



COURT OF JUSTICE
OF THE EUROPEAN UNION

ANNUAL REPORT 2023 MANAGEMENT REPORT





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OF THE EUROPEAN UNION

Annual activity report for the financial year 2023

[Annual management report]



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I. Introduction

The Court of Justice of the European Union (the 'Court' or the 'Institution') is the judicial institution of the Union, tasked with ensuring compliance with EU law through uniform interpretation and application of the Treaties and by guaranteeing the review of the legality of acts adopted by the institutions, bodies, offices and agencies of the Union.

The Institution, composed of two courts, the 'Court of Justice' and the 'General Court of the European Union' ('the General Court'), contributes to preserving the values of the European Union and promotes European integration through its case-law.

The Court ensures wide visibility for its judicial and institutional activities to create closer ties with the general public and legal professionals, by publishing the following information, available to the public on its website ([CURIA – Annual report](#)):

- ▶ *the Selection of major judgments*, an annual publication which aims to make the case-law of the European Union Courts more visible and accessible. It is a compilation of *résumés* of the main decisions of the Court of Justice and the General Court, highlighting, for legal professionals, the main developments in the case-law over the past year;
- ▶ the statistics concerning the judicial activity of the two courts, preceded by a brief overview highlighting the main trends that emerge from a reading of those statistics;
- ▶ *The Year in Review*, summarising the results of the administrative and judicial activities; and
- ▶ this *Annual management report* (annual activity report of the authorising officer by delegation), drawn up in accordance with Article 74(9) of Regulation 2018/1046 on the financial rules applicable to the general budget of the European Union ('the Financial Regulation').

Article 74(9) of the Financial Regulation requires the authorising officer by delegation to report to his or her Institution on the performance of his or her duties in the form of an annual activity report containing financial and management information, stating that he or she has reasonable assurance that:

- a) the information contained in the report gives a true and fair view of the situation;
- b) the resources allocated to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management; and
- c) the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

The *Annual activity report* contains information on the operations carried out in relation to performance-based objectives and considerations, the risks associated with these operations, the use of the resources available and the efficiency and effectiveness of the internal control systems.

The activities and objectives achieved during the year are presented in a cross-cutting and thematic manner, grouped around the various management axes. This approach serves to highlight what has been achieved by the Court over the past year, irrespective of the administrative entity entrusted with a given task or project within the Institution. The sections of the report on the risks associated with operations and interinstitutional cooperation are also presented transversally.

Thus, after the present introductory section, Section II reports on the main developments regarding judicial activities in 2023. Section III focuses on the main results of the Institution's administrative activity in 2023 for various management axes; Section IV analyses operational risks; and Section V reports on interinstitutional cooperation and cooperation with Member State bodies in 2023. Sections VI, VII and VIII report on the use of the budgetary and human resources available to the Court, the functioning of the internal control system and the follow-up to the observations set out in the reports of the Court of Auditors and the European Parliament's discharge resolution for the financial year 2022. Finally, various annexes provide more specific information, including some that is required under special provisions of the Financial Regulation.



II. Main developments and outcomes concerning judicial activity in 2023

The year 2023 was marked, in particular, by reflection and political discussions concerning the legislative request submitted by the Court in November 2022, with a view to a partial transfer of its jurisdiction for preliminary rulings to the General Court and the extension of the mechanism for allowing appeals to proceed.

That request arose in a context characterised by the complexity and sensitivity of an increasing number of cases brought before the Court, in particular as regards the protection of the values of the European Union and the fundamental rights on which European integration is based. The combination of those factors has had the effect of gradually extending the duration of proceedings, as it is difficult for the Court to handle applications that have become not only more numerous, but also increasingly complex or sensitive, with the same speed as in the past. At the same time, now that the reform of the judicial architecture of the European Union has been fully completed, the General Court has a total of 54 judges (2 judges per Member State) and has changed its internal organisation and working methods, so that it is able to hear not only more cases, but also new categories of cases that may be transferred to it pursuant to the Treaties.

Although the possibility of transferring jurisdiction to hear questions referred for a preliminary ruling in specific areas to the General Court has existed for over 20 years, in accordance with Article 256(3) of the Treaty on the Functioning of the European Union ('TFEU'), this is the first time that a request for such a transfer of jurisdiction has been actually submitted to the legislature.

In 2023, the Court submitted its request under the second paragraph of Article 281 TFEU, with a view to amending Protocol No 3 on the Statute of the Court of Justice of the European Union (the 'Statute of the Court of Justice') to the competent institutions, namely the European Parliament and the Council, and set out the content of the proposed reform and the grounds on which it is based. Following a political agreement reached in December 2023, the European Parliament and the Council of the European Union voted in favour of the reform in February and March 2024, and the regulation was signed in April 2024. A considerable amount of work is underway to implement the reform. The adoption of this reform is a very important step in the history of the judicial institution of the European Union in its relations with the national courts.

Moreover, the Institution's registries and services will be called upon to contribute actively to the success of the reform. They are therefore currently discussing the adjustments that will have to be made to assist and facilitate this change and to continue to offer the most appropriate support to both courts.

For its part, the General Court continued to promote modern and efficient justice in 2023. Now having 54 judges following the full completion of the reform of the judicial architecture of the European Union, it has amended its Rules of Procedure to optimise judicial time, in particular by clarifying or simplifying certain provisions. These amendments also meet certain needs, such as the possibility, where the circumstances so require, of using videoconferencing for hearings. They also promote proactive case management and take into account legislative development on personal data protection for individuals. The General Court has, furthermore, amended its practical measures for implementing its Rules of Procedure. These amendments entered into force on 1 April 2023.

Furthermore, a new Registrar was appointed to the General Court for a term of office of 6 years, from 5 June 2023 to 4 June 2029, namely Mr Vittorio Di Bucci, the third Registrar of the General Court since its creation in 1989.

In 2023, the Court introduced a new procedure regarding the anonymisation of cases. Thus, anonymised references for preliminary rulings lodged from 1 January 2023 are now given a fictitious name, using a computerised generator. The attribution of this fictional name, which does not correspond to the actual name of a party to the proceedings or, in principle, to an existing name, has been put in place to facilitate the identification of anonymised cases that can thus be retained and cited more easily, both in case-law and in other fora, and in the same way in all languages.

Statistically, the figures show sustained judicial activity. The number of cases brought before both courts in 2023 exceeded, for the first time in the history of the institution, the symbolic threshold of 2 000 (2 092 cases). However, this total includes a series of 404 cases brought before the General Court in October 2023, which are essentially identical. If these cases are not taken into account, the number of actions brought is still at a very high level, but close to that of previous years (1 710 in 2022 and 1 720 in 2021). As regards the number of cases handled, the Court of Justice and the General Court were able to close a total of 1 687 cases in 2023, a number which is slightly higher than the average in recent years (1 667 cases per year between 2019 and 2022). For its part, the number of cases pending remained stable compared with previous years (without taking into account the previously mentioned 404 identical cases brought before the General Court).

Court of Justice

The number of cases brought before the Court of Justice in 2023 (821 cases) remained high, representing a slight increase over the previous year (806 cases in 2022).

As in previous years, these were essentially requests for preliminary rulings and appeals, which, amounting to 518 and 231 cases, respectively, alone accounted for more than 91% of all cases. They cover an extremely wide range of subjects. With a high number of cases (82), the area of freedom, security and justice continues to occupy a prominent place in the Court's activities, as do disputes relating to intellectual property, an area in which the number of cases has increased (75 in 2023, compared with only 49 in 2022). Other areas particularly prevalent in disputes before the Court of Justice are taxation, consumer protection and State aid.

The number of cases closed in 2023 again reached a very high level (783), although there has been a slight decrease compared with the previous year (808).

The number of cases closed in 2023 was slightly lower than the number of cases brought (38 fewer cases), with the number of cases pending at the end of 2023 amounting to 1 149 (compared with 1 111 at the end of 2022).

The overall average duration of proceedings, all types of cases being considered, was 16.1 months in 2023, a slight decrease compared with the previous year (16.4 months). The average length of preliminary ruling proceedings fell from 17.3 months in 2022 to 16.8 months in 2023, and a decrease was also recorded in the duration of direct actions (20.8 months in 2023, compared with 23.5 months in 2022).

General Court

The General Court saw a sharp increase in the number of cases brought in 2023, amounting to 1 271 compared with 904 in 2022. However, this number includes an exceptional series of essentially identical 404 cases lodged in October 2023 (joined cases). Disregarding this number of cases, the number of cases brought is 868. The field of intellectual property still has the highest number of new cases (309). New cases were also filed in the fields of the European civil service (75), restrictive measures (external action) (63), institutional law (470, including the 404 cases mentioned above) and economic and monetary policy (56).

The year 2023 was marked by an increase in the number of closed cases, amounting to 904 (858 in 2022). The cases resolved in 2023 primarily concerned intellectual property (278), State aid (127), restrictive measures (external action) (69), the European civil service (66), and competition (36). The overall increase of 5.4% compared with 2022 shows that a steady pace has been restored after absorbing the cyclical effects relating to the changes in the composition of the court in 2022.

While the number of cases pending showed a sharp increase in 2023 (1 841 compared with 1 474 the previous year), this is a direct consequence of the lodging of the aforementioned series of cases. However, by considering this series of joined cases as a single case, the number of cases pending is actually lower than in the previous year (1 438 in 2023 compared with 1 474 in 2022).

The average length of proceedings in 2023 is 18.2 months (compared with 16.2 months in 2022).

III. Main developments and results concerning administrative activity in 2023

In 2023, the services and registries of the two courts continued to work towards achieving their respective objectives, which are grouped schematically around five key management axes, as follows:

1. contribute to the proper functioning of the courts, ensuring at all times that the support provided to the courts is of high quality and speed, and appropriate;
2. improve performance through digitalisation and emerging technologies;
3. facilitate access to information and open the Court to the general public;
4. manage multilingualism effectively, defending and promoting multilingualism;
5. ensure ambitious human resources management.

The following sections set out the Court's results in 2023 in respect of each of these key management axes.

Lastly, Chapter 6 groups together the Court's policies and actions aimed at ensuring compliance of activity with the applicable regulations and monitoring of best practices.

1. Contribution to the proper functioning of the Courts

a. Continuation of the Integrated Case Management System (SIGA) project

In 2023, in accordance with the Institution's digital transformation strategy, the SIGA programme remained a priority.

The objective is to establish an integrated case management system to replace most of the IT applications currently in use at the Court of Justice and the General Court in the context of their judicial activities. In addition to technology renewal, the incoming system will provide added value to facilitate a cross-cutting and fully integrated approach to the flows intrinsic to judicial activity, thus making greater optimisation and automation of the stages of case management possible.

In 2023, preparations for the implementation of SIGA were significantly accelerated. SIGA underwent significant developments in terms of the definition of the solution, set-up of the infrastructure, product demonstrations, technical projects concerning its architecture and data and process governance (identity management, master data management, service-oriented architecture, etc.).

The use of SIGA in the courts and services will be a major change in terms of the working environment and, consequently, its organisation. Thus, in parallel with development, a programme dedicated to the change management process, called *Lex'Go*, has been running since the beginning of 2023.

Lex'Go is the implementation of a strategy based on communication, training and active support to users. Demonstrations of the upcoming working environment have been organised, as have several meetings of a network of 'SIGA ambassadors' specially created for the transition to this new environment.

b. Use of e-Curia

Since its launch in November 2011, the e-Curia application has been used to lodge and notify procedural documents electronically. This application is used by both of the Institution's courts. It allows for the paperless lodging of procedural documents by the parties' representatives and the filing of notifications to them by the registries of the Court of Justice and the General Court. This paperless approach brings both environmental and economic gains, such as a reduction in postal costs (which were reduced by approximately 84% during the period from 2011 to 2023) and paper consumption. Moreover, it speeds up the processing of procedural documents transiting via this application and strengthens management quality via a harmonised and secure process.

At the General Court, the use of e-Curia has been mandatory since 1 December 2018. To ensure compliance with the principle of access to the courts, the applicable legislation provides, however, for certain exceptions where the use of e-Curia proves technically impossible or where legal aid is sought by an applicant not represented by a lawyer. In 2023, 94% of documents before the General Court were lodged via e-Curia (the same percentage as in 2022). The procedural documents filed via e-Curia amounted to 1 762 453 pages in 2023 (979 676 pages filed in 2022 and 889 353 pages filed in 2021).

At the Court of Justice, e-Curia is also the primary method of exchanging procedural documents with the parties, since in 2023, documents lodged via e-Curia accounted for 89% of procedural documents lodged with the Court, an increase of 2% compared with the previous year (87% in 2022) and 10% compared with 2020 (79%). While strongly encouraged, the use of this application is not mandatory at the Court of Justice. The main reason for this difference between the two courts lies in the specific features of preliminary ruling proceedings before the Court of Justice brought by the national judges.

However, the ongoing promotion of the application by the Court of Justice is reflected in the very high increase in the number of accounts opened by the national courts (451 accounts at the end of 2023, compared with 337 accounts at the end of 2022 and 223 accounts at the end of 2021).

c. Meeting of Judges

This annual event, held for the first time in 1968, provides a special opportunity to develop relations between the Court and the national courts, with a view to strengthening judicial cooperation and fostering mutual knowledge through information-sharing.

Following a special meeting in 2022 in the context of the celebration of the 70th anniversary of the Court, with the participation of the Presidents of the constitutional and supreme courts of the Member States, the 2023 meeting was organised for the judges of the courts of first instance and appeal of all the Member States.

On 27 and 28 November 2023, 148 participants attended the Meeting at the Court's seat. The Meeting, over two working sessions and three workshops, focused on recent developments in the preliminary ruling procedure, the concept of judicial independence in EU law, indirect taxation, recent case-law on consumer protection, and the recent case-law of the General Court on EU banking law. The meeting ended with the judges attending a hearing.

d. Contact with national and international high courts and other authorities

Every year, the Court receives high-level visits, from delegations from the constitutional and supreme courts of the Member States and third countries, international courts and national authorities. At these meetings, the Members of the Institution have the opportunity to discuss with delegations topics of common interest that promote knowledge and understanding of EU law and the transparency and effectiveness of justice.

In 2023, such visits were organised, inter alia, for delegations from the constitutional courts of Latvia, Kosovo and the Federal Republic of Germany, the supreme courts of Latvia and Slovenia, the supreme administrative court of Lithuania and the court of auditors of Portugal. A bilateral meeting with the European Court of Human Rights also took place.

The Court also received, inter alia, the President of the Republic of Slovenia, the President of the House of Representatives of Cyprus, the Ministers of Justice of the French Republic and of Latvia, the Minister for European Affairs of Poland and the Deputy Minister for Justice of the Czech Republic.

e. Judicial Network of the European Union (Réseau judiciaire de l'Union européenne, 'RJUE')

This Network, created in March 2017 on the 60th anniversary of the signing of the Treaties of Rome and comprised of the constitutional and supreme courts of the Member States, continued in 2023 strengthening cooperation between the Court and the national courts.

Closer links between the courts and tribunals which are members of the Judicial Network of the European Union facilitate close cooperation in areas as diverse as judicial monitoring, legal research, multilingual terminology and emerging technologies. It creates new opportunities for synergies and for sharing best practices and experiences.

The RJUE's activities during 2023 were marked by the objective of promoting closer cooperation between the participating courts. To that end, the fifth meeting of correspondents took place on 6 October 2023, in hybrid format. 58 members, representing 43 national courts from 22 countries and 3 observers, attended the meeting.

The discussions focused on the work and future activities of the RJUE. In this context, presentations were made on the activities developed within the RJUE since the 2022 meeting and on developments of the platform. There were also discussions on the subject of artificial intelligence and justice. In this regard, representatives of the French Court of Cassation, the Irish Supreme Court, the Swedish Supreme Administrative Court and the Court of Justice presented their experiences, plans and ideas for future developments in this field.

In addition, the various thematic groups continued their activity and continued to meet on a regular basis. A webinar was organised regarding each thematic group within the RJUE (innovation, legal research and legal terminology).

f. Strengthening cooperation between the Court and the European Judicial Training Network (EJTN)

Since its creation just over 20 years ago, the European Judicial Training Network (EJTN) has contributed to strengthening mutual trust and judicial cooperation and dialogue, and has contributed to the integration of the European judicial area by promoting knowledge of the legal systems of the Member States and of EU law.

The network is thus particularly important to the Court, which has established a long-standing partnership with that network, the main event of which is the presence, each year, of national judges for 6-month or 12-month traineeships in the chambers of the Court of Justice and the General Court, as well as in the Research and Documentation Directorate.

These traineeships allow direct and daily contact with different legal cultures and traditions, both national and European, to their greatest mutual benefit and enrichment.

In this context, the Court examined additional avenues with a view to gradually increasing the number of national judges who can complete a traineeship each year, which now stands at 15, in order to ultimately host 1 judge per Member State. To this end, an ambitious communication plan was developed together with the EJTN to raise awareness among justice professionals in the Member States by making known the opportunities for traineeships and existing financing, and the mutual purpose and benefits of these traineeships. A second set of measures aims to overcome any obstacles, language barriers in particular; in this context, the Court has already made available to the EJTN its expertise and teaching materials regarding language training.

The partnership between the Court and the EJTN also takes other forms, such as the organisation of study visits, annual seminars on the preliminary ruling mechanism, fora attendance and the provision of training materials. Measures have also been taken to make it possible for a higher number of judges to attend these seminars from 2024 onwards.

g. Developing new tools for the selective dissemination of legal doctrine

Following the provision, in 2022, of a new tool for the selective dissemination of legal literature, consisting of a well-planned bibliography prepared by topic of interest, the Court's Library expanded the range of services offered to users. A new product for the promotion of legal content was launched in 2023. The 'Blogosphere Mapping' database is intended to inform the Members and staff of the Institution of the relevant developments in legal literature produced and disseminated online via blog posts, outside of reference journals and traditional publications. It offers access to a corpus of 121 reference blogs by subject (10 topics and 7 sub-topics), carefully selected using a methodology combining legal rigour and technological innovation. A customisable RSS feed complements this offer.

In addition, a specially designed bibliographic research service for Advocates General was launched in 2023 (a total of 31 bibliographic searches were carried out over the year).

2. Digitalisation and emerging technologies for increased performance

a. Artificial intelligence (AI) and emerging technologies

The Court began at an early stage to monitor developments in the field of artificial intelligence (AI) and to identify technologies that could increase the efficiency of its functioning. At the same time, it has begun to carry out a comprehensive analysis to take full account of the challenges and concerns associated with technological progress in this field.

i. Adoption of an AI-based tool integration strategy

As part of its digitalisation journey, the Court aims to rely on capabilities of AI in a responsible, fair, traceable and reliable manner.

Due to its judicial nature, the Court follows a very strict approach in this area in order to fully preserve the independence, quality and proper function of justice, without forfeiting the opportunities for efficiency that may result from the use of AI-based tools.

In June 2023, the Court adopted an overall and ambitious but accountable strategy for the integration of tools based on artificial intelligence in its functioning. This strategy is available on the Institution's website [[cjeu_ai_strategy.pdf \(europa.eu\)](https://www.cjeu.europa.eu/press-communication/media-123456)].

In line with this strategy, a governance body, the *AI Management Board*, has been created and tasked with reflecting on the principles, guidelines and areas of special attention that will guide the use of AI.

This Board ensures that the acquisition, development and use of AI-based tools is carried out in line with the principles set out in the strategy. These principles include fairness, impartiality and non-discrimination, transparency, traceability, confidentiality of information, respect for privacy and personal data, human oversight and continuous improvement.

To this end, guidelines have been issued to guide the use of AI-enabled tools by staff. These guidelines, together with a range of relevant information, raise awareness and guide the Court's staff, allowing the services to benefit from the advantages provided by AI in performing their tasks with all the necessary guarantees of legality and security.

ii. Innovation lab and development of new tools and prototypes

The Innovation Lab within the Information Technology Directorate has been monitoring closely the avenues offered by emerging technologies and AI since 2019, together with the services according to their areas of interest.

The tests currently being carried out with certain AI tools aim, in particular, at facilitating text analysis and the creation or capture of various metadata to feed databases. These tools will make it possible to extract relevant information automatically in order to speed up the processing of certain tasks, carry out certain checks automatically and facilitate the processing of significant data volumes.

This work is being carried out while taking account of the Institution's strategy in this field, drawing on the 'European Ethics Charter on the use of artificial intelligence in judicial systems and their environment', considering the five basic principles expressed therein, namely the principles of respect for fundamental rights, non-discrimination, quality and security, transparency, impartiality and

fairness, and involving user control. In all cases, the tasks performed using AI will be monitored by a human operator and aim ultimately at providing a better service while complying with the first principle of the Charter, namely respect for 'ethical-by-design' and 'human-rights-by-design' approaches.

As a result of this work, several products were rolled out in 2023: automation of document analysis for references to applicable legislation and assistance with invoice verification through robotic processes. In addition, a number of proof-of-concept approaches were implemented, such as AI document analysis, hearing transcripts and the augmented reality enrichment of visits.

Finally, the interinstitutional 'CJEU Innovation Days' event was organised by the Institution in May to promote technological innovation and information sharing on ongoing projects. 15 presentations were proposed and 23 projects from different European institutions were presented.

b. Automated and paperless procedures

In addition to the work in progress on setting up an Integrated Case Management System (SIGA) and the e-Curia application, referred to in points 1.a. and b. above, the following projects can be mentioned:

i. Information and documentation

- **Document management system:** the project to modernise administrative document management continued in 2023 with the roll-out, for all services, of the HAN/ARES application. A team managing this tool continues to support users in order to enable them to derive the greatest benefit for the organisation and optimisation of working methods.
- **Electronic signature:** the digital signature tool (EU SIGN) is now used by all of the Institution's services and, since 2022, for the General Court's judgments, orders and minutes of hearings.
- **Library search tool:** following the migration to a new integrated library management system (Alma) and the launch of a new search interface (Curius II) in 2022, the Library continued, in 2023, to fine-tune this new interface with the aim of optimising the functioning of this single point of access to bibliographic resources (more identifiable results, more accurate filters, etc.).
- **Library conversion:** in 2023, the transformation of the Library into a digital documentary centre increased in speed. With a view to increasing the acquisition of electronic resources (electronic databases, books and periodicals), the Library maintained all its existing subscriptions to legal databases in 2023, that is, 132 in total, by opting for an extension of accessible content in several of those databases. In addition, it subscribed to new online resources and gained access to 2 241 new electronic publications. It now has 13 691 electronic publications.
- **Neural translation:** the developments in this area are detailed in point 4 of this report, on results in the field of multilingualism management.

ii. Human resources

The paperless approach in administrative procedures and the simplification and digitalisation of workflows continued in 2023, drawing on the experiences gained during the health crisis and adapting to the latest developments. In addition, efficiency gains were made and continue to be identified through increased use of the various modules of the interinstitutional staff management application (SYSPER), which allow documents to be generated automatically and statistics to be compiled. In 2023, the Court implemented the NDP (*numérisation des dossiers personnels* – digitisation of personal files) module, enabling the digitised management of personal files.

iii. Financial management

The percentage of invoices received electronically increased again in 2023, reaching 81%, up from 77% in 2022. The Court continues to favour e-invoicing and thus maintain the positive trend observed in recent years, which has seen the number of invoices received electronically jump from 14% in 2015 to 81% in 2023.

c. Strengthening the stability, availability and security of IT systems

In 2023, the stability and continuity of the Court's IT infrastructure and services was maintained, with an availability rate of applications and services of 99.90%. Multimedia services covered 99.99% of the hearings without incident. In the light of the above, overall user satisfaction level was very high, with IT support meeting users' expectations in over 98% of cases.

In the area of IT security, several analyses and audits were carried out in 2023. In addition, actions to update and modernise security infrastructure have been put in place and awareness-raising campaigns have been carried out. In this context, the IT systems security service drew up 88 security recommendations, which were implemented by the operational IT teams in order of urgency. A first strengthening of the cybersecurity team was carried out this year, in preparation for the first phases of the entry into force of the new regulation on cybersecurity in 2024.

To keep applications operational, the Information Technology Directorate provides application support and carries out rapid adaptations of applications. In 2023, 1 900 requests for application support were submitted, approximately 10% of which led to changes to the applications concerned.

The Court's IT applications and services are hosted in the main data centre. An emergency data centre is in place on a remote site to take over in the event of a serious event and to ensure high availability of IT services. Given the importance of regular switchover tests between these two data centres to confirm that operational procedures and applications function smoothly, a switchover test was carried out successfully in July 2023.

3. Access to information and opening of the Court to the public

a. New arrangements for making information on the Institution's activities available to the general public

Until 2021, the Institution's annual report was made up of three publications, namely the annual report on judicial activity, *The year in review* and this management report.

In 2022, the Court decided, after thorough consideration and an examination of the practices of the constitutional and supreme courts of the Member States, to make changes to the annual report on judicial activity and *The year in review*. This redesign was essentially guided by three objectives: to heighten the relevance of *The year in review*, considering its target audience (namely all EU citizens), with a view to education, transparency and better visibility of the courts' activities; to retain a detailed overview of the case-law in order to report on all case-law developments of note to a more informed public, while optimising presentation and availability; and, finally, by enhancing the presentation of judicial statistics with a view to making them accessible earlier and in a more user-friendly format.

Thus, for the first time, in 2023 the Court published the main information concerning its activities in a multi-part editorial product, consisting of the following series of documents available on the Court's website (CURIA) for the general public:

- *Selection of major judgments of the year – Collection of résumés* setting out the decisions regarded by the two courts as the most important of the past year;
- *The year in review*, including a section entitled 'Focus on case-law' containing articles on key cases of the past year; and
- *Statistics concerning the judicial activity of the Court of Justice* and *Statistics concerning the judicial activity of the General Court*, now published separately on the CURIA website, which allows them to be made available earlier. They are preceded by a preface by the Deputy Registrar of the Court of Justice and the Registrar of the General Court;
- this *Annual management report*.

The year in review is available in 24 language versions, in three formats (paper, pdf and html). The *Statistics concerning judicial activity* are available in 24 language versions, in two formats (pdf and paper). The *Annual management report* is available in two language versions, in pdf format only. The *Selection of major judgments* is available in 24 language versions, also in pdf format only. It should be noted that, in 2023, *The year in review*, the *Statistics concerning judicial activity* and the *Selection of major judgments* were published for the first time in Irish.

These new arrangements allowed publications to be made available significantly earlier than in previous years, ranging from a few weeks to several months, depending on the type of publication and the language versions concerned.

b. Broadcasting of judgments and hearings

To facilitate public access to its judicial activity on the basis of technical work carried out in 2021, the Court of Justice set up a pilot project to broadcast judgments and hearings from April 2022. The Court of Justice thus offers a streaming system for hearings, which contributes to bringing the Court closer to citizens by making its hearings accessible to as many people as possible.

