
EFSA CONSOLIDATED ANNUAL ACTIVITY REPORT 2023

Adopted on 21 March 2024
For EFSA's Management Board

Aivars Bērziņš
Chair of the Management Board



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Status ¹	Symbol	Threshold
Over-performance		Actual/Target more than 105%
On track		Actual/Target between 95.1% and 105%
Moderate deviation		Actual/Target between 75.1% and 95%
Relevant deviation		Actual/Target equal or less than 75%
N/A		Indicator not measured

¹ In case of indicators not measured in 2023, the most recent result is showed in the "ACTUAL 2023" column (specifying the year of the last measurement), and the most recent status is carried over to 2023



LIST OF ABBREVIATIONS

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A	
AF	EFSA Advisory Forum
AI	Artificial Intelligence
AMR	Antimicrobial Resistance
ANSES	Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail ²
APPIAN	Risk Assessment Case Management Solution
ASSESS	EFSA Risk Assessment Production Department
ART	Architecture Transformation Programme
ASF	African Swine Fever
B	
BCO	Business Continuity Officer
BfR	Bundesinstitut für Risikobewertung ³
BIOHAW	EFSA Biological Hazards and Animal health & Welfare Unit
BPA	Bisphenol A
BSE	Bovine Spongiform Encephalopathy
C	
CoI	Conflict of Interest
CORSER	EFSA Corporate Services Unit
COM	EFSA Communications Unit
CRA	Cumulative Risk Assessment
CRM	Customer Relationship Management
D	
DATA	EFSA Evidence Management Unit
DEEP	Data & Evidence Programme
DG DIGIT	Directorate-General for Informatics
DG SANTE	Directorate-General for Health and Food Safety
DoI	Declaration of Interest
doi	digital object identifier
E	
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EEA	European Environment Agency
EFSA	European Food Safety Authority
EMA	European Medicines Agency
EMAS	Eco-Management Audit Scheme certification
EMP	Expertise Management Programme
EMPOWER	Management Services Department
ENGAGE	EFSA Communications and Partnership Department
ENABLE	EFSA Risk Assessment Services Department
EPA	EFSA Process Architecture
ENREL	Engagement & External Relations Unit

² The French Agency for Food, Environmental and Occupational Health & Safety

³ The German Federal Institute for Risk Assessment



ENP	European Neighborhood Policy
EO	Expected Outcomes
EOR	Expected Operational results
ERA	Environmental Risk Assessment
EREN	Emerging Risks Exchange Network
ERI	Emerging Risks Identification
EU	European Union
EUAN	EU Agencies Network
EUDPR	EU Data Protection Regulation ⁴
F	
F2F	European Commission's Farm to Fork Strategy
FAO	Food and Agriculture Organisation of the United Nations
FCM	Food Contact Materials
FEEDCO	EFSA Feed and Contaminants Unit
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients and Packaging Unit
FTE	full-time staff equivalent
G-H	
GLP	Good Laboratory Practice
GMO	Genetically Modified Organism
GPS	Global Performance Services Unit
HUCAP	Human Capital Unit
I	
IARC	International Agency for Research on Cancer
IAS	Internal Audit Service of the European Commission
IMS	Integrated Management System
IPCHEM	European commission Information Platform for Chemical Monitoring
IPA	Instrument for pre-accession assistance (abbreviation used for the "pre-accession" countries)
IRMA	Innovative Risk Assessment Methodologies Programme
IUCLID	International Uniform Chemical Information Database
J-L	
JRC	Joint Research Centre
KNOW	Knowledge, Innovation and Partnership Management Unit
KPIs	Key Performance Indicators
LA	EFSA Legal and Regulatory Affairs Unit
M	
MB	EFSA Management Board
MESE	Methodology and Scientific support Unit
MFF	Multiannual Financial Framework
MRL	Maximum Residue Level
MS	Member States
N-O	
NEXT	Knowledge, Expertise & Technology Programme
NIF	EFSA Nutrition and Food Innovation Unit
OECD	Organisation for Economic Co-operation and Development
P	
PAD	Public Access to Documents

⁴ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32018R1725&from=EN>



PII	Process improvement initiative
PPIs	Process Performance Indicators
PPPs	Plant Protection Products
PREV	Pesticide peer review Unit
R-S	
RA	Risk assessment
RAL	EFSA Risk Assessment Logistics Unit
SC	EFSA Scientific Committee
SO	Strategic Objectives
SEA	Stakeholder Engagement Approach
SNE	Seconded National Expert
SPIDO	Science Studies and Project Identification and Development Office
SOP	Standard Operating Procedure
SPG	Specific Protection Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
T-W	
TBC	To be confirmed
TBD	To be defined
TR	Transparency Regulation
TS	EFSA Transformation Services Unit
TSE	Transmissible Spongiform Encephalopathy
TTC	Threshold of Toxicological Concern
UK	United Kingdom
WG	Working Group
WHO	World Health Organisation
WOAH	World Organization for Animal Health
0-9	
1S1A	One Substance One Assessment



FOREWORD

The Annual Activity Report of the European Food Safety Authority (EFSA) for 2023 provides a comprehensive overview of EFSA's key activities, achievements and challenges in ensuring food safety in the EU and beyond.

Throughout 2023 EFSA remained dedicated to implementing Strategy 2027, which prioritises delivering trustworthy scientific advice and enhancing communication of risks, ensuring preparedness for future risk analysis, and enhancing the empowerment of people and organisational agility.

EFSA's overall performance was very positive across the planned strategic objectives. Scientific production increased and timely adoption and publication remained stable. Communication and external relation efforts led to increased outreach and engagement with stakeholders.

Insights focused on accelerating the risk assessment process were gathered and will guide future improvement actions. Efforts to optimise resource management were reflected in a robust budgetary performance and favourable outcomes of external audits. Very positive results were also achieved on staff engagement and occupancy rate.

Collaborative efforts with Member States and partners were intensified to address growing complexity in scientific production. With the Member States EFSA explored enhanced partnership opportunities in risk assessment production. Interagency cooperation progressed notably, with the establishment of a One Health Task Force and exploration of opportunities for leveraging Artificial Intelligence in risk assessment. Pooling resources and working together are crucial for maintaining high food safety standards in the EU.

Gratitude goes to EFSA's staff and experts for their dedication, aiming to build a safer, more sustainable food system for Europe and beyond.

Aivars Bērziņš,
Chair of the EFSA Management Board

Bernhard Url,
Executive Director



MANAGEMENT BOARD ASSESSMENT

The **Management Board** assured effective governance and guidance to EFSA by adopting all statutorily required documents: the Consolidated Annual Activity Report 2022, opinion on EFSA accounts 2022, Programming Document 2024-2026 and draft Programming Document 2025-2027, selection of new members of the Scientific Panels, list of competent organisations designated by the Member States that may assist the Authority and Implementing Rules of the Staff Regulations. In March, the Management Board validated the vacancy notice for the recruitment of the next Executive Director of EFSA, which was published on the EU Official Journal formally triggering the selection procedure. In June, addressing recommendations received from the European Ombudsman, the Management Board amended the Practical Arrangements on Public Access to Documents.

The Audit Committee of the Management Board monitored the actions taken by EFSA in response to recommendations in audit and evaluation reports and assisted the Management Board by advising in areas of assurance, legality and regularity, quality and performance, health, safety, security and environment.

After advising the Management Board on the Implementing Rules on the independence of the EFSA staff, the sub-group on independence proceeded to the review of the EFSA Independence Policy. The sub-group held four meetings and focused attention primarily on the outcome of the external ex-post evaluation of EFSA's Independence Policy. In December 2023, the Management Board endorsed the independence sub-group recommendations on the revision of EFSA's Independence Policy.

Recognising the importance of partnerships to sustain and advance food safety risk assessment at EU level, and the central role played by EFSA in this ecosystem, the Management Board held a dedicated discussion on partnerships at its June meeting, focusing on the identification of actions to support their further development.

The Management Board held three meetings in the reporting period, in March, June, and December. Meetings were organised in hybrid modality, thus combining the physical presence in EFSA's headquarter with the online participation of the members.

MB RECOMMENDATIONS

The Management Board,

having regard to Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002, as amended by Regulation (EU) 2019/1381 of the European Parliament and of the Council of 20 June 2019 on the transparency and sustainability of the EU risk assessment in the food chain,

having regard to the Financial Regulation applicable to the budget of the European Food Safety Authority and in particular Article 47 thereof,

having regard to the EFSA Strategy 2027 adopted by the Management Board in December 2021,

having regard to the 2023-2025 Programming Document of the Authority adopted by the Management Board in December 2022,

1. Welcomes EFSA's commitment to employee growth and development, and inclusivity; notes the achievements in improving staff engagement and well-being in the workplace and personal work-life balance.



2. Acknowledges that EFSA developed and adopted “Hybrid working” measures in view of the implementation by analogy of the new EC Decision on Working Time and Hybrid Working as of January 2023; notes the revamp of the EFSA premises to enhance the new working modalities and appreciates how these measures are being welcomed by EFSA staff.
3. Welcomes the second year of implementation of the Strategy 2027, which guides EFSA in fulfilling its mandate considering the evolving EU priorities, in particular the European Green Deal and Farm to Fork Strategy; appreciates the successful set-up of the processes and tools implementing the Transparency Regulation.
4. Welcomes the stable performance across the various areas of work, albeit a few deviations; acknowledges the efforts to improve EFSA’s monitoring framework through leveraging the new tools to gain more insight both in the end-to-end risk assessment process and on user satisfaction.
5. Appreciates the achievements in the area of general scientific advice and regulated products evaluation and the efforts made to improve risk managers satisfaction with fit for purpose, timely and independent scientific advice; notes that continued attention needs to be paid to customer expectations.
6. Notes EFSA’s increased productivity in the finalisation of 660 questions via scientific outputs and technical reports, particularly in the areas of food enzymes, feed additives and plant health, and welcomes the increased timeliness of adoption in the area of applications; points to the challenges still faced in a small number of areas, in particular with regards to the high level of work in stock, exacerbated by increasing demand; supports EFSA’s efforts to continue addressing these issues with priority.
7. Welcomes the improved efficiency in the handling of confidentiality assessments; acknowledges the high volume of requests EFSA is receiving and the efforts of the Authority to further increase the speed in handling them and the output volumes.
8. Acknowledges the increased amount of resources invested to create partnerships with Member States and the increased usage of this lever to directly support EFSA’s scientific production; notes the high number of different partners contributing to EFSA’s work programme; invites Member States to more actively participate and promote the partnerships.
9. Welcomes the ongoing risk communication activities and notes the positive performance of the EFSA Journal
10. Welcomes the constant commitment and attention to public opinion and perceptions via the integration of social science into food safety risk assessment; commends the efforts in improving accessibility and inclusivity of EFSA’s digital content and risk communication by ensuring the availability of its website in all 24 EU official languages; and acknowledges the impact of the three pan-European communication campaigns EFSA run in 2023.
11. Acknowledges the ongoing work to engage with applicants and stakeholders for improved dialogue and enhanced quality of science.
12. Acknowledges the efforts to guarantee access to data and information and the sharing of scientific documents and tools through open repositories.



13. Notes the efforts for strengthening cooperation with EU sister agencies establishing strategic partnerships around the “One Health” goals; acknowledges especially the successful partnering with ECHA, for the implementation of the Chemical strategy for sustainability and the One Substance-One Assessment approach in the context of the EU Green Deal and the Farm to fork strategies.
14. Appreciates the involvement of EFSA’s Focal Point Network to improve collaboration, exchange of information and knowledge; commends the continuous investment in improving EFSA’s internal awareness regarding procedures for responding to urgent advice requests and communication strategies for use during a crisis.
15. Appreciates that EFSA, in close collaboration with DG SANTE, continued to support the new processes addressing the requirements of the Transparency regulation; notes the importance of this collaboration considering the impact the new rules and measures have on stakeholders’ interaction with EFSA during the risk assessment process, especially in the areas of proactive transparency, confidentiality, notification of studies, pre-submission advice and consultation of third parties, as well as the processing of applications for access to documents held by EFSA.
16. Notes the achievements in the internal control area and the continued outstanding budget implementation; welcomes the fact that EFSA did not have to transmit or follow-up on any suspicion of fraud cases to OLAF.
17. Welcomes the audit results by the Internal Audit Service and the European Court of Auditors.
18. Welcomes the confirmation and maintenance of all EFSA’s ISO certifications: ISO 9001:2015 Quality Management; ISO 45001:2018 Health and safety; ISO 22301:2019 business continuity; ISO 14001:2015 Environmental management and Eco-Management and Audit Scheme (EMAS) and the first-time certification of the ISO 27001 Information Security. Welcomes the first joint external audit of the three standards indicated above.
19. Appreciates the gains made on the integration of EFSA’s management systems and internal control framework towards providing overall assurance and improving efficiency, relevance and clarity in the steering of the organisation.
20. Notes the Declaration of Assurance by the Executive Director and the Statement on Internal Control by the Management Services Head of Department.

Adopted on 21 March 2024

For the EFSA’s Management Board

SIGNED

Aivars Bērziņš

Chair of the Management Board



EXECUTIVE SUMMARY

EFSA IN BRIEF

EFSA is an agency of the European Union set up in 2002 to serve as an impartial source of scientific advice to risk managers and to communicate on risks associated with the food chain. EFSA cooperates with interested parties to promote the coherence of EU scientific advice and provides the scientific basis for laws and regulations to protect European consumers from food-related risks – from farm to fork.

Individual experts and competent organisations are EFSA's main knowledge partners. To nurture these relations, EFSA cooperates intensively with Member State risk assessment organisations via the Advisory Forum, the National Focal Points and our Scientific Networks. Likewise, EFSA works with other EU agencies, international organisations and risk assessors in third countries to increase outreach and joint food safety impact. EU citizens are the ultimate beneficiaries of EFSA's work: EFSA engages with them and its stakeholders through a multitude of platforms and fora.

MISSION

Safety in the food chain from farm to fork is at EFSA's core. We contribute to protecting human life and health, taking account of animal health and welfare, plant health and the environment.

We deliver independent and transparent scientific advice to policy makers, through cooperation with our partners, and in an open dialogue with society.

VISION

Safe food and sustainable food systems through transparent, independent, and trustworthy scientific advice

GENERAL CONTEXT

In 2023, EFSA continued to advance its 2027 strategy by enhancing new processes and tools under the Transparency Regulation. The focus shifted towards strategic transformation priorities, including accelerating risk assessments, preparing for future assessment challenges, and boosting productivity through digital solutions and collaboration.

EFSA actively engaged with initiatives related to the Farm to Fork and the EU Chemical strategies, with a particular emphasis on pesticides, nutrition, animal welfare, and chemical risk assessment, including establishing an EU chemicals data platform. Future efforts will extend to developing a sustainable food system framework and sector-specific legislative proposals, impacting EFSA's responsibilities, methodologies, and resource allocation.

Economic factors, such as rising energy costs and inflation, have strained EFSA's operational budget.

EFSA has intensified its partnerships with Member States, EU bodies, and international entities, fostering greater involvement in EFSA's activities and collaboration on external projects. This includes a strengthened cooperation with EU Agencies to optimise resources, competencies, tools and systems.



Preparations for 2024 are underway, with EFSA anticipating a transition year marked by the renewal of its Scientific Panels and Committee, the appointment of a new Executive Director, and changes stemming from the EU Parliament elections and new Commission appointments.

PERFORMANCE OVERVIEW – THE YEAR IN BRIEF

EFSA's overall performance remained satisfactory, with a slight improvement compared to previous years.



FIGURE 1. EFSA OVERALL PERFORMANCE IN 2023

Budgetary resources and full-time equivalents (FTEs) remained stable compared to 2022, with only minor changes connected to nominal inflation. The index⁵ measuring EFSA's performance across its three Strategic Objectives was in line with the targets set, and better than last year's performance (when it was 96%).

Finally, the Annual Strategy Survey showed a consistent satisfaction rate of 76%, based on the responses from over 1,200 EFSA's key members of EFSA's audience.

Execution of core business

EFSA's risk assessment metrics showed a slight underperformance against targets yet marked an improvement over the past few years. EFSA closed 660 scientific questions in 2023, slightly below the target of 673 but better than the result achieved since 2020. This increase reflected the procedural stability EFSA is reaching after the disruption and the changes caused by the SARS-CoV-2 and the implementation of the new provisions of the Transparency Regulation.

The main deviations were registered in the areas of food additives, novel foods, and pesticides. This was mostly because of missing data from applicants and Member States, along with more complex science in risk assessment, such as with Glyphosate. Additionally, the effects of new rules from the Transparency Regulation led to more confidentiality requests than expected and inconsistent use of pre-submission advice by applicants.

Highlights of scientific opinions or other important scientific outputs in the areas of regulated products and generic scientific advice are included under SO1 in Part I – Achievements of the Year.

⁵ Weighted performance of all EFSA's indicators, measured against their targets. Results higher than 100% means that EFSA, on average, performed better than the targets set

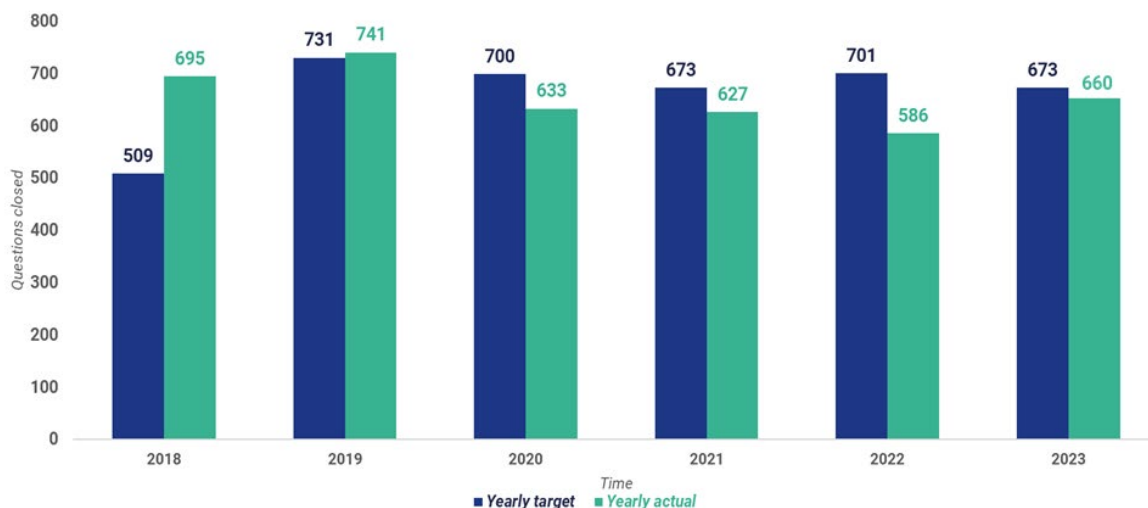


FIGURE 2. RISK ASSESSMENT PRODUCTION – QUESTIONS CLOSED (2018-2023)

Regarding the **timeliness of adoption**⁶, the index remained stable (84.6%). A positive note is the improvement in the Regulated Products area, which reached 86.9% in 2023, nearing the 90% target.

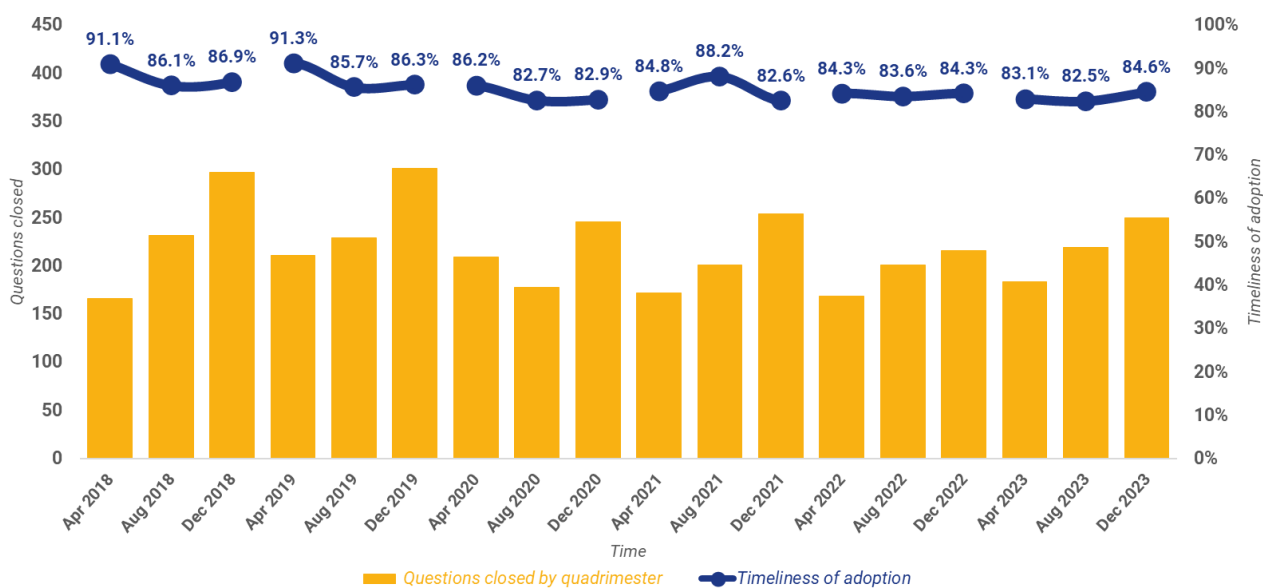


FIGURE 3. RISK ASSESSMENT PRODUCTION – TIMELINESS OF ADOPTION (2018-2023)

The number of **questions in stock**⁷ grew by 4.6% to 1581, despite the satisfactory performance in terms of questions closed. This increase was driven by an increased number of requests EFSA received across its three risk assessment workflows in 2023, which stood at 753 (+8% year-on-year).

⁶ A change in the calculation methodology was carried out in 2022 as part of the revision of EFSA’s Performance Framework. The figures from 2017 to 2021 have been adjusted to take into account this change, hence they might differ from what presented in previous documents.

⁷ Stock of questions: amount of open questions that EFSA has in its “warehouse”.

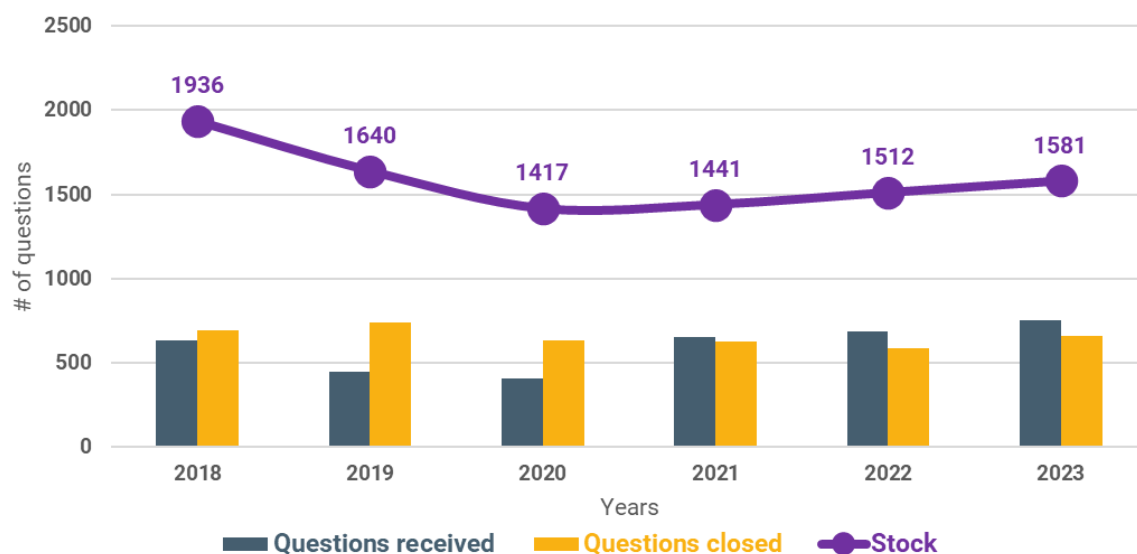


FIGURE 4. RISK ASSESSMENT PRODUCTION – STOCK OF QUESTIONS (2018-2023)⁸

The three indexes are expected to improve in the coming years, as a result of the initiatives launched to increase speed of Risk Assessment and partnerships with Member States.

