In 2003 EFSA got off to a flying start and succeeded in establishing itself as an independent European agency dedicated to
improving consumer confidence by providing scientific advice, information and communication on all matters related to food
safety.

The Executive Director, Geoffrey Podger, took up his appointment in February and the Director of Science and Deputy
Executive Director, Herman Koëter and the Director of Communications, Anne-Laure Gassin, took up their positions in
October. There has been substantial recruitment during the year— the staff grew from a very small team to a total of
72 employees by the end of the year.

The Advisory Forum, EFSA’s main channel for contact with the Member States, held its inaugural meeting in March and met
six times during the year. In order to stimulate interest in EFSA and its work throughout Europe, the Forum has from its
inception invited participants from the accession countries and also from Norway, Iceland and Switzerland
and it has held most of its meetings in the Member States.

EFSA’s core activity is the provision of independent scientific advice in an open and transparent manner as
a basis for informed risk management decisions by Community Institutions and Member States, thus help-
ing to restore and maintain consumer confidence in the safety of the food supply. The eight Scientific
Panels and Scientific Committee were appointed in May and Professor Vittorio Silano was chosen as Chair
of the Scientific Committee in July. The Committee and Panels began their work shortly afterwards and
have already succeeded in providing valuable scientific opinions on a wide range of important subjects.

EFSA is strongly committed to a policy of openness and transparency in all its activities. During the year,
much progress was made in the task of establishing contacts with other European
institutions, notably the Commission and Parliament, corresponding organisations in the Member States
and representatives of stakeholders, in particular consumer organisations and food industry associations.
In addition, initial contacts were made with international organisations and organisations outside Europe
working in the Authority’s area of responsibility.

The European Council decided on 13 December 2003 that the permanent location of EFSA will be Parma in Italy.
The Management Board and staff welcomed the decision, which means that the Authority has now a permanent seat where
it can expand and develop its activities.

Under the leadership of Geoffrey Podger, EFSA has made an excellent start in 2003. However, 2004 will be a very
challenging year for all concerned, since it involves preparing for the move to Parma, whilst at the same time rapidly
expanding the number of staff and, most important, providing an uninterrupted supply of high-quality scientific advice and
information. I am confident that this can be achieved through the efforts of the dedicated EFSA staff, Scientific Committee
and Scientific Panels and with the cooperation of the authorities in our future home in Parma.

Stuart Slorach
Message from the Executive Director

It is a great pleasure to be able to write an introduction for EFSA's 2003 Annual Report.

As our Chairman's report indicates 2003 was essentially the year when EFSA "found its feet", and with the appointment of the Scientific Committee and Panels at the end of May 2003, acquired the capacity to begin to make an impact. I should like to pay tribute to the Chairman of the Scientific Committee, Professor Vittorio Silano, and to all the members of the Committee and Panels for their sterling work in support of EFSA and the principle of providing objective scientific work for the European Union.

EFSA's own staff, both scientific and administrative, deserves great praise for their dedication and commitment in setting up the new organisation. Had it not been for the hard work done by a small number of staff prior to my arrival in February 2003, EFSA would not now be the functioning entity it already is. Equally during the year we have been able to welcome new staff from all over the European Union who have shown the same high level of determination and commitment to make EFSA a reality. I must also thank colleagues in the National Food Authorities for their encouragement and support in our joint effort to set up a functioning network for risk assessment and communication across the EU.

None of us are however complacent. With the oversight of the EFSA Management Board, a good beginning has been made. But there is much more to do. Herman Koëter has in hand the strengthening of EFSA's scientific capabilities and Anne-Laure Gassin improvements to our ability to communicate food science in a way which meets the needs of the citizen. We are improving networking with National Authorities but there is still much to do. The very welcome move to our permanent site in Parma, the continued need to recruit and the likelihood of more significant new scientific tasks for EFSA create new challenges. We have a year of solid achievement on which to build and a real commitment to helping the European Union with high quality and well articulated advice. We intend to do so!

Geoffrey Podger
EFSA’s main challenge in 2003 was to establish itself as an independent European agency capable of effectively delivering its mandate in the areas of risk assessment and risk communications. Focus, determination and speed were required to ensure that the Authority could undertake its mission as quickly as possible and begin to assume the key tasks and responsibilities set out in Regulation no. 178/2002, ensuring a smooth transition in the delivery of scientific opinions from the former Scientific Committees of the European Commission.

Over the year, the Authority’s staff needed to set up a foundation which would allow it to:

• Improve consumer confidence by acting as an independent scientific source of advice, information and risk communications;
• Contribute to the smooth functioning of the European Union’s internal market by acting as an independent scientific point of reference in risk assessment;
• Contribute to a high level of protection of human life and health by providing a comprehensive scientific view of the safety and other aspects of the whole food and feed supply chain. In doing so, the Authority will also take into account animal health and welfare, plant health and the environment.

The Authority is tasked with providing independent scientific advice on all matters directly or indirectly affecting food safety throughout the food chain. By the end of 2003, the Authority had received 229 questions from its main ‘customer’, the European Commission, and had also initiated three risk assessments on its own behalf (‘self-tasking’) (see page 18).

It was already necessary in 2003 for the Authority to look beyond its most immediate tasks and to begin to identify how best to address all aspects of the wide brief laid down in its founding Regulation. For instance, the Authority needed to evaluate how to gather information from all parts of the globe, keeping an eye on new developments in science.

The Authority also needed to begin putting into place, as of 2003, appropriate mechanisms and processes for interaction with experts and decision makers and to work towards the development of a network of collaboration and exchange with Community institutions, national food safety authorities and scientific institutions inside and outside of the EU, international organisations, and other interested parties.