With this system, the delivery of judgments of the Court of Justice and reading of Opinions of the Advocates General are now broadcast live on the CURIA website.

As regards hearings, the cases assigned to the Grand Chamber of the Court of Justice are, in principle, also broadcast, but slightly later, in order not to disrupt the proper conduct of the proceedings. In total, 41 hearings were streamed in 2023.

Broadcasts are designed to enable anyone wishing to do so to follow hearings under the same conditions as if they were physically present in Luxembourg, in the hearing room, through simultaneous interpreting of the hearing in the languages necessary for the proper conduct of the hearing.

c. Making information on the external activities of the Members of the Court available to the general public

The list of external activities of Members of the Court of Justice and the General Court in the previous year has been published on the CURIA website since 2018. It includes information on the nature of the activity, the organiser and, where appropriate, the cost of missions relating to those activities.

d. Communication activities with regard to the general public

With regard to publications or other actions, the following actions should be mentioned:

- the release on the Court's YouTube channel of three new multimedia animations relating to the Court's case-law on the rule of law, LGBTQ+ rights and the Charter of Fundamental Rights;
- the publication of [symposium proceedings](#), including the speeches of the guests invited to the special Meeting of Judges of December 2022 for the 70th anniversary of the Institution and the speeches made at the formal hearing;
- the publication of [proceedings of the symposium](#) organised for the end of the appointment of Mr Emmanuel Coulon, Registrar of the General Court (2005-2023), on the subject 'Considerations on the procedural law of the General Court of the European Union';
- the publication of a book promoting multilingualism (3 volumes, 2 of which are available in 24 language versions, with a total of 49 volumes), including, among others, testimonies of leading figures in this field.

Furthermore, the Court continued to develop the use of social networks for communication purposes.

At the end of 2023, the Court's LinkedIn account had 234 810 subscribers (178 382 subscribers at the end of 2022), an increase of 32%. The average engagement rate on LinkedIn was 6%, with peaks exceeding 11% for some messages posted on this social media outlet. On X (formerly Twitter), the number of followers on the Institution's two accounts (in French and English) reached 159 000

(146 000 in 2022). This is an increase of 9%, with an average commitment rate of 1-2% for most tweets, with peaks of over 3% for tweets on several high-profile cases in 2023 (e.g. for the cases C 333/21, 'European Superleague Company', and C 68/21, 'Royal Antwerp', concerning football).

The Institution's YouTube channel had 253 302 views in 2023 (compared with 136 953 views in 2022). A large proportion of these views (just under 100 000) were acquired thanks, in particular, to a promotional campaign, which also tripled the number of YouTube subscribers, increasing from 7 000 to 21 000.

The Court also uses the open source social media Mastodon, on which it now has more than 3 600 followers.

To optimise the resources used in this area, the posts published on all of these platforms are managed via an IT solution which facilitates publication on several platforms at the same time.

e. Communication with the media

In 2023, the Court changed the presentation of its press releases. These publications, the audience of which is both citizens and journalists, are intended to provide information about cases of interest, in particular, to the media or having a specific impact on the lives of citizens, and to cover the Institution's main events.

Following consideration of how to achieve the best match between the information proposed and the needs of the target audience, the Court now publishes its press releases in a concise format and written in a style accessible to the general public, thus increasing its readability and facilitating its reuse by the media.

During the year, the Court issued 210 press releases, compared with 216 in 2022. Weekly information on the Institution's activities was also sent to journalists (625 weekly or twice-monthly newsletters and 547 Quick Info letters), reflecting ongoing relations with the media and the importance which the Court attaches to these key channels for supporting the dissemination of case-law.

In 2023, 8 meetings were held with the press. A total of 108 journalists from 15 Member States attended these meetings on the Court's judicial activity.

f. Europe Day and Open Day on 9 May

On the anniversary of the Schuman Declaration, the Court celebrated Europe by opening its doors to citizens in order to give them the opportunity to familiarise themselves with its activities and premises. The arrangements for greeting visitors were enhanced by the introduction of a virtual format, providing an opportunity for people who were unable to visit in person to get to know the Institution. Visits of 45 minutes made it possible for approximately 100 virtual visitors to discover the buildings, follow the explanations of the Court's press officers and ask questions. Visitors to the Court were welcomed by many volunteers, who introduced them to the Court and its role. Approximately 2 100 citizens passed through the doors of the Court to participate in detailed guided tours in several languages. Groups of 10 to 15 people were told how cases progress, from the lodging of an application to the delivery of a judgment, and they learnt about the composition, functioning and main tasks of the Court. The Rocca Tower, the highest building in the Grand Duchy of Luxembourg, which was inaugurated and put into service in 2019, was exceptionally open to visitors. Information material was also provided.

This Europe Day was marked by another iconic event for the Institution: the inauguration of the Garden of Multilingualism, established by the Fund for the Urbanisation and Development of the Kirchberg Plateau and developed with features dedicated to the promotion of multilingualism, designed and created by the Court. For that purpose, an original video with subtitling in all official languages was produced, and may now be viewed in the interpreters' booth in the garden. This garden is now a showcase for multilingualism for the citizens who visit it (see Section III.4).

g. New communication channel: Curia Web TV

In December 2022, the Court inaugurated a new communication channel, Curia Web TV. This visual communication platform was initially conceived as an internal communication tool, and will be gradually opened to all EU citizens and the general public, in a multilingual format.

Throughout 2023, Curia Web TV proved to be a dynamic and modern tool for disseminating information within the Institution. Regular bulletins of the *Journal* and selected videos present all staff with news from the services and provide information about the Institution's major events and the implementation of various projects. A special section highlights the judicial activities of the two courts, also serving as a platform for disseminating information on recent case-law.

After the first broadcast, on 12 December 2022, Curia Web TV streamed 11 issues of the *Journal* in 2023.

In parallel with this activity, the services in charge of Curia Web TV accelerated the preparations for the launch of the second phase, namely external dissemination. The aim of this initiative is to provide greater transparency to European citizens, including young people, or legal professionals, by providing them information on the Court's institutional and judicial activity in a more visual manner.

Drawing on the experience gained internally during the pilot phase, during which the *Journal* broadcasts were recorded in a temporary studio, Curia Web TV expanded its production capacity by equipping itself with a definitive studio, and increased its resource capacity, enabling the programme schedule to be gradually broadened with a view to streaming Curia Web TV beyond the Court's internal audience.

Curia Web TV should be available via the CURIA website in the near future. The dissemination of information will be ensured in all the official languages of the European Union, and the accessibility of information to persons with disabilities will also be taken into consideration.

h. Institutional activities for visitors and virtual visitors programme

Institutional welcome activities make it possible to reach a broad public and thus ensure that the public in general and legal professionals in particular are better informed about the mandate and competences of the Court of Justice and the General Court. In 2023, these activities were able to benefit from the significant boost provided by the opportunities offered by virtual visit tools, thus greatly increasing access to the Institution's work by the public.

As a result, in 2023, the Court received 16 819 people, divided into 625 groups (11 653 people, divided into 474 groups in 2022). By way of comparison, in 2019, the last year before the health crisis, representing so far the maximum activity of the seminar and visit sectors, 17 136 visitors, spread over 707 groups, were welcomed.

In this context, it is important to highlight the role of seminars, directed mainly at groups of judges; they are a preferred tool for the dissemination and understanding of EU law for national courts and legal professionals. In 2023, 18 Member States benefited from the programme, and the number of

participants in such visits reached a record high. A total of 136 'seminar' days (an increase of 19% compared with 2022) were organised for 3 694 participants (an increase of 44% compared with 2022). In 2023, 'seminar' groups had an average of 27 participants each.

The most significant seminars for judges from third countries were the annual seminars organised for African judges. In 2023, two sessions, one in English and one in French, were organised for the courts of justice of COMESA (Common Market for Eastern and Southern Africa), the EAC (East African Community), CEDEAO/ECOWAS (Communauté économique des États de l'Afrique de l'Ouest/Economic Community of West African States), CEMAC (Communauté économique et monétaire de l'Afrique centrale/Economic and Monetary Community of Central Africa) and UEMOA (Union économique et monétaire ouest-africaine/West African Economic and Monetary Union).

The range of seminars was supplemented by innovative formats for the European Prosecutors and Delegated Prosecutors of the European Public Prosecutor's Office on the preliminary ruling procedure mechanism.

Training is also offered within the framework of various European networks, in particular through close collaboration with the European Judicial Training Network (EJTN). In 2023, six seminars of one and a half days were organised, with the participation of 211 judges.

The Court also contributes to the various training courses offered by the Academy of European Law (Europäische Rechtsakademie, ERA) by making it possible to include a visit to the Court in its specialised training courses, including attending a public hearing and a general presentation. Accordingly, in 2023, 15 ERA visits were organised.

In 2023, the Court offered 2 webinars and 13 virtual visits. These communication arrangements made it possible to reach a public of approximately 700 people, 4.6% of whom participated in the webinars. Virtual participation amounted to 4.2% of the total number of visitors.

In addition to these activities, remote visits, an expression of the Institution's intention to use virtual presence tools to facilitate citizens' access to the Court, irrespective of their geographical location, also increased.

After a pilot phase for young students aged between 15 and 18, the aim of which was to test the appropriateness of the content and the techniques used for organising such visits, the project for remote visits moved, in line with one of the Court's priorities of bringing justice close to the citizen, towards a sustainability phase. This phase initially consisted in extending the offer of remote visits to all secondary school students in the European Union. As a second step, on the basis of the feedback from this phase, the offer of remote visits will be diversified to other sections of the public

The decision to include secondary school students as a matter of priority in the Institution's target groups and to favour them in remote access to better knowledge of European justice forms part of an approach aimed at increasing young people's awareness of European issues. For example, remote visits, such as those currently offered to groups of secondary school students in the Member States, have the following main objectives:

- to enable them to understand the mandate of the EU judicial institution and the impact of its case-law on their daily lives;
- to enable them to understand their rights as European citizens and the democratic values promoted by the European Union;
- to raise their awareness of the stakes of active participation in European democratic life.

These visits are organised according to a predefined and staggered timetable, depending on the language of the groups for which they are intended, as the Court's intention is to cover the 24 languages of the European Union. They are the subject of targeted communication action in the Member States concerned, and are subject to prior registration by the teachers or class leaders concerned. Although the number of participating groups is limited in order to guarantee the quality of the visit, several classes from different establishments may participate simultaneously in the same visit.

In 2023, 8 remote visits were organised for approximately 900 participants in the following languages: Polish, Spanish, Greek, German, Portuguese and Czech.

Lastly, in 2023, the Court entered the 'Remote visits' project in the fourth edition of the competition for the Award for Good Administration launched by the European Ombudsman. This award rewards initiatives and projects of EU public administration that have a visible and direct positive impact on the lives of citizens in Europe and beyond. The 'Remote visits' project was selected among the four finalists in the '*Excellence in Communications*' category.

i. Optimising the dissemination of case-law

From 1 October 2023, a change was made to the way in which the *Official Journal of the European Union* is published. The *Official Journal of the European Union* changed to publications by document. With this new method of publication, the Official Journal is no longer a compilation of documents with a table of contents, but each document is published individually as an authentic Official Journal in PDF format. However, in order to make it easier to consult them, the notices provided for in the Rules of Procedure of the Court of Justice and the General Court continue to follow the current pattern, on a bulk publication basis, in principle every Monday. Notices relating to cases brought before the Court of Justice or the General Court – or closed by those courts – can be consulted on the day of their publication on the EUR-Lex website, via a link directly available on the homepage. They are also available through the search engine providing access to previously published documents, for a given date and series. EUR-Lex features also allow the results to be filtered so as to display documents relating to court cases only.

In 2023, the Court published 34 635 documents in the European Court Reports for a total of 376 863 pages (compared with 36 787 documents for 390 178 pages in 2022). The total production costs, to be borne by the Publications Office, amount to EUR 118 569 (compared with EUR 116 239 in the previous year).

On 'Disability Awareness Day', 4 December 2023, the team responsible for publishing the Reports presented the accessibility features of the published version, which complies with the recommendations in force in the field and the principles of universal accessibility.

Published on a monthly basis, the monthly case-law digest made it possible in 2023 to present the major recent decisions of the two courts, thus facilitating legal monitoring work, both internally and externally. Given particular public interest in the monthly digest, in particular from national judges, lawyers, advisers and lawyers, as well as academics, they are published on the CURIA website, during the first half of the month, and on the platform of the Judicial Network of the European Union. RJUE members receive a copy of each new publication.

In addition, given the general public's high level of interest in thematic case-law factsheets, new thematic sheets were circulated in 2023 and work continued in view of upcoming releases in 2024.

Pursuing a similar communication objective, the RJUE publishes a *Newsletter*, 6 issues of which have been published since April 2022. The *Newsletter* contains three categories of information: articles prepared by the member courts; information on specific activities of the Network, such as visits by

representatives of the Court of Justice to member courts and the activities of the thematic groups; information on cases pending before the Grand Chamber (on what date they will be allocated to the Grand Chamber, when the conclusions of such cases will be read, and when the judgments will be delivered).

Finally, flash news bulletins relating to national decisions and 'Follow-up' flash news bulletins relating to decisions subsequent to preliminary rulings are posted online on the RJUE's internal platform and on the CURIA website.

j. Institutional visits to Member States

As part of its efforts to strengthen exchanges with the courts of the Member States, the Court sent various delegations from the courts and from administrative services to EU Member States, to discuss several aspects of the Court's role and functioning.

In February 2023, a delegation from the Court composed of Latvian Members of the Court of Justice and the General Court, the Registrar of the Court of Justice and members of the Institution's senior management travelled to Riga for a working visit. The purpose of this visit was to discuss, *inter alia*, issues relating to EU law and the role of the Court and national courts in strengthening judicial cooperation within the EU. In addition to the legal aspects, various avenues were put forward for strengthening communication, information exchange and cooperation between Latvian courts and institutions and the Court. Career opportunities within the Institution were also presented. This initiative also contributed towards establishing cooperation with the House of Europe, which will make it possible to inform many visitors about the Court's activities, in particular through the distribution of information materials.

As part of the RJUE's activities, two visits to member courts took place.

In June, representatives of the Court travelled to Sweden to visit the Supreme Court (*Högsta domstolen*) and the Supreme Administrative Court (*Högsta förvaltningsdomstolen*). The Court's delegation presented the activities of the represented services to some 50 participants, in particular with regard to the processing of requests for preliminary rulings by the Court of Justice, and with regard to monitoring related national case-law and legal monitoring in general. The presentations also covered search tools and publications accessible to the general public via the CURIA website, the RJUE's activities and platform and the work of the Directorate-General for Multilingualism. A session on the same topics was organised for the staff of the Representation of the European Commission and the European Parliament Liaison Office in Stockholm.

In September, a 2-day visit of representatives of the Court to the *Judiciary of Ireland* took place. The two presentations, attended by around 30 participants each day, concerned the handling of requests for preliminary rulings at the Court of Justice, from their receipt to the decision of the Court of Justice, and the monitoring of relevant national case-law and legal monitoring in general. In addition, the CURIA website, the legal publications contained therein and the search engine InfoCuria were presented, as well as the activities of the RJUE and its platform.

k. Moot Court 2023

On 21 April 2023, the Court hosted again the final of the 'European Law Moot Court Competition', the world's most prestigious moot court competition on EU law. The purpose of this competition, first organised during the 1988/1989 academic year, is to bring young Europeans closer to the Court and to promote practical knowledge of EU law among law students, and the final has been held at the

Court since 1991. Students are selected following an extremely demanding process (the initial round involves approximately 80 teams from universities in different EU Member States and some third countries, such as the United States and Switzerland). The teams that succeeded at the regional finals, which took place in February and March 2023 in Lund, Bucharest, Lille and Barcelona, came to plead in Luxembourg before juries composed of Members of the Court of Justice and the General Court.

The 2023 competition was won by the University of Turin (Italy).

4. Effective management of multilingualism

a. Multilingualism action plan

An extensive action plan for the promotion of multilingualism was set up in 2023. The aim of this approach is, essentially, to raise a broad awareness of the public and stakeholders of the importance of legal multilingualism, as practised at the Court, while at the same time working to attract new talent in order to ensure the preservation of multilingualism in the future, which guarantees citizens equal access to European justice and case-law.

In this context, several events and achievements took place in 2023:

- The inauguration ceremony of the Garden of Multilingualism took place on Europe Day on 9 May 2023. This highly symbolic achievement is the result of 3 years of work carried out in consultation with the Fund for the Urbanisation and Development of the Kirchberg Plateau, owner of the land and project manager, with the assistance of a renowned landscape architect. The Garden enhances the European quarter of Kirchberg with a true green space celebrating multilingualism, which is part of the identity of the European institutions in general and the Court in particular, but also that of the host State, Luxembourg. It is a unique area that is also intended to host cultural events such as festivals, exhibitions, concerts and other events;
- the official publication of a work in three volumes on the specific subject of legal multilingualism as practised at the Court. This publication, published as part of the celebrations of 9 May 2023, begins by explaining how the EU judicial authority dispenses European justice in the 24 official languages of the European Union. It then offers a mixture of original contributions from 29 leading representatives of the academic, legal, political or literary world of each of the Member States of the European Union, highlighting multilingualism through their personal experience;
- a symposium on 29 September 2023 on 'High-quality multilingualism in a context of accelerating technological progress', attended by contributors to the book on multilingualism, representatives of the language services of other European institutions and eminent figures from the host State. Four round tables were open to participants, with topics regarding the future of multilingualism in Europe: 'Foresight exercise on EU language services in 10 years', 'The political and societal challenges of multilingualism in the European project', 'A new look at linguistic job profiles' and 'Acting to preserve linguistic pluralism'. The event provided an opportunity for the speakers to give shape to a network of multilingualism ambassadors, which is intended to expand.

The multilingualism action plan consists in designing and implementing multilingualism awareness projects in an active, broad and permanent way; other actions are being prepared, such as the forthcoming opening of a multilingualism website to the general public. The aim will be to create an additional channel of communication to promote multilingualism among Member States and to spark conversations between and with interested citizens through the dissemination of relevant information on multilingualism, including the publication prepared by the Court.

b. Legal translation and interpreting: sustained activity and maintenance of quality

In 2023, the workload of the translation service increased slightly by 0.9%, after a decrease of 4.4% in 2022; a total of 1 289 530 pages to be translated were recorded (including pages translated into Irish). Output pages decreased slightly to 1 267 556 pages (1 280 014 in 2022). The stock of pages awaiting translation increased slightly to a total of 296 009 pages, including the Irish stock (compared with 274 035 pages at the end of 2022). However, this increase is due to the amount of pages to be translated into Irish, which accumulated pending the creation of the Irish Language Unit in 2022.

It is important to note that, without all the savings measures put in place since 2004, the translation workload would have exceeded 1 933 000 pages in 2023. A saving of over 644 000 pages was possible due to measures adopted in the past, namely the selected publication of case-law or by extracts, limiting the length of Advocate General opinions, the creation of summaries for requests for a preliminary ruling and the insertion of *omissis*, consultation on the need to translate annexes of procedural documents, the mechanism for determining whether appeals should be allowed to proceed, etc.

With regard to quality, the investments made in IT, training, terminology and internal quality assurance processes, in particular as part of the methodological approach known as the 'démarche qualité' ('quality strategy'), have made it possible to maintain a very high level of the quality of legal translations, despite the complexity of texts, while meeting quantitative needs.

In conclusion, the Legal Translation Service has made it possible to comply overall with the necessary deadlines for the proper conduct of proceedings in all languages and in compliance with the objectives on disseminating case-law to the general public. The objectives of making the language versions of judgments available on the day of delivery, and of making Opinions available on the day of delivery of the judgment, were achieved again in 2023.

As regards interpreting, the year 2023 was marked by intense judicial activity, with a high number of hearings. The Court's services provided interpreting services for 435 hearings (compared with 392 in 2022, an increase of 11%).

Moreover, the launch of streaming for some hearings of the Grand Chamber of the Court of Justice since April 2022, as set out in Section III.3.c., increased the workload for this activity. The Court's hearings often involve a high number of interventions by various parties, in particular Member States, which may use their own language.

c. Optimising the contribution of freelancers

In 2023, the Court continued to optimise external translation to derive greater benefit from the European Union's multilingualism and multicultural nature and the diversity of its legal systems. It therefore works closely with the Member States to develop the pool of external expertise to handle structural increases in translation volumes and language combinations to be covered. Awareness-raising of freelance work continued through video conferences as well as working visits to the Member States, and increasing investment is being put into developing video presentations and training materials for the freelance market.

Following a new call for tenders for freelance translation launched in 2021, a total of 1 479 framework contracts were signed by the end of 2023.

Similarly, for interpreting, quality depends primarily on the availability of permanent interpreters at the Institution, who specialise in judicial and legal work, and experienced freelance interpreters regularly contracted by the Institution.

The use of external resources depends on the language regime of each hearing. In 2023, the Court deployed 393 conference interpreters to cover its needs. They provided a total of 3 573 days, an increase of 11% compared with 2022 (3 396 days).

The Court participates in the joint management of conference interpreters, accredited at interinstitutional level, and is in contact with other institutions to ensure the possible take-up of conference interpreter contracts.

d. Implementation of neural translation and voice recognition systems

The Court aims to be at the forefront of the use of new digital technologies, in particular in the linguistic field, in which it has always played a leading role due to its full multilingualism policy. Being fully aware of the transformation potential of those technologies for its services, it ensures that they are adequately prepared to take advantage of the benefits they provide, while at the same time supporting its staff in change management.

The Court has been involved in the use of translation support tools for many years. It contributes to the financing, maintenance and development, in particular, of the Euramis database, which collects and suggests the re-use of previously translated sentences or phrases, and of the interinstitutional tool eTranslation, the neural translation service of the European Commission. The Court also uses another neural translation tool on the market and continues to examine other tools.

In 2023, the Court continued the process of general upgrading of procedures and skills for using all the tools available in its translation environment. It is preparing for the changes that the growing contribution of artificial intelligence will undoubtedly bring.

Moreover, in relation to automatic speech recognition tools, the construction of a prototype, particularly in the context of the recording of hearings (on the basis of a product developed by the World Intellectual Property Organization), has led to the development of a dedicated 'on premises' infrastructure. Tests and assessments of necessary new features have been carried out and new developments are planned. This application could be useful for the Court, in particular for the transcription of hearings, interpreter support at hearings (in particular as regards dates, numbers or names) and support for lawyer-linguists in their translation work.

5. Ambitious human resources management

a. Active promotion of the job profiles

The Court is implementing projects to promote the Institution's job profiles among the Member States and to increase the Court's attractiveness as an employer.

As part of the interinstitutional work on the attractiveness of the Luxembourg site, the Court has set up a network of 30 Staff Ambassadors, namely members of its staff whose task is to publicise and promote career opportunities within the European civil service. In spring and autumn 2023, the Court welcomed 50 Staff Ambassadors from the institutions, bodies and offices and agencies of the European Union and 50 Student Ambassadors from universities in the Member States of the European Union, to whom it presented the activities and professions existing within the Court. The Institution's Staff Ambassadors also attended job fairs and, in July 2023, the Summer School organised by the European Investment Bank to promote the job profiles of the EU institutions.

In 2023, the Court attended several job markets and fairs for students to promote the Court's image as an employer attentive to diversity and inclusivity at work, and thus to attract new talent.

b. Equal opportunities policy, diversity and inclusion

On 31 December 2023, the percentage of women in management positions stood at 43%. A comparison of the rates between 2018 and 2023 shows a regular increase in this percentage (43% in 2023, 40% in 2022 and 37.5% in 2018), which is linked to the many actions taken by the Institution to achieve balanced representation of men and women in middle and senior management positions.

As regards geographical balance, the Court remains fully committed to ensuring balanced geographical representation of its staff and takes this into account, in strict compliance with the rules laid down in Article 7(1) and the first paragraph of Article 27 of the Staff Regulations, in its recruitment procedures and its search for candidates of the highest standard of ability, efficiency and integrity. The Court makes every effort to encourage applications from citizens whose nationality is under-represented, such as that undertaken during visits by the Court's delegations to the Member States (see Section III.3.j). The Court also contributes to sharing best practices in this field through interinstitutional discussions on the subject.

Following an internal audit of the measures put in place within the Institution to ensure respect for the rights of persons with disabilities and to ensure accessibility, the Court launched an action plan to enhance accessibility and inclusion to support, inter alia, the recruitment, integration and development of colleagues with disabilities and thus enabling everyone to make full use of their skills. A person specially appointed for this purpose coordinates this initiative, which involves the participation of all the Institution's services (see also Section III.6.g).

In the field of human resources, medical and administrative support for staff with disabilities and 'carers', i.e. staff members with a family member with a disability, is provided by the Medical Service, a social worker and a psychologist. Such support may consist, for example, in the implementation of support measures, task and timetable reorganisation and the adjustment of the working environment, equipment and furniture.

The Court encourages persons with disabilities to apply to the Institution, and takes the necessary steps for them to be able to participate in selection procedures. The persons concerned are informed of this in the Court's competition notices, vacancy notices and calls for applications, which underline

the commitment to equal opportunities for people with disabilities and invite them to request the necessary adjustments to take part in the tests under fair conditions. A clear and transparent framework is also in place to allow persons with disabilities working at the Court to carry out their duties with certain accommodations.

Awareness-raising, information and training efforts are also regularly rolled out to promote inclusion, mutual respect and support for people with disabilities and for carers. In addition to publications via internal communication channels, in December 2023, the Court organised a series of events on the occasion of the 'International Day of Persons with Disabilities', with the Institution's services, the Staff Committee, members of its staff with disabilities and local associations.

Other efforts in 2023 included:

- the Court's parity correspondent participated actively in the work of interinstitutional working groups on diversity and inclusion;
- the Court's senior and middle managers attended a training course on adaptive leadership, structured around five training modules, including inclusive management;
- training on unconscious bias and the skills needed for optimal intercultural collaboration was included in the Court's Professional Competences Catalogue, and became mandatory for newcomers.

c. Improvement of working conditions

In 2023, efforts continued to bring working conditions better in line with the dual demands of staff well-being and the efficiency and effectiveness of the Institution.

On-site work remains the default, since the Court is an institution whose mandate involves welcoming individuals and citizens. However, since May 2022, its staff have had the possibility of working from home, within the general framework laid down by decision of the Administrative Committee, together with the rules adopted by each service, applicable to their respective staff. As a general rule, under these decisions, staff can work from home 2 days per week (40% of working time).

The aim is to allow staff to benefit from the advantages of working from home, while maintaining the benefits of working in the office (for example, clearer communication, better integration of newcomers and more efficient transmission of knowledge and values).