Strengthening the risk assessment production and optimising the use of partnerships and budget execution were, alongside the finalisation of the new processes, new roles, and new organisation, EFSA’s three transformation priorities for 2023. The work EFSA is carrying out in these areas will support the fulfillment of EFSA’s long-term goals.

Strengthen the Risk Assessment Production

To gather insights on how to increase the speed of its Risk Assessment process, in 2023 EFSA conducted an in-depth analysis of its current production model and carried out a SWOT analysis of its Panel system. The findings of these initiatives will support the development of improvement actions starting in 2024 and will shape EFSA’s 2025 work programme. Additionally, EFSA concluded the main development phase of its Risk Assessment tool. EFSA also remains committed to actively involving stakeholders in the risk assessment process.

Optimise budget execution and partnerships

EFSA focused on strengthening its governance, planning, and monitoring to ensure effective management of resources. This effort was reflected in the robust performance of its budgetary metrics, which were in line with their yearly targets both for commitments and for payments. EFSA also received a clean discharge for its 2021 budget from the European Parliament, thus confirming the sound management of funds carried out by the Authority. Moreover, EFSA received a clean report from the latest ECA audit.

Finally, EFSA forged stronger ties within the food safety network, broadening dialogue with Member States and partners and exploring new ways of collaboration, including the new Focal Points operational framework, and committed over EUR 35 million to Grants &

⁸ Figures in 2021 and 2022 have been adjusted to reflect the reclassification of questions from Development to Business as Usual, as well as to reflect the implementation of the connection between IUCLID and APPIAN



Procurements (G&P) activities. In particular, EFSA increased the amount of G&P allocated to activities that are directly supporting its scientific risk assessment production, to EUR 9.6M (doubled compared to 2022's figures): the increase was driven by EFSA signing a multi-annual Framework Partnership Agreements (FPA) which is involving various units across EFSA and it will support an increased production of scientific outputs. To note also the amount EFSA invested in building capacity with Member States via the Focal Points, mainly focusing on support in the area of data collection and communication.

A notable development of the EFSA Journal is the new open access repository of selected scientific articles from the national food safety agencies of the EU Member States -Food Risk Assess Europe (FRAE); aimed at increasing visibility and awareness of risk assessment work at national level and strengthening knowledge exchange amongst the EU risk assessment community.

Ensure a smooth and efficient running of new processes, new roles, and new organisation

EFSA's new structure, supporting the Transparency Regulation and EFSA's Strategy 2027, has been in place since January 2022. In 2023, efforts focused on streamlining roles and responsibilities in processes affected by recent organizational changes, and refining quality documentation. Additionally, adjustments in EFSA's Process Architecture were made to improve efficiency and transparency. This translated in very positive feedback coming from the external audits EFSA underwent in 2023, which confirmed EFSA's adherence to international standards.

KEY CONCLUSIONS (PART I, II AND III)

EFSA's performance in 2023 was positive.

The level of scientific production saw an increase compared to the past few years, reaching 660 scientific questions closed under Strategic Objectives 1 and registering a stable timeliness of adoption compared to last year. The communication of findings was successful, with a timely publication of EFSA's scientific output in the EFSA Journal, and increased reach thanks to efforts to support multilingualism, and the good performance of EFSA's communication campaigns. External relations and stakeholder engagement added significant value, with participatory processes⁹ initiated for 30% of the 2023 mandates under the new mandate dialogue activity. EFSA strengthened its cooperation with Member States, also via the increased support of Focal Points, and worked on increasing its level of preparedness to address risk managers' requests.

Regarding the optimisation of budget management, its execution was robust, hitting corporate targets for commitment and differentiated payments and only slightly below (1%) the target for non-differentiated payments.

Very positive results were also registered in terms of occupancy rate (98.3%). To note the high engagement rate registered by EFSA staff, at 88%, also due to the introduction of hybrid working measures and the upgrade of the building.

⁹ EFSA set up an engagement workflow to ensure that interested parties can engage with EFSA's risk assessment process at different stages in the lifecycle of the mandate. An overview can be found here: <https://www.efsa.europa.eu/en/infographics/engagement-windows-life-cycle-mandate>



The European Court of Auditors granted EFSA clean audit opinions for the financial year 2021, affirming the reliability of its accounts and the legality and regularity of its transactions, and independent auditing bodies confirmed EFSA's adherence to international standards.



PART I. ACHIEVEMENTS OF THE YEAR

SO1 - DELIVER TRUSTWORTHY SCIENTIFIC ADVICE AND COMMUNICATION OF RISKS FROM FARM TO FORK.

EO 1.1 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S SCIENTIFIC ADVICE

The increased **relevance and improved reputation of EFSA's scientific advice** are the expected outcomes in this area, supporting the decision-making process at EU level and in the Member States via transparent, actionable, and trustworthy scientific advice.

Overall, EFSA's performance in the area of risk assessment was close to the targets set, as shown by the key performance indicators set in this area (table 1), and better than last year's.



FIGURE 4. OVERALL PERFORMANCE IN EXPECTED OUTCOME 1.1

To measure its **reputation**, EFSA launched the second edition of its **Annual Strategy Survey**¹⁰, in 2023, seeking feedback on its scientific opinions and risk assessment process

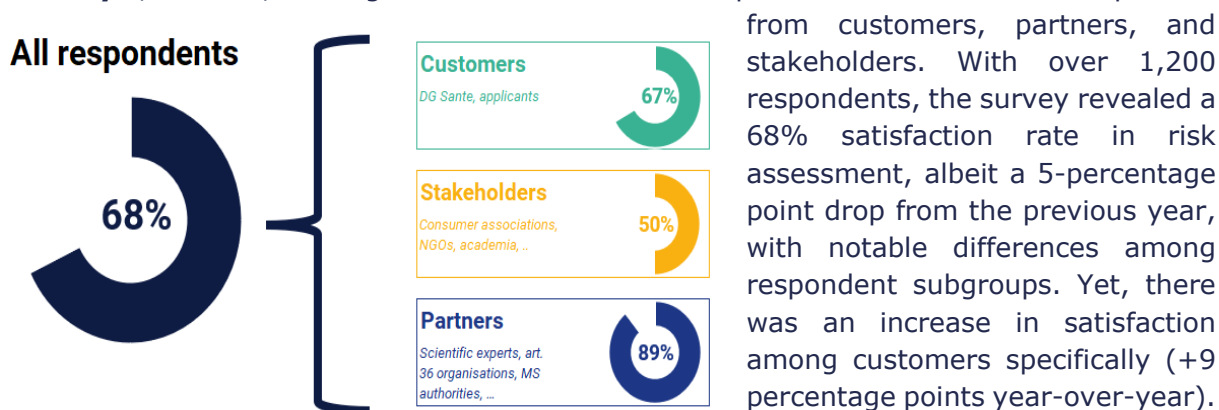
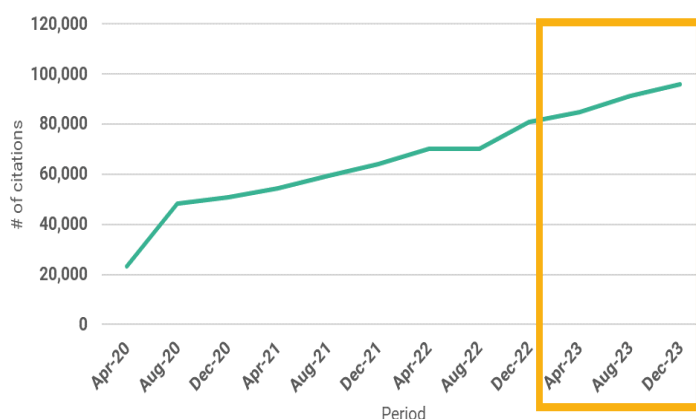


FIGURE 5. SATISFACTION IN RISK ASSESSMENT

Respondents generally agreed on EFSA's impartiality (78% satisfaction), clarity and comprehensibility of advice (73%), and consistency of scientific advances with evidence and methods in risk assessments (73%). Timeliness, however, was identified as an area needing improvement. EFSA expects advancements in this area through the Data and Evidence Programme, initiated in late 2022, and from insights gained from the 2023 speed of risk assessment analysis.

EFSA also collaborated with DG Sante to obtain feedback on specific outputs, identifying areas for targeted improvements.

¹⁰ The study is available on the [EFSA website](#)



The **relevance** of EFSA's work is also gauged by the citation count of articles in the **EFSA Journal**. By December 2023, citations reached 96,000, surpassing the target of 88,000. The upward trend in relevance has been supported by the Journal's indexing since 2019 in Scopus and the Expanded Science Citation Index and its inclusion in PubMed from April 2020.

FIGURE 6. CITATIONS OF EFSA SCIENTIFIC OUTPUTS 2020-2023

The performance of the EFSA Journal is further reflected in its **H-Index** score of 143, which exceeded the 2022 target of 140. This metric underscores the significance, influence, and broad impact of the Journal's research contributions.

TABLE 1. SO1 - EXPECTED OUTCOME 1.1 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S SCIENTIFIC ADVICE.

E.O 1.1: Increased relevance and improved reputation of EFSA's scientific advice				
KPI	Baseline	Target 2023	Execution 2023	Status
Dimension: Reputation				
Customers/Partners/Stakeholders' satisfaction on RISK ASSESSMENT	80% ¹¹ (2019-2020)	80%	68%	
Dimension: Relevance				
Citations of EFSA's scientific outputs	50,738 (2020)	88,000	96,026	
EFSA Journal's H-index	122 (2021)	140	143	

EOR 1.1.1 - ASSESSMENTS FOR REGULATED PRODUCTS ARE DELIVERED WITH QUALITY AND EFFICIENCY

In 2023, EFSA directed approximately EUR 22 million towards generating scientific outputs in the **regulated products** domain, which encompasses pesticide and non-pesticides applications. This figure refers only to the cost of the processes that are directly handling the regulated product questions during their reception-to-publication lifecycle, without considering supporting processes like data management, methodology management, stakeholders' management and communication activities, or costs related to IT

¹¹ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.



infrastructure. This allocation aligns with the initial plan for the year (EUR 23.3 million) and is consistent with the investment made in 2022 (EUR 22.3 million).

These investments were mainly composed of human resources, with around 136 full-time equivalents (FTEs) used in the production of scientific opinions and also with an increased usage of article 36 organisations and external experts via the ISA¹² scheme to support its scientific production. The full impact of leveraging these external resources is anticipated to manifest in the following years, due to the nature of EFSA’s work and the cycle time to finalise a scientific question.

This led to a performance that was below the expected targets but better than the previous year in most of the key metrics monitored:

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2023	Plan 2023	Actual 2022	Actual 2023	Plan 2023	Actual 2022	Actual 2023	Actual 2022
Regulated Products	372	412	348	86.9%	90%	81%	1312	1251
of which APPLICATIONS	295	321	298	89.7%	90%	82%	867	858
of which PESTICIDES	77	91	50	76%	90%	74%	445	393

FIGURE 7. PERFORMANCE IN REGULATED PRODUCTS AREA IN 2023 - VOLUMES, TIMELINESS AND STOCK REDUCTION ¹³

In 2023, EFSA recorded a notable increase in activity within the Regulated Products area, with 512 new questions received, surpassing the average of the previous three years (410 questions received on average in the 2020-2022 period) by a significant margin. Despite this increase, EFSA was able to timely communicate the outcome of its completeness checks to the applicants in more than 90% of the cases, thus improving from the 2022 results of around 80%.

Concerning the number of questions closed, EFSA finalized 372 questions within the remit of regulated products, which is below the annual target of 412 but an increase from the 348 questions closed in 2022. Noteworthy achievements included the area of feed applications, where EFSA closed 122 questions, surpassing the target of 120, and enzymes, closing 74 questions against a target of 55.

However, some areas experienced deviations from their initial targets, particularly in the domains of **flavourings** (9 closed versus a target of 19), **food additives** (9 closed versus a target of 21), **novel foods** (22 closed versus a target of 42), and **basic substances** (four closed versus a target of 12). These discrepancies were largely due to delays in obtaining the necessary inputs to complete assessments, often because of 'clock stops', which occur when EFSA requests additional information from applicants.

These results underscore the complexity and variable nature of risk assessment work, where the pace of progress can be affected by factors not immediately under EFSA’s control. Going forward, EFSA may continue to refine its processes and enhance collaboration with stakeholders to mitigate such delays and strive towards meeting its scientific output targets.

¹² Individual Scientific Advisors

¹³ Figures adapted from 2022 AAR to take into account changes in the EFSA process architecture, notably the move of existing MRLs questions from Pesticides to Generic Risk Assessment and the impact of the connection between IUCLID and APPIAN



A number of studies included in applications for regulated products were audited for their compliance with Good Laboratory Practice (GLP) principles in the course of 2023, either subsequent to the launch of EFSA's 2022 audit programme (18 studies) or following an ad hoc audit request (3 studies). For studies for which the GLP claim could not be confirmed by the national GLP monitoring authority, appropriate actions were taken during the risk assessment.

The **confidentiality assessment** is one of the main novelties stemming from the Transparency Regulation. This process, alongside the one on content sanitisation, strengthens the principle of transparency of the risk assessment process in the food chain. Among several regulatory innovations, it stipulates the proactive public disclosure of all information supporting any request for a scientific output to be delivered by EFSA, with the exception of duly justified confidential data.

To this end, EFSA issued 266 **confidentiality decisions** in 2023, a marked improvement compared to the 90 decisions issued the previous year. This is the result of a mix of measures implemented in 2023 consisting of, inter alia, i) the new confidentiality operating model that was put into action in the beginning of 2023 and its gradual consolidation, ii) a considerable number of process optimisation activities and iii) the onboarding of additional resources. Despite the increased number of decisions issued, their quality did not decrease: only 1 confirmatory application revising the first decision was processed in 2023 (down from 5 in 2022). EFSA is continuing to explore initiatives to further increase the speed of assessment of the confidentiality requests received.

Despite increasing the number of questions closed compared to 2022, the influx of incoming requests led to a 4.9% year-over-year increase in the **stock of questions in the Regulated Product area**, reaching 1,312 open questions as of December 2023. The rise in the number of questions was particularly pronounced in the area of pesticides, which saw a 13.2% increase. However, the area of applications remained relatively stable, with an increase of 1% only.

EFSA has recognised the need to reduce its stock of questions and is aiming for short-term stabilisation followed by a long-term gradual decrease. To achieve this, EFSA is planning to implement dedicated improvement initiatives, which may include enhancements to IT and procedural aspects, as well as increased reliance on outsourcing. Additionally, safeguarding the full-time equivalents currently dedicated to core business operations is a part of this strategy.

In terms of **timeliness of adoption**, EFSA showed progress in the adoption of its scientific opinions, with the metric improving to 86.9%, nearly 6 percentage points higher than in 2022, although still below the target of 90%. There was a significant improvement in the area of non-pesticide applications, with timeliness increasing to 89.7%, up 6.8 percentage points from the previous year.

The **timeliness of publication** in the EFSA Journal also improved, aligning with the target of 87.5%. This marked a recovery towards the high standards of performance achieved between 2019 and 2021, following a decline to 79.1% in 2022. The year-over-year improvement can be attributed to measures taken to manage the increased workload, which registered a rather regular increase since 2020, reaching more than 650 publications¹⁴ in 2023. Other contributing factors include the finalisation of the

¹⁴ Outputs + supporting publications



organizational restructuring that took place between 2021 and 2022, and the establishment of a new contract with a publishing company.

Overall, these indicators suggest that EFSA is working to enhance its performance, manage its workload more efficiently, and maintain the high quality and timeliness of its scientific outputs amidst increasing demands.

TABLE 2. SO1 - EXPECTED OPERATIONAL RESULTS 1.1.1 - ASSESSMENTS FOR REGULATED PRODUCTS ARE DELIVERED WITH QUALITY AND EFFICIENCY.

EOR 1.1.1: Assessments for regulated products are delivered with quality and efficiently					
KPI	Baseline	Target 2023	Execution 2023	Status	
TIMELY DELIVERY					
Dimension: Quality	Timeliness of adoption	70.2% (2017-2020)	90.0%	86.9%	
	Reduction of backlogs ¹⁵ and bulk evaluations ¹⁶	N/A	-13%	-22%	
	Timeliness of publication	85.6% (2020)	87.5%	88.5%	
Dimension: ENGAGEMENT					
	Impact of public consultations	<i>Under definition in 2023</i>			
USE OF RESOURCES					
Dimension: Efficiency	Amount of resources used	16.7% of total budget (2020-2021)	15.0% ¹⁷	14.0%	
	DELIVERED VOLUMES				
Dimension: Efficiency	Number of questions closed ¹⁸	490 (2017-2020)	412	372	
	Change in stock ¹⁹ of questions	-15% (2017-2020)	-2%	4.9%	

Details on volumes delivered per regulated products areas are provided in Annex Ia (Questions Closed, Timeliness and Stock Reduction in 2022). Significant outputs in the Regulated products evaluation domain are highlighted in table 3.

¹⁵ EFSA defines backlog the open scientific questions that have a deadline before the end of year N. In the specific case of 2023, open questions with deadline as of 31/12/2022 or earlier are considered in backlog. Backlog is a subset of the stock.

¹⁶ EFSA defines bulk evaluations the open scientific questions that have been received at once and for which there is an agreed plan with the Risk Manager to close them across a certain period of time. Bulk evaluations are a subset of the stock.

¹⁷ Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items.

¹⁸ The baseline is higher than 2020 execution and next years' plans as in recent years some areas were moved from regulated products to generic RA, therefore shifting questions closed. The numbers for 2022 and 2023 plans may be further technically adjusted in the next year in view of the shifting of areas of work between regulated products evaluation and general risk assessment to align to the new process architecture, e.g. the MRL Art. 12 backlog indicator might move under EOR 1.1.2 – generic risk assessment.

¹⁹ EFSA defines stock all the open scientific questions that have it its "warehouse", regardless of the status or the planned deadline.



TABLE 3. HIGHLIGHTS OF OUTPUTS IN THE REGULATED PRODUCTS EVALUATION DOMAIN

Regulated products evaluation		
Food sector area	Outputs	Highlights of outputs
Feed Additives	Guidance on the assessment of the safety of feed additives for the users	Update of the 2012 FEEDAP Panel guidance based on the Panel's experience to date in the safety assessment of feed additives. The updated guidance will better support applicants and improve the quality of feed additive application dossiers.
Novel Foods	EFSA's Scientific Colloquium 27 "Cell culture-derived foods and food ingredients"	The safety of cell culture-derived food – ready for scientific evaluation
Genetically Modified Organisms	preDQ – a software tool for peptide binding prediction to HLA-DQ2 and HLA-DQ8	Safeguarding celiac disease patients in Europe
Assessment Of Existing MRLs	Review of the existing maximum residue levels for dithiocarbamates according to Article 12 of Regulation (EC) No 396/2005	This output addresses the uses of 4 different active substances sharing a common residue definition which includes sulfur naturally occurring in crops. For this reason, monitoring data from organic samples, reflecting the sulfur naturally occurring in crops and not related to the uses of the dithiocarbamates was also considered for deriving the MRLs.
Assessment of the risks related to MRLs	Guidance on the assessment of pesticide residues in rotational crops	This guidance document supports the practical implementation of the relevant OECD Test Guidelines (TGs) and OECD Guidance Documents in a harmonised way, respecting the EU regulatory framework for the pesticide assessments. The individual steps of the assessment are illustrated by examples, figures and flow charts. Sources of uncertainty in these assessments are identified and recommendations for further work are provided
	Providing scientific support to European Commission in the Codex Committee on Pesticide Residues (CCPR) to derive the EU position on Codex MRLs	In accordance with the international commitment of the EU, Codex MRLs shall be applied for facilitating international trade, unless scientific justifications can demonstrate that the high level of protection of European citizens is not guaranteed. The EU position presented in the CCPR meeting was derived based on the scientific assessments of EFSA.
Pesticides Peer Review	Peer review of the pesticide risk assessment of the active substance glyphosate	Glyphosate: no critical areas of concern; data gaps identified EFSA explains the scientific assessment of glyphosate

EOR 1.1.2 – GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY

In 2023, EFSA allocated approximately 17% of its total budget, equating to EUR 26.8 million, to the area of **Generic Scientific Advice**. This expenditure slightly exceeded both the initial budget plan of EUR 23.5 million and the previous year's spending of EUR 22.7 million. The discrepancy suggests an increased emphasis or demand in this area, requiring additional resources to meet the scientific advisory needs.



Despite the higher financial commitment, the human resources dedicated to Generic Scientific Advice (103 FTEs) were lower than those allocated for Regulated Products (136 FTEs). This indicates that EFSA has sought efficiency gains by leveraging external support mechanisms, with an increased share of the work managed using support from Grants and Procurements.

The spending on external support amounted to EUR 8.8 million, which is significantly higher than the EUR 5.2 million spent in 2022. The areas that benefitted the most were animal health and welfare, and plant health: activities on wild birds’ surveillance, avian influenza, on improving the methodology for animal welfare RA, and the work on pest surveillance were supported.

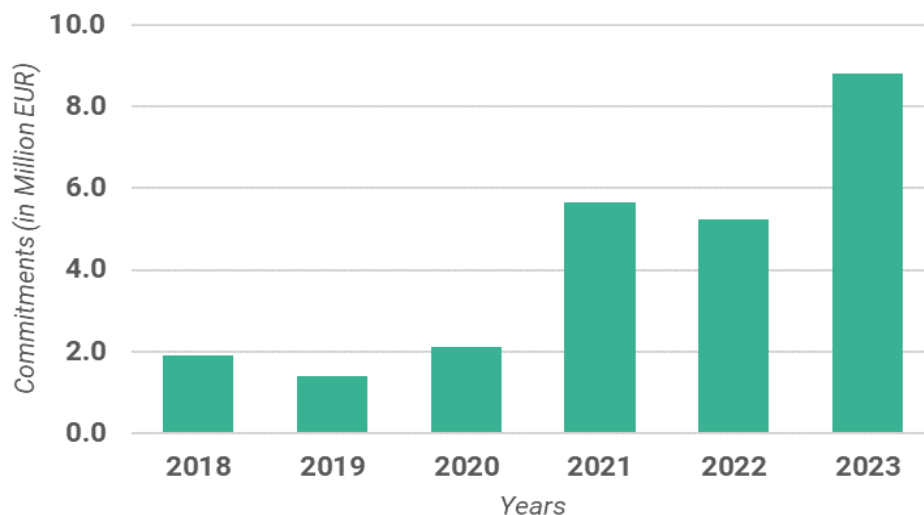


FIGURE 8 – GRANTS AND PROCUREMENTS IN GENERIC RA (2018-2023)

The overall performance in the Generic Scientific Advice area, as measured by various key metrics, was consistent with the results from the previous year, with a significant increase in questions closed, balanced by a decrease in timeliness of adoption:

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2023	Plan	Actual 2022	Actual 2023	Plan	Actual 2022	Actual 2023	Actual 2022
Generic Risk Assessment	288	261	238	81.3%	100%	87%	269	261

FIGURE 9 - PERFORMANCE IN GENERIC SCIENTIFIC ADVICE AREA IN 2023 - VOLUMES, TIMELINESS AND STOCK REDUCTION²⁰

In 2023, EFSA closed 288 questions in the area of Generic Scientific Advice, surpassing both its initial target for the year (261 questions) and the number of questions closed in the previous year (238 questions).

Notwithstanding the achievement in the number of questions addressed, the **timeliness of adoption** was at 81%, below the target of 100% and the previous year's performance of 87%. The delays were concentrated in a few areas, such as plant health, contaminants, and contributions to the annual Codex Committee on Pesticide Residues (CCPR) meeting. It is noted that the delays in plant health are not expected to impact

²⁰ Figures adapted from 2022 AAR to take into account changes in the EFSA process architecture, notably the move of existing MRLs questions from Pesticides to Generic Risk Assessment and reclassification of questions across Strategic objectives



the overall finalization of the mandate, which should be finalised in 2024. Moreover, the average delay was of minor entity (10 days of delays²¹).

