



Ursula von der Leyen

President of the European Commission

Mission letter

Brussels, 1 December 2019

Phil Hogan

Commissioner for Trade

Dear Phil,

Earlier this year, the people of Europe made their voices heard in record numbers at the European elections. They presented us with a mission to be decisive and ambitious on the big issues of our time that are shaping the future of our society, economy and planet.

Changes in climate, digital technologies and geopolitics are already having a profound effect on the lives of Europeans. We are witnessing major shifts all the way from global power structures to local politics. While these transformations may be different in nature, we must show the same ambition and determination in our response. What we do now will determine what kind of world our children live in and will define Europe's place in the world.

Our job as the European Commission will be to lead, to grasp the opportunities and to tackle the challenges that these changes present, working hand in hand with people from across Europe and with the governments, parliaments and institutions that serve them.

This is the guiding principle behind my Political Guidelines for the next European Commission 2019-2024, which I presented to the European Parliament on 16 July 2019. I outlined six headline ambitions on which I want the European Commission's work to focus. These priorities are interlocking and are part of the same picture. In this spirit, I have put together a College in which we will all work, decide and deliver together.

An open and inclusive way of working

This approach reflects the open, inclusive and cooperative way of working that I will instil throughout the Commission, as well as in our relationships with others.

The College: One team

The European Commission functions on the **principle of collegiality**. This means we are one team: we all work together following a whole-of-government approach, we all have our say, we all decide collectively and we all take ownership of what is agreed.

To help us deliver on our ambitions and commitments, **I will empower eight Vice-Presidents** to steer and coordinate thematic Commissioners' Groups on each of the Commission's priorities. They will be supported in this role by the Secretariat-General. All Commissioners will be in one or more Groups. The Commissioner for Budget and Administration will report directly to me.

Of the eight Vice-Presidents, the **three Executive Vice-Presidents** will have a dual function. As Vice-Presidents, they will lead a Commissioners' Group and be supported by the Secretariat-General. In addition, they will also manage a policy area and have a Directorate-General under their authority for this part of their job. One of the three Executives, First Vice-President Timmermans, will chair the College in my absence.

The High Representative/Vice-President will support me in coordinating the external dimension of all Commissioners' work. To ensure our external action becomes more strategic and coherent, it will be systematically discussed and decided on by the College. To support this, all services and Cabinets will prepare the external aspects of College meetings on a weekly basis, mirroring the process already in place for interinstitutional relations. This should also better align the internal and external aspects of our work. This will be a **'Geopolitical Commission'**.

I believe that we need to **speak and listen more to one another**, starting from within the Commission. College meetings will be places of open and honest discussion. As President I will set the agenda, but all College decisions will be taken collectively. In line with our commitment to fully digitalise the Commission and the need to use resources conscientiously, College meetings will be paperless and digital.

Each Commissioner will ensure the delivery of the **United Nations Sustainable Development Goals** within their policy area. The College as a whole will be responsible for the overall implementation of the Goals.

Interinstitutional relations and better policy making

Along with our close relations with the Council, I want to strengthen the Commission's **special partnership with the European Parliament**. This priority must cut through the work of each Member of the College, starting with myself.

I will expect you to ensure the European Parliament is regularly briefed, notably before major events and at key stages of international negotiations. In light of my support for a right of initiative for the Parliament, you should work closely with the relevant Committees, and be active and present during the preparation of resolutions requesting that the Commission legislate.

The more we build a consensus when designing policy, the quicker it can become law and make a difference to people's lives. This is why we need an **open and cooperative approach throughout the legislative process**, from policy design to final agreement. I will expect you to attend all political negotiations, known as trilogue meetings, with the other institutions.

We need to ensure that regulation is targeted, easy to comply with and does not add unnecessary regulatory burdens. The Commission must always have the leeway to act where needed. At the same time, we must send a clear signal to citizens that **our policies and proposals deliver and make life easier** for people and for businesses.

In this spirit, the Commission will develop a new instrument to deliver on a **'One In, One Out' principle**. Every legislative proposal creating new burdens should relieve people and businesses of an equivalent existing burden at EU level in the same policy area. We will also work with Member States to ensure that, when transposing EU legislation, they do not add unnecessary administrative burdens.

Proposals must be evidence based, widely consulted upon and subject to an impact assessment reviewed by the independent Regulatory Scrutiny Board. You will ensure that they respect the principles of **proportionality and subsidiarity** and show the clear benefit of European action.

Given that any legislation is only as good as its implementation, I want you to **focus on the application and enforcement of EU law** within your field. You should provide support and continuous guidance to Member States on implementation, and be ready to take swift action if EU law is breached.

Bringing Europe closer to home

I want to **strengthen the links between people and the institutions that serve them**, to narrow the gap between expectation and reality and to communicate about what Europe is doing.

We must engage with all Europeans, not just those who live in the capitals or are knowledgeable about the European Union. I will expect you to **visit every Member State within the first half of our mandate** at the latest. You should meet regularly with national parliaments and take part in Citizens' Dialogues across our Union, notably as part of the Conference on the Future of Europe.