In addition, similarly to the other institutions, the Court decided, in 2022, to give staff members the possibility of working for 10 working days outside the place of employment. This measure, highly appreciated by staff as well as by heads of services due to the flexibility it offers for periods of duty, was extended also for 2023 after having been subject to an overall assessment.

The possibility of working from home also contributes to the steps taken to increase the Court's attractiveness as an employer, by improving work-life balance and thereby consolidating its equal-opportunities arrangements. This increase goes hand in hand with more performance-based management (objectives and results achieved), involving greater staff autonomy and accountability.

In order to develop the topic well-being at work, the Court set up activities and initiatives focused on this topic throughout the year, including a week of activities, in June 2023, focusing on the tools available to promote fulfilment and optimal well-being at work. Expert conferences and practical workshops to discuss experiences were offered to staff, while audiovisual sources and fact sheets were made available. Thematic awareness days (breast cancer, addictions and their consequences, etc.) were also organised.

The Court, through its Joint Committee on Social Activities (COPAS), continued to organise a wide range of social activities, cultural and sporting activities in particular, for colleagues and their families.

Several actions were undertaken, and training on performance management by objectives was continued throughout 2023 by senior and middle management. Heads of service were also trained on how to give and receive constructive feedback.

d. A new strategic training framework

In 2023, the Court's Steering Committee on Training approved a Strategic Framework for Training, designed around the Institution's strategic objectives. On the basis of this framework, and with a view to promoting vocational training, a comprehensive catalogue of professional training courses was compiled and the EU Learn application interface was redesigned in order to better structure the information relating to training activities and to make the existing offer more visible. Training programmes by job profile were also set up.

e. Staff training on ethics and integrity, harassment, whistleblowing, prevention of conflicts of interest and sustainability

In 2023, the Court continued to organise training courses on the rules of good conduct. This training course, which is compulsory for new officials and other members of staff of the Institution, is intended to inform both newcomers and staff members who have been employed for several years of their obligations under the provisions of the Staff Regulations and the Conditions of Employment of Other Servants. It covers, inter alia, the prevention of harassment, whistle-blowing, the prevention of conflicts of interest and other ethical issues, as well as internal procedures in these areas.

In 2023, a number of financial training courses continued to be organised. Nine training courses were offered, and attended by 90 people. Some of these training courses ('Expenditure cycle' and 'Internal control') are compulsory for new budgetary authorising officers and for any new official or member of staff, in particular for those carrying out financial and budgetary management tasks.

Whistleblowing and managing conflicts of interest were also been included in the content of several financial training courses.

6. Compliance of activities with applicable regulations and monitoring of best practices

a. Correct application of standards and good administration

In 2023, as in previous years, the number of actions against the Institution was very limited, reflecting the attention paid by all its services to compliance with the applicable rules, with the assistance and advice provided by the Legal Adviser on Administrative Matters.

As regards actions brought against the Institution, 4 cases were pending on 1 January 2023 and 1 new case was brought in 2023. 4 of these cases were closed with a favourable outcome for the Institution, 2 by judgment and 2 by order. On 31 December 2023, 1 case was pending against the Institution.

As regards the handling of complaints lodged (12 in 2023, plus 2 complaints that were under investigation on 1 January 2023) under Article 90(2) of the Staff Regulations of Officials of the European Union, 9 express decisions were adopted, 3 complaints were withdrawn, and 1 complaint became devoid of purpose. On 31 December 2023, 1 complaint was under consideration.

As regards cases relating to complaints before the European Ombudsman, 3 cases were communicated in 2023. All these cases were settled in 2023, and none led to a finding of maladministration by the European Ombudsman.

b. Request for access to administrative documents and historical archives

In 2023, 22 requests for access to administrative documents (including 21 initial requests and 1 confirmatory request) and 20 requests to consult historical archive documents relating to 250 files were received.

In the context of historical archive management, the Court works in close collaboration with the Historical Archives of the European Union (HAEU) at the European University Institute in Florence. In 2023, the Court transferred the judicial files of the Court of Justice from the years 1990 and 1991 and, for the first time, judicial and administrative archives of the General Court from the years 1989 to 1991.

The Court is also represented at the Inter-institutional Archives Group (IIAG).

c. Actions to ensure compliance with data protection legislation

The Data Protection Officer advises the Institution and its services and, in the context of non-judicial activities and independently, ensures the internal application of personal data protection legislation. It supports the services, in particular through a network of data protection correspondents. In 2023, two training sessions for all staff members took place, as did specific presentations for four services.

On 13 July 2023, the EDPS took a decision (the first of its kind), at the Court's request, to authorise, pursuant to Article 48(3)(a) of Regulation (EU) 2018/1725, contractual clauses between the Court and its video conference service provider in relation to the transfer of personal data to third countries. The Court was the only institution to request such authorisation. In the run-up to that decision, the Court obtained significant changes from its provider of video-conference services to the overall product of

that service, concerning, inter alia, the location of data within the European Union and the encryption of data. These changes provide a high level of protection, not only for personal data, but also for the security of information.

In view of the adaptations of the tool obtained by the Court to prevent any transfer of data outside the European Union and the implementation of several requirements issued by the EDPS, the EDPS concluded that the provider's videoconferencing services could be used by the Court without it being necessary for the EDPS to issue an authorisation.

The process leading to this decision is part of the Institution's ongoing commitment to comply strictly with the rules on personal data protection and, more specifically, those on the transfer of data to third countries.

d. Development of a Code of Conduct for the Court's staff

Following the adoption, in 2018, of a code of conduct for legal secretaries and the amendment of the Code of Conduct for Members in 2021 and 2022, the Court undertook to recast and update its regulatory framework on the obligations of officials and other staff of the Institution. In 2023, the Court prepared a draft decision on the adoption of a Code of Conduct setting out the values, duties and ethical principles applicable to staff, managers and staff working in the chambers.

The Code of Conduct was adopted by the Administrative Committee and entered into force on 1 March 2024. It applies to officials and other staff, but also, *mutatis mutandis*, to seconded national experts and trainee judges hosted under the European Judicial Training Network throughout their secondment or traineeship. Strengthened obligations are laid down for management, which has a particular duty of exemplarity, and for legal secretaries (this new code repeals the Code of Good Conduct for legal secretaries of 2018), due to the sensitive nature of their mandate and their direct involvement in judicial work. This broad scope ensures consistency in the rules applicable to all staff, by defining a common set of values and a shared understanding of the ethical principles applicable within a European judicial institution.

e. Reflection on optimising the occupancy of the premises

The Court, like all the European institutions, is facing rapid changes, resulting from, inter alia, the limited integration of the working from home regime, the impact of new technologies and the acceleration of digitalisation, but also from growing requirements in terms of energy savings, specific constraints relating to the budgetary context or challenges relating to the attractiveness of institutions as employers.

In this context, consideration of the occupation of premises began in 2022 to address these challenges and to take into account the recommendations made by the European Court of Auditors in its Special Report 18/2022 on the resilience of the EU institutions in the face of the pandemic.

A task force bringing together representatives of the registries, the services and the Staff Committee reflected on all the issues relating to occupation of the premises and made proposals in 2023 for possible developments, taking into account, in addition to environmental and energy considerations, aspects relating to the new home working regime, the acceleration of the digitalisation process of working methods, staff cohesion and well-being, and the specific nature of each service.

Building on these proposals, the Institution's registries and services developed various options for optimisation. On this basis, pilot projects are to be set up in 2024. The proposals made and the conclusions to be drawn from the pilot projects will allow the Institution to define the best guidelines to reconcile the parameters, constraints and objectives regarding the use of its premises in the future.

f. Improved environmental performance

For the eighth consecutive year since the introduction of the EMAS scheme at the Court and the registration of the Institution as an organisation complying with this standard on 15 December 2016 by the Luxembourg Ministry of the Environment, Climate and Sustainable Development, the Institution's Environmental Statement was updated under the responsibility of the Sustainable Management Advisor with the assistance of expert consultants responsible for special standardised calculations, subsequently verified and approved by the internal staff and bodies responsible for doing so (Sustainable Management Advisor, EMAS Forum and EMAS Committee).

This document, which is an essential component of the EMAS system, on which the renewal/maintenance of the Institution's registration depends, presents to the general public the Court's environmental performance through the commitments made to limit the environmental impact of its activity, the efforts made to that end, and the results achieved.

As provided for in the EMAS rules, the Environmental Statement for 2023 was validated by an external auditor as part of a 'supervisory' environmental audit, in accordance with the applicable provisions.

Following that audit, the external auditor gave a positive assessment of the Court's environmental management system, considering that it was 'fairly mature' and 'well supported' by the highest level of the Institution's management structure 'with ambitious objectives and the provision of the necessary resources'. The external auditor also highlighted 'the high awareness of staff and external stakeholders'. Finally, he highlighted a large number of good environmental practices adopted by the Court. On the basis of the conclusions of the audit report, the Institution will maintain its EMAS registration. It should be noted that the audit planned for 2024 will also be a 'supervisory audit', while the audit planned for 2025 will be a 're-registration audit'.

The Environmental Statement for 2023, based on environmental data for the year 2022,¹ continues to show an overall favourable change in the environmental indicators calculated per full-time equivalent ('FTE') compared with 2015, the reference year of the Institution's EMAS system. The most significant indicators are as follows:

- ▶ a reduction in electricity consumption of 23.2% (kWh/FTE);
- ▶ a reduction in heat consumption of 23.6% (kg/FTE);
- ▶ a reduction in water consumption of 10.1% (m³/FTE);
- ▶ a reduction in paper consumption of 62.1% (kg/FTE);
- ▶ a reduction in office and catering waste of 50.0% (kg/FTE);
- ▶ a reduction in carbon emissions (excluding travel by visitors) of 31.7% (kg CO₂/FTE).

1 | The figures relate to the year 2022, since the data for 2023 are not available before the end of the first quarter of 2024 and must then be analysed.

In the context of the environmental projects on which the continuous improvement of the Institution's environmental performance is based, mobility plays a key role.

Thus, in consultation with other EU institutions based in the Grand Duchy of Luxembourg and following the entry into force of the free public transport system decided by the authorities of Luxembourg as from 1 March 2020, the Court continued to grant, in 2023, a subsidy to the annual cross-border public transport subscriptions of its staff members. This measure is intended to encourage the use of public transport and in 2023 benefitted 103 officials, other staff members and trainees living in a border country.

The Court also offers a free-of-charge subscription to staff who request it to the self-service bicycle service vel'OH! set up by the City of Luxembourg. In 2023, some 100 staff members of the Court completed new subscriptions to the vel'OH! system.

The Court implemented a further initiative to support gentle mobility by equipping its car parks open to staff with 67 charging points for electric vehicles.

The Court renewed its participation in the annual 'Mam vëlo op d'schaff' ('Cycling to work') competition organised by the Ministry of Mobility and Public Works. This awareness-raising campaign, focused on participation rather than performance, and aimed at reducing the individual use of cars in favour of bicycles, ran from 15 May to 31 July 2023. It encouraged employees to volunteer to travel at least 15 times during this period to work by bicycle, in teams of 2 to 4 people. The objective of this measure is to show that commuting by bicycle is viable, and to reduce CO₂ emissions.

These initiatives, reflecting the willingness of the participating institutions to encourage members of their staff to use more ecological means of transport, contribute to the achievement of one of the objectives of the Court's EMAS programme, namely the reduction of carbon emissions relating to commutes, which correspond to approximately 19.45% of the Court's current carbon footprint (by FTE, not including visitor travel). The use of combustion-engine cars by staff to commute has fallen from 59.2% in 2015 to 48.0% in 2023, according to the results of the annual survey conducted by the Court.

As part of the Court's objective of eliminating reliance on single-use plastic, plastic bottles are no longer offered for sale in the restaurants and cafeterias. This transition was facilitated by the installation in various parts of the buildings of 35 water fountains connected directly to the city water network and equipped with an advanced filtering system.

Although the Grand Duchy of Luxembourg does not yet have a sustainable food label for restaurants, the Court has established criteria for sustainable food in its restaurants and cafeterias. This includes, for example, using more seasonal fruit and vegetables, organic products and products with a lower carbon footprint. A satisfaction survey showed that these measures were well received by users.

Substantive efforts have been made at all levels of the Institution for document workflows to become paperless and to reduce paper consumption. This resulted in a significant decrease in the quantity of paper used (–a reduction of 62.1% over the period 2015-2022 for 'office' paper, excluding outsourced publications). Furthermore, the Court systematically purchases lighter (A4) office paper (75gr/m² instead of 80gr/m², in order to reduce the weight of paper consumed) and eco-labelled.

A personal printer return campaign was also conducted successfully, resulting in a reduction in the number of its devices by more than half. The scrapping of all non-essential personal printers will be continued and completed in 2024.

The very significant spike in energy prices is increasing the Institution's expenditure directly, particularly as regards electricity consumption and, especially, heating. This drastic change has required budgetary adjustments. It has also required adapting the operation of some of the Court's

most energy-intensive installations. A notice was sent to staff members to remind them of the importance of maintaining a responsible and measured approach to the use of the Institution's energy resources.

By way of example, in summer the temperature of the buildings was increased to 24 °C rather than 23 °C, and temperature regulation was set by default to 'reduced' mode.

For the winter period, the Court also decided, in late September, having regard to the cost/benefit ratio of the measures envisaged (in particular in terms of working conditions and comfort), to lower the temperature of buildings from 21 °C to 20 °C, while leaving users the option of increasing or reducing that temperature locally by 1 °C. The shut-off time of the air handling units was also reduced from 19.00 to 18.00. Finally, the level of lighting in common areas (corridors, the Galerie) has been reduced.

The Court's environmental objectives include the increased use of the energy management system, purchased in 2022, as well as an update to the energy efficiency policy in accordance with the principles of international standard ISO 50001.

g. Accessibility policy for persons with disabilities

Improving accessibility for persons with disabilities is a priority for the Court. Using recommendations issued by the Court's internal auditor during an audit, the Court launched, from 2022, a major inter-service project to provide a fully inclusive framework for people with disabilities.

A transversal and flexible action plan has involved, since 2022, the vast majority of services and is composed of measures in five main areas: the recruitment and support of colleagues with disabilities or who care for a person with disabilities ('carers'), the accessibility of the Court's facilities, digital and information accessibility, accessibility in public procurement and, finally, communication, awareness-raising and training.

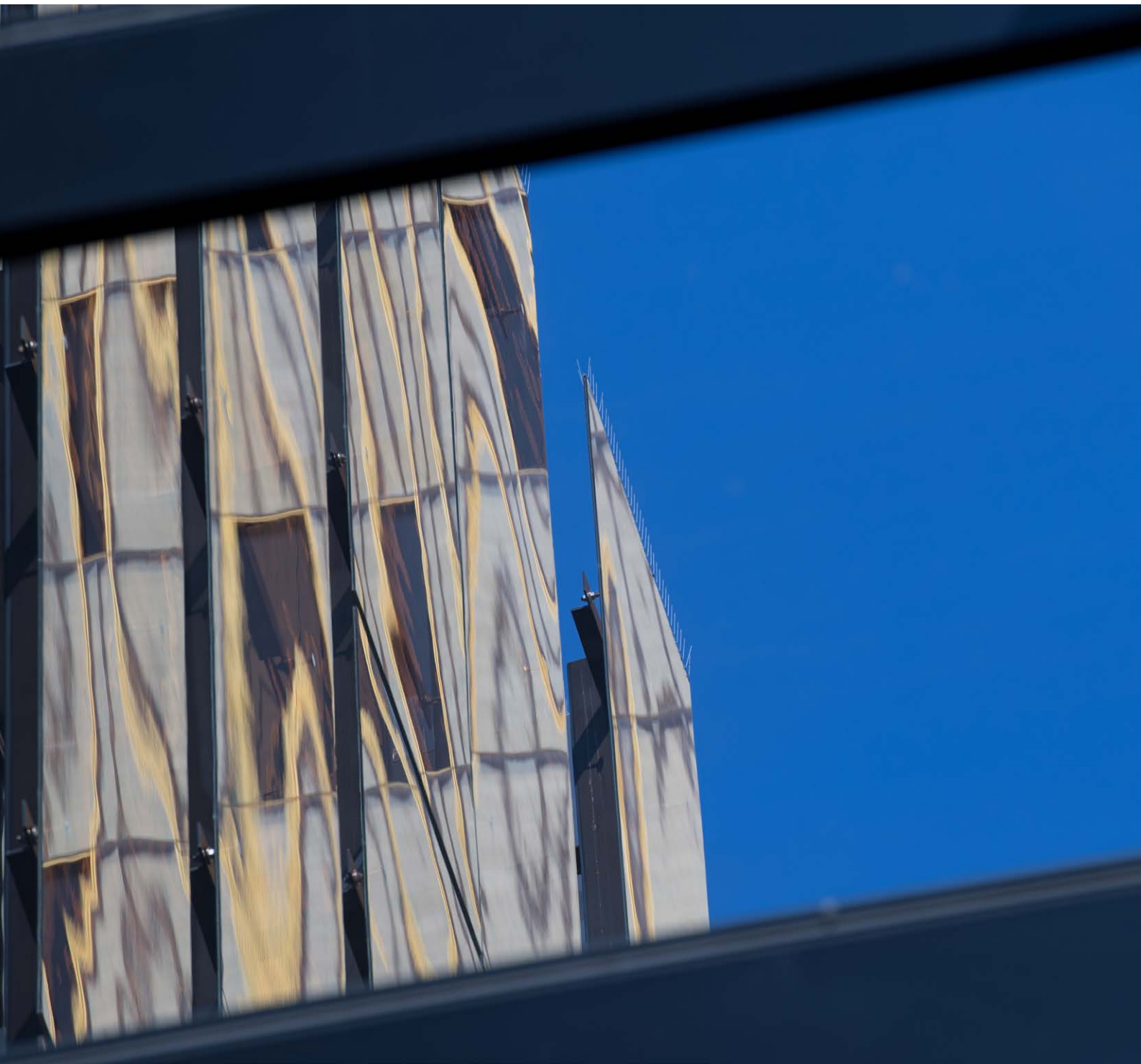
In order to optimise physical access to the Court's facilities –for the Institution's staff, lawyers and agents, freelance interpreters and, more broadly, all visitors – a number of measures have been taken and others are being studied and developed. The entrances to the buildings have been redesigned and the evacuation procedure has been better adapted. Arrangements specific to courtrooms are under review. A longer-term action plan aims to ensure that buildings comply with changes in national legislation.

The input of some recent technologies, such as those relating to artificial intelligence, is currently being assessed such as, for example, automatic subtitling systems to support people with hearing impairments as well as virtual and augmented realities to improve accessibility for people with reduced mobility. The registries, in collaboration with the other services concerned, have made it easier to receive persons with disabilities wishing to attend a hearing (as a lawyer or agent, party or visitor).

Actions on digital and information accessibility target both internal staff and external users. The accessibility of the CURIA website and other applications is being improved, in terms of structure, functionalities and content. Accessibility for persons with disabilities has been integrated 'by design' into the Court's future digital work environment, the Integrated Case Management System (SIGA). Accessibility by design will also be systematically integrated into any new IT development. The European Court Reports already comply with the accessibility recommendations, because documents have been published according to the principles of universal accessibility since 2021, so that the case-law can be read using assistive technologies.

The Court's standard procurement documents contain a clause on the 'Policy for the promotion of equal opportunities', according to which the future contractor undertakes to establish, maintain and promote an open and inclusive working environment that respects human dignity and the principles of equal opportunities. This includes the employment and integration of persons with disabilities as one of the main elements. A handbook on 'Accessibility in public procurement at the Court' has also been made available to the Institution's services. It presents the applicable legal framework and proposes various strategies to include accessibility elements in technical specifications and/or in the award criteria of a procurement procedure.

The Court also contributes to and benefits from interinstitutional collaboration on this subject; it actively participates in the work of the Informal Interinstitutional Network of Disability Advisers (IIINDA), which was set up with the aim of sharing initiatives and best practices in this area.



IV. Risks associated with operations by the Court's services

The occurrence of certain risks would be such as to hinder the proper functioning of the services, or even prevent the performance of tasks entrusted to them.

To address this, the Court has crisis continuity plans, which it regularly updates, for all its services. These continuity plans are regularly assessed in the context of internal discussions, in particular at the level of operational cells in all services of the Court and exercises organised centrally.

The primary risks faced by the Institution essentially concern:

1. a major crisis situation;
 2. impossibility of handling the workload;
 3. impossibility of maintaining the work quality;
 4. impossibility of complying with deadlines;
 5. occurrence of fraud or any other inappropriate behaviour;
 6. possible computer malfunctions or delays in launching IT developments;
 7. cyberattacks against computer systems;
 8. unregulated or inappropriate use of artificial intelligence;
 9. damage to the integrity of persons, data and property;
 10. lack of staff with the required skills;
 11. incorrect application of regulatory provisions;
 12. poor implementation of appropriations.
1. **Major crisis situations** are risks incurred by the Institution as a whole (epidemic, fire, natural disasters or adverse meteorological conditions, major electrical failures, etc.). As stated above, in order to handle them, continuity plans have been drawn up and are continuously updated and tested. In addition to these strictly internal plans, there is a Special Intervention Plan (PPI) headed by the Office of the High Commission for National Protection (HCPN) together with the Court's services, the Grand-Ducal Fire and Rescue Corps (CGDIS) and the Grand-Ducal Police (PGD). The efforts made in the field of new technologies with the acceleration of the Institution's digital transformation, the strengthening of infrastructure and the introduction of new videoconferencing facilities making home working and remote communication easier have made a substantial contribution to controlling the risks of inaccessibility to the premises in the event of a major crisis.
 2. As regards **handling the workload**, the main risk lies in insufficiency of the human, technical and financial resources available to the Court's services to deal with this, particularly in a very restrictive current budgetary context, which limits the Institution's power to obtain additional posts or appropriations. The current geopolitical situation, resulting inflation in particular, is increasing a large number of costs substantially, raising expenditure and making the budgetary situation particularly difficult. However, the Court submits requests to the budgetary authority for staff increases, where necessary, to handle new competences and/or an increased workload.

In November 2022, the Court of Justice submitted a request to the EU legislature for a partial transfer of jurisdiction to the General Court to hand down preliminary rulings in certain areas. Following a political agreement reached in December 2023, the European Parliament voted in favour of this reform in February 2024, followed by the Council in March 2024, and the regulation was signed in April. This result will ensure, in the interest of litigants, high quality justice and a better workload balance between the Court of Justice and the General Court, which, since July 2022, has had 2 judges per Member State (54 in total).

In any event, the Court's services always ensure to use resources allocated to them in an optimal way, to monitor the workload closely, to anticipate future events likely to impact it and to identify priorities for dealing with it in the most effective way. The services are thus able to better express their needs and implement synergies, by continuously streamlining their working methods, ensuring best planning of their work, and contributing to the design of new IT tools, thus intensifying the search for cost-saving measures. The development of new IT tools, in particular the setting up of the Integrated Case Management System (SIGA), new e-Curia modules, electronic signatures and the use of digital technologies in the linguistic field, the progressive use of neural machine translation and significant interinstitutional cooperation, should make it possible to better control the risks relating to increased workload. *Robotic Process Automation* solutions are being developed to streamline the execution of certain recurring operations and thus optimise the use of resources. In terms of translation, working groups were set up in 2022 to examine all possible ways of increasing the performance of their activities, and the first actions decided on that basis were implemented in 2023.

3. As regards **quality** maintenance, risks are controlled by establishing structured and regular checks and reporting. Improving and streamlining management tools and methods also contribute to ensuring a high level of quality. Particular attention is also given to recruitment procedures to ensure that new recruits effectively meet the required conditions in terms of knowledge, skills and competences. In a number of areas, the increased use of ever more efficient technological tools is providing significant support in a context in which human resources are limited.
4. As regards the risks associated with **meeting deadlines**, the measures taken include:
 - for the registries of both courts, the strict monitoring of procedural files, supported by the use of the e-Curia platform for exchanging documents, the development of checklists and the establishment of dashboards, the drafting of internal procedures and the setting of priorities for operations to reduce any risk of incidents in the handling of cases, the ongoing search for adaptations to deal with new situations or to honour judicial policy choices decided by the court;
 - for the other services, tools for monitoring deadlines have been put in place, allowing regular monitoring by management. The working methods applied in the performance of activities are regularly reviewed with a view to their improvement and simplification, and the optimum use of new technologies.
5. The risks relating to **fraud or any other inappropriate behaviour** are controlled by the establishment of rules and procedures, in particular as regards security and disclosure of information. In addition to training sessions and awareness-raising of staff when they take up their duties, staff members are sent reminders concerning these rules on a regular basis. A Code of Conduct for the Court's staff was adopted and entered into force on 1 March 2024 (see Section III.6.d for further details). Concerning the various IT applications, rigorous management of access rights based on profiles is in place, as well as monitoring of connections, including for external providers. In addition, each new IT project is developed taking into account IT security and data protection, in particular personal data, from the beginning of the project ('security by design').

Financial risks are mitigated by the existence of centralised ex ante control and the separation of certain sensitive tasks.

6. The increasingly intensive use of the possibilities offered by information technology is increasing dependence on the quality of IT tools and on the stability of internet connections, which, as a result, increases the potential impact of the risks associated with **IT malfunctions**.

In order to mitigate the impact of these malfunctions, a new data centre was set up in 2021 within the Institution's buildings. An infrastructure continuity plan is in place that provides for the existence of a back-up site, the introduction of an application redundancy system, the implementation of a progressive technological migration plan, the creation of internal control bodies, the adoption of a new critical incident management procedure and an update to the change management procedure to enhance the quality control of production releases. The system maintenance team has been strengthened, and the IT architecture has been simplified.

The future replacement of many applications and software by an Integrated Case Management System (SIGA) based on an adaptive case management tool, currently under development, should also significantly reduce the risks of IT malfunctions and address the obsolescence of some applications currently in use.

Similarly, the establishment of an 'experts network' involved in the modelling of processes, and in the design and implementation of solutions, has contributed to reducing the risk of insufficient collaboration with users of the courts and services.

With regard to IT systems and services provided by other institutions, service level agreements (SLA) and security agreements have been drawn up with those institutions to ensure adequate quality levels.

Finally, to maintain applications in operational conditions, a service is offered to users consisting in ensuring the proper functioning of applications, rapid intervention in the event of malfunctions, application support and rapid adaptation of applications such as configurations. This service also comes into play in the event of a need to correct data which cannot be carried out via user interfaces.

In order to reduce the risks of **delays in the implementation of IT developments**, projects take into account the possible occurrence of difficulties relating to the technologies used and the integration of systems in their preparation and, in order to prevent these risks, an appropriate remit, strategy and governance system to effectively address them are in place. Change management, information and training programmes are launched, if necessary.