Despite the increased number of questions closed, there was a slight increase in the **stock of open questions** compared to 2022, due to the amount of requests EFSA received in 2023. EFSA considers the current stock level in the area of Generic Risk Assessment to be "healthy", suggesting that the existing workload is manageable with the resources available and not a significant concern at this stage.

TABLE 4. SO1 – EXPECTED OPERATIONAL RESULTS 1.1.2 – GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY.

EOR 1.1.2: GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY					
KPI	Baseline	Target 2023	Execution 2023	Status	
TIMELY DELIVERY					
Dimension: Quality	Timeliness of adoption	95.7% (2017-2020)	100%	81%	
	Timeliness of publication	78.7% (2020)	87.5%	89.1%	
	Reduction of backlogs and bulk evaluations	N/A	-30%	-41%	
	<i>Of which questions to be closed for MRL Art. 12 bulk evaluation</i>	N/A	20	8 ²²	
ENGAGEMENT					
	Impact of public consultations	N/A	N/A ¹⁷	N/A	
USE OF RESOURCES					
Dimension: Efficiency	Amount of resources used	12.9% of total budget (2020-2021)	15.1% ²³	17.1%	
	DELIVERED VOLUMES				
Dimension: Efficiency	Number of questions closed ²⁴	195 (2017-2020)	261	288	
	Change in stock of questions	-12% (2017-2020)	-1%	3.1%	

Details on volumes delivered per generic scientific advice area are provided in Annex Ia (Questions Closed, Timeliness and Stock Reduction in 2023). Significant outputs in the General scientific advice domain are highlighted in table 5.

TABLE 5. HIGHLIGHTS OF OUTPUTS IN THE AREAS OF GENERAL SCIENTIFIC ADVICE DOMAIN

General scientific advice		
Food sector area	Output	Highlights of outputs
Plant Health	Plant Health: Horizon Scanning Dashboard	Plant pests on the horizon? New EFSA dashboard to spot them

²¹ Calculation based on questions with deadline in 2023

²² All closed as reasoned opinion

²³ Figure revised compared to the SPD 2022-2024 as reallocations occurred within EFSA's portfolio items

²⁴ The baseline is higher than 2020 execution and next years' plans as in recent years some areas were moved from regulated products to general RA, therefore shifting questions closed. The numbers for 2022 and 2023 plans may be further technically adjusted in the next year in view of the shifting of areas of work between regulated products evaluation and general risk assessment to align to the new process architecture, e.g. the MRL Art. 12 backlog indicator might move under EOR 1.1.2 – general risk assessment



General scientific advice		
Food sector area	Output	Highlights of outputs
	Event webpage	4th European Conference on Xylella: 'Research is advancing; preparedness and early detection remain key'
	PlantHealth4Life Website	EFSA, European Commission and EU Member States launch #PlantHealth4Life campaign
Animal Health	Avian influenza overview September–December 2023	Avian Influenza: delay in rise of detections, higher risk still expected in upcoming months Avian influenza: EFSA recommends increased protection of farms from wild birds Avian Influenza: EFSA recommends increased surveillance EFSA (europa.eu) Avian influenza decreases in poultry in Europe, seagulls heavily affected EFSA (europa.eu) EFSA, ECDC, EURL: ongoing avian influenza outbreaks in birds, low risk to the public
	Epidemiological analysis of African swine fever in the European Union during 2022	African swine fever decreases in pigs and wild boar in the EU during 2022 EFSA (europa.eu)
	Welfare of calves	EFSA: house calves in small groups to improve welfare
Animal Welfare	Welfare of ducks, geese and quail on farm	EFSA: Better housing needed for dairy cows, ducks, geese, and quail to improve welfare
	Welfare of dairy cows	
Biological Hazards	Scientific and technical assistance on welfare aspects related to housing and health of cats and dogs in commercial breeding establishments	EFSA: Cats and dogs should not be kept permanently in boxes, cages and crates
	The European Union Summary Report on Antimicrobial Resistance in zoonotic and indicator bacteria from humans, animals and food in 2020/2021	Bacteria resistant to commonly used antimicrobials still frequently found in humans and animals
Contaminants	Risk assessment of N-nitrosamines in food	Nitrosamines in food raise a health concern
Food contact materials	Principles that could be applicable to the safety assessment of the use of mixtures of natural origin to manufacture food contact materials	The report describes work to establish principles and procedures that could be applicable to the safety assessment of the use of mixtures of natural origin in the manufacture of food contact materials
Nutrition	preDQ – a software tool for peptide binding prediction to HLA-DQ2 and HLA-DQ8	Safeguarding celiac disease patients in Europe
GMO		
Pesticides	The 2021 European Union report on pesticide residues in food	Pesticides in food: latest data published
	Revised guidance on the risk assessment of plant protection products on bees (Apis mellifera, Bombus spp. and solitary bees)	Bees and pesticides: updated guidance for assessing risks



EO 1.2 – INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA’S RISK COMMUNICATION

In partnership with EU and national risk managers and risk assessors, and other EU agencies, EFSA produces scientific advice that is useful and understandable. EFSA also seeks to maintain a good reputation among its partners and stakeholders.

Clear, coherent, and timely risk communications is key to achieving these goals and EFSA’s performance in this area was largely positive, with most targets being met or surpassed.

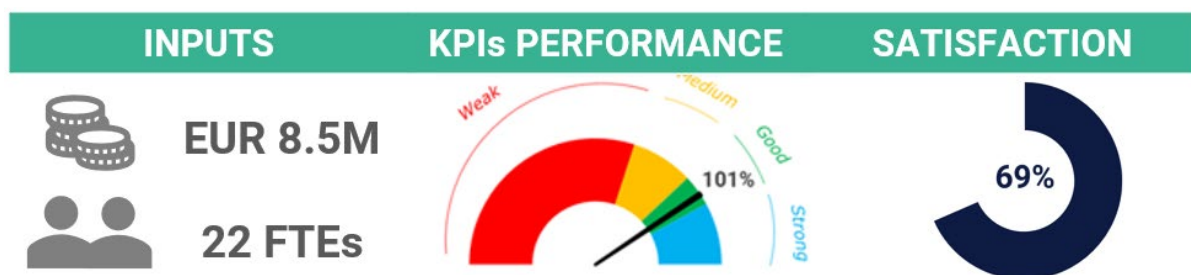


FIGURE 10. OVERALL PERFORMANCE IN EXPECTED OUTCOME 1.2

EFSA measured its **reputation** in relation to risk communications in 2023 through its

All respondents



FIGURE 11. ANNUAL STRATEGY SATISFACTION SURVEY

Annual Strategy Survey (described in 1.1.) The overall satisfaction rate (69%) is positive and in line with 2022 performance, albeit slightly below the overall target. EFSA scored best in terms of the **context provided about its work (73%)** and the **ability to communicate risks in a clear way (72%)** The **ability of EFSA to ultimately reach its**

target audiences was noted as an area for improvement (63% satisfaction). DG SANTE and partner organisations showed highest satisfaction among the groups surveyed, with scores averaging above 80%.

The metric for **social media interaction value**, a measurement of the engagement and interest generated by EFSA on its social media channels, closed the year at 54 impressions/post, a figure below the target of 63 that was set in 2023 but in line with 2022 results of 53.



TABLE 6. SO1 - EXPECTED OUTCOME 1.2 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S RISK COMMUNICATION.

E.O 1.2: Increased relevance and improved reputation of EFSA's risk communication				
KPI	Baseline	Target 2023	Execution 2023	Status
Dimension: Reputation				
Customers/Partners/Stakeholders' satisfaction on RISK COMMUNICATION	80% ²⁵ (2019-2020)	80%	69%	
Dimension: Relevance				
Social media interactions value	TBD	63	54	

EOR 1.2.1 - AN AUDIENCE-FIRST APPROACH ENSURES QUALITY THROUGHOUT RISK COMMUNICATION

By using insights from social and user experience research related to its various platforms, channels and tools, EFSA develops communications that meet the information needs of its audiences. EFSA is also promoting research in the area of risk communications to further enhance this audience-first approach.

Performance in this area shows very good results, meeting or surpassing all targets set for 2023.

One highlight is the positive performance of the KPI on **translation outreach**, the index that measures the number of visits to EFSA's non-English web pages (36.4% of the total visits registered on the EFSA website against a target of 24%). The figures show EFSA's commitment to making its digital content accessible to more European citizens and stakeholders in line with the principles of the Transparency Regulation. Building on efforts already started in 2020 (adding a Spanish language version of its website to those in English, French, German and Italian), EFSA offers several pages of its website in all 24 official languages of the European Union.



Another initiative to increase the reach of EFSA's risk communication is its podcast "Science on the Menu". Launched in November 2022 and available on the most popular podcast hosting platforms, EFSA published 11 episodes in 2023. Each episode sees experts discuss the science behind the assessment of risks from farm to fork, with topics ranging from the impact of climate

FIGURE 12 - EFSA'S PODCAST "SCIENCE ON THE MENU" change on food safety to contaminants in food. According to the analytics we have access to, Science on the Menu has been downloaded over 12,000 times, although that is likely to be an underestimation of the total figure.

²⁵ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards



TABLE 7. EXPECTED OPERATIONAL RESULTS 1.2.1 - AN AUDIENCE-FIRST APPROACH ENSURES QUALITY THROUGHOUT RISK COMMUNICATION

EOR 1.2.1: An audience-first approach ensures quality throughout risk communication					
KPI	Baseline	Target 2023	Execution 2023	Status	
APPROPRIATENESS OF COMMUNICATION					
Dimension: Quality	Performance of communication materials	N/A	75%	73.4%	
	REACH OF COMMUNICATION				
	Translation outreach	22% (2021)	24%	36.4%	
SOCIAL RESEARCH IS APPLIED					
Dimension: Efficiency	Leverage of social science	66% (2021)	100%	100%	
	USE OF RESOURCES				
	Amount of resources used	1.5% of total budget (2020-2021)	0.8%	0.8%	

EOR 1.2.2 - COORDINATED RISK COMMUNICATION IS DELIVERED WITH THE EUROPEAN COMMISSION, MEMBER STATES AND ENVI AGENCIES

Through **coordinated efforts** with Member States and the European Commission, EFSA has enhanced coherence in food safety communication across the EU. Impactful campaigns have reached millions, fostering confidence in the EU food safety system. The performance for EFSA’s coordinated communications was positive in 2023.

TABLE 8. SO1 - EXPECTED OPERATIONAL RESULTS 1.2.2 - COORDINATED RISK COMMUNICATION IS DELIVERED WITH THE EUROPEAN COMMISSION, MEMBER STATES AND ENVI AGENCIES

EOR 1.2.2: Coordinated risk communication is delivered with the European Commission, Member States and ENVI Agencies					
KPI	Baseline	Target 2023	Execution 2023	Status	
REACH OF COMMUNICATION					
Dimension: Quality	Performance of EFSA’s Campaigns	N/A	90%	100%	
	Performance of dissemination process	N/A	75%	75%	
COORDINATED COMMUNICATION					
Dimension: Efficiency	Joint communication content production	75% (2021)	100%	99%	
	USE OF RESOURCES				
	Amount of resources used	2.7% of total budget (2020-2021)	4.8% ²⁶	4.7%	

²⁶ Figure revised compared to the SPD 2022-2024 as reallocations occurred within EFSA’s portfolio items



EFSA focused a large proportion of its efforts and resources on communication campaigns in partnership with the European Commission and the Member States. These included the #PlantHealth4Life campaign, #EUChooseSafeFood, and #StopASF. Campaign materials across all three campaigns were viewed by tens of millions of EU citizens across the continent. Of particular note were out-of-home 3-D video installations in Amsterdam, Madrid and Milan for the #PlantHealth4Life campaign, and a celebrity cooking show focusing on safe food preparation for the #EUChooseSafeFood campaign, filmed in Brussels.

"Plant health is fundamental to our wellbeing and the environment. EFSA, the EC and Member States work together to protect the EU from plant pests and diseases. The #PlantHealth4Life campaign is a joint initiative to raise citizens' awareness about plant health risks. By engaging individuals across the EU, we aim to create a collective responsibility to keep plants healthy"

**Bernhard Url,
EFSA Executive Director**



SO2 - ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS

EO 2.1 - INCREASED RISK ANALYSIS CAPABILITIES (KNOWLEDGE, EXPERTISE, METHODOLOGIES AND DATA) TO MAINTAIN RELEVANCE FOR THE FUTURE

EFSA’s second Strategic Objective is being prepared for future challenges in Risk Assessment to ensure the Authority's long-term relevance and reputation. Strengthening partnerships within the food safety knowledge ecosystem will support the identification of priority areas for **knowledge sharing**, **knowledge development**, and **capacity building**. This will allow EFSA to be prepared with the methodologies, data, and expertise needed for future risk assessment.

EFSA’s performance in this area was positive, with almost all metrics in the area meeting or surpassing their targets.



FIGURE 13. OVERALL PERFORMANCE IN STRATEGIC OBJECTIVE 2

In this area, EFSA assessed its **reputation** through its **Annual Strategy Survey**, focusing on five key areas: preparedness, harmonisation, data access and exploitation,

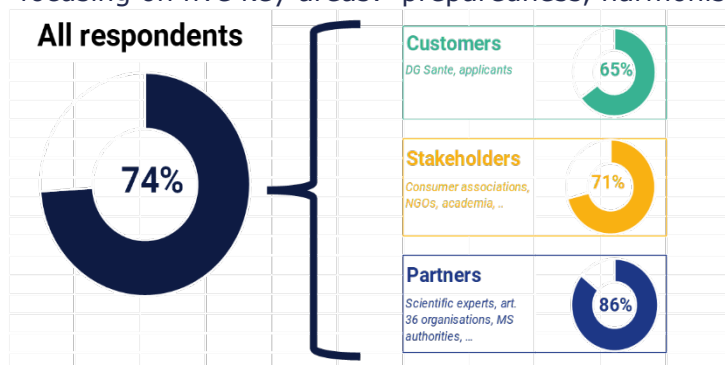


FIGURE 14 - SATISFACTION IN PREPAREDNESS

capacity strengthening, and ecosystem efficiency. Given the overall positive result achieved by this Strategic Objective in 2022 and in order to ensure a leaner collection of feedback, in 2023 EFSA limited the survey only on the area of capacity strengthening, which registered an improvement of 3 percentage points year-on-year (from 67% in 2022 to 70% in 2023), reflecting

EFSA’s increased efforts and resource allocation to enhance its risk assessment capacity through partner involvement. The results of the other areas were instead carried over from the 2022 survey.

Concerning the **relevance** of the work carried out in the context of the Strategic Objective 2, EFSA looked at the extent to which the **scientific community uses EFSA’s guidance documents**. The index showing the number of times EFSA’s guidance documents were cited reached over 14,000 in 2023, in line with the target set. A good result was also coming from the number of times **EFSA’s datasets** were viewed/



downloaded by the scientific community across the different data/sharing platform EFSA is using, which reached over 240,000 (versus an expected figure of 230,000) in 2023.

TABLE 9. SO2 - EXPECTED OUTCOME 2.1 – INCREASED RISK ANALYSIS CAPABILITIES (KNOWLEDGE, EXPERTISE, METHODOLOGIES, AND DATA) TO MAINTAIN RELEVANCE FOR THE FUTURE

E.O 2.1: Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future				
KPI	Baseline	Target 2023	Execution 2023	Status
Dimension: Reputation²⁷				
Customers/Partners/Stakeholders' satisfaction on PREPAREDNESS	75% (2019-2020)	75%	74% ²⁸	
Customers/Partners/Stakeholders' satisfaction on HARMONISATION	75% (2019-2020)	75%	77% ²⁹	
Customers/Partners/Stakeholders' satisfaction on DATA ACCESS AND EXPLOITATION	50% (2019-2020)	75%	73% ³⁰	
Customers/Partners/Stakeholders' satisfaction on CAPACITY STRENGTHENING	65% (2019-2020)	65%	74%	
Customers/Partners/Stakeholders' satisfaction on ECOSYSTEM EFFICIENCY	N/A	60%	73% ³¹	
Dimension: Relevance				
Citations of EFSA's guidance documents	11,380 (2021)	14,625	14,190	
Use of EFSA datasets	N/A	230,000	240,454	

EOR 2.1.1 - HARMONISED RISK ASSESSMENT CULTURE, WITH THE NECESSARY KNOWLEDGE AND EXPERTISE, IS ENSURED AT EU LEVEL

EFSA is working towards harmonised Risk Assessment by enhancing its cooperation at European and international levels, thus broadening the pool of expertise through flexible and innovative sourcing. EFSA aims to bolster its Risk Assessment capacity beyond relying solely on internal full-time equivalents (FTEs). This approach is needed to achieve quicker risk assessments and to reduce the stock of open questions³².

The Annual Strategy Survey revealed an improved perception among EFSA's partners, stakeholders, and customers, which is further evidenced by the increase in organisations collaborating with EFSA on its scientific work programme. In 2023, 79 unique organisations, including consortium members, were awarded calls, thanks to enhanced promotion of EFSA's outsourcing, increased budgets, and the effective communication by

²⁷ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.

²⁸ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

²⁹ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

³⁰ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

³¹ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

³² Programming Document 2023-2025, <https://www.efsa.europa.eu/en/corporate/pub/amp2325>



EFSA Focal Points³³. Focal Points facilitated scientific cooperation across the EU by promoting harmonized procedures, capacity building, and best practices in risk assessment. The new Focal Point operational framework, which started as a pilot during 2023, is intended, among other objectives, to facilitate closer cooperation among Focal Points, AF members, national representatives in EFSA scientific networks, MS Art.36 organisations and national experts. The list of active EFSA Networks and their main achievements in 2022 are presented in Annex IX.

In addition, the Focal Points help identify national experts for EFSA's scientific networks and other specific needs, ensuring access to necessary expertise.

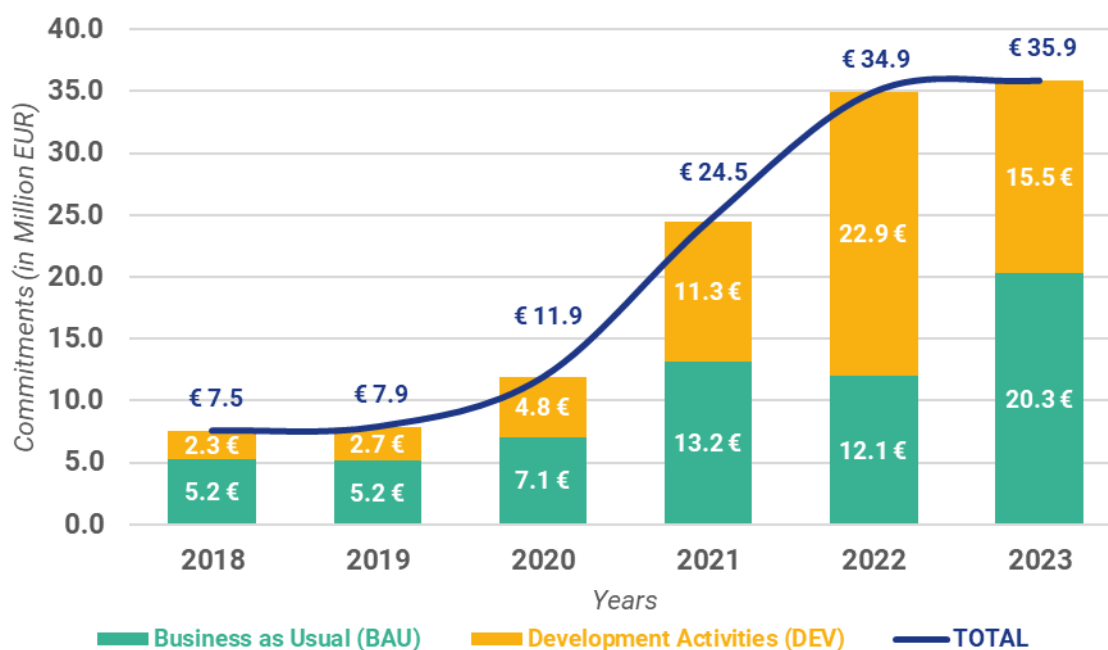


FIGURE 15. OVERVIEW OF OVERALL (ALL STRATEGIC OBJECTIVES) EXPENDITURE IN GRANTS AND PROCUREMENTS 2018-2023 IN BAU AND DEV

The budget made available in grants & procurements (G&P) increased the participation of national organisations to EFSA’s calls, specifically via the creation of consortia. In 2023, EFSA committed EUR 35.9M in G&P across all areas of work, a figure similar to the one invested in 2022. The main highlight is the increase of the share of G&P that were used in “business as usual”, to directly or indirectly boost the quality and the volume of EFSA’s scientific outputs. In particular, EFSA signed a multi-annual Framework Partnership Agreements (FPA) which is expected to enhance the drafting of scientific outputs and increase production within short time. Another example are the investments in the domain of animal welfare to improve the existing methodologies in the area.

In 2023, EFSA carried out its stakeholder engagement plan, which included activities to enhance the risk assessment process. The Scientific Colloquium on “Cell culture-derived foods and food ingredients” on 11-12 May gathered 80 in-person and 550 online participants to discuss trends, research, and risk assessment needs. The “Future Food and Feed Lab” workshop in Milan focused on innovations and potential emerging risks in the food and feed sector.

³³ The Focal Point network comprises members from all 27 EU Member States, Iceland, and Norway, as well as observers from Switzerland and EU candidate countries. They act as an interface between EFSA and national food safety authorities, research institutes and other stakeholders



EFSA held the 4th Xylella Conference on 20 August in Lyon, with 300 attendees to review research on *X. fastidiosa* since its 2013 detection in Europe. The agency also co-hosted two major events:

1. "Science Meets Policy: Using Next Generation Sequencing to tackle foodborne threats" with the European Commission's EURLs, with 400 participants to advance discussions on genomic data sharing and potential actions.
2. The 13th Global Summit on Regulatory Science (GSR23) with GCRSR in Parma on 27-28 September, where over 350 delegates discussed emerging technologies for food and drug safety.

EFSA, in partnership with the University of Parma, the School of Advanced Studies on Food and Nutrition, and the Università Cattolica del Sacro Cuore Piacenza, organised the 2023 Parma Summer School. This event offered early-career professionals a three-day programme to learn about the safety evaluation of novel food and feed sources, incorporating risk management, risk assessment, and societal perspectives.



FIGURE 16. PARMA SUMMER SCHOOL 2023

EFSA made progress in integrating artificial intelligence (AI) into its operations. A report outlining initial AI use case scenarios was completed in August, and EFSA is developing a dedicated governance structure for AI implementation.

The implementation of the work programme in the area of harmonization of risk assessment culture led to a deviation in the resources spent in the area (around EUR 2M more than planned at the beginning of the year, reaching around EUR 15M considering both budgetary and human resources investments). This is largely due to the increased efforts in engagement (mainly via Focal Points' principal³⁴ and tailor-made³⁵ activities, which accounted for around EUR 7M) but also IT (with the need to continue working on IT solutions to support cooperation, such as the customer relation management tool, and to improve the retrievability of the knowledge components of scientific assessment).