The Authority’s long term goals are to improve food safety in Europe, through the quality of its scientific opinions as well as through effective, consistent, timely and accurate communications. Openness and transparency are key principles which must guide the Authority’s work if the overall objective of rebuilding consumer confidence in food safety is to be attained. Implementing these principles into its work programme and operating procedures was a clear priority for the Authority and its staff in 2003.
Under the leadership of its Executive Director, who joined EFSA in February 2003, the Authority quickly began to build up the capacity and resources required – both internally and externally – to fulfill the obligations laid down in its founding Regulation and to meet the expectations of the European and national institutions, stakeholders and the public at large.

The Authority enjoyed significant growth, expanding from a very small team to 72 employees. Based on the 2002 Management Plan, the different functions of the Authority were established through the recruitment of suitable personnel to address all aspects of the Authority’s remit. The establishment and development of EFSA – in line with the requirements of its founding Regulation – were supported by the European Parliament, the Commission, Member States and key stakeholders.

By May 2003, the Authority’s Scientific Committee and eight Scientific Panels were in place, to ensure that EFSA could deliver its core activity – risk assessments on all matters having a direct or indirect impact on food safety. The Authority’s first expert scientific opinions were communicated from July 2003.

The three important areas of growth and development for EFSA in 2003 were:

- Structure and organisational effectiveness
- Scientific activities
- Communications outreach
In 2003, the Authority established itself as an independent European agency. It laid down the key building blocks required for an effective organisation capable of delivering its mandate and supporting the future development of its activities.

**EFSA Management Board**

The Management Board (photo) is responsible for ensuring that the Authority functions effectively and efficiently. Six Management Board Meetings were held in 2003 under the chairmanship of Stuart Storche. They resulted in:

- adoption of the Authority’s draft budget and work programmes; monitoring of their implementation and agreement on key priorities;
- adoption of key operating principles for the Authority relating to transparency and access to documents; and
- adoption of guidelines for opening up the risk assessment process to stakeholders.

The Management Board appointed EFSA’s Executive Director at the end of 2002 and the members of the Scientific Committee and Panels in early 2003, following open calls for expressions of interest.

EUROPEAN FOOD SAFETY AUTHORITY

**Chair**

- Prof. Dr. Matthias Horst (DE)
  - Bund für Lebensmittelrecht und Lebensmittelkunde (BLL)

**Vice-Chair**

- Prof. Dr. Giorgio Calabrese (IT)
  - Professore della Università Cattolica del S. Cuore

**Vice-Chair**

- Pirkko Raunemaa (FI)
  - Director at the National Food Agency in Finland

**EFSA Executive Director**

The Executive Director, Geoffrey Podger, was appointed by the Management Board on 2 December 2002. He took up the position on 1 February 2003.

Geoffrey Podger

Mr Podger was Chief Executive of the UK Food Standards Agency since its inception in 2000. Prior to this, he worked for the UK Department of Health for 18 years from 1982. Before taking up responsibilities in the food area, he was Under-Secretary for Health Promotion. He also headed the Combined Joint Food Safety and Standards Group of the Department of Health and the Ministry of Agriculture, Fisheries and Food from its launch in 1997. He has considerable experience in the management of matters involving the interface of science and policy and has strongly promoted transparency and openness as key principles in effectively addressing difficult food safety issues.

The Executive Director is responsible for the day-to-day management of the Authority and is accountable to the Management Board. He is also responsible for the appointment of the Authority’s technical, scientific, administrative and communications personnel. Since taking up the position of Executive Director, he has sought to establish openness and transparency as a natural part of the operations of EFSA, as well as initiating stakeholder involvement in the work of the Authority.
EFSA Management Team

The Executive Director is assisted by a Management team, including the functional directors of Science, Communications, Legal Affairs, Institutional and International Affairs, Information Technology, Finance, and Human Resources. The Deputy Executive Director and Director of Science, Hermann Koëter, and Director of Communications, Anne-Laure Gassin were both appointed in July and took up their respective positions in October 2003.

Hermann Koëter

Dr Koëter obtained his Doctorate in biological toxicology and experimental pathology from Utrecht State University. Since 1991, he has worked at the Organisation for Economic Cooperation and Development (OECD), as Director of the OECD Test Guidelines Programme, including endocrine disrupters and animal welfare policies and, for the last nine years, as Director of the OECD Programme on the Harmonisation of Classification and Labelling of chemical substances and preparatons. Prior to working for the OECD, he worked for 24 years at the Toxicology and Nutrition Institute within the Netherlands Organisation for Applied Scientific Research (TNO) in a number of scientific and managerial roles.

Anne-Laure Gassin

Anne-Laure Gassin is a graduate of Harvard University, where she majored in biology and subsequently obtained a Master’s degree in medical management and marketing from the Ecole Supérieure de Commerce de Paris. Her most recent post has been at the European Commission, where she contributed to the preparation of the future revision of Community legislation on the nutrition labelling of foodstuffs. Prior to that, she spent over 15 years with Kellogg Company, and her last appointment was as European Director where she had responsibility for nutrition communications and scientific and regulatory affairs.

EFSA staff

Current staffing levels

On 31 December 2003, the Authority had 56 staff members (27 temporary agents and 29 auxiliary agents). Total EFSA employees were 72, including part-time staff (7), national experts on secondment (4), EC officials (2) and consultants (28). A breakdown of staff by geographical distribution is presented in the attached table. Thirteen nationalities out of the European Union’s 15 were already represented. The male/female ratios were 29/71%, increasing to 40% men/60% women for the A-level posts.

Recruitment policy

Recruitment at EFSA has been rigorous and transparent. This policy will continue for future recruitment from new reserve lists. The first temporary agents were recruited through the call launched by the Commission in 2001. After the Executive Director entered into function in February 2003, the number of EFSA staff members grew gradually to 72. A total of 14 recruitment procedures were organised during the year via the Authority’s website. The most important calls have been disseminated through the Permanent Representations and the members of the Advisory Forum.

