environment, forestry, land use and transport. Several key environmental statistics and indicators will be improved or developed, in particular on waste, water, biodiversity, forests, land use and land cover, as well as climate-related statistics and environmental economic accounts. Indicators for climate change mitigation and adaptation will be further developed using new sources and technologies offered by digital transformation (i.e. using satellite images coming from Copernicus and carbon footprints).

In the context of refocusing the European Semester into an instrument that integrates the **United Nations Sustainable Development Goals (SDGs)**, Eurostat will continue to provide and develop the set of SDG indicators at the EU level. New statistical insights and indicators need to be developed in important areas such as the circular economy, climate change, migration, innovation and ecosystems. Eurostat will also provide the data necessary for the monitoring of the **National Energy and Climate plans** for the period

2021-2030. This will require improving further the relevance and timeliness of energy statistics. To respond flexibly to the needs arising from the Common Agricultural Policy, the Common Fisheries Policy, Farm to Fork and Biodiversity strategies, climate change and environmental policies, and SDGs, Eurostat will implement its **Strategy for Modernising Agricultural Statistics** and will streamline and simplify the fishery statistics. The strategies will integrate different scattered data sources and statistics into one seamless system of agricultural and fishery statistics.

At present, Eurostat plays a central role in developing, producing and disseminating statistics underpinning the **European Semester** – the economic governance framework of the European Union. Notably, Eurostat produces the social scoreboard that supports the monitoring and implementation of the **European Pillar of Social Rights** and the scoreboard indicators that facilitate the **Macroeconomic Imbalance Procedure** aimed at the early identification of imbalances. In 2020, Eurostat started producing **country annexes on SDGs** to support a deeper understanding of the transformation towards a sustainable economy. It will also continue to provide high-quality statistics **for the purposes of the Excessive Deficit Procedure** (EDP) within the Stability and Growth Pact.

The **COVID-19 outbreak in Europe in 2020** is having severe social and economic impacts that are being reflected in statistics. Government restrictions imposed on the movement of people and on non-essential economic activities have created severe challenges for the production and dissemination of European statistics. The quality and availability of many source data normally used to compile these statistics have been reduced. The ESS has provided a coordinated response to the crisis and has mobilised its resources to ensure the publication of statistics with the required quality and as planned in the release calendars. As Europe gears up to economic and social recovery, the ESS will seek an agile and comprehensive response to the emerging data needs and will work towards strengthening its resilience in future crisis.

Economic analysis and surveillance in Europe requires high quality statistics that reflect well globalisation and the changing nature of the economy. Eurostat will provide new data on international supply of services and additional elements e.g. data on ultimate investing country to improve monitoring foreign investment flows. A new statistical framework model for global value chains will facilitate the analysis of the different stages of the globalised production process. **Measuring the impact of globalisation** will also require Eurostat to take the lead on the necessary initiatives on reducing bilateral asymmetries in data on international trade and investment flows, both extra-EU and intra-EU. To achieve this, the coordination and cooperation between Eurostat, the Member States and EU trade partners will be enhanced further. Eurostat will furthermore launch the regular production of EU-inter country supply, use and input-output tables allowing for the analysis of socio-economic and environmental effects of globalisation and global value chains. Work on globalisation will also continue in the context of the specific quality assurance mechanism on GNI for own resource purposes and the update of the System of National Accounts at global level.

To enable a deeper economic analysis in the context of the European semester, New Green Deal and Economic Recovery Fund, Eurostat and Member States will extend their data publication with new labour and capital productivity indicators, work on providing additional breakdowns of sustainable investment at regional level as well as further harmonise the

recording of several national accounts variables, such as capital stocks, GDP deflators, and price and volume measures. This work will be closely linked to the ongoing economic governance review and the aim to address related policy data needs.

Furthermore, Eurostat will make available new indicators and statistics on the services sector and the role of SMEs, enabling a better measurement of the single market performance for this part of the economy. In the area of innovation statistics the data on innovation profiles of enterprises and their differences between countries will provide additional information for the design of innovation policies.

Eurostat will strive to provide additional and **better insights into the performance of Multinational Enterprises (MNEs)** and their impact on the European economy. This will be done through enhancing the EuroGroups Register (EGR), regular profiling of large MNEs and coordination between Large Case Units in the Member States. Over the Commission's term, Eurostat will work on improving economic indicators. Several of these improvements can be facilitated through improved methodologies to link business survey data or by exploiting digital data held by key business sectors.

The **Principal European Economic Indicators** will be enhanced with additional short-term indicators related to service economy. New indicators will be developed in areas such as joint income, consumption and wealth distribution at household level, and data reconciling national accounts aggregates with household survey data or administrative data. To support the monitoring of financial vulnerabilities, Eurostat will work to provide new Commercial Real Estate indicators.

In order to provide more evidence on **social and economic inequalities**, Eurostat will undertake new statistical developments. This concerns in particular a **harmonized gender-based violence and other interpersonal violence survey** across the EU that will allow for the availability of comparable Member States' statistics as well as Union-wide analyses on violence against women. Apart from that, timelier data on the distribution of income, consumption and wealth as well as faster statistics and estimation on poverty and deprivation, including children and in-work poverty, as well as housing, health care and long-term care affordability, and its intergenerational transmission, will be provided. More comparable and timely data on employment, unemployment and working time, and increased data on disabled people will also become available.

In the COVID-19 pandemic context, Eurostat is reacting with prioritised and streamlined data collections and improved dissemination of key relevant indicators.

Given a high interest in **new forms of work**, Eurostat in close cooperation with the Member States will pilot a new list of variables/questions regarding platform work in the EU Labour Force Survey 2022. To better reflect digitalisation, growing data economy and digital services in the macroeconomic statistics, Eurostat will develop digital economy satellite accounts. This will require updating the statistical accounting frameworks and some important statistical classifications such as the classification of economic activities (NACE), to ensure that the classification reflects to the best extent possible the reality of business practice and societal developments. In the area of business statistics the ICT surveys will focus on the measurement of the digital economy and society in a situation of fast developments of the IC technologies and will include topics such as artificial intelligence, internet of things, cloud computing and robotics. As regards **digitalisation and skills**, important progress will be made in the context of the Labour Force Survey and

the Adult Education Survey. New modules on skills and education, better data on skills mismatch (in particular for the youth) will be provided. Furthermore, with the use of new technologies and new data sources, Eurostat and the European Centre for the Development of Vocational Training (Cedefop) will aim at creating a joint system for processing and analysing online job advertisements that would serve multiple uses in the domain of labour market analysis and job vacancy statistics.