³⁴ Focal Points' principal activities consist in activities that:

- are the core activities of the network that define the functioning of the role of FPs
- are the same for all FPs and remain constant throughout the lifecycle of the framework
- facilitate information exchange, networking, and partnerships, as well as operational support to AF

³⁵ Focal Points' tailor-made activities consist in activities that:

- address specific priorities of MSs and EFSA
- are proposed by MSs and/or EFSA, including their communities
- fit with EFSA's remit and strategy
- bring short- and mid-term benefits to the EU food safety ecosystem
- support the establishment of long-term partnerships
- support preparedness for future risk assessment work
- follow an inclusive and choice-driven approach



TABLE 10- SO2 – EXPECTED OPERATIONAL RESULTS 2.1.1 – HARMONISED RISK ASSESSMENT CULTURE, WITH THE NECESSARY KNOWLEDGE AND EXPERTISE, IS ENSURED AT EU LEVEL

E.O.R 2.1.1: Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level					
KPI	Baseline	Target 2023	Execution 2023	Status	
EXPLOITATION OF INNOVATIVE SOURCING					
Dimension: Quality	Number of unique organisations/entities in unique consortia contributing to EFSA's work programme	43 (2017-2020)	65	79	
	Resources allocated to outsourcing RA activities	EUR 6.7M (8.5% of total budget (2020-2021))	EUR 11.7M (7.6% of total budget)	EUR 20.3M (13.1% of total budget)	
	Share of EFSA's outputs delivered with outsourcers' contribution	N/A	N/A	N/A ³⁶	
EXPERTISE PREPAREDNESS					
	Expertise preparedness to address RM's requests	94% (2020)	95%	90%	
ENGAGEMENT					
	Engagement activities	N/A	25	25	
Dimension: Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	83% (2021)	85%	76%	
	USE OF RESOURCES				
	Amount of resources used	16.0% of total budget (2020-2021)	8.3% ³⁷	9.7%	

EOR 2.1.2 - THE QUALITY AND SCALE OF CRISIS PREPAREDNESS AND THE IDENTIFICATION OF EMERGING RISKS IS IMPROVED

Enhanced foresight and horizon scanning, coupled with the integration of early warning and data systems throughout Europe, have bolstered EFSA's capacity to detect emerging risks.

In 2023, EFSA met expectations by identifying 52 environmental signals through the Emerging Risk Exchange Network (EREN), a slight decrease from the 64 signals in 2022. This surveillance led to the recognition of 29 emerging issues, with a follow-up rate of 55%, surpassing the 50% target and the previous year's 48%.

EFSA also revised its emergency response manual in 2023, in line with the two-year cycle set out in EFSA's procedures.

Focusing on crisis management, EFSA participated in an inter-agency crisis preparedness exercise on 24-25 May in Bilbao, Spain. The collaborative event, organised by EFSA and

³⁶ Indicator part of the framework but still under definition, as the needed APPIAN module is not fully in use yet

³⁷ Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items



European Agency for Safety and Health at Work (EU-OSHA) alongside the EU Agencies Network on Scientific Advice (EU-ANSA), involved over 15 European bodies aiming to enhance cooperation and readiness for future threats. The exercise, inspired by insights from the SARS-CoV-2 pandemic, sought to improve interagency coordination, scientific collaboration, and evidence-driven policymaking in crisis situations.

TABLE 11. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.2 – THE QUALITY AND SCALE OF CRISIS PREPAREDNESS AND THE IDENTIFICATION OF EMERGING RISKS IS IMPROVED

E.O.R 2.1.2: The quality and scale of crisis preparedness and the identification of emerging risks is improved					
KPI	Baseline	Target 2023	Execution 2023	Status	
INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION					
Dimension: Quality	Ensure identification of emerging issues	29 potential emerging issues (2016-2019)	between 25 and 35	52	
	EMERGING RISKS PREPAREDNESS				
	Ensure preparedness: % of emerging issues that lead to an action	N/A	50%	55%	
INTEROPERABILITY IN CRISIS PREPAREDNESS					
	Cooperation in Crisis Preparedness	29% (2018-2020)	35%	35%	
DELIVERED VOLUMES					
Dimension: Efficiency	Number of project deliverables finalised	80% (2021)	85%	100%	
	USE OF RESOURCES				
	Amount of resources used	2.6% of total budget (2020-2021)	1.9% ³⁸	2.0%	

EOR 2.1.3 - THE QUALITY OF SCIENTIFIC GUIDANCE AND METHODOLOGIES, WITH THE NECESSARY RISK ASSESSMENT CAPABILITIES IS IMPROVED TO ADDRESS FUTURE CHALLENGES

EFSA aims to improve science and reduce animal testing by developing and using new alternative methods (NAMs) in its risk assessment.

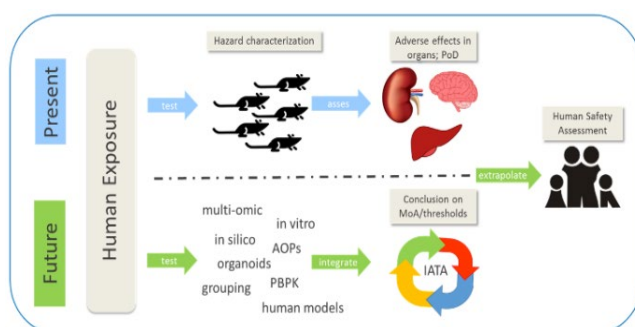


FIGURE 17. NAMs IN RISK ASSESSMENT

Regarding New Approach Methodologies, EFSA has implemented recommendations outlined in the 2022 “Roadmap for Action on NAMs in Risk Assessment”³⁹ which guides the incorporation of NAMs into regulatory hazard and risk characterisations of chemicals in food and feed. To this end, EFSA launched a project that aims at advancing the understanding of how

³⁸ Figure revised compared to the SPD to take into account some reallocations within EFSA’s portfolio items

³⁹ [Development of a Roadmap for Action on New Approach Methodologies in Risk Assessment](#)



chemical exposure impacts brain health, causing adverse effects on the normal development of the nervous system structure or function and implementing this knowledge for protecting human health by developing NAMs. A second project is looking to facilitate the integration of information coming from the organism's response to toxic substances (toxicogenomics) in regulatory safety assessment.

In 2023, EFSA was on track with updating its scientific guidance documents. The work focused on the review of the guidance on **uncertainty**, which did not need any major change based on an internal technical report finalised in June 2023. EFSA also reviewed its guidance on **nanotechnologies**: implemented in 2021, EFSA took stock of the lessons learnt in the first two years of implementation and it is now collecting additional input from interested parties for a potential revision.

EFSA's Scientific Committee also looked at other guidances, completing the update of the guidance on *protocol development for generic scientific assessments* to include a standardised approach for protocol creation. Additional activities were the ongoing work for the revision of the *guidance on default values in absence of actual data*, the guidance on *appraising and integrating evidence from epidemiological studies*, the development of the guidance on *the use of biomarkers of effect in regulatory risk assessment of chemicals*, and the follow up work on the technical report on *honey-bee colony model for Risk Assessment (ApisRAM)*. The revision of the guidance on *margin of exposure* was postponed to 2024.

EFSA's **methodological preparedness**, based on EFSA's internal assessment upon receiving article 29 mandates from the Risk Manager, was at 99%, surpassing the 90% target and improving upon the 96% achievement in 2022. This means that EFSA has developed or is working on the development of the needed methodologies to support the requests received in 2023. This percentage reflects the suitability of EFSA's existing guidance documents, corroborated by a 76.7% satisfaction rate in the EFSA Annual Strategy survey⁴⁰.

The deviation in the resources used (around EUR 24M between budget and human resources were invested in the area, more than the EUR 18M initially planned) is mainly referring to the work carried out in the finalisation of the project tasked to improve EFSA's IT tool (Risk Assessment Enhancements Project - RASE), which closed in December 2023 after delivering a large batch of enhancements to the post-TR tools, as well as the increased investments in the projects mentioned above (brain health, toxicogenomics).

TABLE 12. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.3 – THE QUALITY OF SCIENTIFIC GUIDANCE AND METHODOLOGIES IS IMPROVED TO ADDRESS FUTURE CHALLENGES

E.O.R 2.1.3: The quality of scientific guidance and methodologies is improved to address future challenges					
KPI	Baseline	Target 2023	Execution 2023	Status	
METHODOLOGICAL PREPAREDNESS					
Dimension: Quality	Methods preparedness to address RM's requests	90% (2020)	90%	99%	
	Up-to-date scientific guidance documents	82% (estimated, based on a sample)	85%	85%	

⁴⁰ figure coming from 2022 Annual Strategy Survey, as the specific dimension was not assessed in the 2023 edition of the survey



E.O.R 2.1.3: The quality of scientific guidance and methodologies is improved to address future challenges					
KPI	Baseline	Target 2023	Execution 2023	Status	
Dimension: Efficiency	COOPERATION				
	Cooperation in methodology development	90% (2020 estimation)	100%	100%	
	DELIVERED VOLUMES				
	Number of project deliverables finalised	83% (2021)	85%	88%	
Dimension: Efficiency	USE OF RESOURCES				
	Amount of resources used	9.8% of total budget (2020-2021)	11.9% ⁴¹	15.6%	

EOR 2.1.4 - PREPAREDNESS FOR FUTURE REGULATORY AND POLICY NEEDS ADDRESSING THE EU FARM TO FORK, BIODIVERSITY AND CHEMICAL STRATEGIES IS ENSURED

Upon request, EFSA supports the development of EU policies with scientific advice. Likewise, EFSA plays a role in implementing relevant parts of EU legislation. To ensure the availability of evidence and methodologies for these tasks, EFSA strives to influence the upstream design of EU co-funded research programs.

Since 2019, EFSA has supported the legislative process for creating the EU **Chemicals Strategy for Sustainability** (CSS), mainly through working on the “One Substance One Assessment” (1S1A) initiative. Officially contributing from early 2021⁴², in 2022 EFSA launched an internal project to align its activities with CSS and lay the groundwork for 1S1A implementation. This project aimed to work closely with EU Agencies (ECHA, EMA), the European Commission (EC), and Member States to ensure a smooth CSS-1S1A implementation. Legislative proposals have been made in 2022 and 2023, and EFSA expects new responsibilities and resources by 2025.

The participation to this activity, as well as the inputs EFSA provided to large EU partnerships, like those on Animal Health and Welfare and the Partnership for the Assessment of Risks from Chemicals (PARC), manifest EFSA’s focus on impactful external research projects. In 2023, EFSA contributed to 29 research projects, below the target of 37, but in line with the average annual participation since 2018 (28 projects/year).

EFSA also supported topics related to the EU Green Deal priorities, building on the activities that were already running in 2022.

⁴¹ Figure revised compared to the SPD to take into account some reallocations within EFSA’s portfolio items

⁴² A letter from the EFSA ED to DG ENV Director General was submitted on the 1st February 2021, expressing EFSA’s engagement and support of activities in the context of CSS



FIGURE 18 - BEE HEALTH

In the area of bee health, for example, EFSA reviewed its guidance document on how to assess risks to honeybees, bumble bees, and solitary bees from plant protection products. The revised guidance document considers the latest scientific knowledge and contains the most up-to-date methodologies for conducting risk assessments in this area. Already in 2015 EFSA launched the “MUST-B” project for developing a holistic approach to the risk assessment of

multiple stressors in honey bees. This work continued also in 2023.

An additional Green Deal-related topic was related to **animal welfare**. EFSA was invited at the hearing on Animal Welfare at the European Parliament’s AGRI Committee on 22 February 2023. EFSA also participated at the Compassion in World Farming event on the new animal welfare regulation in March 2023, and at the 14th meeting of the EU Platform on Animal Welfare, held in Brussels on 7 December 2023. EFSA has engaged with stakeholders in the frame of the animal welfare mandates received from the European Commission, notably on the welfare of turkeys and beef cattle on farm.

TABLE 13. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.4 – PREPAREDNESS FOR FUTURE REGULATORY AND POLICY NEEDS ADDRESSING THE EU FARM TO FORK, BIODIVERSITY AND CHEMICAL STRATEGIES IS ENSURED

E.O.R 2.1.4: Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured					
KPI		Baseline	Target 2023	Execution 2023	Status
Dimension: Quality	EFFECTIVE RESEARCH COORDINATION & ADVOCACY				
	Participation to research projects	34 (2020)	37	29 ⁴³	
	ENGAGEMENT IN RESEARCH COORDINATION & ADVOCACY				
	Activities related to Green Deal	N/A	40%	N/A	
Dimension: Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	100% (2021)	85%	98%	
	USE OF RESOURCES				
	Amount of resources used	2.3% of total budget (2020-2021)	5.9% ⁴⁴	2.5%	

EOR 2.1.5 – WIDER ACCESS TO AND BROADER EXPLOITATION OF DATA AND ANALYTICS IS ACHIEVED

EFSA is committed to enhancing collaborative data governance with Member States and other agencies. The aim is to improve data quality and interoperability in alignment with the One Health approach. It will be supported by increased use of AI-driven analytics and technology.

⁴³ Data as of October 2023

⁴⁴ Figure revised compared to the SPD to take into account some reallocations within EFSA’s portfolio items



EFSA's data preparedness in response to requests from the Risk Managers showed positive results. The index reached 92%, a marked increase compared the 2022 performance of 81% and the 2023 target of 80%.

This progress follows the improvements coming from data access and exploitation projects, such as the development of analytical pipelines for **Whole Genome Sequencing** (WGS) data applications. Additionally, a project to "*develop and implement a repository and tools to analyse sequences of Genetically Modified (GM) Plants provided in applications*" will give EFSA access to GM sequences from risk assessments and boost the current analytical capabilities.

Regarding data accessibility, EFSA progressed towards integrating the International **Uniform Chemical Information Database** (IUCLID) into its pesticide risk assessment process, including enhanced features to allow better system integration and generation of reports. In support of this initiative, specific training material was made available.

TABLE 14. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.5 – WIDER ACCESS TO AND BROADER EXPLOITATION OF DATA AND ANALYTICS IS ACHIEVED.

E.O.R 2.1.5: Wider access to and broader exploitation of data and analytics is achieved					
KPI	Baseline	Target 2023	Execution 2023	Status	
Dimension: Quality	DATA PREPAREDNESS				
	Evidence preparedness to address RM's requests	76% (2020)	80%	92%	
	DATA ACCESSIBILITY				
Dimension: Quality	Efficacy of EFSA's data ecosystems services	1 (2021)	2	2	
	Availability of structured data formats in Regulated products domains	41% (2021)	41%	41%	
	DELIVERED VOLUMES				
Dimension: Efficiency	Number of project deliverables finalised	71% (2021)	85%	88%	
	USE OF RESOURCES				
	Amount of resources used	5.3% of total budget (2020-2021)	7.4% ⁴⁵	6.4%	

⁴⁵ Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items



PART II MANAGEMENT

PART II(A). SO3 – EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

EO3.1 – IMPROVED REPUTATION OF EFSA AS AN ACCOUNTABLE INSTITUTION AND AN ATTRACTIVE EMPLOYER

To support the long-term goals of increased relevance and reputation in the areas of scientific risk assessment and risk communication, EFSA is focusing on attracting talents and developing people, organisation, culture, services and tools to increase efficiency of its operations. Strengthened institutional partnerships will ensure alignment with higher-level strategies and goals and increase cooperation and effectiveness.

Effective governance, management and enabling services are at the basis of the **efficient implementation** and sound management of resources. Overall, EFSA’s performance was in line with the targets set for the year.



FIGURE 19. OVERALL PERFORMANCE IN STRATEGIC OBJECTIVE 3

All respondents

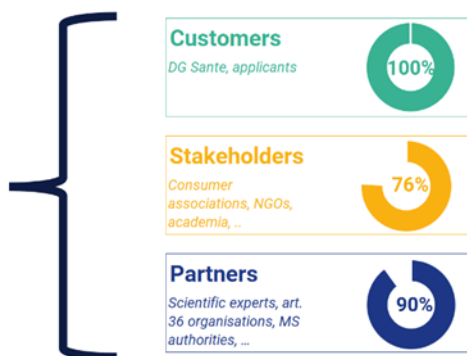
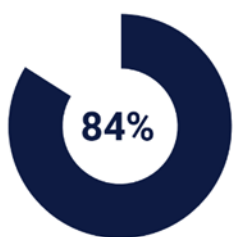


FIGURE 20 - SATISFACTION IN ORGANISATIONAL REPUTATION

EFSA's **reputation** in 2023 was assessed via its Annual Strategy Survey, which reported a high overall satisfaction rate of 84%, marking the highest satisfaction across its three Strategic Objectives. In this survey, EFSA focused on specific aspects that required further examination based on the feedback from the previous year's survey results.

The outcomes highlighted EFSA's competence in using resources efficiently to fulfill its entrusted tasks. The fact that no respondent group scored lower than 60% across any of the evaluated dimensions implies a broad agreement on EFSA's capability to manage its resources effectively. These survey results are consistent with the positive feedback EFSA received from external audits conducted in 2023 and the favorable outcome of the latest discharge process by the European Parliament.



TABLE 15. SO3 – EXPECTED OUTCOME 3.1 – IMPROVED REPUTATION OF EFSA AS AN ACCOUNTABLE INSTITUTION AND AN ATTRACTIVE EMPLOYER

E.O 3.1: Improved reputation of EFSA as an accountable institution and an attractive employer.				
KPI	Baseline	Target 2023	Execution 2023	Status
Dimension: Reputation ⁴⁶				
Customers/Partners/Stakeholders' satisfaction on COHERENCE	75% (2019-2020)	80%	80% ⁴⁷	
Customers/Partners/Stakeholders' satisfaction on GOVERNANCE	70% (2019-2020)	75%	80% ⁴⁸	
Customers/Partners/Stakeholders' satisfaction on ORGANISATIONAL EFFICIENCY	80% (2019-2020)	80%	90%	
Dimension: Relevance				
Strategy implementation plan achieved	N/A	45%	N/A ⁴⁹	

EOR 3.1.1 – STAFF ENGAGEMENT IS INSPIRED BY EFSA’S VALUE SYSTEM

EFSA’s commitment to organisational success is highlighted also in 2023 by its achievements⁵⁰ in supporting employee growth and development, increased inclusivity and improving staff well-being in the workplace and personal work-life balance.

People Engagement in EFSA as measured through the People Engagement Index (PEI) level in the annual **Staff Engagement Survey (SES)**, has reached a very positive 88% of total favourable (TF) scores, thus surpassing the 80% target set for 2023 and showing a 2 percentage points increase from 2022. EFSA’s **Leadership index** achieved a 50% TF score, below the annual target of 65%. However, EFSA still scores higher on this



FIGURE 21 - FUTURE OF WORK INDEX

maturity in offering an engaging, vibrant, and productive working environment to its staff. It is also a key requisite for fostering a digital culture and meeting the new demands stemming from hybrid ways of working. In line with the ambitions outlined in the 2027 strategy, in 2023, EFSA exceeded the set target of 3.85, achieving a score of 3.95 of out 5.

dimension than other EU Agencies as measured in the inter-agencies benchmark. **Line Management** index remains high at 79% TF score, highlighting an area of strength within EFSA and as compared to other Agencies. The average score for these two combined dimensions is 64.5% vis-à-vis an expected 75%.

EFSA also scored positively along the **“Future of work”** index, which measures EFSA’s

⁴⁶ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

⁴⁷ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

⁴⁸ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

⁴⁹ Not measured as calculation methodology is being revised

⁵⁰ Please find additional detail in Annex IV



In 2023, a new Learning & Development operating model was introduced. It aimed at enhancing EFSA’s **new ways of working** through a better-defined competencies gap analysis and deploying fit for purpose learning and development activities. The introduction of new learning programs, such as the Leadership Development program and the "Let’s Go Beyond Digital" program, demonstrated EFSA's commitment to continuous employee development and readiness for the digital age.

EFSA is adapting to a "**new normal**" by blending physical and digital workspaces with "hybrid working" practices, as per the new EC policy. Due to staff growth surpassing desk space, EFSA updated its facilities for hybrid work, including refurbishing three floors for desk sharing, adding ergonomic workstations, collaboration rooms, and privacy booths in 2023. Additionally, the renovation of the garden space was started with the aim to improve staff wellbeing by offering additional collaboration, meeting, and informal work areas.

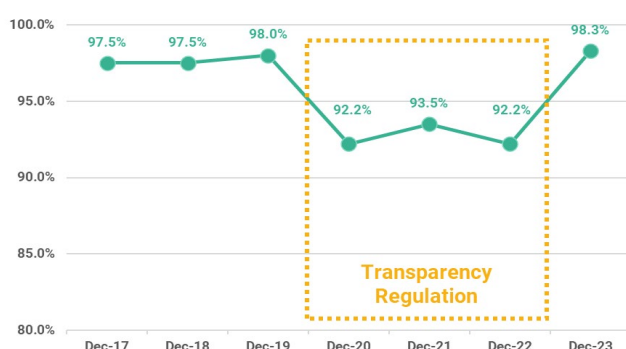


FIGURE 22 - OCCUPANCY RATE 2017-2023

EFSA surpassed the 95% **occupancy rate** target set for 2023 by scoring 98.3%. This is the result of an enhanced process for reallocating empty posts at unit level, coupled with timely recruitment efforts. Following the conclusion of the Transparency Regulation and its impact on the establishment plan in 2022, EFSA anticipates maintaining these occupancy rates in the coming years, ensuring a high availability of human

resources for operational requirements, in alignment with pre-Transparency Regulation levels.

Finally, in terms of the **geographical balance of the newly hired staff**, EFSA has surpassed its target for the year. Sixteen out of twenty-four (66%) newcomers originate from countries other than those most heavily represented, showcasing EFSA’s commitment to enhancing geographical diversity in recruitment practices. It is a direct outcome of EFSA's newly implemented employer branding strategy, which was launched in 2022. Through this initiative, EFSA aims to attract a greater number of professionals from countries that are currently underrepresented or not represented at all. This is achieved using new dissemination channels and targeted recruitment activities.

However, the overall geographical diversity remained consistent with levels observed in 2022. This was due to the offsetting of recruitment diversity by the nationality of colleagues who left the organization.

TABLE 16. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.1 – STAFF ENGAGEMENT IS INSPIRED BY EFSA’S VALUE SYSTEM.

E.O.R 3.1.1: Staff engagement is inspired by EFSA’s value system					
KPI		Baseline	Target 2023	Execution 2023	Status
Dimension: Staff Engagement	STAFF ENGAGEMENT				
	Staff engagement index	79% (2019)	75%	88%	



E.O.R 3.1.1: Staff engagement is inspired by EFSA’s value system					
KPI		Baseline	Target 2023	Execution 2023	Status
Dimension: Efficiency	Future of work – digital culture	3.69 out of 5 (2021)	3.85 out of 5	3.95 out of 5	
	ATTRACTION AND RETENTION OF REQUIRED COMPETENCES				
	Occupancy rate	92.2% (2020)	95%	98.3%	
	Leadership and management index	77% (2020)	75%	64.5%	
	Geographical balance of new hired staff	56% (2020)	60%	66.6%	
	USE OF RESOURCES				
	Amount of resources used	3.5% of total budget (2020-2021)	3.4%	3.3%	

EOR 3.1.2 – USER SATISFACTION AND EFFICIENCY OF ENABLING SERVICES IS ENHANCED

A very positive performance was registered in the area of enabling services, which aim at making EFSA more efficient by investing in technological infrastructure, methods for digital collaboration, and initiatives to make processes leaner and services more user-friendly.

The internal user **satisfaction rate** on the evaluated processes (Logistic services, Site & Facility Services, Digital Services) was very positive, at 92.7%, and better than the target of 80% and the 2022 result of 91%. A positive result was also registered in terms of compliance with the service level agreements, at 97% (better than the targets of 90% and close to the value of 99% registered in 2022). These results show how EFSA has built a solid system to handle requests and solve IT issues connected to the existing architecture.

Even though the overall evaluation of EFSA’s staff on the fitness-for-purpose of the IT tools remains an area of attention, especially when the IT systems developed in the past years are considered, the satisfaction rate increased year-on-year, to 52%. To this end, EFSA considers that the bulk of the development activities is now concluded, and further enhancements will be carried out in process mode starting from next year.

The results in these areas were achieved also via a good **budget/FTEs ratio** with around 17 FTEs handling an expenditure of more than EUR 17M in the area of digital service and site and facilities services, above the target set at the beginning of the year and better than the previous year.

In the area of **financial services**, EFSA implemented EUR 35.9M in grants and procurements, thus registering an increased compared to the EUR 34.9M implemented last year. To ensure an efficient management of these resources, which steadily increase since 2019, EFSA has introduced a regular monitoring system on the time needed to



perform the main steps of the process. Moreover, the internal procedures in place were reviewed to ensure an improved governance of the process.