In all, more than 5500 candidates have applied as detailed below:

- Scientific staff (A5-A4) (256 applicants)
- Scientific staff (A7-A6) (376 applicants)
- Secretaries (C) (659 applicants)
- Assistant system and network Administrator (B5-B4) (135 applicants)
- Legal Officer (A7-A6) (320 applicants)
- Librarian (B5-B4) (234 applicants)
- Head of Finance (A5-A4) (30 applicants)
- Office & Facilities Manager (B5-B4) (171 applicants)
- Accountants (A7-A6) (115 applicants)
- Head of IT (A5-A4) (72 applicants)
- Assistants (B5-B4 and B3-B2) (2,900 applicants).
Key achievements and highlights

### Staffing as of 31 December 2003

<table>
<thead>
<tr>
<th>MEN</th>
<th>WOMEN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>2</td>
<td>113</td>
</tr>
<tr>
<td>B</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>C</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>D</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL TEMP/AUX</td>
<td>24</td>
<td>1</td>
</tr>
<tr>
<td>Com. Officials</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>National Experts</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>Interims</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Consultants</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>31</td>
<td>51</td>
</tr>
</tbody>
</table>

### Geographical Distribution at EFSA - 31 December 2003

- **Belgium**: 10
- **Denmark**: 1
- **Germany**: 3
- **Greece**: 1
- **Spain**: 1
- **France**: 2
- **Ireland**: 2
- **Italy**: 1
- **Luxembourg**: 1
- **Netherlands**: 2
- **Austria**: 1
- **Portugal**: 1
- **Finland**: 1
- **Sweden**: 1
- **UK**: 1
- **Other**: 1

### Recruitment of Temporary Agents during 2003

- **January**: 2
- **February**: 1
- **March**: 2
- **April**: 1
- **May**: 1
- **June**: 1
- **July**: 3
- **August**: 4
- **September**: 1
- **October**: 9
- **November**: 1
- **December**: 1
Key achievements and highlights

The Advisory Forum, a consultative body, is made of representatives from each of the Member States’ national food agencies or other national authorities with a remit similar to that of EFSA. It is chaired by the Executive Director.

In 2003, the Advisory Forum meetings were also open to the accession countries. Those who took part were Cyprus, Czech Republic, Estonia, Hungary, Latvia, Malta, Poland, Slovakia, and Slovenia. The meetings were also attended by the EEA/EFTA countries Iceland and Norway, as well as by Switzerland.

The close involvement of all representatives is essential, for example, to ensure efficient networking with national scientific organisations as a mechanism for exchanging information on potential risks and for posting temporary experts. To drive forward its work programme, the Forum has established two working groups, the Communications group and the Technology group. The Communications group focuses on enhancing the coherence of food safety messages across the Community in all languages. The Technology group is identifying ways of using IT tools to support information exchange and collaboration among the EU’s food safety networks, created by EFSA and its Advisory Forum. Under consideration are links between websites, tools for document sharing and construction of a common repository for scientific and technical information.

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Key achievements and highlights

Scientific Committee and Panels

By May 2003, the Authority had established its Scientific Committee and eight Scientific Panels, each competent in a specific area of risk assessment:

- Panel on animal health and welfare (AHAW).
- Panel on contaminants in the food chain (CONTAM);
- Panel on biological hazards (BIOHAZ);
- Panel on dietetic products, nutrition and allergies (NDA);
- Panel on genetically modified organisms (GMO);
- Panel on plant health, plant protection products and their residues (PPR);
- Panel on additives and products or substances used in animal feed (FEEDAP);
- Panel on additives, flavourings, processing aids and materials in contact with food (AFC);
- Panel on genetically modified organisms (GMO);
- Panel on food additives, flavourings, processing aids and materials in contact with food (AFC);
- Panel on biotechnology (BIOTECH);
- Panel on genetic norms (GENO);
- Panel on emerging and other risks (EURRISK);
- Panel on animal health and welfare (AHAW).

The members of the EFSA Scientific Committee and Panels were appointed following a worldwide call and rigorous evaluation process. These expert panels took on responsibility for the scientific assessment of food safety issues from the European Commission, building on their first meetings between 12-27 May 2003. The Scientific Committee (SC) and Panels are responsible for providing the Authority’s scientific opinions on these individual areas of competence. If and when appropriate, they can also organize hearings in order to obtain broader input. The members of the SC and Panels have been appointed for a three-year term, which is renewable.

On 1 July 2003 Professor Vittorio Silano was appointed as Chair of the European Food Safety Authority’s Scientific Committee, at its first meeting.

Professor Vittorio Silano

Professor Silano is Head of the Department of Human Health Protection, Veterinary Public Health and International Relations at the Italian Ministry of Health. His main expertise is in food-related biochemistry, toxicology, chemistry and nutrition. He has extensive experience in international scientific committee work, having been Vice-Chairman of the European Commission’s Scientific Steering Committee since 1997 and, prior to that, participated in numerous risk assessments carried out by the Scientific Committee on Food (SCF).

Institutional relationships

During 2003 the Authority built links with its institutional partners: the European Commission, the European Parliament and the Member States of the European Union. The Authority hosted a meeting for interested members of the European Parliament’s Environment Committee and these have been regular meetings with individuals and groups of MEPs to keep them informed of EFSA’s activities and work.

The Authority is keen to ensure the continuous dialogue and scientific cooperation with the Member States, the European institutions and internationally should an incident arise or be suspected. This complements the Commission’s General Crisis Management Plan and aims to provide practical information for those who may be called upon to take a food safety crisis to provide scientific data or advice, technical support or other support functions.

Permanent seat

On 13 December 2003, the European Council decided that the Authority’s permanent location will be Parma in Italy. The Management Board as well as EFSA staff welcomed this decision, as having a permanent base will enable EFSA to pursue its expansion and develop its activities.