The development of **European statistics in the framework of the European Defence Action Plan** will be one of the challenges for the coming years. Defence expenditure as an element of government finance statistics may be complemented by information on the defence industry sector as one of the European economy sectors in the context of the single market. To this end, Eurostat will seek to establish tighter cooperation, e.g. with the European Defence Agency, to identify national sources within a framework that ensures the protection of sensitive information.

Eurostat will also increase its capacity in the production of **migration statistics**, providing necessary evidence on recent migration flows. In particular, it will enrich statistics on the situation and integration of migrants and education needs. New statistics on migrants based on new modelling techniques and new administrative data sources will be developed.

Furthermore, Eurostat will contribute its high-quality statistics and analytical know-how to the Commission's ongoing work on the impact of **demographic change**. In this context, timely and efficient implementation of the **2021 Census** and modernisation of the population statistics using innovative methods will be of crucial importance.

Eurostat will be closely involved with the Commission services contributing to the EU Economic governance review and aiming to strengthen the economic and fiscal surveillance framework. It will also strengthen its capacity to provide **early clarification of the statistical rules** applicable for various types of public investment and related instruments. To that end, it will expand its cooperation with the Commission services, European Investment Bank, European Central Bank and European Stability Mechanism on the statistical treatment of new instruments related to the **Sustainable Europe Investment Plan**. Apart from that, it will continue methodological developments in public finance leading to more harmonised statistics based on the general rules laid down in the **European System of Accounts** (ESA 2010). In particular, Eurostat will keep on clarifying the accounting rules as regards public investment projects (PPPs, EPCs and concessions). Responding to the new policy measures taken by EU governments to mitigate the economic and social impact of the shutdown of businesses enforced across the EU due to the COVID-19 pandemic, Eurostat will provide timely guidance regarding the correct implementation of statistical accounting rules, ensuring a harmonised recording of similar policy measures across EU Member States, to the extent possible.

At present, Eurostat provides the figures for the monitoring of the **EU own resources** based on value added tax (VAT) and on gross national income (GNI). In the context of a proposed new European Union **own budgetary resource based on the amount of plastic packaging waste not recycled**, Eurostat responsibilities will further increase. Depending on a final decision on the proposal, a data verification mechanism similar to the VAT and GNI mechanisms may need to be set up. Such a mechanism set up in cooperation with the Directorate-General for Budget (DG BUDG) and the Directorate-General for

Environment (DG ENV) would include establishing detailed guidance for Member States, and strengthening data validation and verification processes.

## Specific objective 2

The European Union operates nowadays in a rapidly changing environment characterised by digitalisation, demographic change, new geopolitical realities and economic, social and ecological transformations. Alongside the long-standing trends, Europe also confronts the consequences of the public health and economic crises related to the COVID-19 outbreak. These disruptions, if not appropriately understood and actively addressed by policy, can impact negatively on the future of Europe. In the increasingly complex world, the need for a relevant and up-to-date evidence base that underpins and drives the policy action is of paramount importance.

The gravity of this challenge is apparent in the world of official statistics. The timely availability of high-quality statistical information for the design and monitoring of new EU policies (e.g. on migration, environment, security or health) is sometimes insufficient. Similarly, the effects of globalisation, new technological developments and socioeconomic trends require novel approaches and continuous efforts by the statistical community.

At the same time, the new digital sources and technologies and the emerging data economy offer a unique opportunity for statistical institutes. The data generated by the automated systems underpinning new business models, together with advanced modelling and now-casting techniques, can considerably enrich the existing statistical products and services.

Therefore, the second specific objective for Eurostat will be **to better meet user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.**

To seize the opportunities offered by new digital sources and technologies, Eurostat will strive to become more agile in addressing emerging needs. Enhanced partnerships with private and public sector, research, and academia will be crucial in this respect. **Result indicators 2.1, 2.2, 2.3, 2.4 and 2.5** will measure quality, timeliness and relevance of Eurostat's statistics, as well as the use of innovative methods and sources. **An indicator on simplification and burden reduction, 2.6**, has also been defined for this specific objective (see Annex).

With **territorial inequalities** becoming more prominent in the current policy debate, there is a growing demand for statistical evidence on spatial differences, urban-rural disparities and the inter-linkages between them. To bring Europe closer to citizens and regions, Eurostat will make more use of georeferenced data by systematically integrating and mainstreaming geospatial information into statistical production and collecting more geospatial data. This will allow for more detailed regional and local level statistics in areas such as demography, economy, energy, transport and agriculture (see box 2 for examples).

## **Box 2: Examples of new statistics based on the integration of geospatial and statistical information**

- ✓ **Statistics on cities using Copernicus data:** A high resolution, harmonised land cover map is created for each functional urban area in the European Union with a six-year interval. This allows a range of indicators to be calculated for cities, rural and urban areas such as share of urban green space.
- ✓ **Access to health care:** Monitoring how the proximity to hospitals and emergency care facilities changes over time can identify where further policy interventions are needed.
- ✓ **Quality of life:** Every three years, a perception survey on quality of life is carried out in 80 European cities. The data are disseminated by Eurostat and statistical outputs can be further developed.

One of the major ambitions for Eurostat in the coming years is to **reap the benefits of the digital revolution** and to seize opportunities provided by new data sources. The digitalisation and datafication of our society provides a plethora of new data sources and technologies. At the same time, it triggers changes in users' and respondents' expectations in terms of the kind of information obtained, the way it is used and with what frequency. The expected benefits of using new data sources are manifold and include major gains across all quality dimensions (relevance, timeliness, accuracy, etc.), thus complementing and augmenting the current European statistics products and services.