7. The risk of **cyber-attacks against the Institution's IT systems**, which could result in the disappearance or alteration of digital information and the disclosure of confidential information, is taken into account by enhancing the capacity and quality of the defence mechanisms. This also includes the continuous expansion of interinstitutional cooperation with CERT-EU at operational and tactical level, between teams and between IT systems. A register of specific risks relating to cybersecurity has been in place since 2020.

The cybersecurity awareness programme, launched in 2019, continued in 2023. Training sessions cover three areas: social media, mobility and electronic mail. Finally, in relation to IT projects, the Court takes into consideration security risks from when projects are begun ('security by design' and 'zero trust network'). The Court also adopted, in the context of data backup architecture, a non-alterable backup system for information systems and data classified as critical.

The security monitoring of all the Institution's systems is carried out on a daily basis by a team of specialists. The establishment of a preventive alert system resulting from cooperation between the European Institutions and organisations, rapid decisions and coordinated interventions, as well as the excellent reactivity of operational teams largely contributed to achieving the objective

of preserving the IT systems from a major incident in 2023. The Court has the best mechanisms for detecting vulnerabilities and has broadened the scope of assessments made on its systems. Several audits and intrusion tests were carried out during the year, and some corrective actions have already been implemented. In addition, an online e-learning course on cybersecurity has been available since 2021.

Together with other institutions and under the leadership of CERT-EU, an action plan was put in place to strengthen cyber resilience. An information campaign on piracy was proposed in October 2023, and phishing tests were carried out in December 2023. These are regular and continuous exercises that will be repeated in 2024 in order to remind staff of security instructions and raise awareness of the risks in this area.

An impact study on the new rules concerning information safety and cybersecurity was carried out.

It should also be noted that, throughout 2023, regular operational coordination and continuous improvement meetings were organised by the Security Unit and the units responsible for the operations, planning and security, respectively, of the information systems of the Information Technologies Directorate (ITD), and all the services operating and maintaining the interconnected security systems.

Finally, the budgetary authority, in the context of the 2023 budget, adopted a comprehensive and coordinated approach to this risk, allowing for a better level of protection. In addition to granting additional resources to CERT-EU, the budgetary authority also allocated additional posts specifically dedicated to this issue in some institutions, including the Court, which was able to recruit four people for this area during 2023. Additional human resources for both CERT-EU and some institutions are still needed in order to meet the obligations of the institutions in this area, following the entry into force in early 2024 of Regulation 2023/2841 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union.

8. The use of tools based on **artificial intelligence**, although having a high potential for efficiency gains, could entail risks such as erroneous results leading to malfunctions or even loss of reputation, as well as breaches of rules on confidentiality and the protection of personal data. In order to control the impact that uncontrolled, or even inappropriate, use of such tools could have on the functioning of the Institution, the Court adopted a strategy in 2023 for integrating artificial intelligence tools into its operation and set up a governance body in this area (see Section III.2.a for further details).
9. Regarding **protection of the integrity of persons, data and property**:
 - the risks relating to the safety of persons, goods and infrastructure are mitigated by the existence of a continuity plan, in particular by regular evacuation exercises and continuity plans developed for each service, in conjunction with providers and national authorities, and by enhancing security measures in the event of an increase in the alert level. The Court also completed the construction of a security perimeter for its building complex in 2022. Monitoring by an independent expert on the quality of the services provided by the security firm, successful badge encryption and collaboration with the Grand Ducal Police, contribute to risk management. Risks relating to fire and occupational safety are mitigated by strict compliance with the regulatory framework and periodic inspections of specific installations and systems, while special training courses are offered to staff for fire safety;
 - the Court is particularly attentive to improving the safety and health of its staff in accordance with Council Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work. Four nominated

workers were appointed to conduct protection activities and occupational risk prevention activities at the Court. They are responsible, more specifically, for implementing information and awareness-raising campaigns in the field of security, conducting risk analyses and implementing efforts to address any weaknesses identified. During 2023, an analysis aimed at some of the staff members was carried out, and an action plan will follow. In accordance with Council Directive 92/57/EEC of 24 June 1992 on the implementation of minimum safety and health requirements at temporary or mobile construction sites, the Court appointed a Health and Safety Coordinator who is responsible, *inter alia*, for staff safety during all maintenance and construction work on the Court's premises;

- with regard to catering, the main risk is that of harm to human health. This risk is taken into account by unannounced checks on compliance with hygiene rules, carried out by both the catering provider and the Court's staff. The Court uses a specialised company to carry out regular audits and laboratory analyses. Implementation of the recommendations is monitored systematically;
- in terms of information security, oversight rules, procedures and systems have been put in place to avoid any access to information by unauthorised persons, and training and awareness-raising efforts for all staff members are also regularly offered. With particular regard to judicial activities, risks are mitigated by specific rules on the protection of highly sensitive information and by broader awareness-raising of those handling such information in the context of a court case. In order to minimise the risk of early dissemination of information outside of the Court, an effective internal procedure has been put in place and tested, in particular to avoid all or part of the legal analysis being compromised before the case is closed. The procedure put in place for orders or judgments (limited amount of access to the original text via encrypted case file and documents) has been used very effectively on several occasions. In addition, the campaign to raise awareness of the physical security of information, implemented in 2020, continued. A specific security framework for the protection of EU classified information received in cases before the General Court is in place;
- with regard to the protection of personal data, the Data Protection Officer advises the services and ensures, in the context of non-judicial activities, that the relevant rules are applied correctly internally. Furthermore, security and personal data protection considerations are included 'by design' when designing new IT systems and applications. In the exercise of the Institution's judicial functions, particular attention is paid by the Courts, the Registries in particular, both during the management of cases and when decisions of the Courts are published/disseminated, to the protection of the identity of individuals and of personal data (for example, by granting anonymity), and to the preservation of the confidential nature of certain data, trade secrets in particular.

10. As regards the risks relating to **lack of staff with the required skills**, different actions are being taken.

As far as recruitment is concerned, vacancy and transfer notices for vacant posts or the organisation of specific competitions are quickly published. The Court's efficiency in this area is confirmed by the very high employment rate, which was approximately 97% in 2023. Furthermore, staff members in the human resources department with specific training in the selection of staff regularly support the services in the various recruitment procedures in order best to contribute to high-quality recruitment corresponding to the actual needs of the services in terms of the knowledge and skills required of candidates. Actions are also ongoing together with the other EU Institutions established in Luxembourg with a view to increasing their attractiveness to attract highly qualified staff.

As regards training, the Institution put in place a mechanism for newcomers in order to ensure rapid integration into their service, adding further modules and including trainees as attendees, and a continuous training plan for all staff. The plan in question enables the Institution's staff members to develop the skills needed to perform their duties with a high level of quality, to update their knowledge and to adapt to change. Effective skill transfer methods, such as mentoring, coaching and job-shadowing, are also used.

In addition, manuals to guide staff in the performance of their duties are created and updated by the services with a view to knowledge transfer in order to ensure the continuity of their operation in the event of the long-term absence of key staff. Knowledge-sharing practices and the documentation of procedures have been put in place in order to ensure the transmission of information and its sustainability.

11. The risks of **errors in the application of the regulatory provisions** are managed by training and control measures, in particular in the field of public procurement, the regulation of which is particularly complex. The Budget and Financial Affairs Directorate provides a 'help desk' service to the departments, aimed at standardising the practices and documents used within the Court, by contributing to the regularity of the operations relating to the award of public contracts. The existence of an Advisory Committee on Public Contracts, which gives an opinion on all calls for tenders with an estimated value of over EUR 60 000, and verifies centrally operations with a financial impact, also make it possible to mitigate these risks and to standardise best practices. As regards the application of legislation on the protection of individuals in the processing of personal data, a network of staff members has been set up, supervised by the Data Protection Officer, and training is provided to ensure the correct and uniform application of these provisions.

The very low number of complaints, complaints to the European Ombudsman or the Data Protection Officer, challenges from staff representatives and the lack of observations by the Court of Auditors in its annual reports from 2010 to 2022 are objective indicators of the effectiveness of the control systems in place and of the control of these risks.

12. As regards the budgetary field, the risks of **poor implementation of appropriations** were properly mitigated by, firstly, the measured assessment of the appropriations requested when the draft budget was drawn up and, secondly, the regular monitoring of the budget implementation by the services through reporting, which resulted, as in previous years, in a very high implementation rate of appropriations of 99.2% in 2023. As mentioned in the previous point, great importance is attached to providing appropriate training for authorising officers and financial agents to ensure that rules are applied correctly and that the use of appropriations granted by the budgetary authority is monitored regularly.

V. Interinstitutional cooperation and cooperation with Member State bodies

Throughout 2023, the Court continued to reap the maximum benefit from interinstitutional calls for tenders, as a partner or manager, to obtain better market prices and optimise related administration costs.

Furthermore, the Court continues to participate in regular meetings of interinstitutional groups or networks with a view to greater harmonisation of the application of the Staff Regulations and the Conditions of Employment of Other Servants, and of policies and practices in various fields, such as buildings and security (GIS, GICIL), public procurement for real estate activities and logistics (FEMP), environmental protection (ECRET, GIME), information technology (ICDT, CERT-EU Steering Committee and the Publications Office group FORMATS), legal documentation and developments in search engines for case-law and EU legislation (GIL, e-Law, e-Justice, EUR-Lex, ACA-Europe), the Library (EUROLIB and Interinstitutional Archives Group (IIAG)), information and communication (CEIII, Interinstitutional Online Communication Committee (IOCC), Web Preservation Group), human resources (EPSO, Staff Regulations Committee, with a view, in particular, to adopting general implementing provisions (DGE) and other documents applying the Staff Regulations), the CPQS (interinstitutional body tasked with preparing draft conclusions for adoption by the College of Heads of Administration), the CPQBF (interinstitutional committee for budgetary and financial issues), equal opportunities and diversity (Intercopec, LuXX EU women's network, permanent interinstitutional working group on equal opportunities and diversity, led by the European Parliament), the administration of harassment cases (network of confidential harassment counsellors), professional training (Learning Network, discussion group on training; Interinstitutional Working Party (IWP), led by EuSA (European School of Administration)).

In the field of translation and interpreting, cooperation as part of CITI (Interinstitutional Committee for Translation and Interpretation) and within the CIS (its Executive Committee for Interpretation) and the Executive Committee on Translation (CET).

It is as part of the CITI that interinstitutional tools used on a daily basis, such as ACI-Webcalendar, DocFinder, Euramis, IATE, Quest or eTranslation, are developed, maintained and funded. The Court is working very actively with the Commission to improve eTranslation, which is also part of the 'Connecting Europe Facility' initiative, and to adapt it as much as possible to the Court's needs.

On 16 and 17 March 2023, the Court hosted the International Conference of the European Legal Interpreters and Translators Association, EULITA, an association that aims to promote better collaboration and best practices on the working conditions of legal translators and interpreters with public institutions, judicial services and legal professions. The topic of the conference was 'Legal translation at national and international level'.

The Court also uses applications and hosting services common to other institutions. Shared applications cover the main areas of administrative management (human resources, payroll, training, budgetary and financial management and documentation). This type of cooperation allows for very significant direct budgetary savings (reduction of development costs, shared technical infrastructure, shared support and maintenance structure, etc.).

The Institution cooperates with the Commission in outsourcing certain activities relating to staff administration, particularly regarding the transfer of pension rights, severance grants and unemployment allowance.

The Court also continued its close cooperation with the Publications Office, both as a provider of information and as a user of services (publishing brochures and leaflets, advanced technical services, publication of the European Court Reports on the website for official publications of the institutions of the European Union, EUR-Lex). A new SLA was signed in 2023, which now covers all aspects of the collaboration between the Office and the Court.

In May 2023, the Court welcomed participants to the interinstitutional 'Innovation Days'. The objectives of the 'Innovation Days' are to provide a forum for advice and guidance on the introduction of emerging technologies, to help define and maintain a shared vision and conceptual plan for the use of future digital services and a framework of technical guidelines for interoperable or shareable IT services based on these technologies. The event focused on artificial intelligence and its challenges and marked a new turning point in interinstitutional cooperation in this area, which is constantly and rapidly evolving.

In September 2023, a meeting of the Interinstitutional Committee on Digital Transformation (ICDT) took place, during which discussions were had regarding the possibility of designing jointly tools based on artificial intelligence and ethical principles governing the use of such tools.

Since September 2022, the Court has chaired the Inter-institutional Committee for Digital Transformation, with a 2-year mandate. A meeting of the ICDT was held at the Court on 7 December 2023.

The Court has also chaired the Emerging Technologies Subgroup since 2022. The main objective of this subgroup, set up in October 2020, is to keep abreast of technological developments and promote a common approach in this area within EU institutions and agencies. The work of the group is aimed at covering the fields of artificial intelligence, blockchain, the automation of robotic processes and quantum computing. In 2023, this subgroup proposed a model for 'Staff guidelines on the use of online available generative AI tools' and began to build the curriculum of the 'EU Academy for emerging technologies' in the field of artificial intelligence. The scheduling of the first training sessions on these matters is planned for 2024.

Finally, it should be mentioned that the Registrar of the Court of Justice chairs the College of Heads of Administration and the CALux.

In December 2020, Commissioner Hahn invited the secretaries-general of the institutions and bodies based in Luxembourg to reflect on the actions that could be envisaged to make Luxembourg even more attractive as a host country. In response to this invitation, a high-level interinstitutional group (GHNA) was created in 2020 to examine solutions likely to increase the attractiveness of the Grand Duchy of Luxembourg as a site hosting the institutions and bodies of the European Union. This group, which consists of the secretaries-general of the European Parliament, the Court of Justice of the European Union, the European Court of Auditors, the European Investment Bank and the European Stability Mechanism, has the task of providing answers to the difficulties of Luxembourg in terms of attractiveness compared with certain cities hosting the seats of other institutions and bodies of the European Union.

Within this group, four working groups were set up to reflect on the following topics: staff policy, poles of excellence, life in Luxembourg and communication. The conclusions of these groups were set out in a report adopted by the GHNA which provides for the implementation of 12 actions in the above areas and which led to the adoption of an action plan. The responsibility for each of these actions has been entrusted to an institution or body tasked with managing it. CALux coordinates and monitors the work of these groups. The leaders of each group reports to it on the progress of the actions selected by the GHNA. The Court coordinates the group on staff policy and managing actions concerning the

organisation of specific EPSO competitions for Luxembourg, which has been completed. This type of competition is now possible. In addition, collaboration continues on institutional reception desks for Luxembourg.

The following table summarises the main service agreements with the other EU institutions in 2023:

Service agreements with other EU institutions in 2023			
Institution concerned	Nature of the service	Budget line	Cost [EUR]:
European Commission	Development and maintenance of Euramis, eTranslation, Quest II and DocFinder tools	1406.0 Interinstitutional cooperation activities in the language field	365 845.85
Translation Centre	IATE tool development and maintenance	1406.0 Interinstitutional cooperation activities in the language field	74 190.11
European Commission	Services to be paid to the Commission's DG SCIC (Conference interpreter days)	1406.2 Conference interpreters	4 707 408.00
European Commission	Day care centres managed by the Commission	1654 Early Childhood Centre	2 028 244.73
European Commission	Hosting of data centre	210 Equipment, operating costs and services relating to information technology and telecommunications	232 161.56
European Commission	e-PRIOR services (including eSubmission)	210 Equipment, operating costs and services relating to information technology and telecommunications	35 000.00
European Commission	SYSPER II	210 Equipment, operating costs and services relating to information technology and telecommunications	732 431.00
European Commission	EU Learn	210 Equipment, operating costs and services relating to information technology and telecommunications	78 914.00
European Commission	NAP and Sysper rights	210 Equipment, operating costs and services relating to information technology and telecommunications	54 374.00

Service agreements with other EU institutions in 2023

Institution concerned	Nature of the service	Budget line	Cost [EUR]:
European Commission	EU-CV online	210 Equipment, operating costs and services relating to information technology and telecommunications	18 000.00
European Commission	NDP	210 Equipment, operating costs and services relating to information technology and telecommunications	55 000.00
European Commission	Contribution to public procurement	210 Equipment, operating costs and services relating to information technology and telecommunications	22 329.00
European Commission	CERT-EU	210 Equipment, operating costs and services relating to information technology and telecommunications	12 300.00
European Commission	HAN/ARES	210 Equipment, operating costs and services relating to information technology and telecommunications	131 340.00
European Commission	Historical archives	272.00 Library and historical archives expenditure	127 255.00
Council	SAP SOS II	210 Equipment, operating costs and services relating to information technology and telecommunications	518 245.00
European Commission	CAS – Social Activities Committee and Foyer	1632.1 Social relations between members of staff	123 586.00
Court of Auditors	CAS – Social Activities Committee	632.1 Social relations between members of staff	128 361.00
European Parliament	Early Childhood Centre	1654 Early Childhood Centre	1 111 024.00
Publications Office	Publication of case-law Production of publications	2741 General publications	197 500.00

Service agreements with other EU institutions in 2023

Institution concerned	Nature of the service	Budget line	Cost [EUR]:
Publications Office	Wide distribution of <i>The year in review 2022</i>	2 741 General publications	31 658.00
European Commission (Joint Research Centre)	Media monitoring	2 742 Other information expenditure	60 000.00
European Commission	EU Sign	210 Equipment, operating costs and services relating to information technology and telecommunications	126 000.00
European Commission	IT cloud	210 Equipment, operating costs and services relating to information technology and telecommunications	9 918.87
European Commission	HR Reporting and Analytics Services (Sysper II module)	210 Equipment, operating costs and services relating to information technology and telecommunications	178 923.00
Total =			9 970 071.12

The other collaborations with other organisations that should be mentioned are summarised below:

► **Collaboration with the European Court of Human Rights (ECtHR):**

The two institutions remain in constant contact for the exchange of information concerning the current and relevant case-law of the two courts.

► **Collaboration with ACA-Europe:**

The Court actively participates in the work of ACA-Europe (a European association composed of the Court and the Councils of State or supreme administrative jurisdictions of the Member States of the European Union) as an observer member. In particular, the Court is a member of the Steering Committee and participates in the Documentation Working Group of this association.

► **Collaboration with the Venice Commission (the Council of Europe's advisory body on constitutional matters):**

As an observer in the Joint Committee on Constitutional Justice of the Venice Commission, the Court prepares, on a quarterly basis, contributions on the case-law of the Court of Justice in constitutional matters for inclusion in the CODICE database of the Venice Commission.

► **Collaboration with the European Network of Councils for the Judiciary**

The Court is an observer member of the European Network of Councils for the Judiciary (ENCJ). In this capacity, it is informed of the work of this network and attends occasionally some of the meetings organised by this Network.

► **Collaboration with the European Judicial Training Network (EJTN)**

The Court is a partner of this network, which is the main platform and promoter for the training and knowledge exchange of the European judicial systems (see Section III.1.f).

VI. Use of budgetary and human resources

Two specific annexes provide further information, the first on the use of budgetary resources (see Annex 'Report on budgetary and financial management') and, the second on the use of human resources (see Annex 'Statement on staff policy'). Therefore, only a summary of the implementation of appropriations and the use of human resources is set out in the tables below.

A. Implementation of appropriations

in EUR million

Budget chapters	Final appropriations 2022	% implementation 2022	Final appropriations 2023	Commitment of appropriations	% implementation 2023
10 – Members of the Institution	39.5	96.6%	39.0	38.1	97.8%
12 – Officials and temporary staff	286.8	98.6%	299.6	297.8	99.4%
14 – Other staff and external services	30.1	98.3%	30.5	30.2	98.9%
16 – Other expenditure relating to persons working with the Institution	6.3	88.3%	6.6	6.3	96%
SUBTOTAL TITLE 1	362.7	98.2%	375.7	372.4	99.1%
20 – Buildings and associated costs	69.2	100.0%	72.5	72.5	100%
21 – Computer technology, equipment and furniture	31.9	99.3%	33.8	33.6	99.5%
23 – Current administrative expenditure	1.3	75.3%	1.1	0.9	80.8%
25 – Meetings and conferences	0.5	90.3%	0.5	0.5	93.7%
27-37 – Information: acquisition, archiving, production and dissemination and Specific expenditure of certain institutions and bodies	2.3	91.0%	2.3	2.3	96.7%
SUBTOTAL TITLES 2 AND 3	105.2	99.2%	110.3	109.8	99.5%
100 – Provisional appropriation	0	0%	0	0	0%
TOTAL	467.9	98.4%	486.0	482.3	99.2%

Source: Report on budgetary and financial management for the financial year 2023

The implementation rate of appropriations recorded in 2023 was very high (99.2%), as in previous years (98.4% in 2022 and 98.7% in 2021).

B. Allocation of posts in the establishment plan

The allocation of posts in the establishment plan is set out in the table below:

Sector of activity	2023 Number of posts	2023 %	
Chambers	553	26	Chambers of the Members of the Court of Justice and the Members of the General Court
Registries	122	6	Registry of the Court of Justice and Registry of the General Court
Judicial activity support	140	6	Research and documentation, library, publication and hearings support
Language services	984	47	Translation; interpreting; terminology projects and coordination
Administrative, logistical and IT support services	315	15	Administration, Protocol, Communications, Information Technology, Legal Adviser, Internal Auditor, Data Protection Officer, Staff Committee
TOTAL	2 114	100	

The distribution of posts by sector of activity remains similar to that of previous years, with almost 86% of posts devoted to judicial and language activities.

The occupancy rate for posts remained at a very high level (around 96.5%) in 2023, due to sustained judicial activities requiring optimal and timely recruitment of all posts that became vacant. Achieving this very positive result requires increasingly significant commitment on the part of the Court's administration in order to mitigate the aforementioned issues with regard to the attractiveness of Luxembourg.

VII. Functioning of the internal control system

A. Overall assessment of internal control and its cost-effectiveness

The effective and efficient functioning of the internal control system is a priority of the Court. This internal control mechanism is based, in particular, on the following measures:

- an internal control framework, based on the COSO 2013 reference,² the application of which is assessed annually by the services;
- the existence of a centralised ex ante verification service, which carries out ex ante checks on all financial transactions at the Court, and of verifying officers within several authorising departments who carry out initial checks on the merits of each item of expenditure;
- a high-performance integrated budgetary and accounting management system, which facilitates the control and monitoring of operations;
- assistance and advisory tasks carried out by the Directorate for the Budget and Financial Affairs in matters relating to the application of the Financial Regulation and, in particular, in matters relating to public procurement, making it possible to reduce the risk of irregularities and/or errors in the management of appropriations;
- continuity in risk analysis and management exercises for the Court as a whole, allowing an overview of the risks with which it must deal;
- carrying out ex post controls, on the basis of an annual programme approved by the authorising officer by delegation;
- an internal audit service, with complete independence in the conduct of its audits, which gives the Institution confidence as to the degree of control of operations carried out in implementing the budget, and provides it with advice to improve the conditions of implementation of these operations and to promote sound financial management.

Following three annual assessment exercises of the Court's internal control framework, the robustness of the system has been demonstrated and confirmed by the Court of Auditors, which, after a thorough analysis of the system in the context of the 2022 DAS, did not make any substantial remarks.

In the light of the reassuring results of the completed exercises and the Court of Auditors' audit, the system was revised in 2023 with a view to rationalising the exercise in terms of organisation while maintaining its robustness and efficiency.

2| This is the Internal Control – Integrated Framework of the *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), an organisation established in 1985 in the United States by professional associations in the accounting and audit fields with the aim of developing risk management, internal control and anti-fraud guidelines.

A comprehensive and in-depth assessment of the system will now take place every 3 years, while, in the 2 intermediate years, the exercise will be simplified with a primary focus on following up on the open points of the previous years. As the system is designed as a continuous monitoring of the functioning of the internal control systems of the services, it allows new elements to be reported at any time.

In 2023, no anomalies were detected as part of the ongoing assessment of the internal control system. The proper functioning of the system was confirmed once again, while areas for future improvement were identified.

The cost-effectiveness of the internal control environment is very positive in particular due to:

- an accounting and financial management application (SAP-SOS II) which has been developed in close interinstitutional cooperation with the Council, the Court of Auditors and the European University Institute in Florence, thus providing the Court of Justice with access to an effective management tool at the lowest possible cost;
- the centralised management of ex ante verifications, resulting in a saving of human resources dedicated to control tasks. The existence of *de minimis* thresholds, as explained in the specific section on ex ante verification below, ensures good cost-effectiveness;
- the rapid and appropriate follow-up to the advice and recommendations of the internal auditor or to the observations of the Court of Auditors.

B. Results of management activities and indicators relating to verification, assistance and advice activities relating to internal control and internal audit

- **Ex ante verification**

Since 2016, a simplified circuit (without centralised ex ante verification) has been in place for certain very low value transactions, thus making it possible, in a context of a consistently high workload, to focus the work of the centralised ex ante verification service on more complex operations or on those carrying higher financial risks. Following a risk analysis, ex ante verification activities were further streamlined, and the thresholds applied to determine the application of this simplified circuit were further adapted at the end of 2022 and implemented at the beginning of 2023.³

Ex ante verification concerns not only financial transactions, including commitments and payments, but also any human resource decisions having financial implications (determination of financial entitlements at the time of entry into service, granting of allowances, etc.).

The simplified verification workflow has made it possible to control the ex ante verification workload, which, however, remains high: in 2023, 6 649 files (5 495 financial transactions validated in the accounting and financial management system SAP, 1 090 human resource decisions and 64 other files with a financial impact) were verified by a team which, in 2023, comprised 6.5 FTEs. The average time taken to process files in the SAP system was 3.47 days. The percentage of transactions refused in the SAP system was 5.17%. Furthermore, no substantive disagreement between the authorising officer by delegation and the Financial Assistance, Budget and Verification Unit was recorded during the financial year 2023.

- **Ex post verification**

The Financial Assistance, Budget and Verification Unit has established an ex post control system which, together with the action of all players in the control chain, contributed to the confidence of the authorising officer by delegation.

During 2023, an ex post control on staff remuneration was carried out. This control did not flag any errors having a financial impact.

Following the aforementioned amendment of the ex ante verification thresholds, implemented at the beginning of 2023, the ex post control system was extended with the introduction of an ex post control on a new category of transaction. These are small-value transactions, namely those that do not exceed the materiality threshold of EUR 3 000, and are therefore not subject to ex ante control. The type and method of selection of the transactions to be verified are determined on the basis of an assessment of the presumed risks intrinsic to the various budgetary operations.

3| All financial transactions exceeding EUR 3 000 are now checked by means of a centralised ex ante control. Random checks are carried out on transactions below EUR 3 000. Invoices from the Directorate-General for Multilingualism (mainly relating to freelance translation) are no longer subject to centralised verification. The vast majority of human resource decisions with financial implications are also subject to ex ante control.