The new enlargement countries have been welcomed to participate actively in the work of the Authority from the start. The Advisory Forum included all 10 accession countries in its activities. They took part in the first Forum meetings held in 2003 as observers and in the additional networking of information that is now part of the Forum’s way of working. The Authority forms the focal point for the sharing of reports, scientific information and other activities of national and authorities. It is planned to develop this function further in 2004.

The Authority through its development of a document on in-house procedures for handling a crisis has been proactive in ensuring that it is prepared with its partners in case an emerging concern is identified. This document is a practical guideline for use within EFSA but identifies how the Authority would involve the key interlocutors in the Member States, the European institutions and internationally should an incident arise or be suspected. This complements the Commission’s General Crisis Management Plan and aims to provide practical information for those who may be called upon to take a food safety crisis to provide scientific data or advice, technical support or other support functions.

Permanent seat
**Scientific activities**

Proving scientific opinions and advice on questions formally addressed to the Authority

In order to address questions and issues formally submitted to the Authority, eight Scientific Expert Panels and the Scientific Committee were established in June 2003. The Scientific Expert Panels are composed of independent scientific experts who were selected following an open call for expressions of interest. The Scientific Committee is composed of the chairpersons of the Scientific Panels and six additional experts who do not belong to any of the panels. Members of the Scientific Committee and Panels were appointed by the Management Board at its meeting in April 2003, for a three-year period of office, acting upon a proposal from the Executive Director.

The responsibility of the Scientific Committee and Scientific Panels is to address scientific questions and to provide independent opinions of scientific excellence on matters within their respective remits. Scientific excellence is defined by the Management Board as the awareness and knowledge of the latest scientific developments and the consideration of leading science in the development of risk assessments. Scientific excellence is the Authority’s scientists to the advancement of risk assessments. Scientific excellence is defined by the Management Board as the awareness and knowledge of the latest scientific developments and the consideration of leading science in the development of risk assessments. Scientific excellence is the Authority’s scientists to the advancement of risk assessments.

In order to effectively assist risk managers, the Authority must provide clear and understandable scientific opinions in an appropriate manner to the European Commission, European Parliament, Member States, stakeholders and the public at large.

A summary of the 2003 activities of EFSA’s Science Division is given below.

<table>
<thead>
<tr>
<th>Panel</th>
<th>Number of questions received</th>
<th>Scientific opinions</th>
<th>Planning meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panel on food additives, flavourings, processing aids and materials in contact with food (FAC)</td>
<td>119</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Panel on additives and substances used in animal feed (ADDAP)</td>
<td>32</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Panel on plant health, plant protection products and their residues (PPR)</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Panel on genetically modified organisms (GM)</td>
<td>7</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Panel on contaminants in the food chain (CONTAM)</td>
<td>22</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Panel on dietetic products, nutrition and allergies (NDA)</td>
<td>7</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Panel on biological hazards (BIOHAZ)</td>
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<td>4</td>
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</tbody>
</table>

**Work of the Scientific Committee and Expert Panels**

**Scientific Committee**

The Scientific Committee provides scientific advice on multi-sectoral issues falling within the competence of more than one Panel, and on issues that do not fall solely within the competence of any of the Panels. It is also responsible for the general co-ordination necessary to ensure the consistency in the scientific opinions adopted by the different Panels. The Committee met four times in plenary session and devoted much of its meetings to the identification of issues to be considered for inclusion in the Work Programme of the Committee for 2003. These issues included:


**Expert Panels**

- Development and implementation of the Authority’s strategies and general guidance in the area of expert peer assessment.

- Scientific co-ordination: Strategies for building the Authority’s capability for identifying and evaluating emerging risks.

- Challenges in the area of risk assessment: Uniform approach for the risk assessment of genotoxic and carcinogenic substances.

**Specific subjects:**

- Qualified presumption of safety - “Non-nutritional components” in the EU diet.

The Committee established Working Groups on (1) guidelines for the preparation of requests for scientific opinions, (2) crisis management, (3) expert peer assessment, (4) genotoxic and carcinogenic substances and (5) emerging risks. The first meetings of these Working Groups were held in the second half of 2003, the main objective being to prepare advice from the Committee to the EFSA on a work plan for each of the respective areas. The Committee’s advice on EFSA’s crisis management plan was discussed at the Advisory Forum meeting of 10 December 2003.
Scientific Panel on food additives, flavourings, processing aids and materials in contact with food (AFC)
The AFC Panel delivers opinions on scientific questions relating to the safety in the use of food additives, flavourings, processing aids and materials in contact with food. Associated subjects concern the safety of other substances deliberately added to food and questions related to the safety of processes (including irradiation, but excluding heating).
The Panel met four times in plenary session in 2003. It established permanent working groups on food additives, flavourings and food contact materials. In addition, an ad hoc expert group meeting on semicarbazide in foods packed in glass jars and bottles including baby food, was held in July and October. Two ad hoc expert group meetings on semicarbazide in foods packed in glass jars and bottles including baby food, were held in July and October. In addition to the members of the Panel and the working group on food contact materials, members of other Panels and outside experts also participated in the meetings on semicarbazide. The goal being to meet the multidisciplinary challenges posed by this emerging crisis. Each meeting resulted in the publication of advice on the Authority’s website and dissemination of a final press release. A press conference on this subject was held on 15 October 2003.