In terms of **contract management**, EFSA ensured compliance with the procedures in place.

Finally, EFSA measures its digital maturity via the **digitalization index**⁵¹. In 2023, the index⁵² was in line with the target set. Compared to 2022, EFSA was stable in five of the six dimensions that compose the index, with a small improvement registered in the area of administrative efficiency, mainly as a consequence of the actions carried out in the IT tools handling declarations of interest and human resources data.

EFSA will review the findings of the assessment to agree on specific actions to step up the maturity level in the coming years, in line with the multiannual targets set (72% by 2027).

TABLE 17. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.2 – USER SATISFACTION AND EFFICIENCY OF ENABLING SERVICES IS ENHANCED

E.O.R 3.1.2: User satisfaction and efficiency of enabling services is enhanced					
KPI	Baseline	Target 2023	Execution 2023	Status	
USER SATISFACTION					
Dimension: Quality	User satisfaction on enabling services	80% (2020)	80%	92.7%	
	TIMELY DELIVERY				
	Compliance with Service level agreements (SLAs)	80% (2020)	90%	97%	
DIGITAL MATURITY					
	Digitalisation Index	28% (2021)	30%	32%	
USE OF RESOURCES					
Dimension: Efficiency	Amount of resources used	14.9% (2020-2021)	19.7% ⁵³	19.1%	
	EFFICIENCY GAINS				
	Enabling services staff efficiency	EUR 604 543/FTE (2020-2021)	EUR 907 696/FTE	EUR 1 016 337/FTE	

In the area of **legal services**, EFSA performed in line with the targets set and in compliance with the rules in place.

Specifically for what concerns **litigation and pre-litigation**, EFSA handled 81 cases in 2023, which included complaints, court cases, EO complaints and confirmatory applications, up from the 70 handled in 2022, all but one managed within the agreed timelines. Only one was addressed after the expiry of the deadline. Regarding Legal Partnering Advice, among the activities that were carried out in 2023, EFSA focused on

⁵¹ The Digitalisation Index used is an adaptation of the Digital Economy and Society Index (DESI) e-government, public services thematic chapters (<https://digital-strategy.ec.europa.eu/en/policies/desi>).

⁵² The six dimensions monitored by the index are: Automation; Integration; Visualisation, Availability; Administrative Efficiency; Interactivity

⁵³ Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items



increasing transparency on the formal and informal harassment procedures in place at EFSA, and this was done via dedicated training sessions to managers, as well as one a more general one dedicated to all staff.

After having advised the Management Board on the Implementing Rules on the independence of the EFSA staff, the sub-group on independence continued its work with a wider mandate including the review of the **EFSA Independence Policy**. The sub-group held four meetings and focused attention primarily on the outcome of the external ex-post evaluation of EFSA’s Independence Policy. In December 2023, the Management Board endorsed the independence sub-group recommendations on the revision of EFSA’s Independence Policy. The adoption by the Board of the revised Policy is scheduled for June 2024.

In 2023, EFSA demonstrated its commitment to reactive transparency by ensuring the effect of the right of **public access to documents** (PAD) in the context of the

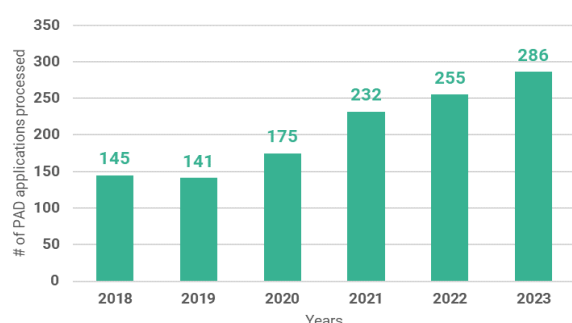


FIGURE 23 - NUMBER OF PAD APPLICATIONS PROCESSED (2018-2023)

implementation of Regulation (EC) No 1049/2001 on public access to documents. In 2023, EFSA processed a total of 286 applications for access to documents. The number of confirmatory applications, challenging EFSA’s initial decision on accessibility, remained stable with six confirmatory applications received in 2023.

Most of the PAD applications processed concerned access to documents related with EFSA’s scientific work, with a particular focus on the area of pesticides. As concerns the origin of PAD applications, they were submitted from a variety of stakeholders, such as NGOs, industry, media, academia, national or international organisations. Finally, EFSA further engaged with PAD applicants to make their access rights more effective by organising a webinar explaining how PAD applications are handled and by publishing a Guidance for PAD applicants on EFSA’s website.

EFSA adopted a new Anti-Fraud Strategy in 2021 in line with the European Commission's requirements and OLAF's guidance. This strategy addresses prevention, detection, investigation, and recovery/sanction of fraud, with objectives to promote an anti-fraud culture, improve risk monitoring, and ensure effective detection, investigation, and remediation processes. In 2023, EFSA did not report any fraud cases to OLAF. The agency revised its red flags document, updated staff training modules on fraud detection, and conducted a specialised session for process managers in high-risk areas.

EOR 3.1.3 – OPERATIONAL PERFORMANCE IS ENSURED

To ensure a sound operational performance, EFSA adheres to quality management standards, internal control and assurance mechanisms, and embedded results-based approaches.

QUALITY, PERFORMANCE AND CONTINUOUS IMPROVEMENT

In 2023, EFSA maintained its **ISO 9001:2015 certification**, reflecting its dedication to customer satisfaction and continual enhancement of operations. The agency aligned with the Transparency Regulation, updated its EFSA Process Architecture, and improved process performance monitoring. EFSA applied its decision-making framework for a more



streamlined accountability structure and advanced document harmonization with the rollout of the Hierarchy of Documents and process documentation review.

EFSA underwent its first integrated **external ISO audit**, successfully covering Quality Management, Business Continuity, and Health and Safety standards in a condensed session (3 days v 6 originally planned) and plans to include Information Security certification in 2024's audit process.

Customer feedback was prioritized to meet stakeholder needs, with the DG SANTE feedback exercise, the Strategy feedback survey and industry interviews providing insights for improvement. The survey in 2023 was launched as planned, focusing only on its core business (Risk Assessment and Risk Communication) and on those areas where the satisfaction rate in 2022 had not met the targets set.

EFSA tracked performance through **Key Performance Indicators** at strategic and process level, utilising dashboards for optimised data access. Process performance reached 89% (in line with the plan 90%), with deviations mainly in science processes affected by the Transparency Regulation. Nonetheless, the production of scientific opinions saw improvements in output and timelines. EFSA expects its end-to-end scientific production to improve in the next year, after having carried out a detailed analysis of the bottlenecks present in the process, which will inform the definition of improvement initiatives starting from 2024.

Looking at the development activities, project execution performance rose to 92% (vs target of 89%), attributed to the definition of strategic programmes (DEEP, IRMA, and NEXT) and the adoption of the PM² methodology.

EFSA continues being committed to continuous improvement, as shown by the various initiatives that were implemented throughout the organization to improve process performance and drive integration.

Product management was implemented for the first time in 2023 in order to optimize ongoing tool enhancements in BAU mode. A few process improvement initiatives (PIIs) were carried out to address issues emerged at process level. Moreover, EFSA rolled out a training cycle on the Kaizen methodology, initially focusing on small improvements within the EMPOWER department. EFSA is extending the Kaizen approach also on the other departments in 2024, and this is expected to deliver numerous small scale focused improvements.

Lean methodology was an important tool for EFSA's improvement initiatives, and it was used particularly in the Speed of Risk Assessment root cause analysis to identify and address bottlenecks, with improvements to be implemented from 2024 to reduce the time for scientific opinions, thereby increasing productivity and timeline compliance.

EFSA anticipates further efficiency gains from 2024 onwards due to technological investments in automation and digitalization made in recent years, following the closure of the IT enhancement project linked to the Transparency Regulation in December 2023. IT enhancements will also be pursued in other areas, such as the creation of a system for managing deviations, performance, and logging improvement opportunities, providing a full view of EFSA's PDCA cycle.



HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE)

EFSA's approach on security is established in the context of risk assurance to operate in a safe and secure environment, providing appropriate levels of protection for staff, assets and information commensurate with identified risks and ensuring a proper resiliency of the Authority. EFSA conducts its activities by considering their environmental aspects and impacts, also in relation to services provided by external providers.

Health and Safety

To ensure a high level of occupational Health and Safety, EFSA has developed and maintains a Health and Safety Management System, certified in accordance with the international standard ISO 45001.

This approach guarantees that issues related to health and safety are continuously controlled, monitored and evaluated through the continuous revision of an action plan, aiming to continuously improve Health and Safety at EFSA.

The Health and Safety activities established in 2023 include:

- On-line training courses for all staff (OHS First Course and OHS Refresh)
- Emergency Response Team refresh training
- Emergency drills (twice per year)
- Thermo-hygrometric assessments (twice per year)
- Illuminance Measurement Reports (twice per year)
- Indoor air quality assessment
- Legionella risk assessment and related analysis
- Work related stress assessment - From stress to wellbeing
- Electromagnetic fields risk assessment
- Scheduled preventive maintenance of HS-relevant facilities and equipment.

Business Continuity Management

EFSA's Business Continuity Plan ensures minimal disruption to its operations in the event of an unforeseen incident, aiming for a swift return to normal service while minimizing impact on quality, reputation, and budget. The plan, adhering to international standards, is informed by a business impact analysis and empowers trained staff to restore and maintain essential functions in the eventuality of a disruption.

In 2023, EFSA upheld its ISO 22301 certification for Business Continuity Management and is committed to addressing all audit observations and opportunities for improvement, demonstrating its commitment to resilience and continuity.

Environment Management

EFSA has developed and maintains a certified environmental management system in accordance with the international standard ISO 14001 and the European EMAS regulation.

Through the implementation of this management system, the environmental impacts of EFSA's activities are identified, managed and monitored. EFSA continues its commitment to sustainability by carrying out specific activities, establishing improvement objectives and planning action to meet them.

The environmental objectives established in 2023 include:



- purchase of electricity produced 100% from renewable sources, as already done since 2020
- updating of the carbon footprint assessment of EFSA (reference year 2022)
- reduction of environmental impacts due to transport of people for meetings and scientific conferences (shuttle services)
- implementation by the travel agency of the green criteria included in the contract
- garden revamping, to increase biodiversity, with a dedicated area for pollinating insects, the visual impact of the building and wellbeing
- continuous awareness campaign on environmental sustainability through the “Think green Think EMAS” microsite, built up in 2020

EFSA continuously measures the following environmental aspects:

- electricity consumption
- water consumption
- thermal energy consumption
- materials consumption (paper and toner)
- fluorinated greenhouse gases accidentally leaked from refrigeration equipment
- waste production

Starting from these measured values, EFSA calculates its performance environmental indicators so to produce objective, verifiable and reproducible results.

In 2023, the following energy-saving and CO₂ emission provisions were maintained:

- optimization of settings in manual and automatic modes of lights in common areas
- screens in meeting rooms put on standby every evening and switched on in the morning
- panel screens for internal communication in corridors and common areas switched to standby mode as of 5:30 p.m. instead 7:30 p.m.
- four of the five monitors for internal communication in the canteen switched off.

The upgrade of meeting rooms with improved audio and video systems now ensures high-quality remote connections, allowing participants to choose between attending meetings in person or via videoconference. Similarly, scientific events can be held in-person, virtually, or in a hybrid format based on participant preference, reducing the travel impact for both staff and external attendees.

Information Security Management

EFSA remains dedicated to protecting the confidentiality, integrity, and availability of its information, meeting regulatory, operational, and contractual standards. In 2023, EFSA followed through on improvements outlined in its Information Security Strategy and achieved the ISO 27001 certification, affirming compliance with the standard's comprehensive security requirements. EFSA enhanced IT system security by implementing Multi-Factor Authentication and conducting rigorous security tests. No cyber-attacks were successful against EFSA during the year, with attempted breaches thwarted by the agency's security measures.



Personal Data Protection

As concerns personal data protection and compliance with the EUDPR⁵⁴, the Data Protection Officer (DPO) acts as the main reference person and expertise focal point within EFSA. The 2023 achievements are very much in line with the previous reporting years, whereby the DPO contributed with usual advice and assistance such as drafting and reviewing data protection notices, performing data protection compliance checks of licenses for IT tools acquired or renewed, tailoring data protection provisions in procurement & grant calls.

BUDGET AND FINANCIAL MANAGEMENT

EFSA's **budget management** was satisfactory, with the overall budget stable compared to 2022 after the increases between 2019 and 2022, when it almost doubled because of the Transparency regulation.

All EFSA's financial indexes closed the year with performances in line with the targets, with the commitment execution at 100% (fully meeting the target), the payment execution of non-differentiated credits at 89% (vs a target of 90% but improving from 2022's performance of 88%), and the payment execution of differentiated credits at 100% (in line with target and 2022's execution). See Annex II for further details.

TABLE 18. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.3 – OPERATIONAL PERFORMANCE IS ENSURED

E.O.R 3.1.3: Operational performance is ensured					
KPI	Baseline	Target 2023	Execution 2023	Status	
COMPLIANCE WITH AUDITING BODIES					
Dimension: Quality	Efficacy of Assurance mechanisms	96.7% (2020-2021)	95%	97.7%	
	PROCESS PERFORMANCE				
	Process status health	85.8% (2021)	90%	89%	
	PROJECT PERFORMANCE				
	Project status health	80.5% (2021)	80%	92%	
MANAGEMENT OF RESOURCES					
	Budget execution	95.7% (2020)	96.7%	96.3%	
EFFICIENCY GAINS					
Dimension: Efficiency	Efficiency gains achieved	N/A	0 FTEs	0 FTEs	
	USE OF RESOURCES				
	Amount of resources used	7.0% of total budget (2020-2021)	4.7% ⁵⁵	3.7%	

⁵⁴ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001, OJ L 295, 21.11.2018, p. 39–98.

⁵⁵ Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items



EOR 3.1.4 – ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED

EFSA strengthens institutional partnerships to foster the implementation of its strategic priorities. EFSA also aims at increasing its participation in joint Governance mechanisms with EU partners.

Strategy and evaluations

Work on the Strategy 2027 mid-term review was initiated and will be completed in the first quarter 2024 with the delivery of recommendations for a possible review of the strategy implementation plan. The review will take stock of the progress made so far in terms of processes and tools, and of internal/external context changes that could impact the strategic action plan. The outcome of the exercise will inform the next work programme cycle 2025-2026.

Internal ex-ante and ex-post evaluations of development activities were conducted on a continuous basis to assess the expected benefits, effectiveness, and efficiency of projects both before and after their implementation.

Institutional relations and EU Agencies Network activities

EFSA engaged in continuous advocacy and interaction efforts to advance its strategic goals. The agency held regular discussions with EU entities to foster better connections and disseminate EFSA's outputs. On our premises, EFSA received visits from the Community Plant Variety Office and the Dutch National Institute for Public Health and the Environment and visited EMA, WHO Europe, DTU, and EEA.



The agency maintained and enhanced relationships with global institutions and organizations through ongoing dialogue with the US-FDA, FAO, WHO, and OECD. EFSA organized a significant visit to the food safety authorities in Japan and China, where it presented to an audience with backing from DG SANTE and support from EU delegations in those countries.

EFSA offered expertise to various sessions of the Codex Alimentarius Commission in areas including nutrition, food additives, contaminants, pesticides, and veterinary drug residues. EFSA staff also contributed to six international liaison groups, dealing with subjects from chemical safety to social science.

In support of Pre-accession Assistance, EFSA collaborated with authorities and scientists from EU candidate and potential candidate countries to enhance understanding of EFSA's procedures, roles, and duties. Eighty-six professionals attended EFSA network meetings, receiving information, best practices, and access to expertise, tools, and data to build their capacity. EFSA also assisted these nations in aligning and refining their data reporting for EU-level analysis, with topics ranging from zoonoses and foodborne outbreaks to AMR, pesticide residues, and TSEs.

Lastly, EFSA played an active role in the EU Agencies Network, focusing on shared services and collective value. In 2023, EFSA led two procurement initiatives in collaboration with ECDC—one on zoonoses burden and another on VectorNet3—and participated in two other shared procurements for biodiversity assessment (led by EEA) and management standard certification services (led by ECHA).


TABLE 19. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.4 – ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED

E.O.R 3.1.4: Alignment with EU strategies and policies is ensured					
KPI	Baseline	Target 2023	Execution 2023	Status	
Dimension: Quality	ADVOCACY AND INSTITUTIONAL ENGAGEMENT				
	Advocacy and engagement activities with EU governing bodies	N/A	20%	46%	
	USE OF RESOURCES				
Amount of resources used	5.0% of total budget (2020-2021)	1.1% ⁵⁶	1.1%		

⁵⁶ Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items.



PART II(B). RESULTS OF INTEGRATED MANAGEMENT SYSTEM AND INTERNAL CONTROL

Accountability is a fundamental aspect of the European Food Safety Authority's (EFSA) operations. It is grounded in the objectives and provisions of EU regulations, including financial and staff regulations, the EFSA founding regulation, Transparency regulation, and horizontal regulations. EFSA also strives for compliance with the EU Internal control framework, and International ISO standards, such as ISO 9001 for Quality Management, and aligns with the internal norms and procedures that are part of the EFSA Strategy.

To operationalize its accountability principles and ensure the efficient achievement of management objectives, EFSA has established an Integrated Management System (IMS). This system serves as the framework for maintaining accountability in four critical domains: Governance & Decision-making, Legality & Regularity, Quality & Performance, and Health, Safety, Security & Environment.

Through the implementation of the IMS, and the embedded internal control framework, EFSA commits to upholding accountability at both organizational and individual levels. This commitment underpins EFSA's dedication to excellence, transparency, independence, cooperation and the highest ethical standards in all its activities.

In this section we describe the results of the elements supporting assurance towards reaching the IMS and ICF objectives, underpinning accountability: risk management and internal controls; internal and external audits; and evaluations.



1. INTERNAL CONTROLS AND AUDITS

EFSA has in place specific process controls and mechanisms to ensure the reliability and efficiency of its business activities. They form a crucial component of its internal control framework, serving to mitigate risks, enhance accuracy in financial reporting, and ensure compliance with laws and regulations. These controls are vital because they provide checks and balances within the system, safeguarding assets, and preventing fraud. By establishing clear process controls, EFSA can maintain operational integrity, promote accountability, and support the achievement of strategic objectives, ultimately contributing to its overall stability and success.

1.1 PROCESS CONTROLS

TABLE 20. PROCESS CONTROLS

	SCOPE	Frequency	Monitoring Criteria	Owner	Findings
Transformation	Ex-ante and ex-post project controls	Ongoing	Quality and Performance	GPS	6 projects screened; all recommendations addressed
Planning	Requests for change	Quarterly	Quality and Performance	GPS	Projects and processes, and underlying resources aligned with Governance decisions
Planning	Process charters review	Yearly	Quality and Performance	GPS	Processes up-to-date. Process charters available for 51 /52 processes
Processes	Hierarchy and repository of documents review – EFSA guidance documents	Yearly	Quality and Performance (#non-conformities)	GPS	Repository up to date; 24 scientific guidance documents flagged as obsolete
Finance	Procurement Procedures exceeding thresholds	Continuous	Legality & Regularity	FIN/LA/GPS	12 Procurement procedures and resulting contracts are legal and regular
Finance	Mass payments scientific meetings	Yearly	Legality and Regularity (Deviations < 1% paid)	FIN	Outcome of the ex-post financial verification within monitoring criteria
Finance	Delegation powers budget implementation and ABAC Access Rights	Yearly	Legality & Regularity	GPS	ABAC Access Rights in line with Financial Delegations



	SCOPE	Frequency	Monitoring Criteria	Owner	Findings
Human resources	Outside activities	Ex-Ante Continuous Ex-Post Yearly	Legality & Regularity	LA	No cases of unauthorised outside activities. No breaches of the annual remuneration ceiling
Independence	Competing Interest Compliance and Veracity checks	Twice pro year	Legality & Regularity	LA	Reported in Annex VII
Information	Access Rights management DMS	Yearly	HSSE (Annual DMS user group check (includes permissions check))	CORSE R	All of the checked user groups contained the correct users, and only minor modifications were needed to the user group list. A limited number of incorrect user groups were present in certain DMS projects/folders, but no breaches were identified.

1.2 COST AND BENEFITS OF CONTROLS

Overall, the cost of controls as % of total annual budget, procurement and grant spending is summarised in Table 24.

TABLE 24. COST AND BENEFITS OF CONTROLS

Year	Total budget		G&P budget	
	Amount (M, €)	% Cost of control	Amount (M, €)	% Cost of control
2023	155.4	0.55 ⁵⁷	35.9	2.39 ⁵⁸
2022	149.7	0.56	34.9	2.40
2021	129.1	0.41	24.5	2.14

1.3 EXCEPTIONS AND NON-CONFORMITIES REPORTING

EFSA has implemented a process for the management and control of *ex ante* exceptions and ex-post non-conformities, including the analysis of the root cause, the assessment of the risks and the identification of corrective and/or preventive actions. This process covers all of EFSA’s various management systems, complying to our Internal Control requirements, and as required by the various ISO standards followed. To ensure traceability, the deviations from all applicable

⁵⁷ The new EFSA process architecture redefined the perimeter of the control activities from pure ex-ante and ex-post evaluation beyond the Audit & RMIC and quality management processes and FIN control activities, to include also parts of the planning and monitoring activities in GPS unit, contract management activities in FIN unit, declaration of interest activities in LA unit, and access rights management in CORSER unit. As a proxy a 30% of the resources allocated to these activities are considered here. FTEs are translated in budget using a standard conversion rate of EUR 100,000/FTE

⁵⁸ Same as previous note



rules and regulations are documented in an exception request or a non-conformity, which is recorded in the Integrated Management System register.

In 2023, EFSA recorded 76 deviations total to our rules, regulations, and procedures. Out of these, 16 deviations were ex-ante, whereas 60 deviations concerned non-conformities noted ex-post. These mainly pertained to the organization of scientific meetings and included minor clerical mistakes, delays in administrative tasks, incorrect attendance records, and errors in assigning roles at meetings.

In financial terms, the impact of these deviations was minimal and within acceptable limits, totalling EUR 41,453. Based on this, we believe our current procedures and controls are effective and adequate.

1.4 INTERNAL ISO AUDITS

EFSA conducted **internal ISO audits** of 21 processes, particularly focusing on end2end science processes, which are central to EFSA's activities. The internal audits identified minor non-compliances and improvement opportunities but no major failures, with all findings being analyzed for corrective measures based on their importance and urgency.

2. ASSESSMENT OF AUDITS, EVALUATIONS AND FOLLOW-UP ON RECOMMENDATIONS DURING THE REPORTING YEAR

2.1 INTERNAL AUDIT SERVICE (IAS)

The work of the Internal Audit Service (IAS) in EFSA is based on a Strategic Internal Audit plan that originates from an in-depth risk assessment. The purpose of this exercise is to review all administrative, financial, operational and IT processes to constitute risk-based plans and determine the priorities of the internal audit activity. This analysis serves as the basis for preparing the IAS Strategic Internal Audit Plan 2022-2024 for EFSA, whereby the IAS presents the key risks identified and proposes topics for future IAS audits. The shortlist of prospective audit topics to support the planning of the IAS audits during the following three years is the following:

- Enterprise data governance and management
- End to end risk management process
- Evaluation of regulated products in the areas of feed, nutrition and GMO for new approvals and renewals
- Strategic planning, programming, and performance management

In December 2023, the IAS initiated the planning phase of the audit on the End-to-end risk assessment process. The objective of this audit is to assess the adequacy of the internal controls applicable to the end-to-end risk assessment process in EFSA from pre-mandate to publication of an opinion. The scope of the audit includes an assessment of the application of the approved methodologies and processes for the provision of general risk assessment based on mandates and involvement of the stakeholders throughout the different steps of the process. The related audit report is planned for the end of 2024.