A stronger relationship with citizens starts with building trust and confidence. I will insist on the **highest levels of transparency and ethics** for the College as a whole. There can be no room for doubt about our behaviour or our integrity. The Code of Conduct for Commissioners sets out the standards and the rules to follow.

You will ensure budgetary spending represents value for taxpayers and follows the principles of sound financial management.

Making the most of our potential

The College which takes office today is the **most gender-balanced to date**. It makes good on my pledge to put together a Commission that is more representative and draws on all of our potential. This is a good start, but there is plenty more work to be done.

I expect you to **draw on all of Europe's talents** when it comes to setting up your own Cabinets. That means striking an appropriate balance in terms of gender, experience and geography.

The Commission should also lead by example when it comes to ensuring better representation and a diversity of voices in our public life. With this in mind, all public events organised by the Commission should aim to feature gender-balanced panels and a broad range of perspectives from across Europe.

Your mission

I would like to entrust you with the role of Commissioner for Trade.

The European Union is the world's trading superpower. Our trade policy opens up opportunities and access for our companies to sell their goods and services around the world. It creates growth and jobs here in Europe and delivers prosperity elsewhere. But trade is more than simply the exchange of goods and services. It is also a strategic asset for Europe. It allows us to build partnerships, protect our market from unfair practices and ensure our values and our standards are respected.

A level playing field for all

Europe's place is at the heart of the **rules-based multilateral system**. We must now also be at the heart of efforts to update and upgrade it for the modern economy. Open and fair trade must be based on global rules that are effective, enforceable and create a level playing field for all.

- A top priority will be to **lead the reform of the World Trade Organization**, notably on the issues of subsidies, forced transfer of technologies and dispute settlement. You should aim to launch a broad initiative by the end of 2020, following the next WTO Ministerial Conference, with a view to reaching a comprehensive agreement by 2022.
- I want you to give further impetus to WTO negotiations on **e-commerce**, to harness the full potential of data, address barriers and enhance consumer and business trust.

- In parallel, I would like you to lead the work on strengthening Europe's ability to protect itself from **unfair trade practices**. This means making better use of our trade defence instruments, seeking a level playing field in procurement and implementing the new system for **screening Foreign Direct Investment**.
- In addition, I want you to look at how we can **strengthen our trade toolbox**. This should include upgrading the EU's Enforcement Regulation to allow us to use sanctions when others adopt illegal measures and simultaneously block the WTO dispute settlement process. You should work with the Executive Vice-President for a Europe fit for the Digital Age to address the distortive effects of foreign subsidies in the internal market.

The College will appoint a **Chief Trade Enforcement Officer** to work under your direct guidance to monitor and improve the compliance of our trade agreements. He or she will report regularly on the state of play and keep the European Parliament and the Council abreast of all developments.

Strengthening Europe's global leadership

Over the next five years, I want you to lead the work to strengthen Europe's global leadership in trade:

- You will work towards a positive, balanced and mutually beneficial trading partnership with the **United States**.
- You will step up negotiations with **China** on a Comprehensive Agreement on Investment, with the aim of reaching an agreement by the end of 2020.
- I want you to prioritise our trade and investment partnership with **Africa**. The implementation of the African Continental Free Trade Agreement should be seen as a step towards our long-term objective of a continent-to-continent free trade area between Africa and the EU.
- On these matters, you will work closely with the High Representative / Vice-President.
- You will take forward the finalisation of trade agreements already negotiated. You will lead the work on **concluding ongoing negotiations**, notably with Australia and New Zealand. Where conditions are met you will propose to open negotiations on new bilateral or multilateral agreements. Where relevant, you will work closely with the Commissioner for Agriculture.

Trade for sustainable development and climate action

You will use our trade tools to **support sustainable development**. Every new trade agreement concluded will have a dedicated chapter on sustainable development.

- Working with the Chief Enforcement Officer, you will closely monitor the **implementation of climate, environmental and labour protections** enshrined in our trade agreements, with a zero-tolerance approach to child labour.

- I would like you to contribute to the design and introduction of the **Carbon Border Tax**, working closely with the Commissioner for the Economy. The Carbon Border Tax should be fully compliant with WTO rules.

Making trade more transparent

You will ensure the highest levels of transparency and communication with the European Parliament, the Council and civil society. You will ensure regular briefings are provided to the European Parliament before and after each round of talks. Trade agreements should only provisionally be applied once the Parliament has given its consent. In the same spirit, I want you to step up our engagement with Member States.

More engagement and better communication will be an important asset in debunking myths and ensuring that our trade policy responds to citizens' concerns.

As a rule, you will work under the guidance of the Executive Vice-President for an Economy that Works for People. The Directorate-General for Trade will support you in your work.

The way forward

The mission outlined above is not exhaustive or prescriptive. Other opportunities and challenges will no doubt appear over the course of the next five years. On all of these issues, I will ask you to work closely with me, and with other Members of the College.

Once there is more clarity, we should be ready to pave the way for an ambitious and strategic partnership with the United Kingdom.

I look forward to working closely together at what is an exciting and testing time for our Union. You can of course count on my full personal and political support throughout our mandate.

Yours sincerely,



Dr. Ursula von der Leyen

President of the European Commission