Scientific Panel on additives and products or substances used in animal feed (FEEDAP)
The FEEDAP Panel is responsible for scientific and technical questions concerning safety for the animal, the user and/or worker, the consumer of products of animal origin, and the environment as well as the efficacy of biological and chemical products or substances, in particular additives intended for the deliberate addition/use in animal feed.
The FEEDAP Panel met six times in plenary session. Its work is largely related to scientific assessment of products under the authorisation process at the Community level. The working programme consists of questions from the Commission addressed to the Scientific Committee on Animal Nutrition (SCAN) and new questions from the Commission, mainly in connection with Council Directive 70/524/EEC concerning additives in animal feed.
Two permanent working groups were established: one on micro-organisms and one on enzymes. They deal with the numerous assessments requested for products within the scope of these categories. Additional ad hoc working groups have been created, for the re-evaluation of certain additives, in accordance with article 9G of Directive 70/524/EEC (coccidiostats), or other provisional or permanent authorisations, or more general questions (such as on iodine and carotenoids). Many working group meetings related to these questions were organised (24 in total by the end of December).

Most of the meetings held in 2003 focused on the assessment of coccidiostats requiring brand specific approval, either as a re-evaluation or evaluation of the safety and efficacy of these products. The assessments were based on data submitted by the notifiers. The Panel’s first opinion was issued in September about the safety of enzyme preparation Avizyme 1300. In November, it issued its first opinion on the re-evaluation of coccidiostats (Stenorol/halofuginone) and adopted two opinions on feed additives in the category of micro-organisms. In December, the Panel issued two more opinions on coccidiostats (Decox/ decoquinate and Koffogran/nicarbazin).

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Key achievements and highlights

Scientific Panel on plant health, plant protection products and their residues (PPR)

The PPR Panel delivers opinions on scientific questions relating to the safety of plant protection products for the user and/or worker, the consumer of treated products and the environment as well as plant health.

The PPR Panel was established in May 2005 and met three times in plenary session. It also established two Working Groups, one on toxicology and the other on ecotoxicology.

The Panel issued two opinions in response to a request from the Commission’s Directorate-General for Health and Consumer Protection. These opinions concerned the deliberate release into the environment of Bt crops and methods to control the expression of new fungicide resistance in cereal powdery mildew (Erysiphe graminis). The first of these opinions was published in December 2005. The second opinion was adopted on 29 November 2005 following a request from the Commission related to a novel food application for the extraneous of plant starch-containing malt-based beverages.

Scientific Panel on genetically modified organisms (GMO)

The GMO Panel delivers opinions on scientific questions relating to genetically modified microorganisms, plants and animals. These questions relate to the deliberate release into the environment and to genetically modified food and feed including derivative processed products. Questions may therefore range from environmental issues to human and animal health.

The GMO Panel met five times in plenary session and created three Working Groups for the evaluation of authorisation dossiers. These Groups focus on: (1) molecular characterisation; (2) food and feed safety; and (3) environmental risk assessment. In addition, the following four ad hoc Working Groups were prepared and issued in response to a request from the Commission’s DG Health and Consumer Protection. These opinions concerned: (1) Tuberculosis in bovine animals; (2) the interpretation of results of EU surveillance of transmissible spongiform encephalopathies (TSEs) in ruminants and captive animals, scaling strategies for TSEs in small ruminants and the TSE-related safety of certain small ruminant products; (3) effects of nitrites/nitrates on the microbiological safety of meat products; and (4) the process of High Risk TSEs in beef and beef products.

The GMO Panel issued its first opinion on a specific topic related to the Austrian notification of national legislation regarding GMOs in July 2005. In November, the Panel released two more opinions relating to applications for the marketing of GM maize NK603 and an opinion on a guidance note (on the contained use of GM micro-organisms under Directive 90/219/EEC) was adopted in December.

Scientific Panel on dietetic products, nutrition and allergies (NDA)

The NDA Panel provides scientific opinions on questions relating to dietary products (i.e. food supplements intended to satisfy particular nutritional requirements of specific groups of the population, as defined in Community legislation), human nutrition and food allergy, and other associated subjects such as non-GM novel foods.

The Panel met twice in plenary session and established four Working Groups on: (1) food allergy; (2) infant formulae; (3) novel foods; and (4) upper levels for vitamins and minerals. The panel adopted its first opinion on 25 November 2005 following a request from the Commission related to a novel food application for the extraneous of plant starch-containing malt-based beverages.

Scientific Panel on biological hazards (BIOHAZ)

The BIOHAZ Panel delivers opinions on scientific questions on biological hazards relating to food safety and food-borne diseases, including food-borne infections and transmissible spongiform encephalopathies, microbiology, food hygiene and associated waste management.

The Panel met three times in plenary session and established 15 Working Groups on the following subjects:

- BSE/FTD issues
- Food hygiene
- Animal by-products

The BIOHAZ Panel adopted four opinions on its plenary meeting in November. These opinions were prepared and issued in response to a request from the Commission’s DG Health and Consumer Protection. These opinions concerned: (1) foodborne listeriosis in bovine animals; (2) the interpretation of results of EU surveillance of transmissible spongiform encephalopathies (TSEs) in ruminants and captive animals, scaling strategies for TSEs in small ruminants and the TSE-related safety of certain small ruminant products; (3) effects of nitrites/nitrates on the microbiological safety of meat products; and (4) the process of High Risk TSEs in beef and beef products.

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The Panel received 21 requests from the Commission in the period August to November 2003, twelve of which were allocated an urgent deadline. In addition, two requests on non dioxin-like PCBs in food and organotin compounds were transferred from the Commission to the Authority. The Panel agreed on taking into account an extensive evaluation of available information on exposure and potential health effects. The work is expected to be completed in 2004/2005.

Scientific Panel on animal health and animal welfare (AHAW)

The AHAW Panel provides scientific opinions on scientific questions related to animal health and animal welfare, with a focus on producing animals including fish. After considering some mandates on Animal Welfare which have a clear impact on food safety (piglet castration and laying hens), the Panel agreed on taking into account an integrated approach of the food chain and therefore proposed to modify the mandates accordingly.