FOLLOW-UP OF RECOMMENDATIONS AND ACTION PLANS

During the reporting year the IAS performed follow-up audits on the implementation of the action plans for the audit recommendations with status "ready for review" from the audits on Grant & Procurement Management and Information Security & Disaster Recovery. The follow-up audits



concluded that all reviewed audit recommendations had been adequately and effectively implemented by EFSA. At year-end there are ten audit recommendations where the implementation of the action plan is considered completed by EFSA awaiting follow-up audit by the IAS.

2.2 EUROPEAN COURT OF AUDITORS (ECA)

The ECA's responsibility is to provide the European Parliament with a statement of assurance as to the reliability of the annual accounts and the legality and regularity of the underlying transactions.

The European Court of Auditors conducted its annual financial and regulatory audit of the Authority's 2022 accounts and adopted its report on 26 October 2023. In the report, the ECA expressed the following audit opinions:

OPINION ON THE RELIABILITY OF THE ACCOUNTS

In the Court's opinion, the accounts of the Authority for the year ended 31 December 2022 present fairly, in all material respects, the financial position of the Authority at 31 December 2022, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted standards for the public sector.

OPINION ON THE LEGALITY AND REGULARITY OF THE TRANSACTIONS UNDERLYING THE ACCOUNTS

In the Court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2022 are legal and regular in all material respects.

The European Court of Auditors did not issue any audit observations for EFSA and did not report any outstanding audit recommendations from previous years. At the time of preparing this report, EFSA had not received an opinion on the EFSA 2023 annual accounts.

2.3 EXTERNAL ISO AUDITS

In 2023, EFSA underwent five **external ISO certification audits** across various management systems, including ISO 9001:2015, ISO 45001:2018, ISO 22301:2019, ISO/IEC 27001:2013, and ISO 14001:2015 & EMAS. The audits concluded positively with all certifications confirmed. EFSA also achieved Information Security certification for the first time with three minor non-compliances. The Business Continuity Management audit and the ISO 45001:2018 OH&S recertification audit revealed two and one minor non-conformities, respectively. Corrective action plans were implemented for all minor non-compliances, with opportunities for improvement identified to be addressed as necessary.

2.4 EXTERNAL EVALUATIONS

The MB recommendations resulting from the EFSA's Third External Evaluation were implemented and closed during the 95th MB meeting held in June 2023. Related actions were reported in the EFSA Annual Activity report 2022.

The sub-group on independence carried out the review of the **EFSA Independence Policy**. The sub-group held four meetings and focused attention primarily on the outcome of the external ex-post evaluation of EFSA's Independence Policy. In December 2023, the



Management Board endorsed the independence sub-group recommendations on the revision of EFSA’s Independence Policy.

The Fourth EFSA External Evaluation will be kicked off by the EC in the course of 2024.

2.5 FOLLOW UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

On 10 May 2023, the European Parliament (EP) granted to EFSA the Discharge in respect of the implementation of the budget for the financial year 2021. This is the final approval of the budget implementation and the closure of the 2021 annual accounts. Regarding the observations made by the European Parliament in the Discharge 2021 with respect to some aspects of EFSA’s operations, EFSA has informed the European Parliament that four of the recommendations have been implemented, and the remaining are in the process of being addressed.

TABLE 21. SUMMARY TABLE ON STATUS OBSERVATIONS FROM THE DISCHARGE AUTHORITY

	DISCHARGE OBSERVATION	STATUS
Performance	1. Notes that de-prioritisation of some of the activities initially planned to make the Authority ready for the changes related to Regulation (EU) 2019/1381 created a backlog carried to 2021, which caused delays in the generation of the efficiency gains; calls on the Authority to report to the discharge authority any development in that regard.	Ongoing
Staff Policy	2. Welcomes the Authority’s new Employer Branding Strategy, which contains a clear description on its value propositions, such as flexible working conditions and relocation support amongst others, to improve the targeted dissemination of its vacancies to under-represented countries; notes that the Authority planned to create a new career website; notes that the Authority is, in particular, increasing its visibility with the support of the Communication and Partnership Department, the EU Agencies Network, as well as other international agencies and partner organisations; calls on Authority to report to the discharge authority any development in that regard	Ongoing
Prevention and management of conflicts of interest and transparency and democracy	3. Acknowledges the Authority’s existing measures and ongoing efforts to secure transparency, prevention and management of conflicts of interests, and whistleblower protection; regrets that the Authority does not publish the CVs of its management board members online; urges the Authority to take measures in that regard;	Ongoing
	4. Notes that in 2021 the Authority identified and managed nine conflicts of interest at the level of annual declarations of interests pertaining to external experts; notes that the Authority decided to not recruit one preselected candidate following evaluation of the declaration of interests; notes that the Authority, furthermore, identified and prevented three conflicts of interest at the level of procurement and grants awarding procedures; calls on the Authority to continue its efforts in identifying and managing conflicts of interest, including potential conflicts of interest, and to keep the discharge authority informed;.	Ongoing
	5. Calls on the Authority to ensure that all management and advisory members, their alternates and other experts have dutifully submitted the annual declarations of interest; calls on the Authority to ensure a high level of compliance with conflict of interest and transparency rules throughout all of its activities.	Implemented
	6. Notes that for 2022 the Authority planned to adopt a new post-employment approach which includes the criteria and procedure to discontinue the access to confidential information to staff leaving the service; calls on the Authority to report on any development in that regard.	Ongoing



	DISCHARGE OBSERVATION	STATUS
	7. Insists on the need to put in place more systematic rules on transparency, incompatibilities, conflict of interests, illegal lobbying and revolving doors; calls on the Authority to strengthen its internal control mechanisms, including the setting up of an internal anticorruption.	Implemented
Internal Controls	8. Notes that in 2021 the IAS issued a final report on the procurement and grant mechanism award processes in the Authority covering the years 2019-2020; notes that the IAS concluded that the governance, risk management and internal control framework set up by the Authority for its procurement and grant award processes is adequately designed, efficient and effective, therefore providing reasonable assurance that the key internal control objectives are achieved; notes that the IAS issued three important recommendations; calls on the Authority to report to the discharge authority any development in that regard.	Implemented
	9. Notes that the corrective actions to follow the Court's observations of 2020 have been completed; recalls the necessity to complete the corrective actions to follow the Court's observations of 2017, in particular to strengthen the accounting officer's independence by making them directly responsible to the Authority's Director.	Implemented
Digitalisation and the green transition	10. Notes the implementation of the IT tool referred as "complete DoI IT solution" aimed at the implementation of independence related activities including the screening of declarations of interests subject to the Authority independence rules; notes with concern that the new IT solution experienced technical issues that negatively affected the implementation of such activities; calls on the Authority to report to the discharge authority on any development in that regard.	Ongoing
	11. Encourages the Authority to work in close cooperation with ENISA (European Union Agency for Cybersecurity) and CERT-EU (Computer Emergency Response Team for the Union Institutions, bodies and agencies) and to carry out regular risk assessments of its IT infrastructure and to ensure regular audits and tests are carried out on its cyber defences; suggests to offer regularly updated cybersecurity-related training programmes to all staff members, including management, within the Authority.	Ongoing
Others	12. Recalls that in 2021 the Parliament adopted six objections to the import of genetically modified crops for food and feed; highlights that one reason for these objections are gaps in the risk assessment undertaken by the Authority's Panel on Genetically Modified Organisms; urges the Authority to address and close these gaps as a matter of urgency; .	Ongoing
	13. Calls on the Authority to continue to develop its synergies (for instance human resources, building management, IT services and security), and to reinforce its cooperation, its exchange of good practices and its discussions regarding areas of mutual interest with other Union agencies with a view to improving efficiency.	Ongoing

2.6 FOLLOW-UP OF RECOMMENDATIONS ISSUED FOLLOWING INVESTIGATIONS BY THE EUROPEAN ANTI-FRAUD OFFICE⁵⁹

During the reporting year EFSA did not have to transmit or follow-up on any suspension of fraud cases to OLAF.

⁵⁹ Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)



3. RISK MANAGEMENT

TABLE 22. RISKS REVIEW IN 2023

Risk identified for 2023	Update/ reviewed risk
1-Risks related to the external environment	
<p>SO1 to SO3-All EPA processes Transparency Regulation, Confidentiality assessment Inadequate finalisation of the implementation of the Transparency Regulation. Risk that the confidentiality process results in an unsustainable high cost in time and effort. Efforts to mitigate the above may put at risk meeting TR and related quality expectations. Likelihood & impact [1 – 5] 4 - High 4- Severe</p>	<p>The risk is still present in 2024 but the rating has been adjusted to 3-Moderate 4- Severe Mitigating actions ongoing</p>
<p>SO2- E2E Generic Mandates Crisis preparedness & response Inadequate preparation to respond to situations requiring urgent advice may have an impact on the quality and efficiency of crisis response. Likelihood & impact [1 – 5] 3 – Moderate 3 - Serious</p>	<p>Risk remains in 2024. Risk rating confirmed. Mitigating actions ongoing</p>
<p>SO3-12.1 Strategy, planning and analysis Inflation The impact of the significant macroeconomic uncertainty in a new geopolitical landscape with high cost of living and energy, could result in inadequate funds for operations, need to re-direct resources to address the effects of the high inflation. Likelihood & impact [1 – 5] 3 – Moderate 3 - Serious</p>	<p>NEW risk for 2024. Mitigating actions defined.</p>
2. Risks related to planning, processes and systems	
<p>SO3-12.4 Security Management IT Security & Data Protection Risk of use of AI and machine learning and of external cyber-attacks leading to potential operational damage, loss of data, unauthorized disclosure of information, breach of EUDPR and consequently reputational damage. Inadequate preparation for the new cybersecurity regulation expected to be adopted by the EU Institutions in 2023 and in force within 18 months Likelihood & impact [1 – 5] 2 – Low 3 - Serious</p>	<p>Risk remains in 2024. Likelihood of risk rating increased to 3 – Moderate 3 - Serious Extent of mitigating actions increased</p>
<p>SO1- E2E Science Speed of risk assessment Increased volume of requests and quality expectations, linked to delays in the effectiveness of the new risk assessment partnership approach with Members States resulting in a delay in achieving relevant improvements in throughput time, volume and stock of scientific questions. Likelihood & impact [1 – 5] 4 – Moderate 4 - Severe</p>	<p>NEW risk for 2024. Mitigating actions defined</p>
<p>SO1- E2E Science Quality of risk assessment Quality of EFSA scientific advice is a current strength. The changing operating model, new tasks, increased quality expectations and the pressure to improve the speed of risk assessment and reduce the stock of questions, among other</p>	<p>NEW risk for 2024. Mitigating actions defined</p>



Risk identified for 2023	Update/ reviewed risk
<p>factors, could have implications on quality attributes, such as meeting legal deadlines, and maintaining fit for purpose scientific guidances.</p> <p>Likelihood & impact [1 – 5] 2 – Low 4 – Severe</p>	
<p>SO2-13.2 Transformation Implementation and Programmes Readiness for regulatory and scientific developments Inadequate preparation to be able to carry out a risk assessment addressing new regulatory requirements or relevant scientific developments. The evolution of policy developments to regulatory changes (e.g. on CSS/1S1A, GMO,FCM, Farm to fork strategy) affect the tasks assigned to EFSA as well as EFSA's operations and underlying resource needs. The parallel evolution of scientific advancements with implications on the scientific risk assessment approaches</p> <p>Likelihood & impact [1 – 5] 3 – Moderate 3 – Serious</p>	<p>NEW risk for 2024. Mitigating actions defined</p>
3- Risks related to people and the organization	
<p>SO2 and SO3-11 Staff and Expert Management Scientific Expertise Inadequate selection and/or talent management of scientific experts and staff may have an impact on achieving quality of scientific outputs due to a lack of required competences and expertise, and geographical balance. Inadequate resourcing of new tasks/increased volume of work The transition to the new Panel in 2024 is expected to have a transitory impact on the productivity of scientific production. The new partnership model with Member States is a pillar for the resource "sustainability" of EFSA. The novelty and complexity may result in delayed results in terms of boosting EFSA's capacity and output. The expected increased productivity of the EU food ecosystem through digitalization is proving to be an expensive, complex and long term endeavour</p> <p>Likelihood & impact [1 – 5] 3 – Moderate 4 – Serious</p>	<p>Risk remains in 2024. Risk rating upgraded. 4 – High 4 – Severe New mitigating actions put in place for 2024.</p>
<p>SO3- 11.4 Competing Interest Management Independence Inadequate conflict of interest management for staff and experts may lead to the involvement of staff and experts in a potential conflict of interest situation, which may – in reality or perception – affect their independence and influences their opinion.</p> <p>Likelihood & impact [1 – 5] 3 – Moderate 3 – Serious</p>	<p>Risk remains in 2024. Risk rating confirmed. Mitigating actions ongoing</p>
4. Risks related to legality and regularity aspects	
<p>SO3- All EPA processes Fraud EFSA considers possible incentives, pressures, opportunities, and attitudes which may lead to any type of fraud, notably fraudulent reporting, loss of assets, disclosure of sensitive information and corruption.</p> <p>Likelihood & impact [1 – 5] 2 – Low 2 – Significant</p>	<p>Risk remains in 2024. Risk rating confirmed. Mitigating actions ongoing</p>
<p>SO3 -10 Grants, Procurement and Contract Management Grants & Procurement Inadequate grants and procurement management may lead to noncompliant grants and procurement procedures and/or failure to obtain value for money.</p> <p>Likelihood & impact [1 – 5] 2 – Low 2 – Significant</p>	<p>Risk remains in 2024. Risk rating confirmed. Mitigating actions ongoing</p>



4. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL FRAMEWORK UNDER THE EFSA INTEGRATED MANAGEMENT SYSTEM

1. INTERNAL CONTROL MONITORING CRITERIA UNDER THE EFSA IMS SYSTEM

The EFSA Internal Control Framework, based on the equivalent standards laid down by the European Commission and international best practice, was adopted by EFSA’s Management Board in December 2017. The Internal Control Framework consists of five internal control components and 17 principles based on the COSO Internal Control Framework. Internal control monitoring criteria for EFSA were defined to ensure an adequate assessment of the presence and functioning of all internal control principles as implemented in the EFSA Integrated management system and assurance elements described above.

In summary, out of the 41 criteria, only 6 are registering a minor deviation (orange and bold), without however posing any concerns on the functioning of the internal control principles.

TABLE 23. INTERNAL CONTROL SYSTEM MONITORING

Internal Control Principle	Monitoring Criteria	Baseline 2022	Target 2023	Actual 2023	Target 2024
1. Control Environment					
1. EFSA demonstrates a commitment to integrity and ethical values.	Overall staff satisfaction in the following area: Staff engagement survey questions related to management leading by example	67.50%	67.50%	67.1%	67.50 %
	% of EFSA staff participating in mandatory training on ethics and integrity.	94%	≥94%	94%	≥95%
	Average # of findings resulting from veracity checks over total	0	0	0	0
2.The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control through the Audit Committee monitoring assurance activities, audit	(Y/N) European Court of Auditors clean audit opinions on reliability of accounts and legality & regularity.	Yes	Yes	Yes	Yes
	New ‘critical’ and ‘very important’ audit findings issued by the European Court of Auditors and the Internal Audit Services during reporting year.	2	< 5	0	< 5



Internal Control Principle	Monitoring Criteria	Baseline 2022	Target 2023	Actual 2023	Target 2024
results and the outcome of the Discharge procedure.	Number of non-compliances (major/minor) from ISO auditing body against EFSA’s various ISO certifications (9001 Quality Management, 22301 Business Continuity, 45001 Occupational Health and Safety, 14001 Environmental Management) and EMAS	0	<10	6	<8
	(Y/N) EFSA's MB formally endorses the main planning and reporting documents (SPD, AAR).	Yes	Yes	Yes	Yes
	(Y/N) Regular reporting to the MB on the IMS findings and activities (including audit outcomes)	Yes	Yes	Yes	Yes
	(Y/N) Discharge granted and discharge recommendations on track.	Yes	Yes	Yes	Yes
3. Management establishes, with oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives.	(Y/N) EFSA has defined and it’s implementing its Accountability Policy.	Under definition	Yes	Draft available	Yes
	(Y/N) Financial circuits: Roles and tasks are clearly defined and documented.	Yes	Yes	Yes	Yes
	(Y/N) EFSA has defined and it’s implementing its Decision-Making Framework	Yes	Yes	Yes	Yes
4. EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives	Overall staff satisfaction in the following area: Staff engagement survey questions related to discussions on career development (e.g career aspirations, learning needs, involvement in projects, etc.)	72%	≥72%	68.7%	≥72%
	Occupancy rate	92.20%	95%	98.30%	97%
	% of learning needs covered by the annual learning offer	95%	≥95%	94%	≥95%
5. EFSA holds individuals accountable for their internal control responsibilities in the pursuit of objectives.	Overall staff satisfaction in the following area: Staff engagement survey questions related to accountability at work	88%	≥88%	87.2%	≥88%
	(Y/N) Individual job profiles/objectives are clearly defined, in job profiles and objectives and are discussed performance dialogue	Yes	Yes	Yes	Yes
2. Risk Assessment					
6. EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.	% of KPIs and Process metrics measured over total applicable	96%	≥96%	94%	≥96%



Internal Control Principle	Monitoring Criteria	Baseline 2022	Target 2023	Actual 2023	Target 2024
	(Y/N) EFSA reports on risks related to the achievement of objectives at process, project and corporate level (as evidenced in the process and project charters, in the SPD, and CAAR, and in the quarterly reporting at workplan and performance reports level)	Yes	Yes	Yes	Yes
7. EFSA identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed	(Y/N) Risk management is embedded in the process management methodology and is integrated in both the corporate level analysis and in EFSA’s annual planning cycle.	Yes	Yes	Yes	Yes
8.EFSA considers the potential for fraud in assessing risks to the achievement of objectives.	(Y/N) EFSA has an up-to-date anti-fraud strategy in accordance with the European Anti-Fraud Office methodology and guidance, that foresees fraud as a corporate risk that is reviewed and assessed annually.	Yes	Yes	Yes	Yes
9.EFSA identifies and assesses changes that could significantly impact the internal control system.	Y/N) EFSA processes are reviewed at least once/year, and validated by the relevant actors, as part of the planning cycle	Yes	Yes	Yes	Yes
	(Y/N) EFSA performs an annual review of the changing external and internal context and assesses their implications on its internal control system	Yes	Yes	Yes	Yes
3. Control Activities					
10.EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.	(Y/N) EFSA updates its control activities annually in line with the evolution of its risk map.	Yes	Yes	Yes	Yes
	(Y/N) EFSA has defined and implements a performance framework at the level of strategy and operations	Yes	Yes	Yes	Yes
	(Y/N) Evaluations performed as per Financial Regulations and implementation recommendations on track	Yes	Yes	Yes	Yes
	(Y/N) EFSA has a Business Continuity Plan supported by an updated Business Impact Analysis defining dependencies and recovery time objectives for IT systems.	Yes	Yes	Yes	Yes
11. EFSA selects and develops general control activities over technology to sup-port the achievement of objectives.	(Y/N) Control activities over technology are in place (IT roadmap, IT plan)	Yes	Yes	Yes	Yes
	(Y/N) Targeted governance is in place for overseeing the performance of technology - Accountability Councils and development technology Preparedness	Yes	Yes	Yes	Yes
	(Y/N) Indicators are in place to measure the satisfaction on technology	Yes	Yes	Yes	Yes



Internal Control Principle	Monitoring Criteria	Baseline 2022	Target 2023	Actual 2023	Target 2024
12. EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.	Number of non-conformities/financial & non-financial exceptions/respective impact	41 non-conformities/30 exceptions / Financial impact: 859.928€	<than 120/	60 nonconformities/16 exceptions Financial impact : 41,453	<than120/ <th
	(Y/N) EFSA has defined a Hierarchy of Documents which is maintained and reviewed annually	Roll out of new hierarchy	Yes	Yes	Yes
4. Information And Communication					
13. EFSA obtains or generates and uses relevant quality information to support the functioning of internal control.	(Y/N) EFSA adopted and implements the Information Management Policy defining its approach to information management and security	Yes	Yes	Yes	Yes
14. EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.	(Y/N) Objectives and results of internal control are communicated through annual IMS review to senior management and all staff via the Quality Circle	Yes	Yes	Yes	Yes
	(Y/N) Existence of the whistleblowing, harassment and disciplinary procedures	Yes	Yes	Yes	Yes
15. EFSA communicates with external parties about matters affecting the functioning of internal control.	(Y/N) EFSA publishes its Annual Report with a dedicated chapter on the assessment of the internal control systems in EFSA.	Yes	Yes	Yes	Yes
5. Monitoring Activities					
16. EFSA selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.	(Y/N) The SPD provides the overview of risks, ICMC and audit plans	Yes	Yes	Yes	Yes
	(Y/N) Annual IMS review successfully completed	Yes	Yes	Yes	Yes
	(Y/N) Completion of all planned internal and external audits	Yes	Yes	Yes	Yes
	% of authorizing officers that have followed the mandatory training on the Internal Control Framework, being aware of their responsibilities/accountability towards it	100%	100%	100%	100%
17. EFSA assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior	(Y/N) Outcomes of (internal/external/ISO certification) audits and the state of play of all outstanding recommendations are presented and discussed with the Accountability Council during the IMS planning and review	Yes	Yes	Yes	Yes



Internal Control Principle	Monitoring Criteria	Baseline 2022	Target 2023	Actual 2023	Target 2024
management and the Management Board, as appropriate.	phases (and ad hoc as necessary) and presented to the Audit Committee of the EFSA Management Board twice a year				



2. CONCLUSION OF THE ELEMENTS SUPPORTING ASSURANCE – ASSESSMENT BY MANAGEMENT

Considering the broad range of inputs summarized in this report and discussed with the senior management at EFSA's Management Review 2023, EFSA has determined that the internal control framework, based on EFSA's Integrated Management System, is not only established but also functioning well. However, EFSA aims for continual improvement and has pinpointed areas to enhance, particularly cybersecurity and the speed of risk assessment.

In conclusion, EFSA's management provides reasonable assurance that the controls in place are effective, risks are managed and addressed, and appropriate corrective actions are implemented, thereby maintaining the reliability of EFSA's internal control monitoring and upholding the organization's integrity and accountability.

RESERVATIONS

Not applicable



5. STATEMENT OF THE MANAGER IN CHARGE OF RISK MANAGEMENT AND INTERNAL CONTROL

I, the undersigned,

Manager in charge of risk management and internal control within EFSA,

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with EFSA's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Parma, 23 February 2024

Selomey Yamadjako

SIGNED



PART III. DECLARATION OF ASSURANCE

I, the undersigned, Director of EFSA,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the activities and outcome of the Integrated Management system and Internal Control Framework review reported in EFSA's Annual Activity report, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of EFSA.