- **Assistance and advice with regard to internal control and public procurement**

Participation in interinstitutional working groups on the subject was pursued efficiently and successfully, particularly in the field of 'green procurement' to encourage a sustainable consumption model.

The Court uses the 'Inter-Institutional GPP (Green Public Procurement) Helpdesk'. The GPP Helpdesk provides rapid, effective, direct and practical assistance, with the aim of helping the Institution to integrate ecological criteria into procurement procedures, in order to contribute to reducing the impact on the environment and thus promote a sustainable consumption model. This service is well known to authorising departments, and its consultation has been steadily increasing since its launch. Any authorising department preparing a public procurement procedure is encouraged systematically to use the GPP Helpdesk. The departments must also assess ex ante the environmental performance of any contract for an amount of more than EUR 15 000.

The Financial Assistance, Budget and Verification Unit provides the services with ad hoc support for any public procurement issue. In addition, at the request of the authorising departments, it also carries out a prior examination of the documents relating to procurement procedures before the launch ('pre-referral'), with the aim of finalising the analysis of each file within 10 days. In 2023, 19 complete procurement files were examined, with an average processing time of 4.5 calendar days (3.2 working days).

Finally, during the year, an update of the risk analysis exercise was carried out. The results of this exercise led to the conclusion, first, that the measures adopted by the services to manage the risks identified are proving effective and, second, that the main high risks identified correspond to areas where particularly significant efforts are made to control them, as described in Section IV of this report.

- **Internal audit**

In accordance with Article 118 of the Financial Regulation, the internal auditor is to report to the Institution on their findings and recommendations, and the Institution is to forward annually to the European Parliament and the Council a report containing a summary of the number and type of internal audits carried out, the recommendations made and the action taken on those recommendations.

The internal auditor's annual report sets out the main tasks carried out in 2023:

- audit of the staff selection procedures;
- analysis of the effectiveness of the internal control system in ensuring the preservation of the Institution's IT assets;
- audit of expenditure relating to the cleaning of buildings;
- study on the use of artificial intelligence in the field of justice.

Furthermore, the internal audit service continued to provide advice in a number of areas of activity in support of the Institution's strategic objectives, with the aim of improving the quality of management and internal control systems and promoting appropriate risk management.

In addition, the annual internal audit report shows that satisfactory follow-up is given to the recommendations made. Regular monitoring thereof makes it possible to assess the appropriateness, effectiveness and timeliness of the actions undertaken by the services audited and to identify and report on the improvements made. Monitoring of the audit and advisory tasks carried out before 2023

has shown that the services have provided appropriate responses. A high percentage of acceptance of the recommendations made and a rapid implementation rate are the key performance indicators of the internal audit service. Furthermore, the follow-up given to internal audit advice and recommendations contributes to strengthening the application of the principles of sound financial management and performance.

VIII. Observations made in the context of previous discharges or reports of the Court of Auditors

The mission charter of the authorising officer provides that the authorising officer by delegation is to include, in their annual activity report, remarks concerning the follow-up to the observations made by the Court of Auditors and/or by the discharge authority.

A. Observations made by the Court of Auditors

It is important to note that the Court of Auditors stated in paragraphs 10.7 and 10.15 of its latest annual report on the implementation of the budget concerning the financial year 2022 that no particular issues concerning the Court had been detected.

The results of the checks relating to the financial year 2022 thus confirm, as has been the case since 2010, the absence of observations from the Court of Auditors.

B. Observations by the discharge authority

The discharge procedure in respect of the implementation of the Court's 2022 budget was formally completed on 11 April 2024 with the adoption of the European Parliament's decision granting discharge to the Registrar of the Court of Justice in respect of the implementation of the budget of the Court of Justice of the European Union ('the Court' or 'the Institution') for the financial year 2022.

In the resolution which forms an integral part of this decision, Parliament notes with satisfaction, first, that in its annual report on the implementation of the budget concerning the financial year 2022, the Court of Auditors (as has already been the case since 2010) did not identify any specific issues concerning the Court.

The draft resolution also notes a high number of positive points concerning the functioning and activities of the Court's services. These positive points concern, in particular, initiatives allowing greater visibility of the Institution's work (the streaming of hearings, remote visits, open days), actions aimed at improving staff well-being and diversity and inclusion (new teleworking scheme, initiatives for people with disabilities, specific training), the Court's good environmental performance with a significant reduction in some types of consumption compared with the reference year 2015 (heating (-23.6%), paper (-42.6%), canteen waste (-49.9%) and greenhouse gas emissions (-31.7%)), the extensive use of interinstitutional cooperation in various areas and the work carried out within the institutional high-level group on enhancing the attractiveness of Luxembourg for staff, the Court's commitment to integrating artificial intelligence (AI) tools into its work and the adoption of an overall strategy in this area, and the creation of an AI committee responsible for addressing ethical aspects and setting clear limits for the use of AI, the handling of cyberattacks and the decision not to use cloud platforms for the processing of sensitive judicial data.

The Court reflects on the other observations and recommendations relating to the activities of the services with the utmost attention, in particular, the encouragement to strive to achieve a more balanced representation of EU nationalities among staff, the more frequent use of German and English,

in daily administrative work, the encouragement to continue the work of the interinstitutional high-level group created to examine solutions likely to increase the attractiveness of Luxembourg for staff, the request to provide transparency with regard to external sources of financing of unpaid trainees and to specify the reasons for maintaining this policy, the encouragement to require all staff members to follow the 'Rules of good conduct' training, the observation that requests under Article 16 of the Staff Regulations concerning post-employment activities could be examined by the internal auditor or the European ethics body, the recommendation to carry out a check before making published information available in the form of open data, taking into account security, confidentiality, the right to privacy and intellectual property rights, the request to be kept informed of other initiatives concerning the accessibility of buildings for people with disabilities, the encouragement to continue work on the identification of possibilities of reducing general consumption, of recycling and of production of renewable energy, and the encouragement to expand the streaming of hearings and to supplement this system with additional means of external communications in order to guarantee greater transparency.

With regard to the concerns expressed about the increase in the number of days of sick leave and cases of burnout, the Court attaches the greatest importance to this issue and has already taken, in particular, a series of actions centred on the well-being of its staff. The Court's senior and middle management are also regularly made aware of issues relating to a balanced distribution of workload in order to avoid the occurrence of such cases of burnout.

As regards the ethical framework, a new code of conduct for all members of staff of the Court has been in force since 1 March 2024. It ensures the consistency of the rules applicable to all staff, by defining a common set of values and a shared understanding of the ethical principles applicable within a European judicial institution. The adoption of the Code thus responds to the concerns expressed by Parliament in this regard.

With regard to the use of digital technologies and artificial intelligence, the Court shares the recommendation to use automated processes while taking ethical aspects into account and under human oversight and control, matters that it included in its AI strategy adopted in 2023. The guidelines for the Court's staff on the use of AI were also already adopted in 2023. The Court will also address recommendations for referencing cases using key terms and key indicators in order to find cases the substance or structure of which is partly identical and to explore possibilities for improving the transmission of information to judges and their teams.

As to the request proactively to examine and remedy the aspects of the IT infrastructure that make the Court vulnerable to attacks and to rectify them as quickly as possible, and to ensure that its cyber defence is regularly audited and tested: these elements are a central concern of the Court on which it focuses all its efforts.

With regard to the ongoing consideration of how to optimise the occupancy of the Institution's premises, the working group that considered it delivered its findings in 2023. Based on these findings, the Court's services have prepared proposals adapted to their current positions and requirements. Examination of these proposals resulted in the decision to begin a pilot phase, the assessment of which will form the basis on which the Institution will define its guidelines going forward.

The Court also takes note of the invitation to make available on its website all files relating to a case after the publication of the judgment, while ensuring non-disclosure of private or sensitive information in order to protect personal data, as well as the encouragement to communicate the number of intellectual property cases and specific points of dispute to the Commission and the European Union Intellectual Property Office in order to help identify possible shortcomings in EU legislative acts.

As for matters relating to the Members of the Courts, Parliament repeats its appreciation of the reforms undertaken in 2021 in relation to the Code of Conduct for the Members of the Court of Justice and the General Court and their declarations of interest, which, together with the new curriculum vitae requirements of the Members, are an improvement in the transparency of the Court, although it is of the opinion that the validity and usefulness of declarations of interest could be improved through quality verification and control. Parliament also welcomes the publication, since 2018, of the list of external activities carried out by the Members of the Court of Justice and the General Court, while noting that the list is difficult to read for the general public and recommending that it be made more informative by including information on the nature of the external activities.

As regards the decision on travel, missions and the use of Members' drivers and cars, Parliament called on all EU institutions to agree on a single system to be applied horizontally, which would reduce confusion and increase transparency in and efficiency of the use of public funds. To that end, the Court will approach the other institutions in order to pursue a joint examination of this matter.

In addition, the Court takes note of the Parliament's remark concerning the importance of rectifying gender imbalance among judges; it also takes note that the Parliament welcomes the fact that the President of the General Court sent a letter in 2021 to the President of the Conference of the Representatives of the Governments of the Member States concerning the expiry of the term of office of 26 judges of the General Court in order to underline the importance of ensuring gender balance within the General Court, and that it regrets that this letter remained unanswered.

In general, the Court is keen to implement the recommendations of the discharge authority as quickly as possible and confirms its openness and its determination to constantly improve the efficiency of the management of all its activities.



Report on staff policy

1. Introduction

This document outlines the policy of the Court of Justice of the European Union (the 'Court' or the 'Institution') on the management of staff. That policy aims, in particular, to make optimal use of the posts and appropriations made available by the budgetary authority while seeking to develop employee skills and to maintain good working conditions. In 2023, the structure of the Human Resources Directorate ('HRD') was reorganised to provide appropriate conditions for implementing a modernised human resources management policy, focusing more closely on the search for and recruitment of talent from all Member States, on developing and promoting staff skills and on creating an inclusive, safe and fulfilling working environment.

2. Staff numbers

At the end of the 2023 financial year, **2 303 persons**, made up of officials and members of the temporary staff and contract staff, were employed by the Court.

The breakdown of staff by type under the Staff Regulations and by function group was as follows:

BREAKDOWN OF STAFF BY TYPE UNDER THE STAFF REGULATIONS		% of the Institution's staff
Officials	1 340	58%
Temporary staff	765	33%
Contract staff	198	9%
TOTAL	2 303	100%

BREAKDOWN OF STAFF BY FUNCTION GROUP		% of the Institution's staff
AD	1 295	56%
AST	741	32%
AST/SC	69	3%
CA	198	9%
TOTAL	2 303	100%

The average age of staff at the Institution remains **46 years**, broken down as follows by age range:

21-29	6%
30-39	17%
40-49	41%
50-59	30%
60-67	6%

Average age of management staff	
Head of Unit/Deputy Head of Unit	52
Director/Director-General	56

3. Recruitment and occupation of posts

3.1 *Permanent posts*

Each year, the Court sets itself a twofold objective in terms of occupation of posts: first, that of ensuring as high a rate of occupation of posts as possible, in the light of the heavy workload borne by the Institution, and, secondly, that of filling permanent posts, as far as possible, with staff who are officials.

The efforts made have led to a very high rate of occupation of posts in all departments (an average of 96.79% in 2023), notwithstanding certain difficulties which have a direct impact on recruitment procedures, such as the low level of the basic salaries for entry grades with regard, in particular, to the cost of living in Luxembourg or more limited opportunities for career progression in Luxembourg due to the lesser number of institutions located there compared to Brussels.

3.2 Posts in Members' chambers

In 2023, 553 posts were made available by the budgetary authority for the staffing of chambers of Members of the Institution, either as members of the temporary staff pursuant to Article 2(c) of the Conditions of Employment of Other Servants of the European Union ('the CEOS') or as seconded officials under Article 37(a) of the Staff Regulations of Officials ('the Staff Regulations'). The posts were all filled (100%).

3.3 Temporary staff in the Court's services

3.3.1 Temporary staff

As pointed out above, the Court's policy is to fill the permanent posts available in the establishment plan with officials. However, where the procedure for filling a post has not led to applications from qualified officials with a view to internal or institutional mobility and there are no suitable lists of successful candidates from a competition, the Court employs members of temporary staff. Accordingly, the number of temporary staff members occupying permanent posts engaged under Article 2(b) of the CEOS at the end of the 2023 financial year was 248.

3.3.2 Contract staff

Contract staff in active employment at the Court are covered by either Article 3a or 3b of the CEOS.

As regards the first category of staff (contract staff under Article 3a of the CEOS), those persons are entrusted with manual or administrative support service tasks. At the end of the financial year, 81 contract staff were in service at the Court to carry out such tasks, amounting to 3.5% of the Institution's staff.

As regards staff in the second category (contract staff for auxiliary tasks covered by Article 3b of the CEOS), these persons are recruited to replace officials or members of the temporary staff who are temporarily absent (for example, because of maternity leave or a long-term illness) or, exceptionally, to tackle specific peaks in workload. In addition, contract staff in function group II are engaged by the Seminars and Visits unit as part-time visit guides and other members of the contract staff in function group III are engaged to carry out proofreading tasks in the Directorate-General for Multilingualism. At the end of the financial year, 117 members of the contract staff for auxiliary tasks were in service at the Court, representing approximately 5.1% of the Institution's staff.

4. Equal opportunities, diversity and inclusion

The Court continuously seeks to ensure that the working environment remains free of any form of discrimination and that there is a balanced gender distribution among its staff.

At the end of the financial year, the breakdown by gender of the Institution's staff was as follows (see details in Annex 1):

BREAKDOWN OF STAFF BY FUNCTION GROUP AND GENDER		% of the Institution's staff
WOMEN		
AD	707	61%
AST	576	
AST/SC	47	
CS	81	
TOTAL WOMEN	1 411	
MEN		
AD	588	39%
AST	165	
AST/SC	22	
CS	117	
TOTAL MEN	892	
GRAND TOTAL	2 303	100%

Of the staff members in function group AD, 55% are women.

With regard to management posts specifically, the occupancy rate by women as at 31 December 2023 was 43.8% for senior management and 43.3% for middle management, as shown in the table in Annex 3 to this report illustrating the distribution of management posts by nationality and gender. A comparison between the occupancy rates of women in management posts in 2018 and 2023 shows an upward trend in the representation of women in these posts (37.5% in 2018, 40% in 2022 and 43% in 2023).

In 2023, the Institution took the following steps in the fields of equal opportunities, diversity and inclusion:

- raising awareness among new members of staff of aspects relating to these fields;
- integration of the concepts of equal opportunities, diversity and inclusion in general skills training courses and, in particular, the addition of two training modules specifically targeting unconscious bias and the skills necessary for optimum multicultural cooperation in the CURIA Professional training directory;
- training of senior and middle management on adaptive leadership, a module of which put a specific focus on inclusive management;

- organisation of a conference on the benefits and challenges of diversity, inclusion and staff integration, as well as on the typology of stereotypes and the best practices to become aware of them and adopt a more inclusive approach;
- staff training on unconscious bias;
- monitoring of the work on diversity and inclusion at interinstitutional level.

5. Geographical balance

The Court's staff is made up of officials and other staff from all the Member States of the European Union.

Recruitment is always carried out on the basis of candidates' merits, in accordance with Articles 7 and 27 of the Staff Regulations, which stipulate that vacancies are to be filled 'solely in the interest of the service and without regard to nationality' 'on the broadest possible geographical basis from among nationals of Member States of the Union'.

The Court works with the European Personnel Selection Office (EPSO), together with the other EU institutions, particularly to ensure balanced representation of the Member State nationalities among its staff.

The geographical breakdown of staff at the end of the financial year is set out in the tables in Annexes 2 and 4 to this report.

6. Career management

6.1 *Horizontal mobility*

The Court encourages horizontal mobility within the Institution, giving priority to filling posts by transfer within the Institution. To that end, the HRD assists the Institution's services during recruitment procedures to enable them to benefit from high-quality recruitments, drawing as far as possible on the pool of knowledge and skills available from the Institution's staff.

6.2 *Vertical mobility*

In accordance with internal decisions on promotions which implement the relevant provisions of the Staff Regulations, laying down, in particular, rates of promotion, it was possible to promote 259 officials in the 2023 promotion exercise having regard to both the merits observed and the budgetary resources allocated for that purpose by the budgetary authority, in compliance with the rates referred to above.

In addition, in the context of the certification procedure under Article 45a of the Staff Regulations, three officials in function group AST were selected to participate in the training programme organised by the European School of Administration in 2023. One newly selected official and one previously selected

official passed the 2023 certification exercise. Of a total of 40 officials selected by the Court since 2005 to participate in such a programme, 25 have successfully passed the certification and have been appointed as administrators.

6.3 *Interinstitutional mobility*

There have been movements of staff between the Court and the other EU institutions through transfer procedures. Transfers to the Court enrich the Institution's staff through the arrival of employees with a command of working methods and management tools implemented in the other institutions, which are valuable in broadening the skills of staff members and in the useful sharing of best practices.

Departures from the Court to the other institutions are due to the fact that a percentage of its staff aspires to a career in another institution or in another place of employment, in particular, in order to take advantage of opportunities for more in-depth development in a specific field of competence offered by other, larger institutions. This mobility also contributes to the enrichment of the range of skills of staff from other institutions, particularly in the field of law.

Out of 130 vacancy notices published in 2023, 94 recruitment procedures were opened to officials from other institutions. 20 officials were transferred to the Court. In addition, 19 officials from the Court were transferred to other institutions.

7. Home working regime

On 1 May 2022, a new home working regime was put in place enabling staff in the services and registries to perform part of their work from home. Onsite work remains the standard, but as a general rule staff can telework two days a week (40% of working time).

In addition, as in 2022, in 2023 the Institution again gave staff members the possibility of working for 10 working days away from the place of employment. This measure, highly appreciated by staff as well as by heads of services due to the flexibility it offers for periods of duty, has substantially enhanced the well-being of colleagues and work/life balance.

In adopting this new system, the Institution's objective was to:

- enable staff to better reconcile professional and private life, while at the same time reinforcing social interactions at the Court;
- support heads of services in managing the hybrid working regime by encouraging a more flexible and supportive management approach, focusing on building relationships of trust and strengthening autonomy;
- raise awareness among line managers of the importance of work/life balance;
- continue to implement paperless processes and digitalise workflows for the sending and validation of documents by the competent authorities;
- ensure that staff training and skills development activities are continued by maintaining a diverse training offer, including face-to-face courses, online courses and e-learning self-training modules;
- participate actively in interinstitutional meetings in order to share best practices in the field with other institutions, in order to establish an attractive and effective home working regime.

8. Health and well-being at work

The Court is committed to the health and well-being of its staff, providing necessary communication on, and raising awareness of, matters relating to hygiene, health and well-being at work.

Although the SARS-COV-2 pandemic is considered to have ended, in 2023 the Institution continued to maintain good health practices and habits in order to protect the health of persons using its premises.

For example, masks (surgical and FFP2) and self-tests continued to be made available to staff.

The Court's psychologist continued to provide support to staff members until July 2023, when a new call for applications for the position of consultant psychologist was launched. Requests for support from staff members facing personal and professional difficulties remained high.

Between the end of 2023 and the beginning of 2024, the Court stepped up the psychological service by recruiting two consultant psychologists (instead of one, previously), which will lead to better support measures to prevent psychosocial risks and harassment.

The Court's social assistant provided support and advice to the Institution's current and retired staff, in particular with regard to family benefits, housing, childcare facilities and other social matters.

The departments concerned continued to apply new decisions on part-time work on medical grounds, reasonable accommodations for facilitating access to, or the pursuit of, employment for people with disabilities (which entered into force on 1 November 2022).

Furthermore, in 2023, the Institution drew up a new code of conduct for staff that was adopted in February 2024 and has been in force since 1 March 2024. The purpose of this code is to lay down rigorous ethical standards adapted to the jurisdictional mandate of the Institution. It applies to all officials and other staff members of the Institution, as well as to seconded national experts and trainee judges hosted under the European Judicial Training Network. Stricter obligations are foreseen for management, which has a particular duty to set an example, and for legal secretaries, owing to the sensitive nature of their tasks and their direct involvement in jurisdictional work.

9. Working conditions

The number of requests for parental leave, family leave and part-time work on medical grounds has seen slight changes compared with 2022 (see details in Annex 5). The decrease in parental leave is explained by the age progression of dependent children of staff members and that this measure no longer applies when children are aged 12 and over.

Regarding the use of the time made available by staff members working part time or on parental leave, it should be noted that the Court uses the corresponding remuneration appropriations in order to recruit temporary staff.

10. IT optimisation in human resource management

After a considerable speeding up of initiatives to introduce paperless processes and to digitise workflows for approving HRD proposals, proposal files sent to the appointing authority are entirely managed in the HAN/ARES document management system.

As regards the SYSPER II personnel management system, automatic tasks and modules for 'Rectification/revision of place of origin' and 'Entry into service/Mobility/Career Recovery' were launched successfully and, since the beginning of 2023, mission requests from certain services are managed in the HAN/ARES document management system. Other SYSPER II modules are in the implementation phase of the effort to digitalise and automate workflows.

The Court has also been using its *HR Reporting and Analytics Services* module since 2020, which allows targeted and comprehensive statistical data to be extracted. Those data make it possible, more specifically, for heads of service department to monitor participation of their staff in the various training programmes organised.

In 2022, in collaboration with the European Commission, the Court migrated the management of personnel files to the NDP module (*New Application for the Management of Personnel Files*), which was integrated into SYSPER II. A mass transfer of files was carried out during the second half of 2022. During 2023, the HRD worked on standardisation checks. The introduction of the module in 2023 offered the opportunity to optimise the management of documents by the HRD and will ultimately allow staff members to have direct access to their personal files.

Among the IT achievements occurring in 2023, the redesign of the interface of the EU Learn application, to better structure the information on the various training events organised, to make the training offer at the Court more visible and to make it considerably easier to find useful and relevant training sessions, should be highlighted. This overhaul, at no additional cost to the Institution, is part of the promotion of continuous professional development, in terms of evolving both technical skills (skills linked to the various professions) and sustainable interactive skills (general skills).

In addition, electronic fact sheets with links to the various courses were drawn up, illustrating the training pathways according to the profile of different professions at the Court. The fact sheets have been incorporated into EU Learn and act as a support for the heads of service, in particular, in setting skills development objectives in the context of annual appraisals. In addition, they enable newcomers and current staff to have a general overview of the training offered for their functions in order to perform well and develop sustainably. This has facilitated access to information relating to each training event and to registration for the various courses.

11. Training and skills development

Training and continuous development of skills of the Court's staff play an essential role in the successful accomplishment of the Institution's mandate.

Throughout 2023, the Institution continued to offer training courses in several formats, namely face-to-face courses, online courses and hybrid courses.

In 2023, the Training Steering Committee approved the Strategic Training Framework and the 2023 work plan. The strategic framework referred to above has been designed around the Institution's strategic objectives, namely support for jurisdictional activity, the promotion of multilingualism, a digital Court, a more transparent Court for citizens of the European Union, and the ambitious management of human resources.

In 2023, the Court developed a CURIA Professional training directory modelled on the EPSO Competency Framework, namely personal efficiency, communication, agile collaboration and innovation. The Directory contains the full range of training courses organised at the Court, encourages members of staff to continue training and facilitates the setting by line managers of individual skills development objectives in the context of annual appraisals.

In 2023, the Court's senior and middle managers completed their training on adaptive leadership. This training, which began in June 2022, was structured around five training modules on effective change management, inclusive management, agile collaboration, autonomy and individual accountability, quality decision-making, trust and psychological safety and innovation. Innovative ideas and projects were selected at the end of this training and are being implemented.

As a continuation of their training, heads of service were trained in 2023 on effective ways to give and receive constructive feedback and on setting individual performance and skills development objectives.

With regard to the onboarding and induction programme for newcomers, the HRD carried out an in-depth analysis of this system and, from 2024 onwards, new onboarding actions are being implemented for new staff to enhance their sense of belonging to the Institution and to increase the attractiveness of the Court as an employer.

Training courses were also organised for ad hoc trainers at the Court, namely for specifically trained staff members who share internally, in a structured manner, the knowledge acquired in the course of their own training programme. For example, approximately 20 administrators from the Directorate-General for Multilingualism (DGM) were trained as ad hoc trainers to train, in turn, more than 600 lawyer-linguists in the use of translation support tools. Staff members within the services have also been trained to inform the Institution's staff, via a series of short sessions, on the new retention policy for emails and the features of certain IT tools. This approach allows the Institution to optimise the use of its resources, by passing on internal knowhow systematically, in a sustainable and effective way.

The programme for the development of managerial skills and management of administrators has also been adapted accordingly, with a view to ensuring optimal alignment of all programmes focusing on strengthening managerial skills. Since the creation of this programme in 2016, 8 rounds have trained 109 administrators and 68 heads of service, and many related projects have been carried out.

In addition, the members of the *Alumni* group, namely the group of participants in previous editions of this programme, were given the opportunity to continue their training programme in 2023 through thematic workshops organised for their benefit. The aim is to enable administrators who have completed the initial training programme to maintain momentum in developing their skills and expanding their professional networks.

The meetings of the Training Observatory, set up in 2020 as part of the Institution's quality efforts and made up of representatives from the various services, continued during 2023. The Observatory meetings were structured around presenting the diversity of training courses offered at the Court and subsequently centred on presenting the quality efforts put in place in the various services. An ad hoc workshop was organised at the end of the year on welcoming and integrating new staff, as a major component of the attractiveness and brand image of the Institution, and a means for including and motivating new talent.

The results of the vibrant exchanges between participants were grouped together in thematic sheets to allow department representatives to have an inventory of best practices on onboarding and integrating new entrants, to raise awareness in their respective services of the challenges relating to and opportunities for adopting and updating such arrangements, and for harmonising practices in place across the Institution by means of quality indicators.

12. Communication and social dialogue

Social dialogue between the administration and staff representatives has a direct and concrete impact on the implementation of the staff policy and the application of statutory and internal rules. This dialogue takes place, in particular, in various joint committees in the Institution and in exchanges with the Staff Committee and recognised or representative trade unions.

The Court's administration maintains regular contact with the Court's Staff Committee through bilateral meetings between management and the President or the Staff Committee Bureau, in particular, in order to identify possibilities for collaboration on issues of key interest to staff.

2023 was also marked by the recognition of a second trade union operating at the Court.

In addition, the HRD organised a series of social events for staff (in particular: a campaign for the prevention of breast cancer, the co-organisation of Sport Week), thereby contributing to the integration of staff for their well-being. Finally, Disability Awareness Day on 4 December 2023 was organised with the assistance of the Staff Committee.