The Panel met four times in plenary session and established four Working Groups (WG) on the following subjects: (1) undesirable substances in animal feed - section heavy metals (WG USAF–HM); (2) undesirable substances in animal feed - section mycotoxins (WG USAF-MT); (3) organotin compounds (WG ORGTs); and (4) non-dioxin-like (2) undesirable substances in animal feed - section heavy metals (WG USAF–HM); and (4) non-dioxin-like (2) undesirable substances in animal feed - section heavy metals (WG USAF–HM); and (4) non-dioxin-like PCBs in food and organotin compounds were transferred from the Commission to the Authority.

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Future developments: application and promotion of new and harmonised scientific approaches for hazard and risk assessment methodologies

In 2003 the scientific activities of the Authority were focused fully on the development of opinions in response to formal questions and other scientific issues, as included in the work plans of the eight Expert Panels and the Scientific Committee. In addition, the Authority has undertaken preparatory work regarding the development and promotion of new and harmonised scientific approaches for hazard and risk assessment methodologies. Such work will in the future be facilitated and supported by specialised scientific expert services at EFSA. In 2003, initial scoping discussions were initiated at the Authority regarding the organisational structure for such a specialised unit. In addition, the Authority began to establish an informal expert network. Future developments will include the establishment of a harmonised database of national experts, searchable by scientific disciplines and affiliation.
Communications outreach

Effective risk communications will play an important part in rebuilding the confidence of European consumers in food safety. The European Food Safety Authority intends to make a significant contribution by providing timely, appropriate, consistent and accurate communications on food safety issues based on the Authority’s risk assessments and advice.

EFSA’s responsibilities in the area of risk communications, as defined by its founding Regulation, are to:

• ensure that the public and interested parties receive rapid, reliable, objective and comprehensible information in the areas covered by its mission (Article 40);
• communicate in a consistent manner with the Commission’s competence to communicate its risk management decisions (Article 40);
• communicate on its own initiative in the fields of public (e.g. ‘Additional advice on semicarbazide, in jars and bottles. The website also provided a fate update on the issue was included in a press release of 15 October 2003, following preliminary consultations with the Scientific Panel that carried out the risk assessment). Later analysis of media coverage confirmed that open communications of this nature resulted in consistent messages proportionate to the risk, throughout the Community.

In order to achieve more consistent and culturally sensitive output, there is a need for close collaboration between EFSA and its Member States to promote the necessary coherence in the risk communication process (Article 40).

Openness and transparency

Openness and transparency are fundamental aspects of EFSA’s work and are enshrined in EFSA’s regulatory framework and its working relationship with other bodies. The semicarbazide (SEM) issue, an example of risk communications undertaken in 2003. An update on the issue was included in a press release of 15 October 2003, following preliminary advice published in July. The release focused on a scientific opinion related to the possible occurrence of SEM in certain foods packaged in glass jars and bottles. The message was also supported by background information to the public (e.g. ‘Additional advice on semicarbazide, in jars and bottles’).

The website also provided background information to the public (e.g. ‘Additional advice on semicarbazide, in jars and bottles’). The website also provided background information to the public (e.g. ‘Additional advice on semicarbazide, in jars and bottles’). The website also provided background information to the public (e.g. ‘Additional advice on semicarbazide, in jars and bottles’).

In a paper on ‘Openness, transparency and confidentiality’, adopted by the Management Board in September, a number of key operating principles were identified:

• publication of the Authority’s opinions and findings is accessible and available and is accessible in a manner as possible;
• ensuring that information is made available by the most effective means to stakeholders and the public (e.g. through the website, publications, direct contact with stakeholders, press and other media as appropriate) and;
• dissemination of the work of the Management Board, Advisory Forum and Scientific Panels and the Committee by publication of meeting agendas, minutes and, where appropriate, through public consultation.

Participants at the Ostend gathering also gave strong support to the Board’s policy of ensuring balance in the work programme. This will ensure the consideration of wider scientific issues, as well as assessing specific scientific questions. All stakeholders welcomed the need for EFSA to help the public situate any individual risk in a broader context. In addition, participants agreed with EFSA that consideration should be given to widening involvement of stakeholders in risk communication.

The European Food Safety Authority held a Colloque on involving stakeholders in the risk assessment process, the Symposium on answering specific scientific questions. All stakeholders expressed the need for EFSA to help the public situate any individual risk in a broader context. In addition, participants agreed with EFSA that consideration should be given to widening involvement of stakeholders in risk communication.
In 2003, Stuart Slorach, the Chairman of the Board, Geoffrey Podger, the EFSA Executive Director, Herman Koëter, the Deputy Executive Director and the Director of Science, as well as other staff members took on a number of speaking engagements, underlining the Authority’s commitment to openness and transparency. The Authority intends to continue this trend of sending high level management and staff as speakers or participants in conferences or meetings covering food-related issues, risk assessment and risk communications.
EFSA 2003 SPEAKING ENGAGEMENTS

In Alicante
• National Spanish Congress on Food Science and Technology

In Athens
• Greek Ministry of Health Conference on Nutrition in the European Union

In Berlin
• BLL Annual Conference
• Alternatives Congress Trust: 5th World Congress on Alternatives and Animal Use in the Life Sciences
• Community Reference Laboratory (CRL) for zoonoses: EU annual workshop on zoonoses

In Brussels
• CIAA Conference
• European Parliament Working Group on the role of the EFSA
• The EU Committee Agriculture and Food Subcommittee
• Food Processing Machinery Europe (FPME): Bi-annual board dinner
• European Policy Forum
• European Council: Chief Veterinary Officers Meeting
• European Modern Restaurant Association (EMRA)
• Friends of Europe: Dinner Debate on the EU’s approach to food, health and nutrition policy issues
• ECPA Annual 2003 Conference
• ECOPA: Animal welfare considerations in risk assessment
• EC – DG Sanco: Risk Perception: science, public debate and policy making
• Belgian Society for Toxicology and Ecotoxicology: Annual meeting
• European Soft Drinks Association (UNESDA)
• Consortium meeting EU RTD-project GMOCARE
• Food & Biotechnology, TAIEX Office, DG Enlargement