Parma, 26 February 2024

Bernhard Url

SIGNED



ANNEXES



ANNEX I. CORE BUSINESS STATISTICS

(A). KEY STATISTICS IN 2023 - QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION

REGULATED PRODUCTS EVALUATION

TABLE 24. REGULATED PRODUCTS EVALUATION - QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2023	Plan	Actual 2022	Actual 2023	Plan	Actual 2022	Actual 2023	Actual 2022
BIOHAW - total Regulated Products	0	1	1	-	90%	100%	1	0
Animal by-products	0	1	1	-	90%	100%	1	0
AMT-Decontamination dossiers	0	0	0	-	90%	-	0	0
FEED - total Regulated Products	122	120	104	83.5%	90%	56%	217	237
Feed Additives applications	122	120	104	83.5%	90%	56%	217	237
FIP- total Regulated Products	142	143	144	94.3%	90%	94%	441	433
Flavourings applications	9	13	2	66.7%	90%	100%	7	14
Flavourings re-evaluation	0	6	14	-	90%	100%	6	6
Food Additives applications	3	9	3	100%	90%	100%	28	23
Food Additives re-evaluation	6	12	5	100%	90%	33%	121	127
Food Contact Material	50	48	53	98%	90%	98%	62	88
Enzymes	74	55	66	100%	90%	94%	217	175
Decontamination substances evaluation	0	0	1	-	90%	-	0	0
NIF - total Regulated Products	31	57	49	90.6%	90%	96%	208	188
Novel Foods	22	42	31	100%	90%	100%	169	152
Genetically Modified Organisms	5	11	17	50%	90%	88%	34	28
Health Claims	2	2	0	100%	90%	-	3	4
Foods for special medical purposes and allergens	1	2	0	100%	90%	-	0	1
Infant nutrition applications	1	0	1	100%	90%	100%	2	3
PREV - total Regulated Products	77	91	50	76%	90%	82%	445	393
Approval of new active substances	0	5	8	-	90%	83%	77	57
Approval of basic substances	4	12	1	100%	90%	100%	13	5
Confirmatory information on active substances	3	5	4	33.3%	90%	80%	6	3
Amendments of the condition of approval of active substances	1	3	0	100%	90%	-	5	6
Renewal of the approval of active substances	16	16	11	100%	90%	78%	244	232
MRL applications	53	50	26	69.4%	90%	77%	100	90



GENERIC SCIENTIFIC ADVICE

TABLE 25. QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION IN GENERIC SCIENTIFIC ADVICE PER AREA

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2023	Plan	Actual 2022	Actual 2023	Plan	Actual 2022	Actual 2023	Actual 2022
BIOHAW - total Generic Advice	63	50	44	100%	100%	98%	45	49
Animal Health	38	28	30	100%	100%	100%	13	27
Animal Welfare	7	5	-	100%	100%	-	9	6
Biological Hazards	11	12	7	100%	100%	100%	18	10
Multinational Foodborne outbreaks	4	2	4	100%	100%	100%	0	0
Annual Reports (AMR, TSE, Zoonoses)	3	3	3	100%	100%	67%	5	6
FEEDCO - total Generic Advice	13	13	9	87.5%	100%	46%	11	19
Contaminants Generic Advice	12	13	9	85.7%	100%	46%	8	18
Feed additives Generic Advice	1	0	0	100%	100%	-	3	1
FIP - total Generic Advice	0	0	5	-	100%	52%	2	1
Food improvements agents	0	0	4	-	100%	40%	2	1
Food contact Materials Generic Advice	0	0	1	-	100%	100%	0	0
IDATA- total Generic Advice	3	2	5	100%	100%	100%	3	2
Annual Reports	3	2	5	100%	100%	100%	3	2
MESE - total Generic Advice	2	2	0	-	100%	-	6	2
MESE General Scientific and Technical Assistance	2	2	0	-	100%	-	6	2
NIF - total Generic Advice	18	17	14	91.7%	100%	100%	31	21
Nutrition Generic Advice	10	7	4	90%	100%	100%	22	18
GMO Generic Advice	8	10	10	100%	100%	100%	9	3
PLANTS - total Generic Advice	114	100	91	93.1%	100%	70.6%	121	91
Plant Health	114	100	91	93.1%	100%	70.6%	121	91
PREV - total Generic Advice	75	73	70	45.7%	100%	88%	50	76
Preparation of the annual CCPR meeting	37	40	42	0.0%	100%	100%	6	1
Assessment of the risks related to MRLs	19	20	5	94.7%	100%	100%	2	20
Assessment of existing MRLs	8	4	16	100%	90%	-	32	39
Approval of active substances	5	5	7	100%	100%	100%	5	6
PREV Guidance documents	6	4	0	100%	100%	-	5	10

BACKLOGS AND BULK EVALUATIONS

In some scientific areas the delays on timeliness registered with respect to the initial deadline led to an increased backlog. These questions are part of the ongoing work programme and efforts are made to reduce their number during the actual year. It should be noted that questions received in bulk and pending future evaluation are not part of this backlog. For these



cases, called “bulk evaluations”, a work plan is agreed or pends agreement with the risk managers. Details on the actual backlog and its reduction per food sector area during 2023 are presented in table 27, while current status of bulk evaluations is included in table 28.

TABLE 26. BACKLOG REDUCTION IN 2023

Area	Questions in backlog as of 01/01/2023	Questions in backlog as of 31/12/2023
BIOHAW	4	0
Animal Health & Welfare	4	0
FEEDCO	56	30
Feed additives - Applications	51	30
Feed additives - Generic scientific and technical assistance	5	0
FIP	25	17
Flavourings	0	2
Food additives	3	3
Food additives re-evaluation	18	11
Food contact material	3	1
Food ingredients generic scientific & technical assistance	1	0
NIF	1	10
Novel foods	1	6
GMO	0	1
Nutrition generic scientific & technical assistance	0	2
GMO generic scientific & technical assistance	0	1
PLANTS	15	3
Plant Health generic scientific and technical assistance	15	3
PREV	44	32
Approval of new active substances	0	1
Renewal of the approval of active substances	17	14
Approval of basic substances	0	0
Confirmatory information on active substances	1	1
Amendments of the condition of approval of active substances	1	0
Preparation of the annual CCPR meeting	1	0
Assessment of the risks related to MRLs	1	1
Pesticides MRL Application (Reg. 396/2005 - Art. 10)	23	15
MESE	0	1
MESE	0	1
TOTAL	145	93

**TABLE 27. BULK EVALUATIONS IN 2023**

Status	Area	Questions in bulk as of 01/01/2023	Questions in bulk as of 01/01/2023
Deadlines agreed with Risk Manager	FIP	254	207
	Flavourings ⁶⁰	5	5
	Enzymes ⁶¹	145	99
	Food additives – re-evaluation	104	103
	PLANTS	39	31
	Pesticides MRL Review (Reg. 396/2005 - Art. 12) - ex backlog	39	31
Pending Risk Manager decision	NIF	1548	1548
	Health Claims (Art.13.2) - botanicals	1548	1548

⁶⁰ Evaluation of flavouring substances included in the Union list with a footnote, according to Regulation (EC) 1565/2000 and Implementing Regulation (EU) 872/2012. The plan for addressing the remaining evaluations is influenced by the timing of submission of information from applicants. The number of on-going questions might be increased because of potential future FGEs (flavouring group evaluations) (confirmed only if no safety concerns are identified), or newly received requests.

⁶¹ The number takes into account the questions closed for food enzymes applications until end 2021, and 47 additional question received during the year.



(B) STATUS OF PROGRAMME AND PROJECTS

TABLE 28. PROGRAMMES – STATUS REPORT

EFSA Programme	Status
Data & Evidence Programme (DEEP)	
DEEP focuses on delivering fast and open EFSA risk assessments by acquiring, exploiting, and disseminating fit-for-purpose data. These goals will be accomplished by building and making available new, innovative, and interoperable data services in collaboration with EFSA’s partners and through collaborative and decentralised data platforms	●
Innovative Risk Assessment Methodologies Programme (IRMA)	
IRMA ensures preparedness and up-to-date scientific approaches with respect to methodological developments in risk assessment (RA) and new scientific challenges in food, feed, and environmental safety	●
Knowledge, Expertise & Technology Programme (NEXT)	
NEXT focuses on knowledge exchange, organisation and automation to provide knowledge management solutions that help derive maximum value from knowledge. The programme also aims at enhancing digital collaboration for preparedness and partnership building, enabling and applying trustworthy Artificial Intelligence (AI), and increasing scientific assessment capacity and expertise at EU level	●

TABLE 29. EFSA PROJECTS – STATUS REPORT PER EXPECTED RESULT

Expected Operational Result	Project	Status
2.1.1 Harmonised RA culture is ensured at EU level	DOI builder	●
	Joining forces at EU level - Artificial Intelligence	●
	RA Training Support Framework MS partners/EU Agencies	<i>Postponed</i>
	CRME (CRM evolution)	●
	Scientific Assessment Knowledge Modularity (Sci-ASK)	●
2.1.2 The quality & scale of crisis preparedness & ER identification is improved	Emerging Risks Analysis Platform	●
	Identification of emerging chemical risks in food	●
	PLH preparedness to the risks of new plant pests	●*
	Predicting ciguatera risk in fish - climate change	●
	PLH procurement on Xylella vectors	●*
	Identification of emerging risks - food supplements	<i>Postponed</i>
Food and feed from tomorrow's oceans	●*	



Expected Operational Result	Project	Status
2.1.3 The quality of scientific guidance & methodologies	IUCLID Product Management	
	Risk assessment methodology for RNAi- applications	
	3 pipelines to analyse WGS data applications	
	PROC_HLADQ peptide modelling	Closed
	OPEN MCRA SPIDO	*
	EFSA Feed classification system and feed consumption database	*
	Comparative multi-omics study	*
	Monitoring and surveillance data for chemicals	*
	Environmental Neurotoxicants	
	Adverse Outcome Pathways- endocrine disruptors	
	New approach methodologies for RA of chemicals in food	
	Inter-human variability in toxicodynamics	
	Exploring the use of AI - NAMs	
	Integrating new approaches in chemical risk assessment	
	EFSA NAMs roadmap data integration nanomaterials	
	Thyroid disruption in wild mammals and amphibians	
	Practical implementation NAMs - RA of pesticide metabolites	
	Brain Health	
	TXG-MAP	
	Critical appraisal tools	
	Protein Safety	
	Use and reporting of historical control data (HCD)	
	MUST-B	
	Advancing ERA of non-target arthropods for PPPs (AENEAS)	
Capacity building for microbiome assessment		
Advancing the ERA of PPP to system-based approach		



Expected Operational Result	Project	Status
2.1.4 Preparedness for regulatory and policy needs addressing the EU Green deal	CSS_OSOA	●*
2.1.5 Wider access to and broader exploitation of data and analytics is achieved	BIKE 2-Plan to procure	●
	Integrated spatial analysis for biological RA	●
	Interoperating 'One Health' system	Closed
	SIGMA 2.0	●
	Rebuild Data Framework	●
	Data Collection Tracing	●
	Food Classification for Tracing	●*
	GM Plant Sequences	●
	OECD MetaPath: Incorporation of pesticide residue data	Closed
	Open Food Tox 3	●
	New Meeting Organisation System implementation	●
	Records and Correspondence Management Project	●
	RUEDIS database	●*
	Update of the EFSA pesticides genotoxicity database	●*
	Data Outreach	●
	EU Menu	●*
	Creation of Open Access EU Food Composition Database	●*
	Generate data on food consumption of bees	Postponed
AI & Ontologies	●	
DICO 2	●	

* status referencing to October 2023



(C) OUTCOME AND EXPECTED OPERATIONAL RESULTS INDICATORS: SOURCE OF DATA

TABLE 30. CORPORATE INDICATORS (KPIs) – SOURCE OF DATA

SO	Type	KPI	Frequency	Tool /Source of data
S01	Outcome	Citations of EFSA’s scientific outputs	Quarterly	Web of Science
S01	Outcome	EFSA Journal’s H-index	Quarterly	Web of Science
S01	Outcome	Satisfaction rate of EFSA’s Annual Strategy Survey on RISK ASSESSMENT	Yearly	EFSA Strategy Reputation Survey
S01	Outcome	Satisfaction rate of EFSA’s Annual Strategy Survey on RISK COMMUNICATION	Yearly	EFSA Strategy Reputation Survey
S01	Outcome	Social media interactions value	Yearly	Web analytics
S01	Output	Amount of resources used (for all EORs)	Quarterly	Hyperion
S01	Output	Change in stock of questions (for all EORs)	Quarterly	APPIAN
S01	Output	Number of questions closed (for all EORs)	Quarterly	APPIAN
S01	Output	Reduction of backlogs and bulk evaluations (for all EORs)	Quarterly	APPIAN
S01	Output	Impact of public consultations	Quarterly	Metric under definition
S01	Output	Timeliness of adoption (for all EORs)	Quarterly	APPIAN
S01	Output	Timeliness of publication (for all EORs)	Quarterly	Wiley
S01	Output	Knowledge junction data set uploads	Quarterly	Knowledge Junction
S01	Output	Leverage of social science	Quarterly	Social Science monitoring table
S01	Output	Performance of communication materials	Quarterly	Web-based surveys
S01	Output	Translation outreach	Quarterly	Website Analytics
S01	Output	Joint communication content production	Quarterly	Coordinated Communication PPIs tables (Hyperion workplan)
S01	Output	Performance of dissemination process	Quarterly	Coordinated Communication PPIs tables (Hyperion workplan)
S01	Output	Performance of EFSA’s Campaigns	Quarterly	EFSA Campaign Comms and Monitoring plan
S02	Outcome	Citations of EFSA’s guidances	Quarterly	Web of Science
S02	Outcome	Satisfaction rate of EFSA’s Annual Strategy Survey on CAPACITY STRENGTHENING	Yearly	EFSA Strategy Reputation Survey



SO	Type	KPI	Frequency	Tool /Source of data
S02	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on DATA ACCESS AND EXPLOITATION	Yearly	EFSA Strategy Reputation Survey
S02	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on ECOSYSTEM EFFICIENCY.	Yearly	EFSA Strategy Reputation Survey
S02	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on HARMONISATION	Yearly	EFSA Strategy Reputation Survey
S02	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on PREPAREDNESS	Yearly	EFSA Strategy Reputation Survey
S02	Outcome	Use of EFSA datasets	Twice/year	Microstrategy, Zenodo, API portal
S02	Output	Amount of resources used (for all EORS)	Quarterly	Hyperion
S02	Output	Engagement activities	Quarterly	Internal register
S02	Output	Expertise preparedness to address RM's requests	Quarterly	FDP register
S02	Output	Number of project deliverables finalized (for all EORs)	Quarterly	Hyperion
S02	Output	Number of unique organisations and consortia contributing to EFSA's workprogramme	Twice/year	Awarded and rejected tenderers + contracts DB
S02	Output	Resources allocated to outsourcing RA activities	Quarterly	Hyperion
S02	Output	Share of EFSA's outputs delivered with outsourcing contribution	Yearly	APPIAN
S02	Output	Cooperation in Crisis Preparedness	Yearly	External reports on crisis exercises
S02	Output	External reports on crisis exercises	Yearly	Annual technical report on "EFSA's activities on emerging risks"
S02	Output	% of signals that lead to an action	Yearly	Annual technical report on "EFSA's activities on emerging risks" and EFSA's portfolio
S02	Output	Cooperation in methodology development	Yearly	Public consultation register (SALESFORCE)
S02	Output	Methods preparedness to address RM's requests	Quarterly	FDP register
S02	Output	Updated scientific guidances	Twice/year	APPIAN
S02	Output	Activities related to Green Deal	Twice/year (Year-to-date)	Internal register



SO	Type	KPI	Frequency	Tool /Source of data
S02	Output	Participation to research projects	Quarterly (Cumulative over the years)	Register of EFSA involvement in research projects
S02	Output	Availability of structured data formats in Regulated Products domains	Yearly	IUCLID
S02	Output	Data preparedness to address RM’s requests	Quarterly	FDP register
S02	Output	Efficacy of EFSA's data ecosystem services	Yearly	Microstrategy
S03	Outcome	Annual strategy implementation plan achieved	Quarterly	Hyperion
S03	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on COHERENCE	Yearly	EFSA Strategy Reputation Survey
S03	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on GOVERNANCE	Yearly	EFSA Strategy Reputation Survey
S03	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on ORGANISATIONAL EFFICIENCY	Yearly	EFSA Strategy Reputation Survey
S03	Output	Amount of resources used (for all EORs)	Quarterly	Hyperion
S03	Output	Future of work - digital culture	Twice/year	Staff Engagement Survey
S03	Output	Leadership and management index	Yearly	- Leadership: Staff Engagement Survey - Units' performance: HYPERION
S03	Output	Occupancy rate	Quarterly	Sysper/Fusion
S03	Output	Staff engagement index	Yearly	Staff Engagement Survey
S03	Output	Staff geographical balance	Yearly	Taleo, Excel
S03	Output	Compliance with Service SLA	Quarterly	Service Now
S03	Output	Digitalisation Index	Twice/year	Internal assessment
S03	Output	Enabling services staff efficiency	Yearly	Hyperion
S03	Output	User satisfaction on enabling services	Quarterly	Service Now
S03	Output	Budget execution	Quarterly	Hyperion
S03	Output	Efficacy of Assurance mechanisms	Quarterly	External audit reports
S03	Output	Efficiency gains achieved	Yearly	Hyperion
S03	Output	Process status health	Quarterly	Hyperion



SO	Type	KPI	Frequency	Tool /Source of data
S03	Output	Project status health	Quarterly	Hyperion
S03	Output	Advocacy and engagement activities in support to Strategy implementation	Twice/year	Internal register



ANNEX II. BUDGET AND FINANCIAL MANAGEMENT

The EFSA's initial voted budget for the year 2023 was EUR 155.4 million in commitment and EUR 147.4 million in payment appropriations. During the year, additional funds have been integrated into the EFSA budget via amendments (next paragraph). As of the end of the year, 100% of commitment appropriations and differentiated payment credits have been implemented (corporate target met), while the execution of non-differentiated payments of 89% was slightly below the target of 90%.

EUR 13.9 million of non-differentiated credits has been carried forward from 2022 (C8 funds), and EUR 0.2 million of non-committed internal assigned revenues has been carried over (C5 funds).

100% of commitment appropriations has been implemented, while EUR 0.85 million of payment appropriations (stemming mainly from the credits carried over) have been cancelled.

BUDGET AMENDMENTS

In March 2023, a budget amendment of EUR 1.10 million was adopted by the EFSA Management Board, integrating into the EFSA budget a contribution agreement with DG NEAR to implement the actions of the Pre-Accession Programme from June 2023 until the end of May 2026 (later postponed to August).

In September, a second budget amendment integrating the funds stemming from the Service Level Agreement (SLA) with DG AGRI 370,301.00 EUR and bank interest 111,809.47 EUR was adopted by the Management Board via written procedure. The funds from the Pre-Accession Programme and the SLA with DG AGRI are allocated to the R0 fund source as external assigned revenue.

BUDGET EXECUTION C1 CREDITS

As of 31 Dec 2023, 100% of commitment appropriations and 91% of payment appropriations have been implemented (out of which differentiated payments 100% (EUR 27.9 million) and non-differentiated (EUR 107.0 million out of total appropriations of 119.6 million)).

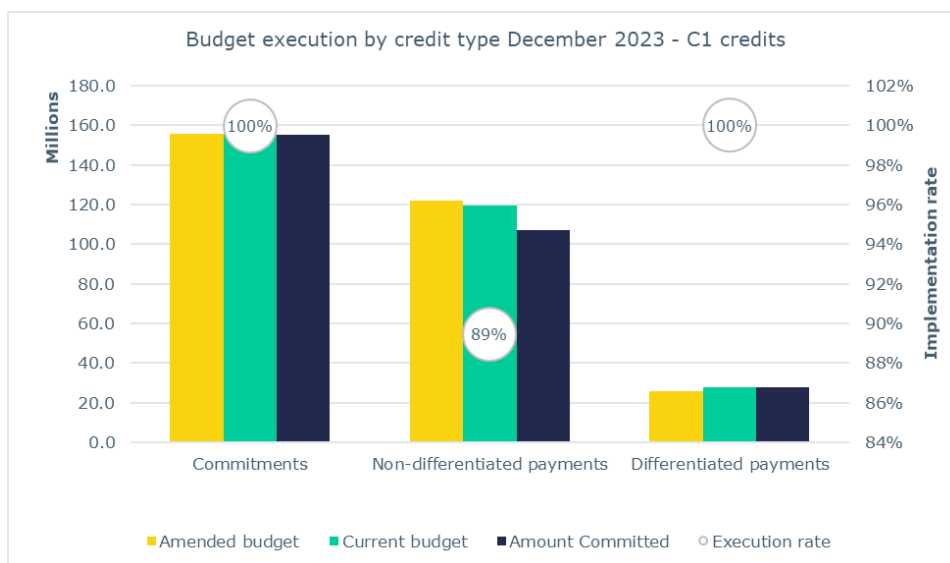


FIGURE 24 – BUDGET EXECUTION BY CREDIT TYPE DECEMBER 2023 – C1 CREDITS

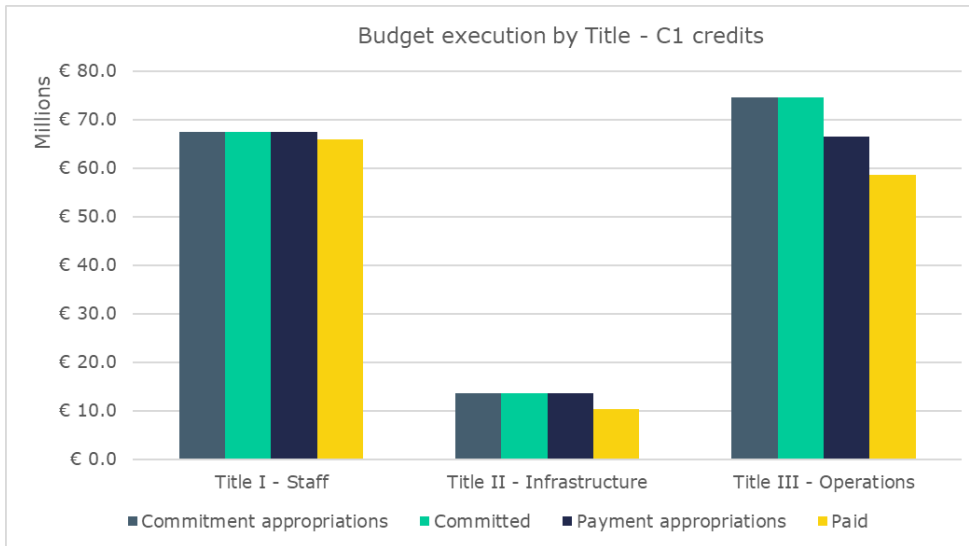


FIGURE 25. BUDGET EXECUTION BY TITLE- C1 CREDITS

TITLE I

EUR 67.4 million (100% of the available budget) was committed, out of which EUR 58.2 million consumed by staff and Seconded National Experts’ salaries and allowances followed by interim services (EUR 4.5 million). Both abovementioned cost categories have been showing growing trends compared to previous years, triggered mainly by the increase of basic salaries (impacting also interim services) and trainee allowances as well as a change of interim contracts’ renewal pattern.

EUR 67.4 million (98% of the available budget) was paid, while EUR 1.4 million has been carried forward to 2024, corresponding to the outstanding payments for interim services (EUR 0.9 million), training (EUR 0.17 million) and HR consultancy and services (EUR 0.17 million).

TITLE II

EUR 13.6 million (100% of the available budget) was committed, out of which a major part is for building expenditures (including building acquisition and refurbishment of premises, maintenance and energy supplies) and IT infrastructure, software and related services (EUR 6.2 million each), followed by purchase of the furniture (EUR 0.79 million) and legal expenses (EUR 0.19 million).

EUR 13.4 million (76% of the budget) was paid, while EUR 3.2 million has been carried forward to 2024, mainly due to outstanding payments stemming from the refurbishment of premises (EUR 0.8 million), IT services (EUR 1.3 million) and other expenditures related to building, such as security and surveillance, building-related services and energy supplies (EUR 0.6 million).

TITLE III

EUR 74.5 million (100% of the available budget) was committed. The funds were used mainly for scientific grants and procurement (EUR 35.9 million, following the year-end transfers from non-differentiated credits increased by 2.7 million), followed by operational IT systems (EUR 16.7 million), scientific meetings (EUR 8.8 million) and communications (EUR 7.0 million).

EUR 58.5 million was paid, out of which EUR 27.9 million of differentiated credits (100%) and EUR 30.6 million of EUR 38.6 million of non-differentiated credits (89%). EUR 8.0 million of



non-differentiated payment credits has been carried forward to 2024, mainly due to outstanding payments stemming from the lines covering operational IT systems (EUR 5.0 million⁶²), operational development support and consulting (EUR 1.3 million) and communications (EUR 0.9 million).

FUNDS CARRIED FORWARD (C8 CREDITS)

Out of the EUR 13.9 million of non-differentiated credits carried forward from 2022, **94.1% (EUR 13.1 million)** was paid, while 5.9% (EUR 0.8 million) has been de-committed and cancelled. The funds were cancelled mainly in the lines covering energy suppliers, operational IT systems, conferences and outreach and risk communications. EFSA is taking steps towards increasing the payment execution of C1 credits to decrease the automatic carry-over of appropriations hence preventing cancellations.