13. Persons not covered by the Staff Regulations

In 2023, as part of its traineeship programme, the Court hosted 186 paid trainees over 2 traineeship periods, in spring and autumn, together with 17 trainees funded from other sources, for a total of 203 trainees.

As at 31 December 2023, the Institution hosted 12 seconded national experts from Germany (2), Estonia (1), France (2), Italy (1), Latvia (1), Austria (1), Portugal (1), Bulgaria (1), Romania (1), and Sweden (1). All the experts were granted a one-year renewable secondment in their administration of origin. Six of them were already at the Court on 1 January 2023 and the six others arrived during the year.

In 2023, the Institution also hosted 24 trainee judges from the European Judicial Training Network (EJTN). They came from Bulgaria (1), the Czech Republic (1), Germany (4), Greece (3), Spain (5), Italy (3), Hungary (1), Portugal (1), Romania (4), and Slovakia (1). These trainee judges were all assigned to the Members' chambers. 12 trainee judges were already at the Court on 1 September 2022 and the 12 others arrived on 1 September 2023.

Following the *Memorandum of understanding* concluded at the end of 2022 between the Court and the EJTN on national judges admitted to traineeships, the maximum duration of the traineeship periods was extended and, from September 2023, the traineeships lasted for either six months or 12 months in order to allow trainee judges to enrol their children in the European School if they wished to do so.

Annexes :

1. Breakdown of staff by gender
2. Geographical breakdown of staff (by function group)
3. Senior and middle management, by gender and nationality
4. Geographical breakdown of staff (percentage)
5. Data on family leave, parental leave and part-time work, and medical half-time work

1. Breakdown of staff by gender

As at 31 Decembre 2023

BREAKDOWN OF STAFF BY GENDER (permanent and temporary posts)

Gender	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Grand Total
F																	
AD					20	7	136	33	67	99	135	150	25	29	6		707
AST	38	13	147	41	80	110	78	44	22	1	2						576
AST-SC		31	14	2													47
F Total	38	44	161	43	100	117	214	77	89	100	137	150	25	29	6		1330
M																	
AD					7	6	89	36	39	73	111	130	24	62	8	3	588
AST	11	2	53	19	19	16	24	10	10	1							165
AST-SC		18	2	2													22
M Total	11	20	55	21	26	22	113	46	49	74	111	130	24	62	8	3	775
Grand Total	49	64	216	64	126	139	327	123	138	174	248	280	49	91	14	3	2105

(contract staff)

Gender	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Grand Total
F																			
CS 3a				5		7	2	18	9	5	4	8	9	6	2	1	2	1	79
CS 3b	1		1																2
F Total	1	0	1	5	0	7	2	18	9	5	4	8	9	6	2	1	2	1	81
M																			
CS 3a						5	6	5	2	5	3	2	3		4		1	2	38
CS 3b	10	14	55																79
M Total	10	14	55	0	0	5	6	5	2	5	3	2	3	0	4	0	1	2	117
Grand Total	11	14	56	5	0	12	8	23	11	10	7	10	12	6	6	1	3	3	198

2. Geographical breakdown of staff (by function group)

As at 31 Decembre 2023

BREAKDOWN OF STAFF BY NATIONALITY AND FUNCTION GROUP
(permanent and temporary posts and contract staff)

Nationality	AD	AST	AST/SC	FG I	FG II	FG III	FG IV	Grand Total
Germany	80	34	2	2	2	2	2	124
Austria	15	3						18
Belgium	111	69	8	6	3	3	1	201
Bulgaria	39	11	1		1	3		55
Cyprus	2						1	3
Croatia	34	9	2			1		46
Denmark	30	7	3	1			1	42
Spain	80	33	3	1	2	5	5	129
Estonia	28	14	3			1		46
Finland	28	15			1			44
France	209	236	21	32	5	19	11	533
Greece	49	34	1	5	2	1		92
Hungary	38	23	1	1	1	1		65
Ireland	35	9	2					46
Italy	94	48	4	11	3	4	2	166
Latvia	36	16	1			2		55
Lithuania	37	16	1	1		1		56
Luxembourg	16	14	2	4	2	2		40
Malta	22	13	1			1	1	38
Netherlands	19	4						23
Poland	52	25	3	2	1	3	1	87
Portugal	36	29	2	10		3	1	81
Czech Republic	37	13	2	1	1	1	1	56
Romania	56	27	2	3		4	3	95
United Kingdom	17	1		1				19
Slovakia	29	14	1		1		1	46
Slovenia	32	15	1			3		51
Sweden	32	9	2			1		44
Other	2							2
Grand Total	1295	741	69	81	25	61	31	2303

3. Senior and middle management, by gender and nationality

As at 31 Decembre 2023

SENIOR AND MIDDLE MANAGEMENT

Nationality	Director-General	Director	Head of Unit	Deputy Head of Unit	Grand Total
F					
Belgium			3		3
Croatia			1		1
Denmark			1		1
Spain		2	2		4
Estonia			1		1
Finland		1			1
France			3	1	4
Greece			1		1
Hungary			2		2
Ireland			1		1
Italy		2	2		4
Latvia			1		1
Lithuania			1		1
Luxembourg		1			1
Portugal			1		1
Romania	1		1		2
Czech Republic			2		2
Slovenia			1		1
Sweden			1		1
F Total	1	6	25	1	33
M					
Germany		1	2		3
Belgium	1	2	6		9
Bulgaria			1		1
Denmark			1		1
Spain		1	1		2
Estonia		1			1
Finland			1		1
France			6	1	7
Greece			1		1
Italy	1		1		2
Latvia			1		1
Lithuania			1		1
Luxembourg		1	1		2
Malta			1		1
Netherlands			2		2
Poland			1		1
Portugal		1	2		3
Czech Republic			1		1
Slovakia			2		2
Slovenia			1		1
M Total	2	7	33	1	43
Grand Total	2	7	33	1	76

4. Geographical breakdown of staff (percentage)

As at 31 Decembre 2023

BREAKDOWN OF STAFF BY NATIONALITY	
Member State	% of staff in service
Austria	< 1
Belgium	9
Bulgaria	2
Croatia	2
Cyprus	< 1
Czech Republic	2
Denmark	2
Estonia	2
Finland	2
France	23
Germany	5
Greece	4
Hungary	3
Ireland	2
Italy	7
Latvia	2
Lithuania	2
Luxembourg	2
Malta	2
Netherlands	1
Other	< 1
Poland	4
Portugal	4
Romania	4
Slovakia	2
Slovenia	2
Spain	6
Sweden	2
United Kingdom	1

5. Data on family leave, parental leave and part-time work, and medical half-time work

Family leave								
	2023		2022		2021		2020	
	Number of persons	Number of days*	Number of persons	Number of days*	Number of persons	Number of days*	Number of persons	Number of days*
Family leave 50%	0	0	1	5.0	0	0	1	5.0
Family leave 100%	11	310.0	6	214.0	3	117.0	8	114.0
	11	310.0	7	219.0	3	117.7	9	119.0

Parental leave								
	2023		2022		2021		2020	
	Number of persons	Number of days*	Number of persons	Number of days*	Number of persons	Number of days*	Number of persons	Number of days*
Parental leave 50%	56	806.0	56	1 035.0	65	1 092.3	66	1 170.4
Parental leave 100%	93	3 329.0	106	3 835.0	100	3 810.0	99	3 772.0
Parental leave extension 50%	24	473.5	28	550.3	24	454.3	35	770.3
Parental leave extension 100%	55	1 804.0	57	2 098.0	60	2 426.0	71	3 308.0
	228	6 413	247	7 518	249	7 783	271	9 021

Part-time								
	2023		2022		2021		2020	
	Number of persons	Number of days*	Number of persons	Number of days*	Number of persons	Number of days*	Number of persons	Number of days*
Part-time 50%	68	4 426.0	64	4 084.0	45	4 148.0	68	3 999.4
Part-time 60%	10	739.0	16	1 171.0	13	1 002.0	15	808.7
Part-time 62.5%	6	305.0	7	416.0	4	294.0	7	353.3
Part-time 70%	12	654.0	13	774.0	12	654.0	15	610.3
Part-time 75%	24	1 094.0	23	1 119.0	23	1 164.0	38	1 130.9
Part-time 80%	43	2 238.0	45	1 967.0	35	1 986.0	63	1 703.4
Part-time 90%	24	749.0	16	682.0	19	783.0	39	522.8
	187	10 205	184	10 213	151	10 031	245	9 129

Grand total of number of days*	16 927.5	17 950.3	17 930.5	18 268.5
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*working days

The number of requests actually processed is higher because some people have requested this type of leave/working arrangement several times per year.

Part-time work on medical grounds				
	2023	2022	2021	2020
	Number of persons	Number of persons	Number of persons	Number of persons
	40	26	21	28

Report on budgetary and financial management for the financial year 2023

1. Introduction

This report provides an overview of the implementation of the budget relating to the year 2023 and, in accordance with Article 249 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, *'provide[s] summary information on the transfers of appropriations among the various budget items'*.

In that context, Chapter 2 of the present report gives an overview of the implementation of the 2023 budget and of transfers carried out, and Chapter 3 examines in more detail the trends in budget lines of the Court's budget by chapter. Lastly, the annexes, by means of tables with figures, provide detailed information concerning budget implementation in 2023.

After the long disruption caused by the health crisis due to COVID-19, the staff of the Institution were able to reintegrate into the premises of the Court from 1 May 2022. The year 2023 was therefore the first full 'normal' year in terms of working arrangements, although these were adapted and made more flexible, in particular with regard to the possibility for staff to work part-time from home. Consequently, in 2023, a significant increase in the consumption of appropriations on certain budget lines was noted, such as the line for missions or that relating to the organisation of meetings, congresses, conferences and visits due to the full resumption of in-person activity at the Court.

In addition, the inflationary pressure and the high level of energy costs in the current and very difficult geopolitical context, also marked 2023 and resulted in greater use of the Institution's budget. With regard to energy costs, in particular, the initial allocation of appropriations for the year proved to be largely insufficient, and the corresponding budget line therefore had to be increased on several occasions with transfers totalling EUR 4.3 million. Furthermore, the indexation of many contracts, which is very significant due to the level of inflation, contributed to creating pressure on several budget lines, especially as the Court had respected the Commission's guidelines, by limiting the increase for non-salary expenditure lines to 2% at the time the 2023 estimates were prepared.

However, careful management of appropriations has helped in overcoming these difficulties, and a surplus at the end of the year, particularly on the line for the payment of salaries, made it possible to make a mopping-up transfer to reduce the future financial burden on the Institution linked to its building projects.

2. Overview of budgetary implementation in 2023

1. Revenue

The estimated revenue of the Court for the financial year 2023 was EUR 67 021 000.

As shown in Table 1 below, the established entitlements for the financial year 2023 were EUR 68 129 717 and are 1.65% higher than estimated.

Table 1 – Estimated revenue and established entitlements ('fund 3')

(in euros)

TITLE	Estimated revenue 2023	Established entitlements 2023	% of total
3 – Administrative revenue	67,021,000.00	68,000,807.80	99.81
4 – Financial revenue, default interest and fines	0.00	128,909.72	0.19
TOTAL	67,021,000.00	68,129,717.52	100.00
%	100.00%	101.65%	

It should be noted that revenue from established entitlements under Title 3 (primarily the deductions made from the salaries of Members and staff for taxes and social security contributions) represent nearly all of the revenue.

Annexes 1 and 2 provide additional information with figures on the whole revenue stream (revenue-entitlements carried over, revenue-established entitlements and revenue-entitlements collected).

As regards the revenue from entitlements carried over from the previous financial year, **Table 2** below shows that the revenue under Title 3 represents the total revenue from the entitlements carried over registered in 2023.

Table 2 – Revenue from entitlements carried over ('fund 5')

(in euros)

TITLE	Carried over 2022 to 2023	Revenue from entitlements carried over	% of total
3 – Administrative revenue	91,519.01	44,048.35	100.00
4 – Financial revenue, default interest and fines	0.00	0.00	0.00
TOTAL	91,519.01	44,048.35	100.00
%	100.00%	48.13%	

2. Expenditure

A. Appropriations for the financial year

The expenditure appropriations entered in the Court's budget for the financial year 2023 amounted to EUR 486 025 796.

As shown in **Table 3** below, the implementation of the budget for the financial year 2023 amounts to EUR 482 252 071.09 and reflects a very high rate of use of the final appropriations of 99.2%.

In general, as in previous years, it should be noted that more than two thirds of the appropriations used by the Court in 2023 are dedicated to the expenditure of Members and staff (expenditure under Title 1), with almost all of the remaining balance relating to expenditure on infrastructure (Title 2), in particular in the areas of buildings and IT.

Table 3 – Commitment of appropriations in the financial year ('fund 1')

(in euros)

TITLE	Appropriations for the financial year 2023	Commitments for the financial year 2023	% of total
1 – Persons working with the Institution	375,717,903.00	372,447,095.05	77.23
2 – Buildings, furniture, equipment and miscellaneous operating expenditure	110,252,893.00	109,782,663.77	22.76
3 – Expenditure resulting from special functions carried out by the Institution	55,000.00	22,312.27	0.01
10 – Other expenditure	–	–	0.00
TOTAL	486,025,796.00	482,252,071.09	100.00
%	100.00%	99.22%	

Annexes 3 and 4 provide detailed additional information with figures on the use of appropriations in the financial year 2023 (as compared with 2022 and details of implementation by budget line).

B. Appropriations carried over

Table 4 below shows that of the appropriations carried over from 2022 to 2023, of which the total amounts to EUR 37 311 758, a large proportion was used (86.07%).

Table 4 – Use of appropriations carried over ('fund 4')

(in euros)

TITLE	Carry-over of appropriations from 2022 to 2023	Payments out of appropriations carried over	Cancellations
1 – Persons working with the Institution	8,543,850.08	5,662,542.46	2,881,307.62
2 – Buildings, furniture, equipment and miscellaneous operating expenditure	28,753,808.35	26,447,072.13	2,306,736.22
3 – Expenditure resulting from special functions carried out by the Institution	14,100.00	3,500.00	10,600.00
10 – Other expenditure	0.00	0.00	0.00
TOTAL	37,311,758.43	32,113,114.59	5,198,643.84
%	100.00%	86.07%	13.93%

Annex 4 provides additional detailed information with figures on the use of appropriations carried over from 2022 to 2023.

C. Appropriations corresponding to assigned revenue

In accordance with Article 21 of the Financial Regulation, certain revenue may be assigned to the financing of specific items of expenditure. Such assigned revenue represents, therefore, additional appropriations that may be used by the Institution.

The assigned revenue appropriations established during the financial year 2023 amounted to EUR 1 545 582. The main sources of that revenue have been, inter alia, the payment of contractual penalties and of insurance allowances, the sale of energy produced by the Court's photovoltaic panels, and reimbursements by the Council of excess advance payments.

Table 5a below shows details, by title, of the sums of assigned revenue established and collected during the financial year.

Table 5a – Use of assigned revenue ('fund 11')

(in euros)

Title	Assigned revenue 2023	Payments 2023	Assigned revenue carried over 2023 to 2024
1 – Persons working with the Institution	524,970.45	0.00	524,970.45
2 – Buildings, furniture, equipment and miscellaneous operating expenditure	1,019,121.03	124,463.37	894,657.66
3 – Expenditure resulting from special functions carried out by the Institution	1,491.00	1,000.00	491.00
10 – Other expenditure	0.00	0.00	0.00
TOTAL	1,545,582.48	125,463.37	1,420,119.11

Table 5b below shows details, by title, of the sums of assigned revenue carried over from one financial year to another.

Table 5b – Use of assigned revenue carried over ('fund 44')

(in euros)

Title	Annual revenue carried over 2022 to 2023	Payments 2023	Cancellation of assigned revenue for 2022 not eligible for carrying over	Assigned revenue carried over 2023 to 2024
1 – Persons working with the Institution	59,639.71	24,007.37	34,629.71	1,002.63
2 – Buildings, furniture, equipment and miscellaneous operating expenditure	165,918.69	165,009.39	357.07	552.23
3 – Expenditure resulting from special functions carried out by the Institution	1,937.73	1,937.73	0.00	0.00
10 – Other expenditure	0.00	0.00	0.00	0.00
TOTAL	227,496.13	190,954.49	34,986.78	1,554.86

Table 5c below shows details, by title, of the sums of assigned revenue of the previous year committed but not paid and carried over from one financial year to another.

Table 5c – Use of assigned revenue committed but not paid and carried over ('fund 45')

(in euros)

Title	Carried over assigned revenue committed but not paid in 2022, and carried over to 2023	Payments 2023	Cancellation of assigned revenue
1 – Persons working with the Institution	737.98	0.00	737.98
2 – Buildings, furniture, equipment and miscellaneous operating expenditure	30,667.06	27,527.72	3,139.34
3 – Expenditure resulting from special functions carried out by the Institution	0.00	0.00	0.00
10 – Other expenditure	0.00	0.00	0.00
TOTAL	31,405.04	27,527.72	3,877.32

Table 5d below shows details, by title, of the sums of assigned revenue committed but not paid and carried over from one financial year to another.

Table 5d – Use of assigned revenue of the previous year committed but not paid ('fund 43')

Titre	Assigned revenue committed but not paid 2022 and carried over to 2023	Payments 2023	Cancellation of assigned revenue
1 – Persons working with the Institution	0.00	0.00	0.00
2 – Buildings, furniture, equipment and miscellaneous operating expenditure	129,254.32	129,023.16	231.16
3 – Expenditure resulting from special functions carried out by the Institution	0.00	0.00	0.00
10 – Other expenditure	0.00	0.00	0.00
TOTAL	129,254.32	129,023.16	231.16

Annex 5 provides additional detailed information with figures on the use of assigned revenue.

D. Transfers of appropriations

In the course of the financial year 2023, as shown in Table 6, the Court made 19 budget transfers pursuant to Article 29 of the Financial Regulation 2018/1046, representing a total of EUR 18.1 million, or 3.7% of the appropriations for the financial year. The effects of the various transfers at the level of each budget item can be seen in **Annex 4**.

Of the 19 transfers made, 5 were the subject of notification to the budgetary authority in accordance with the Financial Regulation. In terms of amount, those transfers total EUR 14.6 million, which is approximately 81% of the total amount of transfers made in 2023.

Table 6 – Transfers of appropriations

(in euros)

Type of transfer	Number of transfers in 2023	Total amount transferred
Title to title	2	3,500,000.00
Comments: These transfers made it possible to increase budget line 2024 'Energy consumption', in order to cover energy costs that were much higher than forecast.		
Chapter to chapter	1	85,000.00
Comments: The transfer made it possible to increase item 2100 'Purchases, work, servicing and maintenance of equipment and software' to acquire IT equipment to reduce the risk of data loss, particularly in the event of a cyber-attack.		
Article to article	1	500,000.00
Comments: The transfer from article to article made it possible to increase item 1000 'Remuneration and allowances' to ensure the payment of the remuneration of Members of the Institution at a time when the salary adjustment for the year was estimated to be higher than the parameters communicated by the Commission for the preparation of the draft statement of estimates.		
Mixed (mopping-up)	1	10,500,000.00
Comments: At the end of the year, the 2001 line was increased by EUR 10.5 million to finance advance payments for buildings (5 th extension of the Court's buildings, security work). The aim is to reduce the future budgetary burden of payments that the Court will have to make until 2036. This reinforcement has been made possible in particular by the surplus recorded in the expenditure lines for remuneration relating to Members, staff and contract agents, as well as the surplus recorded in the budget line which finances the payment of freelance translators.		
Item to item	14	3,488,314.79
Comments: Transfers from one item to another enabled several budget lines to be strengthened. Among the most significant transfers were the strengthening of items 2102 'External services for the operation, development and maintenance of software and systems' (to finance the increase in the cost of computer licences and contractual price indexation), 2024 'Energy consumption' (to cover energy expenditure) and 2001 (to finance advance payments for buildings).		
TOTAL	19	18,073,314.79

3. Implementation of the 2023 budget by chapter

1. Title 1 – persons working with the institution

As shown in **Table 7** below, the final budget funding of Title 1 for the financial year 2023 comes to EUR 375 717 903 euros. That funding represents almost 77.3% of the Court's total budget.

Table 7 – Use of appropriations in the financial year

(in euros)

Title 1	Final appropriations in the financial year 2023	Commitments in the financial year 2023	% Implementation 2023	% Implementation 2022
10 – Members of the Institution	38,980,000.00	38,120,271.53	97.79	96.60
Comments: This chapter finances the salaries and other costs relating to Members of the Institution. The rate of implementation in 2023 is increasing compared to 2022.				
12 – Officials and temporary staff	299,611,903.00	297,809,106.87	99.40	98.62
Comments: This chapter mainly finances the salaries of officials and temporary staff. The rate of occupation of posts during the year 2023 was approximately 97%. At the end of the year, it was possible to take an amount of EUR 7 million from this chapter in order to reduce the future burden of building payments.				
14 – Other staff and external service providers	30,547,000.00	30,199,316.93	98.86	98.30
Comments: This chapter covers, inter alia, the costs related to the use of contract agents, seconded national experts, trainees, freelance translators and interpreters. The implementation shows a slight increase from the year 2022.				
16 – Other expenditure related to persons working with the Institution	6,579,000.00	6,318,399.72	96.04	88.34
Comments: This chapter covers other expenditure relating to the Institution's staff, including expenditure on training, social activities and the Early Childhood Centre (ECC). The very varied and partly random nature of the expenditure financed with these appropriations makes it difficult to achieve an optimal rate of implementation. Nevertheless, the implementation rate of 2023 is significantly higher than that of 2022.				
TOTAL	375,717,903.00	372,447,095.05	99.13	98.19

2. Title 2 – buildings, furniture, equipment and miscellaneous operating expenditure

As shown in **Table 8** below, the final budget funding of Title 2 for the financial year 2023 comes to EUR 110 252 893. This amount represents 22.7% of the Court's total budget.

Table 8 – Use of appropriations in the financial year

(in euros)

Title 2	Final appropriations in the financial year 2023	Commitments in the financial year 2023	% implementation 2023	% implementation 2022
20 – Buildings and associated costs	72,532,000.00	72,527,513.58	99.99	100.00
Comments: Those appropriations are intended to cover the cost of renting, purchasing and running the various buildings occupied by the Court. In 2023, almost all the appropriations in this chapter were used, in line with previous years. An advance payment could be made at the end of the year thanks to the mopping-up transfer (see Table 6), in order to reduce the future financial burden linked to building projects.				
21 – Data processing, equipment and furniture: purchase, rental and maintenance	33,776,893.00	33,606,959.88	99.5	99.27
Comments: The appropriations in Chapter 21 are for the most part intended for expenditure on IT (Article 210), the rest being allocated to expenditure on furniture (Article 212), technical equipment and installations (Article 214) and vehicles (Article 216). The budgetary implementation in 2023 was almost complete.				
23 – Current administrative expenditure	1,129,000.00	912,207.62	80.80	75.25
Comments: This chapter includes appropriations for other administrative expenses. The implementation, although less than in the other chapters of Title 2, is still higher than in 2022.				
25 – Meetings and conferences	535,000.00	501,326.37	93.71	90.28
Comments: This chapter covers, inter alia, ceremonial events and work visits. The level of implementation is increasing compared to 2022.				
27 – Information: acquisition, archiving, production and distribution	2,280,000.00	2,234,656.32	98.01	92.31
Comments: This chapter covers, inter alia, expenditure for the library and for communication activities. The level of implementation is significantly higher than in 2022.				
TOTAL	110,252,893.00	109,782,663.77	99.57	99.27

3. Title 3 – expenditure resulting from special functions carried out by the institution

A. Chapter 37 – expenditure relating to certain institutions and bodies

The final budget funding in Title 3 consists solely of the appropriations in Chapter 37 for Item 3710 'Court expenses'. For the financial year 2023, those appropriations amounted to EUR 55 000 and were committed to the extent of EUR 22 312.27, which represents a rate of implementation of 40.57% (compared with 37.3% in 2022).

That is expenditure, for which the Institution is liable, relating to legal aid granted to litigants, covering lawyers' fees and other expenses, the forecasting of which proves difficult.