In Budapest
• COST Action on Zoonoses

In Chepstow (Wales)
• Association of Independent Meat Suppliers (AIMS): Aims 2003 Conference

In Cologne
• ANUGA Fair - CIAA

In Cork
• EDA Conference

In Dublin
• Food Safety Authority of Ireland (FSAI): Food safety seminar - Semicarbazide
• Food Safety Promotion: Excellence in Safefood Conference
• Inauguration of University College Centre for Food Safety

In Garmisch-Partenkirchen
• Bundesinstitut für Risikobewertung

In Gleneagles (Scotland)
• Annual Conference of poultry industry (A.V.E.C.)

In London
• Society of Food Hygiene Technology: Annual Luncheon
• UK Food and Drink Federation

In Luxembourg
• FEDIAF AGM
• EFFAT Executive Committee

In Maastricht
• European Institute of Public Administration: Seminar on EFSA: Towards Efficient Risk Analysis

In Madrid
• Congreso Nacional de la Carne

In Milan
• Fondazione Italiana Buon Ricordo: Sicily Mediterranean Mother

In Ostend
• EFSA Colloque: Involving our Stakeholders

In Rome
• Assocarni Conference
• MENTOR Group: Forum for EU-US legal-economic affairs
• Pro Nature: Award ceremony
• ENTRANSFOOD: The EU funded Thematic Network on the Safety Assessment of Genetically Modified Foods

In Stockholm
• Royal Swedish Academy: Conference on Healthy Food or Deadly Diet

In Strasbourg
• BEUC/EP: Consumer Intergroup Meeting

In Stresa
• University of Milan/JRC : ISEA 2003 Conference

In Vienna
• International Quality Assurance Retail (IQAR)

In York
• ECCO 140, Pesticides Safety Directorate

In Washington DC
• European Institute Conference

In Brussels
• EFSA’s 2003 SPEAKING ENGAGEMENTS
The 2003 financial statements of the Authority are in euro, according to the:
• EFSA base regulation (CE n° 178/2002 modified by 1642/2002),
• Financial Regulation (adopted by the Management Board, 15 October 2003),
• Regulation on inventories (CE n° 2909/2000),
• Financial Implementing Rules (CE no 2342/2002).

Budgetary management in 2003 was centralised under the Authorising Officer, with the Heads of Human Resources and Finance acting as sub-delegated Authorising officers. The budget management allows simultaneous analytical budget follow-up of the different work programmes and activities.

However, preparations for a decentralised budget management system with central financial verification, under which the powers of the authorising officer are delegated to line managers, started during the second half of the financial year. This system will become fully operational during the first quarter of 2004.

Analysis of the budget outturn for the financial year in question shows commitments that are below estimates. This is because of the continued uncertainty on building expenditure and the aim of keeping actual costs below the plan, due to active cost controls.

EFSA continued to implement and develop its management tools and methods (systems, rules, decentralised management) during the year.
Report on finance

### Activities: Science, Communications, Advisory forum

Direct Expenditure in % 2003
- 10.5%
- 7.4%
- 6.6%
- 5.2%
- 3.7%
- 2.5%
- 1.7%
- 24.9%

- Plant health, Protection...
- Food additives, Flavourings...
- Additives... used in Animal Feed
- GMO
- Biological Hazards
- Contaminants
- Animal Health and Welfare
- Dietetic products, Nutrition and Allergies
- Scientific Committee
- Advisory Forum
- Communications

### BALANCE SHEET 31 December 2003 (EUR)

**ASSETS 2003 2002**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>362,222.00</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>155,749.50</td>
<td>-</td>
</tr>
<tr>
<td>Equipment and furniture</td>
<td>751,134.50</td>
<td>-</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>106,348.87</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td><strong>769,089.39</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td><strong>-400,639.83</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>368,449.56</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>Stocks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office supplies</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>0.00</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission subsidy</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Other advances</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>VAT/Other taxes</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sundry accounts receivable</strong></td>
<td><strong>2,248.13</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>2,248.13</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Liquid assets</strong></td>
<td><strong>4,356,784.97</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>Bank account</td>
<td>4,341,784.97</td>
<td>-</td>
</tr>
<tr>
<td>Cash</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Imprest account</td>
<td>15,000.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>4,356,784.97</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Transitional accounts</strong></td>
<td><strong>32,488.39</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Total 2003</strong></td>
<td><strong>5,161,403.23</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

**LIABILITIES 2003 2002**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own capital</td>
<td>769,089.39</td>
<td>-</td>
</tr>
<tr>
<td>Reserve</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Balance for the financial year</td>
<td>145,640.34</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total fixed capital</strong></td>
<td><strong>914,729.73</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>0.00</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Transitional accounts</strong></td>
<td><strong>5,553.11</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Reused</strong></td>
<td><strong>5,553.11</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Deferred revenue</strong></td>
<td><strong>792.35</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>6,345.46</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Total 2003</strong></td>
<td><strong>5,161,403.23</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