The potential of the new data sources was made apparent in the midst of the COVID-19 pandemic, when swift access to privately held data allowed for maintaining the statistical production in some domains, increasing the timeliness of some statistics and also the production of new experimental statistics. Examples comprise mobile network operators' data, health data, and the wider use of scanner data, bankruptcy data and transport data. It will be essential to maintain the access to data sources obtained during the crisis, consolidate the progress achieved in this respect and to translate the lessons learned from the COVID-19 emergency response into permanent partnerships with data providers and improved data production processes. **Trusted Smart Statistics**, a flagship initiative of Eurostat and the ESS, will exploit the opportunities offered by digitalisation and provide a wide range of new high-quality statistics (see box 3). To support the initiative, Eurostat will actively promote cutting-edge research and innovation, including making use of collaborative networks and providing methodological and general skills support to the ESS, for example through European Statistical Training Programmes. Eurostat's staff will explore and deploy new methodologies for collecting, analysing and processing data, such as web scraping, sensor data or smart devices collection, Artificial Intelligence (AI) and Machine Learning (ML).

### **Box 3: Embracing digitalisation in official statistics – Trusted Smart Statistics Initiative**

**Trusted Smart Statistics** is a major development that Eurostat has initiated together with its partners in the European Statistical System. The term refers to the evolution of official statistics to embrace the opportunities provided by new technologies (e.g. Artificial Intelligence, Machine Learning and Secure Private Computing) and new data sources originating from the digitalisation of society and the economy. New data sources will complement the traditional ones: administrative data and surveys.

Eurostat will collaborate very closely with DG DIGIT and other Commission services, in particular those working on the platform economy, European Data Strategy and digital skills projects (DG CNECT, DG EMPL, DG COMP, DG GROW, DG JUST, DG ECFIN and DG EAC).

Planned actions include:

- ✓ Production of **statistics based on web intelligence** (e.g. on online job advertisements, skills, the collaborative economy, consumer prices and enterprise characteristics).
- ✓ Production of **spatio-temporal official statistics using mobile network data** (for instance on human presence (e.g. demography) and mobility (e.g. tourism, commuting and migration)).
- ✓ Deployment of **trusted smart surveys** (for areas such as time use and household expenditure) which integrate active respondent input on a smart device with the device's sensor data.
- ✓ Production of official statistics using **data from smart devices** (e.g. on agriculture, energy and transport).

In order to take full advantage of the existing digital solutions and new data sources, over the coming years Eurostat will **further engage with data owners in both the private and public sectors, as well as with other stakeholders, such as researchers and academics**. These partnerships should facilitate access to data for statistical purposes, the integration of data from multiple sources and use of the latest technologies in compiling official statistics. To foster the sharing of data and data access, the collaboration and exchange of experiences with the public sector will be crucial as well. Cooperation should focus on topics such as data stewardship, data leadership and national data strategies. Eurostat will foster the exchanges between the ESS and research and academia, including through staff exchanges and new joint endeavours. Eurostat will also contribute to the implementation of the **European Data Strategy** and in particular to the establishment of a governance framework for data access and use through initiatives announced by the Commission, such as the legislative framework for the governance of common European data spaces, the implementing act on high-value data sets and a proposal for a Data Act. In

particular, the latter could foster business-to-government data sharing for the public interest, including official statistics purposes.

Eurostat will deploy a complete range of tools and measures at the disposal of the Commission, to fulfil its mission and deliver European statistics and data according to the required quality standards. This includes **regulatory and enforcement actions related to the application of Union legislation on statistics**, as well as enhanced policy coordination, partnership activities within the European Statistical System and with external parties, and international co-operation on statistical matters.

Eurostat takes an active part in the Commission's **REFIT<sup>9</sup> and Better Regulation activities** avoiding all unnecessary regulatory burden and allowing a more efficient production of European statistics. Any proposal to revise existing legislation assesses whether there is potential to simplify and to reduce regulatory costs without undermining the aims or benefits of the legislation. Benefiting from advances in the data availability from new data sources, a new coherent framework on population statistics could replace four existing regulations, integrating them into one. Eurostat plans among others to propose a regulation on European fishery statistics, which aims to streamline and simplify the data collections and to meet the various users' needs while reducing the statistical burden on respondents. An evaluation of the European fishery statistics was concluded in November 2019 (SWD(2019)425) and an impact assessment is ongoing<sup>10</sup>.

In addition, an initiative on the statistics on agricultural input and output will be implemented, which is the second step of the Strategy for Agricultural Statistics for 2020 and beyond, a major programme to modernise European Union agricultural statistics undertaken by Eurostat in close cooperation with Member States. The strategy is part of the REFIT programme and aims to streamline and improve the European Agricultural Statistics System (EASS). An evaluation of the EASS has been conducted (SWD(2017)96) and an impact assessment of the strategy is available (SWD(2016)430).

Eurostat's **commitment to quality** will be key to remain the trusted point of reference for statistics and data on Europe. Eurostat is committed to quality as expressed in the principles of the European statistics Code of Practice. **Peer reviews** of Eurostat, the national statistical systems of all Member States and the EFTA countries will be conducted in 2021-2024 in cooperation with the European Statistical Advisory Governance Board (ESGAB) to assess their compliance with the Code of Practice and to identify actions to improve and develop the national statistical systems.

**Priority-setting and enhanced user dialogue** will become an integral part of the implementation of the European statistical programme in the next MFF 2021-2027. The cooperation with the European Statistical Advisory Committee (ESAC) will be crucial to monitor the needs and satisfaction of the users.

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<sup>9</sup> The European Commission's regulatory fitness and performance (REFIT) programme aims to ensure that EU legislation delivers results for citizens and businesses effectively, efficiently and at minimum cost. REFIT aims to keep EU law simple, remove unnecessary burdens and adapt existing legislation without compromising on policy objectives. The Commission presents every year an overview of simplification results.

<sup>10</sup> <https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12344-European-fishery-statistics>

Eurostat will continue to implement its **international cooperation strategy and enhance cooperation with international organisations** (the United Nations, the Organisation for Economic Cooperation and Development, the International Monetary Fund, the International Labour Organisation, and the World Bank). The cooperation will aim to drive the setting of European and international statistical standards, and promote EU values and the principles of the European Statistics Code of Practice. Eurostat will strive for **European Union common positions** in international fora. There is also a close and long-standing cooperation between the **European Central Bank** and Eurostat as regards the production of economic and financial statistics, with the objective of ensuring the necessary coherence in the production of European statistics.

Eurostat will be fully engaged in the System of National Accounts (SNA), Balance of Payments (BPM) update process at UN level, bringing its own technical knowledge, experience and resources. In the coming years, some important **industrial and product classifications**, such as the statistical classification of economic activities (NACE), the international standard industrial classification of economic activities (ISIC), the classification of products by activity (CPA) and the central product classification (CPC) will also need to be reviewed to reflect the profound economic changes that globalisation and digitalisation have triggered.