Annexes :

1. Comparison by chapter of the implementation of the 2023 revenue with the 2022 revenue
2. Revenue situation in 2023 – Established entitlements and entitlements carried over
3. Comparison by chapter of the implementation of appropriations in 2023 and 2022
4. Detailed implementation of the 2023 appropriations (appropriations for the financial year and appropriations automatically carried over from the previous financial year)
5. Use of assigned revenue in 2023

1. Comparison by chapter of the implementation of the 2023 revenue with the 2022 revenue

(In euros)

Chapters/ Articles	HEADING	ESTABLISHED ENTITLEMENTS 2023	ESTABLISHED ENTITLEMENTS 2022	DIFFERENCE	DIFF.%
300	Taxes and levies	40.866.973.97	39.114.917.72	1.752.056.25	4.48%
301	Contribution to the pension scheme	25.565.537.07	23.089.522.78	2.476.014.29	10.72%
30	Revenue from staff	66.432.511.04	62.204.440.50	4.228.070.54	6.80%
310	Sale of immovable property — Assigned revenue	0.00	0.00	0.00	NA
311	Sale of other property	0.00	0.00	0.00	NA
312	Proceeds from letting and subletting immovable property — Assigned revenue	0.00	0.00	0.00	NA
31	Revenue linked to property	0.00	0.00	0.00	NA
320	Revenue from the supply of goods, services and work — Assigned revenue	0.00	0.00	0.00	NA
321	Refunds by other institutions or bodies of mission allowances — Assigned revenue	0.00	0.00	0.00	NA
322	Revenue from third parties in respect of goods, services or work — Assigned revenue	132.472.81	147.099.69	-14.626.88	-9.94%
32	Revenue from the supply of goods, services and work — Assigned revenue	132.472.81	147.099.69	-14.626.88	-9.94%
330	Repayment of sums paid though not due — Assigned revenue	655.740.22	243.278.22	412.462.00	169.54%
331	Revenue for a specific purpose (income from foundations, subsidies, gifts and bequests) — Assigned revenue	0.00	0.00	0.00	NA
333	Insurance payments received — Assigned revenue	466.251.69	901.71	465.349.98	51607.50%
338	Other revenue from administrative operations — Assigned revenue	313.832.04	105.906.26	207.925.78	196.33%
339	Other revenue from administrative operations	0.00	0.00	0.00	NA
33	Other administrative revenue	1.435.823.95	350.086.19	1.085.737.76	310.13%
TITLE 3		68.000.807.80	62.701.626.38	5.299.181.42	8.45%
400	Revenue from investments, loans granted and bank accounts	128.909.72	1.602.51	127.307.21	7944.24%
401	Interest yielded by pre-financing	0.00	0.00	0.00	NA
40	Revenue from investments and accounts	128.909.72	1.602.51	127.307.21	7944.24%
TITLE 4		128.909.72	1.602.51	127.307.21	7944.24%
GENERAL TOTAL		68.129.717.52	62.703.228.89	5.426.488.63	8.65%

2. Revenue situation in 2023 – Established entitlements and entitlements carried over

Budget lines	Heading	Initial budget	Established entitlements 2023	Revenue recovered	Still to be recovered
3000	Tax on remunerations	36.076.000.00	34.701.027.12	34.701.027.12	0.00
3001	Special levies on remunerations	6.394.000.00	6.165.946.85	6.165.946.85	0.00
3010	Staff contributions to the pension scheme	24.551.000.00	25.547.511.15	25.547.511.15	0.00
3011	Transfer or purchase of pension rights by staff	0.00	0.00	0.00	0.00
3012	Contributions to the pension scheme by staff on leave	0.00	18.025.92	18.025.92	0.00
	<i>total Chapter 30</i>	<i>67.021.000.00</i>	<i>66.432.511.04</i>	<i>66.432.511.04</i>	<i>0.00</i>
310	Sale of immovable property — Assigned revenue	0.00	0.00	0.00	0.00
311	Sale of other property	0.00	0.00	0.00	0.00
312	Proceeds from letting and subletting immovable property — Assigned revenue	0.00	0.00	0.00	0.00
	<i>total Chapter 31</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
3202	Revenue from the supply of goods, services and work for other Union institutions, agencies and bodies — Assigned revenue	0.00	0.00	0.00	0.00
321	Refunds by other institutions or bodies of mission allowances — Assigned revenue	0.00	0.00	0.00	0.00
322	Revenue from third parties in respect of goods, services or work — Assigned revenue	0.00	132.472.81	132.472.81	0.00
	<i>total Chapter 32</i>	<i>0.00</i>	<i>132.472.81</i>	<i>132.472.81</i>	<i>0.00</i>
330	Repayment of sums paid though not due — Assigned revenue	0.00	655.740.22	655.573.67	166.55
331	Revenue for a specific purpose (income from foundations, subsidies, gifts and bequests) — Assigned revenue	0.00	0.00	0.00	0.00
333	Insurance payments received — Assigned revenue	0.00	466.251.69	466.251.69	0.00
338	Other revenue from administrative operations — Assigned revenue	0.00	313.832.04	247.263.46	66.568.58
339	Other revenue from administrative operations	0.00	0.00	0.00	0.00
	<i>total Chapter 33</i>	<i>0.00</i>	<i>1.435.823.95</i>	<i>1.369.088.82</i>	<i>66.735.13</i>
	Title 3	67.021.000.00	68.000.807.80	67.934.072.67	66.735.13
400	Revenue from investments, loans granted and bank accounts	0.00	128.909.72	128.909.72	0.00
401	Interest yielded by pre-financing	0.00	0.00	0.00	0.00
	<i>total Chapter 40</i>	<i>0.00</i>	<i>128.909.72</i>	<i>128.909.72</i>	<i>0.00</i>
	Title 4	0.00	128.909.72	128.909.72	0.00
	Total	67.021.000.00	68.129.717.52	68.062.982.39	66.735.13

2. Revenue situation in 2023 – Established entitlements and entitlements carried over

Budget lines	Heading	Carried Over 2022 to 2023	Variations during 2023	Total carried over 2022 to 2023	Revenue from entitlements carried over	Still to be recovered
3011	Transfer or purchase of pension rights by staff	0.00	0.00	0.00	0.00	0.00
	<i>total Chapter 30</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
310	Sale of immovable property — Assigned revenue	0.00	0.00	0.00	0.00	0.00
311	Sale of other property	0.00	0.00	0.00	0.00	0.00
312	Proceeds from letting and subletting immovable property — Assigned revenue	0.00	0.00	0.00	0.00	0.00
	<i>total Chapter 31</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
3202	Revenue from the supply of goods, services and work for other Union institutions, agencies and bodies — Assigned revenue	0.00	0.00	0.00	0.00	0.00
321	Refunds by other institutions or bodies of mission allowances — Assigned revenue	0.00	0.00	0.00	0.00	0.00
322	Revenue from third parties in respect of goods, services or work — Assigned revenue	0.00	0.00	0.00	0.00	0.00
	<i>total Chapter 32</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
330	Repayment of sums paid though not due — Assigned revenue	50.360.07	0.00	50.360.07	44.020.85	6.339.22
331	Revenue for a specific purpose (income from foundations, subsidies, gifts and bequests) — Assigned revenue	0.00	0.00	0.00	0.00	0.00
333	Insurance payments received — Assigned revenue	0.00	0.00	0.00	0.00	0.00
338	Other revenue from administrative operations — Assigned revenue	40.880.19	-1.562.50	39.317.69	0.00	39.317.69
339	Other revenue from administrative operations	1.841.25	0.00	1.841.25	27.50	1.813.75
	<i>total Chapter 33</i>	<i>93.081.51</i>	<i>-1.562.50</i>	<i>91.519.01</i>	<i>44.048.35</i>	<i>47.470.66</i>
	Title 3	93.081.51	-1.562.50	91.519.01	44.048.35	47.470.66
400	Revenue from investments, loans granted and bank accounts	0.00	0.00	0.00	0.00	0.00
401	Interest yielded by pre-financing	0.00	0.00	0.00	0.00	0.00
	<i>total Chapter 40</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
	Title 4	0.00	0.00	0.00	0.00	0.00
	Total	93.081.51	-1.562.50	91.519.01	44.048.35	47.470.66

3. Comparison by chapter of the implementation of appropriations in 2023 and 2022

(In euros)

Chapters	HEADING	COMMITMENTS 2023	COMMITMENTS 2022	DIFFERENCE	DIFF.%
10	Members of the Institution	38.120.271.53	38.127.013.38	-6.741.85	-0.02%
12	Officials and temporary staff	297.809.106.87	282.846.743.45	14.962.363.42	5.29%
14	Other staff and external services	30.199.316.93	29.602.546.09	596.770.84	2.02%
16	Other expenditure relating to persons working with the Institution	6.318.399.72	5.606.326.40	712.073.32	12.70%
	TITLE 1	372.447.095.05	356.182.629.32	16.264.465.73	4.57%
20	Buildings and associated costs	72.527.513.58	69.215.095.60	3.312.417.98	4.79%
21	Data processing, equipment and furniture: purchase, hire and maintenance	33.606.959.88	31.654.995.04	1.951.964.84	6.17%
23	Current administrative expenditure	912.207.62	941.745.55	-29.537.93	-3.14%
25	Meetings and conferences	501.326.37	483.011.62	18.314.75	3.79%
27	Information: acquisition, archiving, production and distribution	2.234.656.32	2.051.630.59	183.025.73	8.92%
	TITLE 2	109.782.663.77	104.346.478.40	5.436.185.37	5.21%
37	Expenditure relating to certain institutions and bodies	22.312.27	20.514.50	1.797.77	8.76%
	TITLE 3	22.312.27	20.514.50	1.797.77	8.76%
	GENERAL TOTAL	482.252.071.09	460.549.622.22	21.702.448.87	4.71%

4. Detailed implementation of the 2023 appropriations (appropriations for the financial year and appropriations automatically carried over from the previous financial year)

Budget lines	Index 1 (appropriations in the financial year)						Index 4 (appropriations automatically carried over from preceding year)			
	Initial Budget (1)	Transfers (2)	Final appropriations in the financial year (3) = (1) + (2)	Commitments (4)	Payments (5)	Commitments available (6) = (4) - (5)	Appropriations cancelled over (7) = (3) - (4)	Appropriations automatically carried over N-1 (8)	Payments out of appropriations carried over (9)	Appropriations cancelled (10) = (8) - (9)
1000 Remuneration and allowances	35,714,000.00	100,000.00	35,814,000.00	35,670,874.16	35,670,874.16	0.00	143,125.84	0.00	0.00	0.00
1002 Entitlements on entering the service, transfer and leaving the service	653,000.00	0.00	653,000.00	653,000.00	287,253.58	365,746.42	0.00	1,389,194.35	0.00	1,389,194.35
102 Temporary allowances	3,142,000.00	-1,300,000.00	1,842,000.00	1,221,072.40	1,221,072.40	0.00	620,927.60	0.00	0.00	0.00
104 Missions	261,000.00	0.00	261,000.00	261,000.00	128,652.80	132,347.20	0.00	107,320.66	76,432.67	30,887.99
106 Training	410,000.00	0.00	410,000.00	314,324.97	149,489.18	164,835.79	95,675.03	153,856.83	24,886.66	128,970.17
109 Provisional appropriation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chapter 10 Members of the Institution	40,180,000.00	-1,200,000.00	38,980,000.00	38,120,271.53	37,457,342.12	662,929.41	859,728.47	1,650,371.84	101,319.33	1,549,052.51
1200 Remuneration and allowances	305,502,903.00	-9,550,000.00	295,952,903.00	294,650,371.13	294,650,371.13	0.00	1,302,531.87	0.00	0.00	0.00
1202 Paid overtime	709,000.00	40,000.00	749,000.00	733,099.74	733,099.74	0.00	15,900.26	0.00	0.00	0.00
1204 Entitlements on entering the service, transfer and leaving the service	2,420,000.00	10,000.00	2,430,000.00	2,425,636.00	1,959,444.79	466,191.21	4,364.00	739,658.22	88,293.04	651,366.18
122 Allowances on early termination of service	480,000.00	0.00	480,000.00	0.00	0.00	0.00	480,000.00	0.00	0.00	0.00
129 Provisional appropriation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chapter 12 Officials and temporary staff	309,111,903.00	-9,500,000.00	299,611,903.00	297,809,106.87	297,342,915.66	466,191.21	1,802,796.13	739,658.22	88,292.04	651,366.18
1400 Other staff	10,674,000.00	-500,000.00	10,174,000.00	9,992,667.91	9,992,667.91	0.00	181,332.09	0.00	0.00	0.00
1404 In-service training and staff exchange	2,943,000.00	250,000.00	3,193,000.00	2,615,078.00	1,976,096.61	638,981.39	77,922.00	171,587.09	0.00	171,587.09
1405 Other external services	258,000.00	0.00	258,000.00	178,981.37	120,637.65	58,343.72	79,078.63	113,181.60	26,214.03	86,967.57
1406 External services in the linguistic field	19,522,000.00	-2,100,000.00	17,422,000.00	17,412,589.65	13,082,727.10	4,329,862.55	9,470.35	4,507,793.34	4,476,622.18	31,171.16
149 Provisional appropriation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chapter 14 Other staff and external services	33,397,000.00	-2,850,000.00	30,547,000.00	30,199,316.93	25,172,129.27	5,027,187.66	347,683.07	4,792,562.03	4,502,836.21	289,725.82
1610 Miscellaneous expenditure for staff recruitment	195,000.00	0.00	195,000.00	142,885.19	84,218.43	58,666.76	52,114.81	68,382.31	23,980.23	44,402.08
1612 Further training	1,750,000.00	0.00	1,750,000.00	1,693,407.25	956,702.82	736,704.43	56,592.75	728,276.07	555,982.58	172,293.49
162 Missions	377,000.00	0.00	377,000.00	376,999.14	320,415.24	56,583.90	0.86	100,453.53	52,550.49	47,903.04
1630 Social welfare	50,000.00	0.00	50,000.00	50,000.00	5,579.92	44,420.08	0.00	39,884.29	39,328.71	555.58
1632 Social contacts between members of staff and other welfare expenditure	324,000.00	0.00	324,000.00	302,627.77	295,447.87	7,179.90	21,372.23	47,339.91	3,120.00	44,219.91
1650 Medical service	231,000.00	0.00	231,000.00	127,789.03	83,593.69	44,195.34	103,210.97	48,248.60	16,195.84	32,048.76
1652 Restaurants and canteens	184,000.00	0.00	184,000.00	156,691.34	71,222.96	85,468.38	27,308.66	123,343.32	85,305.87	38,037.45
1654 Early Childhood Centre	3,420,000.00	0.00	3,420,000.00	3,420,000.00	2,784,503.19	635,496.81	0.00	193,627.16	193,627.16	0.00
1655 PMO expenditure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1655 Type-II European Schools	48,000.00	0.00	48,000.00	48,000.00	36,948.80	11,051.20	0.00	11,702.80	0.00	11,702.80
Chapter 16 Other expenditure relating to persons working with the Institution	6,579,000.00	0.00	6,579,000.00	6,318,399.72	4,638,632.92	1,679,766.80	260,600.28	1,361,257.99	970,094.88	391,163.11
Title 1 Persons working with the Institution	389,267,903.00	-13,550,000.00	375,717,903.00	372,447,095.05	364,611,019.97	7,836,075.08	3,270,807.95	8,543,850.08	5,662,542.46	2,881,307.62

Budget lines	Index 1 (appropriations in the financial year)						Index 4 (appropriations automatically carried over from preceding year)			
	Initial Budget	Transfers	Final appropriations in the financial year	Commitments	Payments	Commitments available	Appropriations cancelled	Appropriations automatically carried over N-1	Payments out of appropriations carried over	Appropriations cancelled
	(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6) = (4) - (5)	(7) = (3) - (4)	(8)	(9)	(10) = (8) - (9)
2000 Rent	1 35 000.00	177 685.21	312 685.21	312 685.21	307 117.21	5 568.00	0.00	0.00	0.00	0.00
2001 Lease-purchase	32 092 000.00	11 475 314.79	43 567 314.79	43 567 276.31	43 331 687.11	235 591.20	36.48	261 698.81	241 436.54	20 262.27
2003 Acquisition of immovable property	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2005 Construction of buildings	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2007 Fitting-out of premises	1 980 000.00	-773 000.00	1 207 000.00	1 205 127.16	583 675.49	621 451.67	1 872.84	2 771 160.26	2 381 467.86	389 692.40
2008 Studies and technical assistance in connection with building projects	1 225 000.00	-380 000.00	845 000.00	844 231.55	482 333.05	361 898.50	768.45	841 312.60	430 227.08	411 085.52
2022 Cleaning and maintenance	11 575 000.00	-1 081 000.00	10 494 000.00	10 493 725.23	7 104 872.64	3 388 852.59	274.77	3 408 945.93	3 317 564.52	91 581.41
2024 Energy consumption	3 163 000.00	4 318 000.00	7 481 000.00	7 480 711.84	4 779 320.81	2 701 391.03	288.16	2 804 201.47	2 536 117.83	268 083.64
2026 Security and surveillance of buildings	7 669 000.00	317 000.00	7 986 000.00	7 985 475.82	7 226 629.54	758 846.28	524.18	1 388 846.36	1 241 550.31	147 296.05
2028 Insurance	475 000.00	7 000.00	482 000.00	481 916.96	388 295.33	93 621.63	83.04	76 899.40	75 889.07	1 010.33
2029 Other expenditure on buildings	218 000.00	-61 000.00	157 000.00	156 361.50	130 940.51	25 420.99	638.50	55 967.19	55 922.19	45.00
Chapter 20 Buildings and associated costs	58 532 000.00	14 000 000.00	72 532 000.00	72 527 513.58	64 334 871.69	8 192 641.89	4 486.42	11 609 032.02	10 279 975.40	1 329 056.62
2100 Purchase, servicing and maintenance of equipment and software, and related work	12 556 893.00	-451 000.00	12 105 893.00	12 094 549.41	9 595 885.37	2 498 664.04	11 343.59	5 325 174.95	5 144 259.18	180 915.77
2102 External services for the operation, development and maintenance of software and systems	18 518 000.00	610 000.00	19 128 000.00	19 126 687.23	8 964 890.63	10 161 796.60	1 312.77	9 852 584.13	9 480 159.65	372 424.48
2103 Telecommunications	474 000.00	-74 000.00	400 000.00	399 637.24	196 217.98	203 419.26	362.76	175 833.38	161 341.58	14 491.80
212 Furniture	510 000.00	0.00	510 000.00	474 660.94	318 133.40	156 527.54	35 330.06	107 128.36	105 412.65	1 715.71
213 Technical equipment and installations	652 000.00	-250 000.00	412 000.00	373 762.51	131 753.09	242 014.42	38 332.49	559 055.97	532 897.47	26 158.50
216 Vehicles	1 221 000.00	0.00	1 221 000.00	1 137 657.55	1 051 490.53	86 167.02	83 342.45	103 322.85	51 556.37	51 966.48
Chapter 21 Data processing, equipment and furniture: purchase, hire and maintenance	33 941 893.00	-165 000.00	33 776 893.00	33 606 959.88	20 258 271.00	13 348 588.88	169 933.12	16 123 099.64	15 475 426.90	647 672.74
230 Stationery, office supplies and various consumables	535 000.00	-200 000.00	335 000.00	330 058.60	206 622.99	123 435.61	4 941.40	115 032.20	96 292.22	18 739.98
231 Financial charges	40 000.00	0.00	40 000.00	6 000.00	3 152.80	2 847.20	34 000.00	1 039.60	1 823.86	1 823.86
232 Legal expenses and damages	30 000.00	0.00	30 000.00	1 000.00	233.35	766.65	29 000.00	576.16	254.42	321.74
236 Postal charges	159 000.00	0.00	159 000.00	127 780.78	88 192.55	39 588.23	31 219.22	40 915.09	25 562.57	15 352.52
238 Other administrative expenditure	565 000.00	0.00	565 000.00	447 368.24	349 526.45	97 841.79	117 631.76	92 174.48	46 244.91	45 929.57
Chapter 23 Current administrative expenditure	1 329 000.00	-200 000.00	1 129 000.00	912 207.62	647 728.14	264 479.48	216 792.38	251 561.39	169 393.72	82 167.67
252 Entertainment and representation expenses	155 000.00	0.00	155 000.00	151 406.50	118 101.04	33 305.46	3 593.50	23 440.10	15 193.41	7 946.69
254 Meetings, congresses and conferences	380 000.00	0.00	380 000.00	349 919.87	189 877.97	160 041.90	30 080.13	220 933.91	132 737.59	88 196.32
256 Expenditure on information and on participation in public events	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
257 Legal information service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chapter 25 Meetings and conferences	535 000.00	0.00	535 000.00	501 326.37	307 979.01	193 347.36	33 673.63	244 074.01	147 931.00	96 143.01
270 Limited consultations, studies and surveys	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
272 Documentation, library and archiving expenditure	1 839 000.00	-51 000.00	1 788 000.00	1 752 965.11	1 211 739.55	541 225.56	35 034.89	381 252.45	256 472.31	134 780.14
2740 Official Journal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2741 General publications	305 000.00	-34 000.00	271 000.00	265 612.00	245 514.51	20 097.49	5 388.00	24 910.09	11 245.23	13 664.86
2742 Other information expenditure	221 000.00	0.00	221 000.00	216 079.21	119 655.49	96 423.72	4 920.79	109 278.75	106 627.57	3 251.18
Chapter 27 information: acquisition, archiving, production and distribution	2 365 000.00	-85 000.00	2 280 000.00	2 234 656.32	1 576 909.55	657 746.77	45 343.68	526 041.29	374 345.11	151 696.18
Title 2 Buildings, furniture, equipment and miscellaneous operating expenditure	96 702 893.00	13 550 000.00	110 252 893.00	109 782 663.77	87 125 859.39	22 656 804.38	470 229.23	28 753 008.35	26 447 072.13	2 306 736.22
3710 Court expenses	55 000.00	0.00	55 000.00	22 312.27	12 180.09	10 132.18	32 687.73	14 100.00	3 500.00	10 600.00
3711 Arbitration Committee provided for in Article 18 of the EAEC Treaty	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chapter 37 Expenditure relating to certain institutions and bodies	55 000.00	0.00	55 000.00	22 312.27	12 180.09	10 132.18	32 687.73	14 100.00	3 500.00	10 600.00
Title 3 Expenditure resulting from special functions carried out by the institution	55 000.00	0.00	55 000.00	22 312.27	12 180.09	10 132.18	32 687.73	14 100.00	3 500.00	10 600.00
100 Provisional appropriations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
101 Contingency reserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Title 10 Other expenditure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	486 025 796.00	0.00	486 025 796.00	482 252 071.09	451 749 059.45	30 503 011.64	3 773 724.91	37 311 758.43	32 113 114.59	5 198 643.84

5. Use of assigned revenue in 2023

	USE OF ASSIGNED REVENUE IN THE FINANCIAL YEAR Index 11					USE OF COMMITMENTS OF ASSIGNED REVENUE IN THE PRECEDING FINANCIAL YEAR Index 43				USE OF ASSIGNED REVENUE IN THE PRECEDING FINANCIAL YEAR Index 44					USE OF COMMITMENTS OF ASSIGNED REVENUE CARRIED OVER FROM THE PRECEDING FINANCIAL YEAR Index 45			
	Assigned revenue	Commitments	Payments	Commitments available	Payments available	Assigned revenue	Assigned revenue cancelled	Payments	Assigned revenue cancelled	Assigned revenue carried over	Payments	Commitments	Assigned revenue	Assigned revenue cancelled	Payments	Assigned revenue	Assigned revenue cancelled	
Budget line																		
104 Missions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	737.98	0.00	
106 Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
10 Members of the Institution	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	737.98	0.00	
1200 Remuneration and allowances	466.251.69	0.00	0.00	466.251.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	901.71	0.00	0.00	0.00	0.00	
1204 Entitlements on entering the service, transfer and leaving the service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
12 Officials and temporary staff	466.251.69	0.00	0.00	466.251.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	901.71	0.00	0.00	0.00	0.00	
1400 Other staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1404 In-service training and staff exchange	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1405 Other external services	1.127.33	0.00	0.00	1.127.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1406 External services in the linguistic field	25.497.17	0.00	0.00	25.497.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
14 Other staff and external services	26.624.50	0.00	0.00	26.624.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1610 Miscellaneous expenditure for staff recruitment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1612 Further training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
162 Missions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1632 Social contacts between members of staff and other welfare expenditure	32.094.26	0.00	0.00	32.094.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.010.00	58.738.00	1.002.63	33.728.00	0.00	0.00	
1650 Medical service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1652 Restaurants and canteens	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1654 Early Childhood Centre	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1655 PMO expenditure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1656 Typell European Schools	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
16 Other expenditure relating to persons working with the institution	32.094.26	0.00	0.00	32.094.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.010.00	58.738.00	1.002.63	33.728.00	0.00	0.00	
1 Persons working with the institution	524.970.45	0.00	0.00	524.970.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.010.00	59.639.71	1.002.63	34.629.71	737.98	0.00	
2000 Rent	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2001 Lease-purchase	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2007 Fitting-out of premises	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2008 Studies and technical assistance in connection with building projects	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2022 Cleaning and maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2024 Energy consumption	132.243.39	80.463.37	80.463.37	51.780.02	0.00	1.689.00	1.689.00	0.00	0.00	0.00	0.00	85.315.98	85.315.98	0.00	0.00	0.00	0.00	
2026 Security and surveillance of buildings	1.000.00	0.00	0.00	1.000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2028 Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2029 Other expenditure on buildings	240.29	0.00	0.00	240.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Buildings and associated costs	133.483.68	80.463.37	80.463.37	53.020.31	0.00	1.689.00	1.689.00	0.00	0.00	0.00	0.00	85.315.98	85.315.98	0.00	0.00	0.00	0.00	

	USE OF ASSIGNED REVENUE IN THE FINANCIAL YEAR Index 11						USE OF COMMITMENTS OF ASSIGNED REVENUE IN THE PRECEDING FINANCIAL YEAR Index 43				USE OF ASSIGNED REVENUE IN THE PRECEDING FINANCIAL YEAR Index 44				USE OF COMMITMENTS OF ASSIGNED REVENUE CARRIED OVER FROM THE PRECEDING FINANCIAL YEAR Index 45			
	Assigned revenue	Commitments	Payments	Commitments available	Payments available		Assigned revenue	Payments	Assigned revenue cancelled		Assigned revenue	Commitments	Payments	Assigned revenue carried over	Assigned revenue cancelled		Assigned revenue cancelled	
Commitment Item																		
2100 Purchases, servicing and maintenance of equipment and software, and related work	44,020.85	44,000.00	44,000.00	20.85	0.00		0.00	0.00	0.00		4,834.92	4,741.11	4,341.63	399.48	93.81	245.28	0.00	
2102 External services for the operation, development and maintenance of software and systems	591,327.04	268,481.33		322,845.71	268,481.33		127,565.32	127,334.16	231.16		172.68	133.53	0.00	133.53	39.15	14,935.00	0.00	
2103 Telecommunications	140.69	0.00	0.00	140.69	0.00		0.00	0.00	0.00		220.87	0.00	0.00	0.00	220.87	0.00	0.00	
212 Furniture	217.00	0.00	0.00	217.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
214 Technical equipment and installations	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
216 Vehicles	244,621.48	7,600.00	0.00	237,021.48	7,600.00		0.00	0.00	0.00		74,671.27	74,671.27	74,671.27	0.00	0.00	7,659.24	3,093.85	
21 Data processing, equipment and furniture: purchase, hire and maintenance	880,327.06	320,081.33	44,000.00	560,245.73	276,081.33		127,565.32	127,334.16	231.16		79,899.74	79,545.91	79,012.90	533.01	353.83	22,839.52	3,093.85	
230 Stationery, office supplies and various consumables	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
231 Financial charges	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
232 Legal expenses and damages	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
236 Postal charges	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		19.22	19.22	0.00	19.22	0.00	0.00	0.00	
238 Other administrative expenditure	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		538.81	538.81	538.81	0.00	0.00	0.00	0.00	
23 Current administrative expenditure	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		558.03	558.03	538.81	19.22	0.00	0.00	0.00	
252 Reception and representation expenses	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
254 Meetings, congresses and conferences	489.93	0.00	0.00	489.93	0.00		0.00	0.00	0.00		6.70	6.70	6.70	0.00	0.00	0.00	0.00	
256 Expenditure on information and on participation in public events	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
25 Meetings and conferences	489.93	0.00	0.00	489.93	0.00		0.00	0.00	0.00		6.70	6.70	6.70	0.00	0.00	0.00	0.00	
272 Documentation, library and archiving expenditure	1,221.31	1,014.75	0.00	206.56	1,014.75		0.00	0.00	0.00		138.24	135.00	135.00	0.00	3.24	0.00	0.00	
2740 Official Journal	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2741 General publications	3,599.05	0.00	0.00	3,599.05	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	7,827.54	45.49	
2742 Other information expenditure	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
27 Information: acquisition, archiving, production and distribution	4,820.36	1,014.75	0.00	3,805.61	1,014.75		0.00	0.00	0.00		138.24	135.00	135.00	0.00	3.24	7,827.54	45.49	
2 Buildings, furniture, equipment and miscellaneous operating expenditure	1,019,121.03	401,559.45	124,463.37	617,561.58	277,096.08		129,254.32	129,023.16	231.16		165,918.69	165,561.62	165,009.39	552.23	357.07	30,667.06	3,139.34	
3710 Court expenses	1,491.00	1,000.00	1,000.00	491.00	0.00		0.00	0.00	0.00		1,937.73	1,937.73	1,937.73	0.00	0.00	0.00	0.00	
37 Expenditure relating to certain institutions and bodies out by the institution	1,491.00	1,000.00	1,000.00	491.00	0.00		0.00	0.00	0.00		1,937.73	1,937.73	1,937.73	0.00	0.00	0.00	0.00	
3 Expenditure resulting from special functions carried out by the institution	1,491.00	1,000.00	1,000.00	491.00	0.00		0.00	0.00	0.00		1,937.73	1,937.73	1,937.73	0.00	0.00	0.00	0.00	
Total	1,545,582.48	402,559.45	125,463.37	1,143,023.03	277,096.08		129,254.32	129,023.16	231.16		227,496.13	192,509.35	190,954.49	1,554.86	34,986.78	31,405.04	3,877.32	

Report on negotiated procedures

Article 74(10) of the Financial Regulation (FR) requires each institution to send the budgetary authority a report on negotiated procedures, in accordance with point 11.1 (a) to (f) and point 39 of Annex I to the FR. The authorising officers by delegation must list, for each financial year, the contracts subject to negotiated procedures.