### THE BUDGET OUTTURN ACCOUNTS 2003 (EUR)

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Direct Expenditure in %</strong></td>
<td><strong>10.1%</strong></td>
<td><strong>7.4%</strong></td>
</tr>
<tr>
<td><strong>Situation as of 31 December 2002</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank balance</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Cash balance</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>(a) Total</strong></td>
<td><strong>0.00</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Actual revenue for 2003</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget revenue</td>
<td>10,284,000.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>(b) Total</strong></td>
<td><strong>10,284,000.00</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
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<td>Bank balance</td>
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<td>-</td>
</tr>
<tr>
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<td>0.00</td>
<td>-</td>
</tr>
<tr>
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<td><strong>4,341,784.97</strong></td>
<td><strong>-</strong></td>
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<td><strong>Situation as of 31 December 2002</strong></td>
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<td></td>
</tr>
<tr>
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<td>-</td>
</tr>
<tr>
<td>Cash balance</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>(d) Total</strong></td>
<td><strong>0.00</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Actual expenditure for 2003</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget expenditure</td>
<td>5,931,867.32</td>
<td>-</td>
</tr>
<tr>
<td><strong>(e) Total</strong></td>
<td><strong>5,931,867.32</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Actual revenue for 2003</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget revenue</td>
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<td>-</td>
</tr>
<tr>
<td>Non-budget revenue</td>
<td>4,760.76</td>
<td>-</td>
</tr>
<tr>
<td><strong>(f) Total</strong></td>
<td><strong>10,288,760.76</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Balance for the financial year</strong></td>
<td><strong>145,640.34</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>Balance carried over from the previous financial year</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Appropriations carried over and cancelled</td>
<td>266,626.11</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>293,266.11</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Total expenditure (b) 2003</strong></td>
<td><strong>10,170,739.58</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Outturn for the financial year (a-b)</strong></td>
<td><strong>145,748.81</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

**CASH-FLOW**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance carried over from the previous fiscal year</strong></td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Appropriations carried over and cancelled</td>
<td>266,626.11</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>266,626.11</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>266,626.11</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

**Report on finance**
In 2003 EFSA undertook the relaunch of its website in order to improve the navigation as well as its look and feel. Today the Authority’s website is consulted by a broad range of interested parties including scientists, journalists, consumer organisations, industry, food safety and regulatory authorities as well as the public at large. It was therefore important to ensure that those interested could have quick and easy access to EFSA scientific opinions and advice.

Once the Scientific Committee and Panels began to generate Opinions and advisory documents, the race was on to get a new website up and running to house the rapidly increasing pool of information. Publication continued on the old site throughout 2003, keeping up with production as the new website neared completion.

On 1st March 2004, the new website was launched. It provides information about EFSA’s mandate, organisation including the Authority’s Management Board and Advisory Forum, and importantly provides in the “Science” section, a Register of Requested Opinions. This makes it possible to follow each scientific opinion as it develops right from the date it was received.

Discussion documents for Management Board and Advisory Forum meetings, as well as EFSA policies adopted by the Board, are to be found on line as well as decisions taken during these meetings. Management Board meetings are held in public through a live webstream that was a feature of both the old and new website and that continues to be available as a recording until the next meeting.

All calls for expressions of interest, be they for recruitment or procurement, are published on the Authority’s website. Candidates and interested parties can submit applications directly online.

A specific section dedicated to the press includes all press releases and related background documents issued by EFSA. Other new features include the ability to post notifications and consultation processes on the site. It is also possible to subscribe to EFSA mailings such as “Highlights” indicating new items published on the site and the EFSA newsletter.

Done at Brussels, April 2004

Dr. Stuart Slorach
Chair of the Management Board
Annex: EFSA Organisational Chart 2003

**Office of the Executive Director**
- G. Podger, Executive Director
- P. Rizzo, Secretariat
- H. Koëter, Deputy Executive Director
- S. Mommens, Secretariat

**Institutional Affairs**
- C. Majewski
- I. Söderlund
- K. Verhelst

**Finance**
- J. Brodersen
- P. Gilson
- I. Carvajal
- X. Nguyen
- Accounts
- L. Rigaux
- M. Fernandez

**Science**
- D. Liem
- M.-N. Costa

**Food Additives**
- T. Hallas-Moller
- D. Spyropoulos
- H. Pedersen

**Animal feed**
- L. Vahteristo
- S. Valentin
- D. Byron

**GMOs**
- S. Renckens
- E. Van Haver
- S. Parker

**Dietetic Products**
- P. Rodriguez
- M. Pâques

**Biohazards**
- M. Hugas
- B. Goossens
- A. Cohen

**Contaminants**
- C. Heppner
- T. Bounou

**Animal Health & Welfare**
- J. Serratosa
- J. Ferres
- B. Arbelot
- S. Mateljan

**Pesticides**
- M. Dunier-Thomann
- C. Laurent
- M. Mesnaoui

**Reception**
- M. Bamiatzis
- C. Lloyd

**Quality Management**
- A. Van Impe

**Human Resources**
- N. Poupart
- H. Kuczkiewicz
- A. Van Impe
- C. Cieczko
- I. Koenig
- L. Costa

**Information Technology**
- Ph. Loopuyt
- P. Casier
- P. Schiphorst
- G. Quivy
- E. Hinson
- M. Feuillet
- Y. Bernardi

**Legal Affairs**
- A. Cuvillier
- K. Herrmann
- Scientific Committee & Expert Panels

**Communications**
- A.-L. Gassin
- Press Office
- A. Stimpson
- Publications

**Scientific Expert Services**
- Data Collection
- Networking
- Environmental Effects
- Hazard Characterisation & Animal Welfare
- Pesticide Risk Assessment
- BSE/TSE Assessment
- Toxicology
- Epidemiology & Exposure Assessment
- Modelling
- Analytical Chemistry

**Consultations**
- A. Van Impe

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3 | The Authority: 2003 objectives
4 | 2003 Activities:
   - Key achievements and highlights
   - EFSA structure and organisational effectiveness
   - Management Board
   - Executive Director
   - EFSA management team
   - EFSA staff and recruitment policy
   - Advisory Forum
   - Scientific Committees and Panels
   - Institutional relations
   - Permanent seat

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* Boxes without staff names indicate no recruitment made on 31.12.2003.