Furthermore, Eurostat will continue to provide **technical assistance in building sustainable statistical capacity** in countries currently aspiring to join the European Union, the European Neighbourhood Policy Countries (East and South) and developing countries. It will also enhance bilateral differentiated partnerships with non-EU countries in the area of sustainable development, trade and investment, labour and migration, and all other statistical domains of shared interest.

The cooperation will aim at covering their specific statistical needs and **fostering harmonisation with European and international norms and standards**, to improve data quality and availability in view of regional and global requirements. Regional statistical cooperation will be supported through targeted, region-specific projects, such as the MEDSTAT project covering the European Neighbourhood Policy South and the STEP project covering European Neighbourhood Policy East. The cooperation with enlargement countries will be managed through the Instrument for Pre-accession Assistance (IPA). Eurostat will monitor and support the development of statistical systems in Africa, as part of the Pan African statistical programme (PAS). This programme will contribute to the Africa-Europe Alliance for Sustainable Investment and Jobs, launched in September 2018, which sets out the ambition to support the establishment of the African Continental Free Trade Area, including support for data gathering and data analysis.

### **Specific objective 3**

In the last decade, the way the information and data are accessed and handled changed significantly with the widespread use of social media, the abundance of easily accessible, new data sources and increasing digitalisation in society. Nowadays, users want to find relevant statistics faster, often preferring them in a concise and attractive format.

Furthermore, private sector competitors whose data may often be available more quickly and may offer more detail, are challenging official statistics.

Therefore, the third specific objective of Eurostat will be **to better communicate and promote European statistics and facilitate their use by policy-makers, citizens, businesses, researchers and the media**. Eurostat will strive to be more agile and innovative, proactively reaching out to users to ensure effective dissemination and communication of statistics among different stakeholder groups. It will lead by example and promote good practices within the ESS. Presenting the data in a more engaging and emotive way, using channels and formats favoured by users will be a key element of success. Eurostat’s communication outreach and the use of its data will be monitored by **Result indicators 3.1, 3.2 and 3.3** (see Annex).

In the period up to 2024, in line with its **Communication & Dissemination Strategy**, Eurostat will continue to improve its data dissemination and communication channels. To **better promote European statistics** and to multiply the impact of communication, Eurostat will support the ongoing ESS efforts in the field of strategic communication. Coordinated strategic approaches will be developed in particular as regards the communication of the values and core principles of the ESS partnership. Eurostat and its partners in the ESS will work together to strengthen the exchange of best practice in the area of strategic communication. The members of the ESS will identify strategic topics that might require a coordinated communication approach. Eurostat will also run a communication campaign on peer reviews in 2021-2023 to promote the value and quality of European statistics.

**Box 4: Eurostat on the internet and in social media**

Eurostat continuously intensifies communication through social media. It tweeted more than 1,300 messages in 2019, gaining over 10,000 new Twitter followers (now over 144,000 followers). Polls and Twitter chats are used to increase interaction with citizens and the media. Facebook posts reach a wide audience: a post on female managers, board members and senior executives gained almost one million views and more than 2,000 responses. The Eurostat website was visited more than 38 million times in 2019.

	<a href="http://ec.europa.eu/eurostat">ec.europa.eu/eurostat</a>
	<a href="https://twitter.com/EU_Eurostat">twitter.com/EU_Eurostat</a>
	<a href="https://facebook.com/EurostatStatistics/">facebook.com/EurostatStatistics/</a>

Eurostat will aim to **increase its reach on each of its dissemination channels**. This will entail among others drawing up communication plans for all key products and services, producing more multi-lingual products, facilitating easy sharing and adapting of products

by the users. In this context, the **Eurostat website**, the main tool for delivering European statistics to users and a platform that consolidates all Eurostat products, will play a crucial role. The Eurostat website was visited more than 38 million times in 2019, compared to 33 million views in 2018. It offers free access to more than 5500 tables and datasets, covering all statistical themes. Eurostat will conduct an in-depth review of the website and implement relevant changes. The website will be continuously adapted in response to changing user needs. This will include developing a clearer and more attractive design, easier and more flexible access to data and a growing range of user-friendly visualisation tools and infographics, to help users find and interpret the information they are looking for.

In order **to increase the number of potential users**, Eurostat plans to expand the range of social media networks on which it is present and to actively reach out to multipliers, in particular the media, to ensure wider distribution of its products. These channels target those who do not visit the Eurostat website and encourage them to become regular users of European statistics.

It will be crucial to continue **to provide wide access to data for scientific purposes** while safeguarding the highest standards in the protection of data and statistical confidentiality. Eurostat will strengthen its capabilities **to facilitate micro-data access**. This will entail establishing new modalities for research collaborations (such as remote access facilities), and assessing possible new types of disclosure risk (related to new data sources). Providing users with new methods for data exploration other than direct micro-data access will be a key element in this respect. It will be important for official statistics to become more machine accessible via Application Programming Interfaces. Datasets should also be accompanied by high-quality metadata and linked to other data to add value and provide context.

Eurostat will continue to contribute to the **Commission's strategy of combating the spread of disinformation**. Eurostat will carry on supporting fact-checkers and public authorities in their efforts to correct disinformation on the internet based on misuse of European statistics, as well as actively reaching out to experts, teachers, NGOs and other user groups to raise awareness and **promote better understanding of statistics**. Eurostat will develop and implement actions to increase **data literacy** among users and the public. Among others, it intends to support the **Digital Education Action Plan** and promote data literacy among young people, alongside digital literacy – an essential skill in the digital era. Eurostat will continue to increase its visibility towards potential users, particularly via key multipliers. These actions will contribute to raising public awareness and protecting European democracies from manipulation attempts.

Eurostat will expand the range of statistical literacy products available and increase their uptake. Given the rapidly changing expectations and needs of the users, Eurostat will continue to apply a differentiated approach to its products, tailoring them to specific user groups such as young people, non-experts, and journalists. There are good examples of this approach so far with products like **Statistics Explained**, which provides in-depth explanations of statistical topics; **Statistics for beginners**, which aims at increasing the

statistical literacy of users; and the **What's New** section, which highlights the latest statistical data releases and marks EU events with daily, visually attractive and concise news. To bring European statistics closer to the citizens, Eurostat will strengthen its support service, ensure an intensive and interactive user dialogue, and respond in a timely manner to topics of current concern.