Contract procedures for an amount in excess of EUR 60 000 resulting in an award in 2023:

Type of procedure	Number of procedures	%	Amount	%
Negotiated procedures (point 14.2 of Annex I to the FR)	2	18.2%	178 000	0.6%
Open procedures	6	54.5%	10 043 000	31.4%
Restricted and competitive procedures and with negotiation	2	18.2%	21 200 000	66.4%
Negotiated procedures (point 11.1 (a) to (f) and point 39 of Annex I to the FR)	1	9.1%	515 000	1.6%
TOTAL	11	100.0%	31 936 000	100.0%

During the 2023 financial year, 11 contracts for an amount in excess of EUR 60 000 were identified, for a total amount of EUR 31 936 000.

Of these contracts, only one was awarded by negotiated procedure in accordance with point 11.1 (a) to (f) and point 39 of Annex I to the FR, relating to new works consisting in the repetition of the same works already provided for by a framework contract relating to buildings.

The proportion of contracts awarded by negotiated procedure in relation to the total number of contracts awarded is 9.1% (9.2% in 2022). If the calculations are made on the basis of the value of the contracts (instead of the number of contracts), the proportion of negotiated procedures is 1.6% (6.9% in 2022).

Report on compliance with and suspension of time limits for payments to creditors of the institution

Article 116(1) of the Financial Regulation lays down the time limits for the payment of expenditure operations.

Paragraph 5 of that article specifies the conditions under which creditors who are paid late may be entitled to interest for late payment to be charged to the line bearing the principal expenditure.¹ Paragraph 6 of that article also lays down the obligation on each institution to submit to the budgetary authority a report on compliance with time limits and the suspension of payment periods to its creditors.²

The Court's administration pays particular attention to ensuring that those regulatory provisions on payment deadlines are properly complied with, and ensures that they are carefully monitored and followed up.

1 | Article 116(5) of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (OJ L 193, 30.7.2018, p. 1): *'... on the expiry of the time limits laid down in paragraph 1, the creditor shall be entitled to interest in accordance with the following conditions: (a) the interest rates shall be those referred to in Article 99(2); (b) the interest shall be payable for the period elapsing from the calendar day following expiry of the time limit for payment laid down in paragraph 1 up to the day of payment. However, in the event that the interest calculated in accordance with the first subparagraph is lower than or equal to EUR 200, it shall be paid to the creditor only on a request submitted within two months of receiving late payment.'*

2 | Article 116(6) Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (OJ L 193, 30.7.2018, p. 1): *'Each institution shall submit to the European Parliament and the Council a report on compliance with the time limits and the suspension of the time limits laid down in paragraphs 1 to 4 of this Article. The Commission's report shall be annexed to the summary of the annual activity reports referred to in Article 74(9).'*

To that end, the SAP integrated financial and budgetary management system (developed on an interinstitutional basis by the Council, the Court of Auditors and the Court) has specific functionalities which allow:

- authorising departments to view in real time the progress of invoices and the corresponding payments throughout the internal verification and approval chain;
- the production of specific monitoring or alert reports, which include the management of payment deadline suspensions and the automatic calculation of late payment interest due on any invoices paid after the time limit.

In general, all the means described above facilitate a good control of payment time limits. The average time limit over the last five years has been 26 days, as shown in the table below:

Years	Invoices		Average time for payment (in days)
	Number	Amount (in EUR)	
2019	12 636	63 917 891	32.45
2020	11 228	56 241 940	25.53
2021	11 557	68 302 925	24.63
2022	11 900	71 009 262	24.32
2023	11 242	82 126 653	23.10

The average payment time in 2023 continues the downward trend observed since 2020. It is a little more than one full day less than in 2022, at 23.10 days.

The very reasonable level of average payment time is explained by the fact that, since mid-2019, the accounting officer has been paying invoices as soon as the authorising officer responsible has granted the authorisation. This is to the advantage of suppliers since, in accordance with Article 116(1) of the Financial Regulation, a very large number of invoices would contractually fall within the 60 or 90 day time limit (technical services or actions that are particularly complex to evaluate or subject to the approval of a report or certificate). Thus, in 2023, the average payment time for invoices relating to external translation, which together account for almost 70% of the total number of invoices paid, and for which the contractual time limit is 60 days, taking into account the necessary quality controls, was 26.53 days. The average payment time for other invoices, for which the payment time is 30 days, was 17.71 days.

In 2023, there were no payments of interest on arrears (where the amount of interest on arrears exceeds the EUR 200 threshold defined in Article 116(5) of the Financial Regulation).

Working document on the buildings policy of the Court of Justice of the European Union 2023-2027

I. Buildings policy

I.1. Objectives of the buildings policy

The buildings policy of the Court of Justice of the European Union (hereafter ‘the Court’ or ‘the Institution’) pursues two main objectives:

- first, after an initial policy of renting premises, the Court has, since the final establishment of its seat in Luxembourg, decided at the Edinburgh European Council in 1992, sought to become the owner of the buildings it occupies, in the same manner as the other institutions and in line with the recommendations of the Court of Auditors, according to which ¹ the ownership of buildings enables the institutions to reduce their costs in the long term and thus to better plan their budgets in the medium term;
- secondly, the Court seeks to have premises that are adapted to its specific needs connected with its judicial activities and to house all of its departments on a single site in order to optimise the performance of its tasks.

I.2. Development of the Court's building complex

The Court, established in Luxembourg in 1952, has occupied the Palais building, since 1972, which was built and made available to it by the Luxembourg authorities on the Kirchberg Plateau.

As a result of new Member States acceding and changes in the structure of the Institution and, in particular, of its jurisdictions, extensions to the Palais became necessary. The works in this regard were carried out by the Luxembourg Government, with lease-purchase contracts signed between that government and the Court. These contracts provide that the Court pay annual lease-purchase allowances and, in accordance with the aforementioned buildings policy, for the transfer of ownership of these buildings to the Court, partly in 2026 and partly in 2036.

¹ | Special Report of the European Court of Auditors No 34/2018: ‘Office accommodation of EU institutions – Some good management practices but also various weaknesses’.

These works concerned:

- the construction of the Erasmus, Thomas More and 'C' buildings (the latter renamed the 'Thémis building' in 2022) between 1986 and 1993. These buildings, which were renovated extensively between 2011 and 2013, currently house the General Court of the European Union;
- the construction – in parallel with the renovation of the Palais, which now houses only courtrooms – of several buildings, which enabled the Court to leave temporarily rented premises in 2008 and host the majority of staff on the Court's premises:
 - o a two-storey building surrounding the former Palais to accommodate the Members of the Court of Justice (the 'Anneau');
 - o two towers (Towers A and B, renamed the 'Comenius Tower' and the 'Montesquieu Tower' in 2022);
 - o a central gallery serving the common areas and connecting the various elements of the Court's building complex;
- the construction of a third office tower (Tower C, renamed the 'Rocca Tower' in 2022), which in 2019 made it possible for all of the Court's staff to be based on the same premises, thus ending the rental of the last buildings still housing its staff.

Lastly, developments in the security situation in the European Union led the Institution to draw up a project to upgrade its security system, with works in this regard taking place between 2021 and 2022. The works were carried out and pre-financed by the Luxembourg Government. The Court concluded a financing framework contract in order to repay that government the costs of this work.

An overview of the Court's building complex can be found in the **annex**.

I.3. The specific nature of the Court's building needs

Apart from standard office space, the Court has specific needs dictated by its judicial activities, the reception of the public for hearings and visits, and regular ceremonial or official events such as, for example, the taking of oaths, as provided for in the Treaties.

A significant part of the Court's building complex is thus occupied by courtrooms, which must be sufficient in number to meet the needs of all the chambers of both Courts. Since the beginning of 2021, with the fitting out of a new courtroom in the central gallery linking the various parts of the complex, the Court has had a total of 12 courtrooms at its disposal.

Common and open areas, such as the *salles des pas perdus* (lobby areas) and reception areas for the parties, their lawyers and the public, have also been provided in the vicinity of the courtrooms.

The courtrooms and other common areas occupy some 71 616 m², or approximately 40% of the gross floor area of the Institution's building complex (177 461 m²). By comparison, the net office area of the Court's buildings is 55 403 m², or approximately 77% of the area occupied by the courtrooms and other common areas.

I.4. New projects planned

With a view to examining the solutions likely to increase the attractiveness of the Luxembourg site, a high-level group on attractiveness (GHNA) was set up in 2020, at the initiative of Commissioner Hahn.

The GHNA entrusted to the meeting of the Secretaries-General and Heads of Administration of the Institutions and Bodies of the European Union based in Luxembourg (CALux) responsibility for steering the projects discussed within four interinstitutional groups for, respectively, (i) staff policy, (ii) the establishment of centres of excellence, (iii) life in Luxembourg and (iv) communication. These groups recommended 12 actions to be taken, which the GHNA approved at its second meeting on 14 June 2021.

Action 6 ('Temporary accommodation offering') consists in studying, in close cooperation with the national entities concerned, the possibility and feasibility of providing temporary accommodation for newly recruited staff in Luxembourg City at rent below or, at most, equal to the market price, and in a budget neutral way for the participating institutions and bodies, pending such staff finding permanent accommodation once they are settled in Luxembourg. This action is led by the Court of Justice of the European Union, in a working group (WG) also consisting of representatives from the European Commission, the European Parliament, the European Court of Auditors, the Translation Centre and the European Investment Bank.

As a first step, the plan is to undertake market research with a view to carrying out an interinstitutional pilot project covering 100 to 150 temporary accommodation units. The objective pursued, according to the criterion of budget neutrality, is an adapted residential building within which the availability of housing would be ensured by 2027 through a long term (10-year) lease at reduced prices. These accommodation units would then be sublet to the beneficiaries for a maximum duration of one year, at cost price. The exact lease arrangements remain to be defined according to the administrative arrangements, which can be agreed on with the developer or owner of the accommodation units to be chosen.

Most of these units would be furnished individual rooms with a surface area of 16 m², with a few double rooms of 25 m² to accommodate persons with reduced mobility (PRM). The rooms would have a private bathroom. The building sought would also include shared kitchens and living areas. The envisaged rent is EUR 1 000 per month per accommodation unit, including charges.

Therefore, the estimated maximum annual budget for the pilot project is, theoretically, EUR 1 800 000 (150 rooms x EUR 1 000/month x 12).

However, it should be noted that the action, as currently planned, would in principle be budget neutral, in so far as it would be funded by the rent paid by the beneficiaries.

The participating institutions and bodies would have to bear only the cost of unoccupied units. The vacancy rate has been estimated at no more than 10%. Thus, any costs to be borne by the EU budget would amount to a maximum of EUR 180 000 per year, i.e. EUR 1 800 000 over 10 years. This cost would be shared between the participating institutions and bodies, on the basis of the arrangements to be determined. In the contract to be signed with the owner or developer, appropriate mechanisms will be established to ensure that any budgetary impact would in all cases be limited to the cost corresponding to an estimated 10% vacancy rate.

It is not necessary to inform the budgetary authority about this building in advance, pursuant to Article 266(2) of the Financial Regulation, as it is unlikely to have any significant financial implications for the budget. As indicated above, the maximum annual amount to be borne by the institutions for this project is estimated at EUR 180 000, and it follows from Article 266(5)(e) of the aforementioned

Regulation that any new building contract with a long term lease with an annual charge of less than EUR 750 000 is not considered to be a building project likely to have significant financial implications for the budget.

Secondly, on the basis of the results of the pilot project, further market research could be foreseen in order to respond, in whole or in part, to demand as a whole, estimated by the WG at some 900 temporary accommodation units.

II. Budgetary information

In accordance with Article 266(1) of the Financial Regulation applicable to the general budget of the European Union, the following section presents:

1. for each of the Court's buildings, the expenditure and surface area covered by the appropriations of the corresponding budget lines. The expenditure includes the costs of the fitting-out of buildings, but not the other charges;
2. the expected development of global programming for the coming years, with a description of the building projects in the planning phase which have already been identified; and
3. information regarding the implementation of new building projects.

II.1. Expenditure and surface area of the Court's buildings

EXPENDITURE PER BUILDING / GROUP OF BUILDINGS

Budget line	Building	Total gross floor area ² (GFA) in 2023 (m²)	Gross floor area (GFA) above ground in 2023 (m²)	Net office space in 2023 (m²)	Workstations in 2023 ³	2023 budget (implemented)	2024 budget (approved)	2025 budget (projected)
2000	Rent ⁴	100	100	0	0	EUR 312 685	EUR 175 000	EUR 230 000
2001	Lease-purchase	69 793	34 565	12 426	733	EUR 5 489 993	EUR 5 592 337	EUR 5 529 272
	Renovated Thémis, Thomas More and Erasmus Anneau, Palais, Gallery, Comenius Tower and Montesquieu Tower, Members' and staff car parks	143 550	102 373	28 093	1 438	EUR 21 113 434	EUR 20 446 904	EUR 19 880 325
	Rocca Tower	44 878	39 818	14 884	776	EUR 6 013 377	EUR 5 199 836	EUR 4 326 435
	Security upgrades to the Court buildings' infrastructure – Erasmus, Thomas More and Rocca entrance pavilions	705	705	0	0	EUR 10 950 474	EUR 654 923	EUR 556 968
Line 2001 total		258 926	177 461	55 403	2 947	€ 43 567 278	€ 31 894 000	€ 30 293 000
Budget line	Building	Total gross floor area ² (GFA) in 2023 (m²)	Gross floor area (GFA) above ground in 2023 (m²)	Net office space in 2023 (m²)	Workstations in 2023 ³	2023 budget (implemented)	2024 budget (approved)	2025 budget (projected)
		Average office surface area per workstation (m²)		18,80				

² The gross floor area is calculated in accordance with the common methodology agreed by the ad hoc working group on the methodology for calculating the surface areas of buildings mandated by the GICIL (interinstitutional working group on buildings coordination in Luxembourg) in 2018. According to that methodology, it was also agreed that the annual reports to the budgetary authority would include the total gross floor area (GFA) and the gross floor area above ground.

³ This column does not include workstations located at the various receptions, in interpreting booths or in the press room. Only workstations in the office areas have been counted.

⁴ The planned actual expenditure for the 2024 rent for the data centre is EUR 219 000. The amount of EUR 175 000 does not yet take into account the addendum to the lease contract signed after the approval of the 2024 budget.

Follow-up to the report by the Court of Auditors on office space

As part of the follow-up of the recommendations of the Court of Auditors in its Special Report No 34/2018 adopted on 5 December 2018, entitled 'Office accommodation of EU institutions – Some good management practices but also various weaknesses', the Inter-Institutional Infrastructure, Logistics and Internal Services Working Group – (ILISWG) in Brussels, together with the GICIL, created a working group in June 2022 presided over by the Council to follow up on an outstanding recommendation, that is, recommendation 5(b): *'... adopt a common methodology for the calculation and presentation of surface area and cost indicators, and share such data on a regular basis in inter-institutional fora'*.²

The common methodology for *the calculation and presentation of cost indicators* was adopted by the working group in June 2023 and entered into force on 1 January 2024.

In this report, the following table sets out the indicators adopted under the methodology, as a complement to the information provided in the previous table.

2| [Special Report No 34/2018](#): Office accommodation of EU institutions ([europa.eu](https://european-courts.europa.eu/publications/special-reports))

Building	City	Net book value / Annual rent ⁶	Type of acquisition	1st year of occupation	Construction year ⁷	Gross floor area (GfA) above ground (m²)	Building use	Number of occupants	Workstations	Comments
CJ4 Palais (PA)	Luxembourg	EUR 163 349 644	emphyteutic lease (ending in 2026)	1972	1972	20 217	other use	31	99	There was no distinction made during the CJ4 construction and renovation project for budget management purposes between the buildings (Palais, Anneau, Galerie, Comenius and Montesquieu towers).
CJ4 Anneau (AN)	Luxembourg			2008	2008	19 248	office	356	372	
CJ4 Galerie (GA)	Luxembourg			2008	2008	18 187	office	8	6	
CJ4 Comenius (CO)	Luxembourg			2008	2008	21 091	office	528	476	
CJ4 Montesquieu (MO)	Luxembourg			2008	2008	21 042	office	430	481	
CJ4 Parking Personnel (PKP) without extension	Luxembourg			2008	2008	0	other use	0	0	
CJ4 Parking Membres (PKM)	Luxembourg			2008	2008	2 588	other use	3	4	
CJ8 Erasmus (ER)	Luxembourg	EUR 43 444 639	emphyteutic lease (ending in 2026)	1988	2013	13 797	mixed (office&other)	249	299	There was no distinction made during the renovation project CJ8 in 2012 for budget management purposes between the buildings (Erasmus, Thomas More and Thémis).
CJ8 Thomas More (TM)	Luxembourg			1993	2013	12 429	mixed (office&other)	205	223	
CJ8 Thémis (TH)	Luxembourg			1994	2013	8 339	mixed (office&other)	171	211	
CJ9 Rocca (RO) + Galerie extension + staff parking extension	Luxembourg	EUR 117 614 481	emphyteutic lease (ending in 2036)	2019	2019	39 818	mixed (office&other)	747	776	Project CJ9, the final price of which has not yet been established; the construction costs are set out according to the forecasts.
CJ10 Erasmus Entrance Pavillon	Luxembourg	EUR 19 030 929	emphyteutic lease (ending in 2026)	2022	2022	434	other use	0	0	There was no distinction made during the CJ10 construction and renovation project for budget management purposes between the entrance pavilions and the perimeter fence.
CJ10 Thomas More Entrance Pavillon and perimeter fence	Luxembourg		emphyteutic lease (ending in 2026)	2022	2022	21	other use	0	0	
CJ10 Rocca Entrance Pavillon	Luxembourg		emphyteutic lease (ending in 2036)	2022	2022	250	other use	0	0	

⁶ Net book value recorded in the financial statements as of 31 December 2022.

⁷ The construction year for the buildings CJ8 Erasmus, CJ8 Thomas More and CJ8 Thémis (post-dating the 1st year of occupation) corresponds to the year of the renovation project.

II.2 Developments expected in the coming years

MULTIANNUAL PLAN (NET OFFICE SPACE, IN M²)

Building	2024	2025	2026	2027
Renovated Thémis, Thomas More and Erasmus	12.426	12.426	12.426	12.426
Anneau, Palais, Gallery, Comenius Tower and Montesquieu Tower	28.093	28.093	28.093	28.093
Rocca Tower	14.884	14.884	14.884	14.884
TOTAL	55.403	55.403	55.403	55.403

MULTIANNUAL EXPENDITURE PLAN (CURRENT MFF)

Building	2024	2025	2026	2027
Data centre	EUR 175 000	EUR 230 000	EUR 234 600	EUR 239 292
Renovated Thémis, Thomas More and Erasmus	EUR 5 592 337	EUR 5 529 272	EUR 5 677 317	€ 0
Anneau, Palais, Gallery, Comenius Tower and Montesquieu Tower	EUR 20 446 904	EUR 19 880 325	EUR 19 246 000	EUR 4 000 000
Rocca Tower	EUR 5 199 836	EUR 4 326 435	EUR 5 236 570	EUR 5 218 339
Security upgrades to the Court buildings	EUR 654 923	EUR 556 968	EUR 556 968	EUR 869 017
TOTAL	EUR 32 069 000	EUR 30 523 000	EUR 30 951 455	EUR 10 326 648

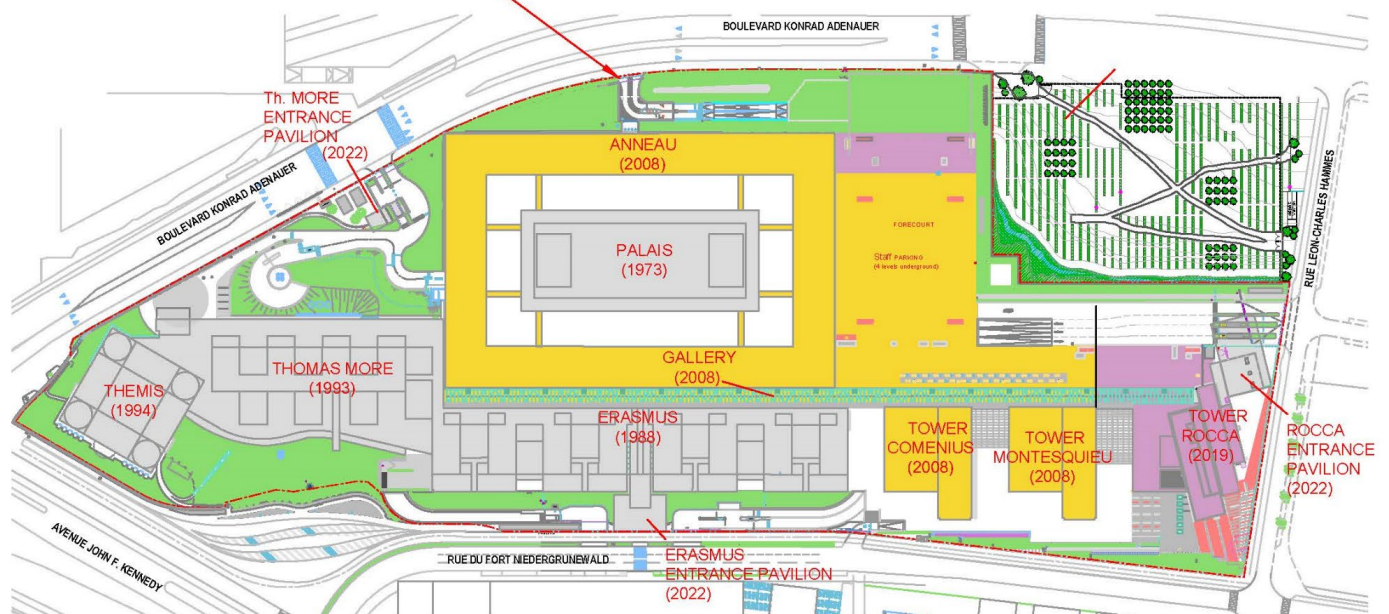
II.3 Implementation of new building projects

No new building projects are currently under way.

Overview of the building complex of the Court of Justice of the European Union

ANNEX

External perimeter security barrier (2022)



Key:

- 4th extension (2008)
- 5th extension (2019)

Report on waivers of recoveries granted by the institution

Article 101 of the Financial Regulation lays down the rules on waiving the recovery of amounts receivable.

Paragraph 1 of that article states that it is the accounting officer's responsibility to take charge of recovery orders duly established by the authorising officer and to record the sums recovered.

In the event of creditors defaulting on their payment obligation and where it is not possible to proceed to recovery by offsetting, as provided for in Article 102, Article 101(2) to (4) specifies the conditions under which the authorising officer may waive recovery of an established amount receivable and the criteria to be taken into account in the light of the circumstances before waiving recovery.

Paragraph 5¹ requires each institution of the European Union to report to the European Parliament and the Council on waivers granted pursuant to Article 101(2), (3) and (4).

In 2023, a decision to waive three claims for the recovery of court fees against two debtors of the General Court was granted by the authorising officer for a total amount of EUR 1 562.50 pursuant to Article 101(2)(a) of the Financial Regulation.

1 | Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (OJ L 193, 30.7.2018, p. 1): 'Each Union institution shall send to the European Parliament and to the Council each year a report on the waivers granted by it pursuant to paragraphs 2, 3 and 4 of this Article. Information on waivers for amounts below EUR 60 000 shall be provided as a total amount. In the case of the Commission, that report shall be annexed to the summary of the annual activity reports referred to in Article 74(9).'

Declaration by the authorising officer by delegation

I, Alfredo Calot Escobar, Registrar of the Court of Justice, in my capacity as authorising officer by delegation,

Hereby declare that the information contained in the activity report for the financial year 2023 is a reliable, complete and correct reflection of the activities of the Institution's services,

Declare that I have reasonable assurance that the resources allocated to the activities described in this report have been used for the purposes intended and in accordance with the principle of sound financial management and that the control procedures put in place provide the necessary guarantees as to the legality and regularity of the underlying transactions. This reasonable assurance is based on my own judgment and on the information available to me concerning the operation of the internal control system, such as the results of ex ante and ex post verifications, the observations of the internal auditor and the lessons learned from the reports of the Court of Auditors relating to financial years prior to that of this declaration,

Further I confirm that I am not aware of any unreported facts that could harm the interests of the Institution.

Luxembourg, 22 April 2024



ALFREDO CALOT ESCOBAR
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Printed by Court of Justice of the European Union in Luxembourg

Text completed in June 2024

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Luxembourg: Court of Justice of the European Union - Directorate-General for Information - Communications Directorate - Publications and Electronic Media Unit, 2024

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PRINT	ISBN 978-92-829-4577-3	ISSN 2467-3110	doi:10.2862/76488	QD-AR-24-001-EN-C
PDF	ISBN 978-92-829-4578-0	ISSN 2467-3137	doi:10.2862/496043	QD-AR-24-001-EN-N

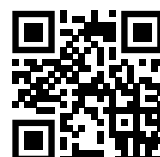


COURT OF JUSTICE OF THE EUROPEAN UNION

Communications Directorate
Publications and Electronic Media Unit

Directorate for the Budget and Financial

June 2024



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PDF

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