Eurostat will **be more agile and responsive in its communication efforts vis-a-vis institutional users**. Eurostat organises bilateral annual hearings at Director level with the policy DGs of the Commission, covering topics such as political initiatives with implications for European statistics, planned data collections and the possible identification of synergies and areas for deeper cooperation. The key user DGs and other institutional users such as the ECB also participate actively in relevant ESS bodies e.g. as task forces, working groups, or Directors' Groups. Eurostat will ensure a thriving user dialogue by intensifying cooperation with statistical correspondents and local data correspondents of the DGs and providing a **high-quality institutional user support** service through its Brussels-based colleagues.

To ensure that the specific objectives are implemented, actions will be taken to **engage staff at all stages of the process and improve their communication skills**. This means that Eurostat will need to use internal communication channels to inform, listen to and involve staff in ongoing actions. Enabling staff to act as Eurostat 'ambassadors' will be key in passing on Eurostat's message to the outside world. This will be done by promoting the use of social media, encouraging active participation, particularly of young statisticians, in conferences, and supporting the publication of articles in journals and magazines.

## D. Key performance indicators

### Key performance indicators:

Key performance indicator 1 (=Result indicator 1.2): Number of data extractions

Key performance indicator 2 (=Result indicator 2.2): Statistical coverage

Key performance indicator 3 (as in chapter B of part 2): Overall risk at closure

## **PART 2. Modernising the administration**

The political guidelines of President von der Leyen refer not only to the policy initiatives the Commission will implement during this mandate but also on what steps will be taken to modernise its way of working. Eurostat will strive for excellence in the management of its human resources, in financial and fraud risk management, the digitalisation of its work and in sustainability. In each of these areas, Eurostat will develop or adapt its local strategy to guide the work for 2020-24. Strengthening Eurostat's institutional capacities will be essential to delivering on the plans set out in Part 1 of this document.

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. Eurostat has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

## A. Human resource management

**Objective:** Eurostat employs a competent and engaged workforce effectively delivering on the Commission priorities and its core business that can deploy its full potential within supportive and healthy working conditions as well as communication inclusiveness. In addition, Eurostat contributes to gender equality at all levels of management.

In the new Gender Equality Strategy 2020-2025, under the point “Leading and participating equally throughout society”, one of the key actions for the European Commission is to reach gender parity (50 %) at all levels of the Commission’s management by the end of 2024.

About 54 % of middle managers in Eurostat are women as of 1 June 2020; this clearly underlines Eurostat’s strong commitment to reach gender parity. As regards senior management, the share of female senior managers is 33 % as of 1 June 2020. Eurostat will keep up efforts to maintain the current levels.

Following the results of the 2018 Commission Staff Survey, between May and June 2019, open debates organised in different groups took place at Eurostat to involve staff members in the co-design of appropriate improvement actions. The suggestions provided by the different groups fed into the Eurostat Development Plan, which lays down the resulting improvement actions. The actions fall under four key areas, i.e. ‘mobility and career progression’, ‘collaboration and communication’, ‘senior management’, and ‘encouraging innovation’. Half of the 30 improvement actions either have a direct or an indirect impact on boosting staff engagement. The actions aim at providing more information on career opportunities, at promoting more inclusive communication between senior management and staff, and finally at encouraging innovation in the production and dissemination of European statistics and in the way work is carried out at Eurostat. These actions will contribute to the development of a better information flow and an organisational culture able to learn from mistakes and failures, while being innovative, and engaging staff in change, be it big or small. The implementation of the Eurostat Development Plan is carefully followed up by senior management.

Furthermore, in order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in the strategic plan 2020 -2024, Eurostat will develop a local HR strategy with a perspective of 5 years, consistent with the overall Commission’s corporate HR strategy. Eurostat’s HR strategy will establish the overarching link between its business goals, the skills and staffing needed to fulfil these, the working culture and the actions to undertake to answer to the most important HR challenges. A special focus will be put on learning and development in response to the rapidly changing technologies and emerging digital sources used in the production and dissemination of European statistics.

**Objective:** Eurostat employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

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

**Source of data:** Eurostat

<b>Baseline (female representation in management)</b> (01/12/2019)	<b>Target</b> (2022)
17 female middle managers (55%)	Quantitative targets for first appointments to MM 2020-2022 <sup>11</sup> 2

**Indicator 2: Eurostat staff engagement index**

**Source of data:** Commission staff survey [data to be provided by DG HR]

<b>Baseline</b> (2018)	<b>Target</b> (2024)
70%	80%

## B. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

In the new Multiannual Financial Framework 2021-27, the Statistical programme is part of a multi-DG programme (the Single Market Programme). In the area of sound financial management, Eurostat cooperates with the other participating DGs to align procedures as far as possible, striving to develop synergies and efficiencies. The Memorandum of Understanding puts in place several mechanisms for formal and informal cooperation as well as setting out rules to align work programmes, budgetary procedures, monitoring and evaluation tasks.

Eurostat is putting in place key processes for ensuring: efficient and effective budget planning and monitoring; processing and controlling of transactions to ensure their legality

<sup>11</sup> The target will be revised and extended for the period 2023-2024 by January 2023.

and regularity; support to internal and external users; and related reporting. Emphasis will be put on a more advanced corporate financial planning and reporting system.

Eurostat is also developing projects to introduce new simplified implementation mechanisms, which aim to reduce the administrative burden both for Member States as well as for the Commission and to contribute to a reduction in the overall cost of control.

In her political guidelines, President von der Leyen sets out a vision of a Commission that leads by example and is fully digital. Eurostat aims at achieving a completely electronic financial management system and paperless workflows.

Through the generalised use of corporate tools, Eurostat will be able to process transactions faster, further simplify procedures and achieve the lowest possible error rate.

<b>Objective:</b> The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions	
<b>Indicator:</b> Estimated risk at closure	
<b>Source of data:</b> Eurostat	
<b>Baseline</b> (2019)	<b>Target</b> (2024)
0.39%	< 2% of relevant expenditure

### C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF) aimed at the prevention, detection and correction of fraud

Eurostat updated its Anti-Fraud Strategy (AFS) most recently in 2017. To take into account the revised Commission Anti-Fraud Strategy (CAFS) adopted in 2019, Eurostat will, in 2020, issue its Anti-Fraud Strategy 2021-2023, the preparation of which has already started.

The objectives of the current Eurostat Anti-Fraud Strategy are to reinforce existing anti-fraud components, better integrate anti-fraud elements in the Eurostat risk assessment and risk management, and strengthen the Eurostat's anti-fraud capacities and awareness. An action plan is detailed in the AFS.

In updating its AFS, Eurostat will take into account the priority objectives set out in the new CAFS, and will strengthen the cooperation with OLAF and Central Services, in order to contribute to their achievement.

In particular, in defining its action plan Eurostat will focus on the achievement of the CAFS objective no. 1 (data collection and analysis) consisting of further improving the

understanding of fraud patterns, fraudsters’ profiles and systemic vulnerabilities relating to fraud affecting the EU budget; and objective no. 2 (coordination, cooperation and processes) for the optimisation of coordination, cooperation and processes..

Eurostat will punctually follow up on corporate initiatives, continue with its awareness campaign (providing information sessions as part of the newcomers' induction programme and organising training courses for specific functions) and monitor the strength of its IT tools and functionalities.

Eurostat will participate in the relevant subgroups of the Fraud Prevention and Detection Network (FPDNet) that will be set up by OLAF with the purpose of optimising coordination and cooperation for the fight against fraud, following the exchange of experiences and good practices between similar services.

If necessary, the strategy will be updated in the course of its implementation, or after its assessment at the end of the implementation period (2023).

<b>Objective:</b> The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy <sup>12</sup> aimed at the prevention, detection and correction <sup>13</sup> of fraud	
<b>Indicator: Implementation of the actions included in Eurostat’s anti-fraud strategy over the whole strategic plan lifecycle (2020–2024)</b>	
<b>Source of data:</b> Eurostat’s annual activity report, Eurostat’s anti-fraud strategy, OLAF reporting	
<b>Baseline</b> (2018)	<b>Target</b> (2024)
100% of action points implemented in time	100% of action points implemented in time

### D. Digital transformation and information management

**Objective:** Eurostat is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Eurostat will contribute to the implementation of the Commission’s work programme on data, information and knowledge management from two perspectives. Internally, Eurostat is engaged in the modernisation of its own European statistical products, i.e. producing trusted smart statistics, offering enriched data browsers and other services on top of the data released on Eurobase. Across Commission DGs and Services, Eurostat will continue to

<sup>12</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

<sup>13</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

take the lead for the statistical data domain<sup>14</sup>. In this capacity Eurostat will contribute actively to the majority of the 14 corporate actions of the plan.

Eurostat will implement new digital solutions to harness new data sources and to use new statistical methods. It will do so by fully exploiting the potential of new data collection techniques like web scraping, sensor data or smart devices collection and by applying new technologies like machine learning to produce new statistics.

Eurostat will build these innovative new digital solutions following the principles of the Commission's Digital Strategy, making use of the corporate building blocks available from DG DIGIT as part of the reusable solutions platform and using the data ecosystem as an integrated and secure data repository for the production of statistics.

The digital cloud-based infrastructure that DG DIGIT will deliver as part of the Digital Strategy will play a key role in the new digital solutions and will allow Eurostat to fully exploit the potential of big data sources for the production of statistics.

Data received from its partners are one of Eurostat's main assets. Therefore, data privacy and data protection will be at the core of the digital solutions that foster the sharing of data among producers and users of statistics.

Producing statistics in a rapidly changing world, will require flexible digital solutions that allow Eurostat to adapt easily to new technologies, data sources and new users' needs. Eurostat will do so by implementing an agile delivery model for the development of digital solutions. The delivery model will put users at the centre, foster innovation and co-creation of digital solutions with partner DGs and stakeholders of the European Statistical System and at the same time will foster automation to improve the quality of the digital solutions.

In addition to the creation of new digital solutions, a fundamental objective to achieve success in the digital transformation of Eurostat will be to provide Eurostat's personnel with tools to foster collaboration and to make use of automation to accelerate administrative processes. To achieve this goal, Eurostat will work with DG DIGIT to offer a fully digital workplace allowing flexible collaboration within the Commission and with external partners and providing the tools to have an efficient and paperless administration.

Regular training sessions on security and data protection will address all newcomers. In addition, presentations for middle and senior management will ensure an appropriate combination of awareness-raising and training, tailored to their specific needs. Furthermore, individual meetings will be organised between the Data Protection Coordinator and data controllers in Eurostat who are responsible for specific data processing involving personal data.

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<sup>14</sup> In line with Commission decision 2012/504/EU on Eurostat coordination role.

**Objective:** Eurostat is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

**Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions<sup>15</sup>**

**Source of data:** Eurostat

<b>IT solution</b>	<b>Baseline</b> (2018)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
Eurostat production systems	50%	58%	100%
EDAMIS	94%	94%	100%
Dissemination chain	88%	94%	100%

**Indicator 2: Percentage of Eurostat's key data assets for which corporate principles for data governance have been implemented**

**Source of data:** Eurostat's data correspondent and its support in unit B4

<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
75%	85%	90%

**Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance**

**Source of data:** Eurostat

<b>Baseline</b> (2018)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
25% of staff	75% of staff	100% of staff

## E. Sound environmental management

**Objective:** Eurostat's staff is aware of the environmental impacts generated by daily activities in the office and proposes actions to reduce them

The European Green Deal, one of the headline ambitions of the von der Leyen Commission, commits Eurostat to **reduce its environmental impact as an institution and as an employer**. Eurostat will actively contribute to the Commission's comprehensive **action plan** with the objective of the Commission becoming **climate-neutral by 2030**, due to be adopted in 2020.

<sup>15</sup> The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

Eurostat will implement an optimisation strategy as regards the organisation of the ESS expert group meetings. To make more efficient use of available resources and to decrease the ecological footprint, it will encourage meetings via videoconference and other digital tools where possible. Furthermore, the potential of introducing sustainability considerations in its procurement activities will be explored.

Some of the necessary actions to reduce environmental impact – for example in relation to the energy efficiency of buildings – can only be taken by infrastructure services. Eurostat and its staff will therefore cooperate with the respective services (OIL and DIGIT) in view of reducing environmental impact in the areas under their responsibility (e.g. cleaning, restaurant, building maintenance and ICT equipment).

At present, the Commission implements the Eco-Management and Audit Scheme (EMAS) to raise environmental awareness and promote environmentally sound behaviour. The scheme is coordinated by DG HR at the central level and implemented by the EMAS Correspondents in each DG. Eurostat created one of the first intra-DG EMAS networks in the Commission. The EMAS network is currently composed of around 40 members and intends to raise environmental awareness among Eurostat's staff. After bringing waste recycling bags to all kitchenettes in the BECH building, setting up an office supplies bring and borrow point or promoting sustainable urban gardening in public spaces near Eurostat's building, the EMAS network will continue to promote environmental awareness (such as responsible behaviour as regards reduction of energy, paper or water consumption, waste reduction and recycling, using public transport and videoconferencing to reduce emissions, green procurement) and the active environmental contribution of staff through different channels.

Eurostat will continuously support the EMAS network by encouraging active participation of the staff. The network will be extended by one representative from each unit that will be in charge of spreading eco-tips and will facilitate the bottom-up engagement of the staff. Furthermore, Eurostat will organise dedicated sessions in the Eurostat's induction training for newcomers. To strengthen the network, Eurostat will create, keep up-to-date and promote the internal website to gather eco-tips and EMAS material.

In recent years, the EMAS network has conducted several awareness actions with a focus on recycling, efficiency in the workplace and sustainable urban gardening. The EMAS network will continue to organise and promote environmental awareness events, activities and competitions, in particular as part of Earth Day, European Green Week, European Mobility Week or Waste Reduction Week.

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

**Indicator 1: Number of EMAS announcements sent through Cybernews**

**Explanation:** This indicator is based on the activity deployed to communicate and raise environmental awareness through the Eurostat intranet (Cybernews).

**Source of data:** Eurostat (Cybernews)

Baseline (2019)	Interim milestone (2022)	Target (2024)
16	Increase	Increase

**Indicator 2: Number of environmental suggestions received through the Eurostat EMAS network, the Eurostat EMAS mailbox or the EMAS correspondent mailbox**

**Explanation:** This indicator is based on staff activity to propose improvements to Eurostat's environmental performance or to find ways to improve their own behaviour.

**Origin of the indicator:** Several mailboxes

Baseline (2019)	Interim milestone (2022)	Target (2024)
3	Increase	Increase

## ANNEX: Performance tables

### General objective 1: A modern, high-performing and sustainable European Commission

#### Impact indicator 1: Image of the European Union

**Explanation:** This indicator is based on the question 'In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?' The indicator gives the share of positive and fairly positive views on this question

Origin of indicator: Eurobarometer

**Source of the data:** Eurobarometer<sup>16</sup>

Baseline (2019)	Interim milestone (2022)	Target (2024)
43%	Increase	Increase

**Specific objective 1: Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.**

Related to spending programme(s):  
In 2020, European statistical programme 2013-2020<sup>17</sup>  
From 2021, single market programme 2021-2027<sup>18</sup>

#### Result indicator 1.1: User trust in European statistics

**Explanation:** This indicator measures the trust on European statistics. It is calculated as the percentage of respondents to the Eurostat user satisfaction survey (USS) who trust greatly or tend to trust European Statistics. As the survey is not organised every year, it will be measured in 2020, 2022 and 2024. The survey is anonymous, so we do not know who answers each time and the sample can vary. To compensate for that, we use as baseline the average over the previous five years (2015-2019) and as target an average over the new planning period.

**Source of data:** [Eurostat USS](#)

Baseline	Interim milestone	Target
Average 2015-2019	(2022)	(2024)
94.6%	≥94.6% on average over the period	≥94.6% on average over the period

<sup>16</sup> <https://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/Chart/getChart/chartType/gridChart//themeKy/19/groupKy/102/savFile/911>

<sup>17</sup> Established by [Regulation \(EU\) No 99/2013 of the European Parliament and of the Council of 15 January 2013 on the European statistical programme 2013-17](#) (OJ L 39, 9.2.2013, p. 12).

<sup>18</sup> [Proposal for a Regulation of the European Parliament and of the Council establishing the Programme for single market competitiveness of enterprises, including small and medium-sized enterprises, and European statistics and repealing Regulations \(EU\) No 99/2013, \(EU\) No 1287/2013, \(EU\) No 254/2014, \(EU\) No 258/2014, \(EU\) No 652/2014 and \(EU\) 2017/826 — COM\(2018\) 441 final — 2018/0231 \(COD\)](#).

### Result indicator 1.2: Number of data extractions

**Explanation:** This indicator measures the relevance of European statistics and how much they are used, so being a point of reference. It is calculated as the number of data extractions (in millions) made by external users from Eurostat dissemination databases via the Eurostat website.

**Source of data:** The source is the [monitoring reports on Eurostat electronic dissemination](#).

Baseline (2019)	Interim milestone (2022)	Target (2024)
18.34 million	Increase	Increase

### Result indicator 1.3: Degree of implementation of the activities planned for the specific objective 1

**Explanation:** This indicator measures the degree of implementation of the activities planned for the specific objective. It is calculated as the percentage of activities linked to the objective, which have been achieved or are on target. In the Eurostat planning and monitoring system, activities are linked to one of the specific objectives.

**Source of data:** [Eurostat planning and monitoring system](#)

Baseline (2020)	Interim milestone (2022)	Target (2024)
It will be calculated when monitoring the activities of the specific objective for the first time for 2020	≥95.0%	≥95.0%

### Result indicator 1.4: User friendliness (how easy it is to find a data)

**Explanation:** This indicator measures the percentage of users who judge as at least partly easy to find data. No opinion answers are not counted.

As the survey is not organised every year, it will be measured in 2020, 2022 and 2024. The survey is anonymous, so we do not know who answers each time and the sample can vary. To compensate for that, we put as target an average over the new planning period.

**Source of data:** [Eurostat USS](#)

Baseline (2019)	Interim milestone (2022)	Target (2024)
To be calculated in 2020	≥ baseline on average over the period	≥ baseline on average over the period

**Specific objective 2: Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.**

Related to spending programme(s):  
 In 2020, European statistical programme 2013-2020<sup>19</sup>  
 From 2021, single market programme 2021-2027<sup>20</sup>

**Result indicator 2.1: Share of users not satisfied with the quality of data and services provided by Eurostat**

**Explanation:** This indicator measures the quality of data and services provided by Eurostat. It is calculated as the percentage of respondents to the Eurostat user satisfaction survey (USS) who consider the quality as poor or very poor. The objective is to minimise their number.

As the survey is not organised every year, it will be measured in 2020, 2022 and 2024. The survey is anonymous, so we do not know who answers each time and the sample can vary. To compensate for that, we use as baseline the average over the previous five years (2015-2019) and as target an average over the new planning period.

**Source of data:** [Eurostat USS](#)

<b>Baseline</b>	<b>Interim milestone</b>	<b>Target</b>
Average 2015-2019	(2022)	(2024)
3.7%	≤3.5% on average over the period	≤3.5% on average over the period

**Result indicator 2.2: Statistical coverage**

**Explanation:** This indicator measures the relevance of the statistics published by Eurostat. It is calculated as the number (in millions) of indicators, sub-indicators and all their breakdowns included in Eurobase, the Eurostat dissemination database. It counts the number of "records" stored in Eurobase that differ by more than just the date, as those would be considered as part of the same statistics/time series.

**Source of data:** [Eurostat dissemination database](#)

<b>Baseline</b>	<b>Interim milestone</b>	<b>Target</b>
(2019)	(2022)	(2024)
423 millions	Increase	Increase

**Result indicator 2.3: Timeliness of statistics: news releases**

**Explanation:** This indicator measures the timeliness of the statistics published by Eurostat. It is calculated as the number of days between the last day of the statistics' reference period and the release day of the related news release, so it would indicate a positive trend when decreasing. The indicator is calculated on a set of the most important quarterly and monthly statistics.

<sup>19</sup> Established by [Regulation \(EU\) No 99/2013 of the European Parliament and of the Council of 15 January 2013 on the European statistical programme 2013-17](#) (OJ L 39, 9.2.2013, p. 12).

<sup>20</sup> [Proposal for a Regulation of the European Parliament and of the Council establishing the Programme for single market competitiveness of enterprises, including small and medium-sized enterprises, and European statistics and repealing Regulations \(EU\) No 99/2013, \(EU\) No 1287/2013, \(EU\) No 254/2014, \(EU\) No 258/2014, \(EU\) No 652/2014 and \(EU\) 2017/826 — COM\(2018\) 441 final — 2018/0231 \(COD\).](#)

**Source of data:** Data of release of [Eurostat's News releases](#).

Baseline (2019)	Interim milestone (2022)	Target (2024)
83.3 (quarterly statistics) 35.6 (monthly statistics)	≤ baseline	≤ baseline

**Result indicator 2.4: Number of new experimental statistics datasets published**

**Explanation:** This indicator shows relevance and innovation in the production of European statistics. It is calculated counting the number of new experimental statistics datasets which are published in a given year. Experimental statistics are statistics on new topics and produced using innovative sources and methods. They may become official European statistics after a period of testing.

**Source of data:** [Eurostat's website section for experimental statistics](#).

Baseline (2019)	Interim milestone (2022)	Target (2024)
1	>0	>0

**Result indicator 2.5: Degree of implementation of the activities planned for the specific objective 2**

**Explanation:** This indicator measures the degree of implementation of the activities planned for the specific objective. It is calculated as the percentage of activities linked to the objective, which have been achieved or are on target. In the Eurostat planning and monitoring system, activities are linked to one of the specific objectives.

**Source of data:** [Eurostat planning and monitoring system](#)

Baseline (2020)	Interim milestone (2022)	Target (2024)
It will be calculated when monitoring the activities of the specific objective for the first time for 2020	≥95.0%	≥95.0%

**Result indicator 2.6: Proportion of proposed legislative revisions that include burden reduction measures**

**Explanation:** The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of the REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

**Source of data:** Eurostat

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

**Specific objective 3: Eurostat better communicates and better promotes European statistics and facilitates their use by policy-makers, citizens, businesses, researchers and the media.**

Related to spending programme(s):  
 In 2020, European statistical programme 2013-2020<sup>21</sup>  
 From 2021, single market programme 2021-2027<sup>22</sup>

**Result indicator 3.1: Number of Eurostat followers and engagement rate on social media**

**Explanation:** This indicator measures how Eurostat communicates and promotes European statistics. This indicator counts how many followers Eurostat has on social media (currently Facebook and Twitter) and what their engagement rate is. The engagement rate is defined as interactions/impressions (views). It is calculated monthly by the unit of Eurostat in charge of dissemination. An increase of the values is positive but it would be improbable to expect the engagement rate to increase simultaneously with increasing numbers of followers, so the aim would be to maintain it.

**Source of data:** Eurostat's [Facebook](#) and [Twitter](#) accounts

<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
143949 (followers on Twitter) 42327 (followers on Facebook) 1.9% (engagement rate)	190017 (followers on Twitter) 90009 (followers on Facebook) ≥1.9% (engagement rate)	210111 (followers on Twitter) 120021 (followers on Facebook) ≥1.9% (engagement rate)

**Result indicator 3.2: Number of visits to the Eurostat website**

**Explanation:** This indicator measures how much European statistics are used and so their relevance. It is calculated by counting the number of visits to the Eurostat website.

**Source of data:** [Eurostat website](#)

<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
35.85 million	38.00 million	40.00 million

<sup>21</sup> Established by [Regulation \(EU\) No 99/2013 of the European Parliament and of the Council of 15 January 2013 on the European statistical programme 2013-17](#) (OJ L 39, 9.2.2013, p. 12).

<sup>22</sup> [Proposal for a Regulation of the European Parliament and of the Council establishing the Programme for single market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics and repealing Regulations \(EU\) No 99/2013, \(EU\) No 1287/2013, \(EU\) No 254/2014, \(EU\) No 258/2014, \(EU\) No 652/2014 and \(EU\) 2017/826 — COM\(2018\) 441 final — 2018/0231 \(COD\).](#)

**Result indicator 3.3: Degree of implementation of the activities planned for the specific objective 3**

**Explanation:** This indicator measures the degree of implementation of the activities planned for the specific objective. It is calculated as the percentage of activities linked to the objective, which have been achieved or are on target. In the Eurostat planning and monitoring system, activities are linked to one of the specific objectives.

**Source of data:** [Eurostat planning and monitoring system](#)

<b>Baseline</b> (2020)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
It will be calculated when monitoring the activities of the specific objective for the first time for 2020	≥95.0%	≥95.0%