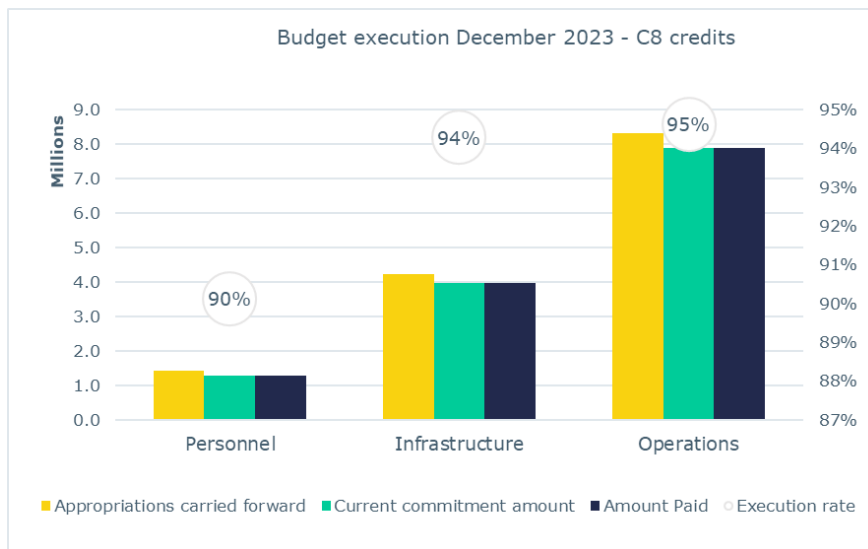


FIGURE 26. BUDGET EXECUTION DECEMBER 2023 – C8 CREDITS

FUNDS CARRIED OVER (C5 CREDITS)

The amount of EUR 0.2 million of internally assigned revenues carried over to 2023 was fully committed.

BUDGET TRANSFERS

Eight budget transfer decisions were signed in the course of the year, out of which three were in the frame of periodical budget review procedures, three to address urgent needs in between these procedures and two in December (one for Titles I and II and one for Title III) to optimise the use of available budget appropriations.

In the course of the year, the additional funds were directed mainly to Title I to cover the shortfalls related to the increase of staff salaries and allowances, followed by interim services (change of contracts’ renewal pattern allowing an extension for a longer period) and other services (re-allocation of a particular consulting cost from Title III to a more appropriate line in Title I). These shortfalls were covered both by internal reallocation within Title I as well as

⁶² project related expenditure of EUR 4.3 million and IT Run EUR 0.7 million linked to Meeting Organisation System and other scientific tool enhancements



from Title II (lower price of energy supplies, part of building works anticipated to 2022, release from IT services) and Title III.

In Title III, the surplus of funds has been identified mainly in the scientific meetings, which has been re-directed to Title I as well as to scientific cooperation and procurement, which gained additional funds also from other types of operational expenditures due to surpluses identified in the last quarter of the year.

DEBIT NOTES

During 2023, 84 debit notes were issued and all effectively recovered for an amount of €149.7 million. This amount includes the EU budget contribution (€148.8 million). One debit note issued in previous years remained open at the end of year, an amount of €0.02 million which is in litigation before the courts.”

PROCUREMENT

The types of procurement procedures which were carried out during the year are presented in table 31.

TABLE 31 PROPORTION OF PROCUREMENT PROCEDURE TYPES USED

Procurement types	Number	% of procurement procedure types used (e.g. open/negotiated etc.)
Open procedure (FR 164 (1)(a))	18	13%
Competitive procedure with negotiation (Annex 1 - 12.1)	1	1%
Negotiated procedure middle value contract (Annex 1 - 14.2)	4	3%
Negotiated procedure very low value contract (Annex 1 - 14.4)	113	80%
Negotiated procedure without prior publication (Annex 1 - 11.1)	6	4%
Total	142	100%

INTEREST CHARGED BY SUPPLIERS THROUGH LATE PAYMENTS.

In 2023, five invoices payment have generated late interests for an amount of € 1,943.10.

GRANT, CONTRIBUTION AND SERVICE LEVEL AGREEMENTS.

EFSA started in June 2019 a new action: “Preparatory measures for the participation of IPA (Instrument for the Pre-Accession Assistance for EU candidate countries or potential EU candidate countries) beneficiaries in the European Food Safety Authority 2019-2021” with a budget of EUR 500 000. DG NEAR made available additional EUR 250 000 to extend this work up to 31 May 2022 in December 2019. With the additional funds, EFSA intends to continue to involve IPA beneficiaries in its work and to provide opportunities to strengthen the capacities for risk assessment and communication through the promotion of networking and joint activities between EFSA IPA and Member States. One Seconded National Expert is financed under this contribution agreement.



In July 2023, a new contribution agreement was signed with DG NEAR to provide a financial contribution to fund the implementation of the action "Preparatory measures for the participation of IPA beneficiaries in the European Food Safety Authority 2023-2026".

The agreement has a total estimated budget of EUR 1.150.000, starting from the 1st of August 2023 for a period of three years.

In October 2023 an SLA was signed between EFSA and DG AGRI to provide detailed scientific and technical information on a number of currently non authorised substances most frequently found in food and feed products certified as organic, in accordance with Article 29(4) of Regulation (EU) 2018/848.

The value of this SLA is EUR 370.301 for a duration of 18 months starting from the 1st of November 2023.

DELEGATION AND SUB-DELEGATION OF THE POWERS OF BUDGET IMPLEMENTATION TO AGENCY'S STAFF

TIME-LIMIT OF THE DELEGATION-SUB-DELEGATIONS

Unlimited (until further revision due to re-organisation or change of BL numbering).

LIST OF THE BLS COVERED BY SUB-DELEGATIONS GRANTED TO ANOTHER AOD;

The HoDs and Chief Scientist are delegated on the related BLs of competence with defined ceilings, lower than the ones of the ED. The Management Services HoD has received delegation with defined ceilings on all BLs in order to be the proper back-up in case of unforeseen absence/urgent need.

A SUMMARY OF THE CONDITIONS OF THESE DELEGATIONS AND SUB-DELEGATIONS (I.E. THE CONTROL AND REPORTING REQUIREMENTS);

For the purposes of the budget implementation, and in line with Article 41(1) of EFSA's Financial Regulation, the Executive Director as the Authorising Officer of the Agency has delegated financial powers to the Heads of Departments and Chief Scientist for the budget lines, they are responsible for in line with their activities. In accordance with Article 41(2), the Head of Departments and Chief Scientist have further sub-delegated financial powers to the Heads of Unit and in some cases Team Leaders of their Departments. For efficiency reasons, the Executive Director has also delegated financial powers to few staff members for lower amounts. Control done by the neutral verifier, supported by Finance unit and implemented in ABAC by CORSER unit based on the documents signed by the Executive Director. Reporting monitored by Finance as well as by ECA auditors + External auditors at least twice a year.



(A) BUDGET EXECUTION

TABLE 32. EXPENDITURES

Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
1	STAFF										
11	STAFF EXPENDITURE										
110	Salaries and allowances										
1100	Salaries and allowances of staff provided for in establishment plan	43,125,000.00	43,125,000.00	43,672,216.18	43,672,216.18	100%	43,125,000.00	43,125,000.00	43,672,216.18	43,672,216.18	100%
1104	Entitlements on Entering and Leaving the Service	500,000.00	500,000.00	523,156.91	523,156.91	100%	500,000.00	500,000.00	523,156.91	523,156.91	100%
	Article 110 - Total	43,625,000.00	43,625,000.00	44,195,373.09	44,195,373.09	100%	43,625,000.00	43,625,000.00	44,195,373.09	44,195,373.09	100%
111	Other staff										
1113	Stagiaires	1,417,500.00	1,417,500.00	1,997,500.00	1,997,500.00	100%	1,417,500.00	1,417,500.00	1,997,500.00	1,997,455.81	100%
1115	Contract staff	11,155,256.00	11,155,256.00	11,509,256.00	11,509,256.00	100%	11,155,256.00	11,155,256.00	11,509,256.00	11,509,256.00	100%
1116	Visiting experts, National Experts on Detachment	750,000.00	750,000.00	815,689.93	815,689.93	100%	750,000.00	750,000.00	815,689.93	815,689.93	100%
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	
	Article 111 - Total	13,322,756.00	13,322,756.00	14,322,445.93	14,322,445.93	100%	13,322,756.00	13,322,756.00	14,322,445.93	14,322,401.74	100%
112	Interim staff										
1120	Interim services	3,850,000.00	3,850,000.00	4,507,855.17	4,507,855.17	100%	3,850,000.00	3,850,000.00	4,507,855.17	3,566,786.82	79%
	Article 112 - Total	3,850,000.00	3,850,000.00	4,507,855.17	4,507,855.17	100%	3,850,000.00	3,850,000.00	4,507,855.17	3,566,786.82	79%
113	Establishment or maintenance of pension rights for temporary staff										
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	
	Article 113 - Total	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	
	CHAPTER 11 - TOTAL	60,797,756.00	60,797,756.00	63,025,674.19	63,025,674.19	100%	60,797,756.00	60,797,756.00	63,025,674.19	62,084,561.65	99%
CHAPTER 12	EXPENDITURE RELATING TO STAFF RECRUITMENT										
120	Expenditure relating to Staff recruitment	0.00	0.00	#REF!			0.00	0.00			



Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
1200	Miscellaneous expenditure on recruitment	250,000.00	250,000.00	198,554.26	198,554.26	100%	250,000.00	250,000.00	198,554.26	182,978.26	92%
	Article 120 - Total	250,000.00	250,000.00	198,554.26	198,554.26	100%	250,000.00	250,000.00	198,554.26	182,978.26	92%
	CHAPTER 12 - TOTAL	250,000.00	250,000.00	198,554.26	198,554.26	100%	250,000.00	250,000.00	198,554.26	182,978.26	92%
CHAPTER 13	MISSIONS AND DUTY TRAVEL										
130	Missions and travel expenses										
1300	Missions and travel expenses	100,000.00	100,000.00	119,701.47	119,701.47	100%	100,000.00	100,000.00	119,701.47	106,522.85	89%
1301	Shuttles for missions and duty	35,000.00	35,000.00	43,620.00	43,620.00	100%	35,000.00	35,000.00	43,620.00	35,900.45	82%
	Article 130 - Total	135,000.00	135,000.00	163,321.47	163,321.47	100%	135,000.00	135,000.00	163,321.47	142,423.30	87%
	CHAPTER 13 - TOTAL	135,000.00	135,000.00	163,321.47	163,321.47	100%	135,000.00	135,000.00	163,321.47	142,423.30	87%
CHAPTER 14	SOCIOMEDICAL INFRASTRUCTURE										
141	Medical service										
1410	Medical service	330,000.00	330,000.00	315,457.01	315,457.01	100%	330,000.00	330,000.00	315,457.01	291,746.95	92%
	Article 141 - Total	330,000.00	330,000.00	315,457.01	315,457.01	100%	330,000.00	330,000.00	315,457.01	291,746.95	92%
	CHAPTER 14 - TOTAL	330,000.00	330,000.00	315,457.01	315,457.01	100%	330,000.00	330,000.00	315,457.01	291,746.95	92%
CHAPTER 15	TRAINING										
150	Training, language courses and retraining for staff										
1500	Further training, language courses and retraining for staff	500,000.00	500,000.00	521,728.93	521,728.93	100%	500,000.00	500,000.00	521,728.93	353,818.22	68%
	Article 150 - Total	500,000.00	500,000.00	521,728.93	521,728.93	100%	500,000.00	500,000.00	521,728.93	353,818.22	68%
	CHAPTER 15 - TOTAL	500,000.00	500,000.00	521,728.93	521,728.93	100%	500,000.00	500,000.00	521,728.93	353,818.22	68%
CHAPTER 16	SOCIAL WELFARE										
160	Special assistance grants, other interventions and complementary aid for disabled										
1600	Special assistance grants, other interventions and complementary aid for disabled	30,000.00	30,000.00	45,000.00	45,000.00	100%	30,000.00	30,000.00	45,000.00	40,823.21	91%
	Article 160 - Total	30,000.00	30,000.00	45,000.00	45,000.00	100%	30,000.00	30,000.00	45,000.00	40,823.21	91%
161	Social contacts between staff										
1610	Social contacts between staff	50,000.00	50,000.00	55,498.04	55,352.04	100%	50,000.00	50,000.00	55,498.04	44,657.54	80%
	Article 161 - Total	50,000.00	50,000.00	55,498.04	55,352.04	100%	50,000.00	50,000.00	55,498.04	44,657.54	80%
161	Early childhood centres and other creches										



Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
1630	Early childhood centres, creches and EU school contribution	1,976,000.00	1,976,000.00	1,828,884.01	1,828,884.01	100%	1,976,000.00	1,976,000.00	1,828,884.01	1,818,214.01	99%
	Article 161 - Total	1,976,000.00	1,976,000.00	1,828,884.01	1,828,884.01	100%	1,976,000.00	1,976,000.00	1,828,884.01	1,818,214.01	99%
	CHAPTER 16 - TOTAL	2,056,000.00	2,056,000.00	1,929,382.05	1,929,236.05	100%	2,056,000.00	2,056,000.00	1,929,382.05	1,903,694.76	99%
18	EXTERNAL SERVICES										
180	External services										
1800	Translation and interpretation	50,000.00	50,000.00	1,000.00	1,000.00	100%	50,000.00	50,000.00	1,000.00	0.00	0%
1801	Payment for administrative assistance from the Community institutions	382,281.00	382,281.00	385,581.00	385,581.00	100%	382,281.00	382,281.00	385,581.00	368,941.28	96%
1802	Consultancy and HR services	350,000.00	350,000.00	210,316.57	207,566.57	99%	350,000.00	350,000.00	210,316.57	36,565.85	17%
1803	Other services	194,075.00	194,075.00	608,286.23	608,286.23	100%	194,075.00	194,075.00	608,286.23	601,043.23	99%
	Article 180 - Total	976,356.00	976,356.00	1,205,183.80	1,202,433.80	100%	976,356.00	976,356.00	1,205,183.80	1,006,550.36	84%
	CHAPTER 18 - TOTAL	976,356.00	976,356.00	1,205,183.80	1,202,433.80	100%	976,356.00	976,356.00	1,205,183.80	1,006,550.36	84%
	TITLE 1 - TOTAL	65,045,112.00	65,045,112.00	67,359,301.71	67,356,405.71	100%	65,045,112.00	65,045,112.00	67,359,301.71	65,965,773.50	98%
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY										
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS										
200	Building										
2000	Rent	72,500.00	72,500.00	43,650.77	43,650.77	100%	72,500.00	72,500.00	43,650.77	43,650.77	100%
2001	Acquisition	1,615,887.00	1,727,696.47	1,868,643.36	1,868,643.36	100%	1,615,887.00	1,727,696.47	1,868,643.36	1,868,643.36	100%
2002	Studies and technical assistance in connection with building projects	650,000.00	650,000.00	343,835.00	343,835.00	100%	650,000.00	650,000.00	343,835.00	230,472.50	67%
2003	Refurbishment of premises/fitting out	1,193,046.00	1,193,046.00	1,242,156.22	1,242,156.22	100%	1,193,046.00	1,193,046.00	1,242,156.22	430,367.90	35%
	Article 200 - Total	3,531,433.00	3,643,242.47	3,498,285.35	3,498,285.35	100%	3,531,433.00	3,643,242.47	3,498,285.35	2,573,134.53	74%
202	Expenditure on buildings										
2020	Water, gas, electricity and heating	1,100,000.00	1,100,000.00	705,210.53	705,210.53	100%	1,100,000.00	1,100,000.00	705,210.53	567,321.36	80%
2021	Cleaning and maintenance	683,000.00	683,000.00	627,756.75	627,756.75	100%	683,000.00	683,000.00	627,756.75	562,965.96	90%
2023	Security and surveillance of buildings	736,000.00	736,000.00	711,770.02	711,770.02	100%	736,000.00	736,000.00	711,770.02	477,081.51	67%
2024	Insurance	40,000.00	40,000.00	34,113.21	34,113.21	100%	40,000.00	40,000.00	34,113.21	34,113.21	100%
2025	Other expenditure on buildings	800,000.00	800,000.00	658,636.54	655,995.04	100%	800,000.00	800,000.00	658,636.54	482,488.98	73%
	Article 202 - Total	3,359,000.00	3,359,000.00	2,737,487.05	2,734,845.55	100%	3,359,000.00	3,359,000.00	2,737,487.05	2,123,971.02	78%



Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
	CHAPTER 20 - TOTAL	6,890,433.00	7,002,242.47	6,235,772.40	6,233,130.90	100%	6,890,433.00	7,002,242.47	6,235,772.40	4,697,105.55	75%
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING										
210	Purchase and maintenance of IT for administration and non-operational										
2100	Purchase and maintenance of IT equipment and standard software	2,687,843.00	2,687,843.00	2,828,259.08	2,827,805.88	100%	2,687,843.00	2,687,843.00	2,828,259.08	2,622,089.54	93%
2103	External services for the operation, implementation and maintenance of software and user support	3,386,051.00	3,386,051.00	3,038,529.11	3,038,529.11	100%	3,386,051.00	3,386,051.00	3,038,529.11	1,782,198.23	59%
	Article 210 - Total	6,073,894.00	6,073,894.00	5,866,788.19	5,866,334.99	100%	6,073,894.00	6,073,894.00	5,866,788.19	4,404,287.77	75%
	CHAPTER 21 - TOTAL	6,073,894.00	6,073,894.00	5,866,788.19	5,866,334.99	100%	6,073,894.00	6,073,894.00	5,866,788.19	4,404,287.77	75%
22	MOVABLE PROPERTY AND ASSOCIATED COSTS										
220	Technical equipment and installations										
2200	Technical equipment and installations	240,771.00	240,771.00	283,294.23	282,254.23	100%	240,771.00	240,771.00	283,294.23	229,334.23	81%
	Article 220 - Total	240,771.00	240,771.00	283,294.23	282,254.23	100%	240,771.00	240,771.00	283,294.23	229,334.23	81%
221	Furniture										
2210	Furniture	865,018.00	865,018.00	789,917.77	789,917.77	100%	865,018.00	865,018.00	789,917.77	690,493.72	87%
	Article 221 - Total	865,018.00	865,018.00	789,917.77	789,917.77	100%	865,018.00	865,018.00	789,917.77	690,493.72	87%
	CHAPTER 22 - TOTAL	1,105,789.00	1,105,789.00	1,073,212.00	1,072,172.00	100%	1,105,789.00	1,105,789.00	1,073,212.00	919,827.95	86%
23	CURRENT ADMINISTRATIVE EXPENDITURE										
230	Stationery and office supplies										
2300	Stationery and office supplies	41,500.00	41,500.00	37,493.11	37,493.11	100%	41,500.00	41,500.00	37,493.11	31,454.54	84%
	Article 230 - Total	41,500.00	41,500.00	37,493.11	37,493.11	100%	41,500.00	41,500.00	37,493.11	31,454.54	84%
232	Financial charges										
2320	Bank and other financial charges	1,000.00	1,000.00	300.00	300.00	100%	1,000.00	1,000.00	300.00	202.13	67%
	Article 232 - Total	1,000.00	1,000.00	300.00	300.00	100%	1,000.00	1,000.00	300.00	202.13	67%
233	Legal expenses										
2330	Legal expenses and damages	157,300.00	157,300.00	196,547.85	196,547.85	100%	157,300.00	157,300.00	196,547.85	174,785.85	89%
	Article 233 - Total	157,300.00	157,300.00	196,547.85	196,547.85	100%	157,300.00	157,300.00	196,547.85	174,785.85	89%
235	Other operating expenditure										
2350	Miscellaneous insurance	5,000.00	5,000.00	4,748.00	4,748.00	100%	5,000.00	5,000.00	4,748.00	380.02	8%
	Article 235 - Total	5,000.00	5,000.00	4,748.00	4,748.00	100%	5,000.00	5,000.00	4,748.00	380.02	8%



Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
239	Publications										
2390	Publications	15,000.00	15,000.00	7,783.47	7,783.47	100%	15,000.00	15,000.00	7,783.47	7,783.47	100%
	Article 239 - Total	15,000.00	15,000.00	7,783.47	7,783.47	100%	15,000.00	15,000.00	7,783.47	7,783.47	100%
	CHAPTER 23 - TOTAL	219,800.00	219,800.00	246,872.43	246,872.43	100%	219,800.00	219,800.00	246,872.43	214,606.01	87%
24	POSTAL CHARGES AND TELECOMMUNICATIONS										
240	Postal charges and telecommunications										
2400	Postal charges and telecommunications	232,611.00	232,611.00	142,358.36	142,358.36	100%	232,611.00	232,611.00	142,358.36	102,629.35	72%
	Article 240 - Total	232,611.00	232,611.00	142,358.36	142,358.36	100%	232,611.00	232,611.00	142,358.36	102,629.35	72%
	CHAPTER 24 - TOTAL	232,611.00	232,611.00	142,358.36	142,358.36	100%	232,611.00	232,611.00	142,358.36	102,629.35	72%
25	GOVERNANCE EXPENDITURES										
250	Governance expenditures										
2500	Management Board meetings	75,000.00	75,000.00	70,000.00	70,000.00	100%	75,000.00	75,000.00	70,000.00	47,934.94	68%
	Article 250 - Total	75,000.00	75,000.00	70,000.00	70,000.00	100%	75,000.00	75,000.00	70,000.00	47,934.94	68%
	CHAPTER 25 - TOTAL	75,000.00	75,000.00	70,000.00	70,000.00	100%	75,000.00	75,000.00	70,000.00	47,934.94	68%
	TITLE 2 - TOTAL	14,597,527.00	14,709,336.47	13,635,003.38	13,630,868.68	100%	14,597,527.00	14,709,336.47	13,635,003.38	10,386,391.57	76%
3	OPERATING EXPENDITURE LINKED TO AUTHORITY										
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS										
302	Risk Assessment Production experts meetings - Regulated products										
3020	Risk Assessment Production experts meetings - Regulated products	6,170,609.00	6,170,609.00	4,448,802.00	4,448,802.00	100%	6,170,609.00	6,170,609.00	4,448,802.00	4,363,285.27	98%
	Article 302 - Total	6,170,609.00	6,170,609.00	4,448,802.00	4,448,802.00	100%	6,170,609.00	6,170,609.00	4,448,802.00	4,363,285.27	98%
303	Risk Assessment Services meetings - Regulated products										
3030	Risk Assessment Services meetings - Regulated products	34,500.00	34,500.00	12,323.44	12,323.44	100%	34,500.00	34,500.00	12,323.44	12,323.44	100%
	Article 303 - Total	34,500.00	34,500.00	12,323.44	12,323.44	1.00	34,500.00	34,500.00	12,323.44	12,323.44	1.00
	CHAPTER 30 - TOTAL	6,205,109.00	6,205,109.00	4,461,125.44	4,461,125.44	100%	6,205,109.00	6,205,109.00	4,461,125.44	4,375,608.71	98%
31	RISK ASSESSMENT AND SCIENTIFIC ASSISTANCE										
312	Risk Assessment Production experts meetings - Generic Risk Assessment										
3120	Risk Assessment Production experts meetings: Generic Risk Assessment	4,449,620.00	4,449,620.00	3,266,724.93	3,266,724.93	100%	4,449,620.00	4,449,620.00	3,266,724.93	3,139,482.61	96%
	Article 312 - Total	4,449,620.00	4,449,620.00	3,266,724.93	3,266,724.93	100%	4,449,620.00	4,449,620.00	3,266,724.93	3,139,482.61	96%



Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
313	Crisis support										
3130	Crisis support	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	
	Article 313 - Total	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	
314	Risk Assessment Services experts meetings - Generic Risk Assessment										
3140	Risk Assessment Services experts meetings - Generic Risk Assessment	1,085,784.00	1,085,784.00	972,658.27	972,658.27	100%	1,085,784.00	1,085,784.00	972,658.27	970,441.82	100%
	Article 314 - Total	1,085,784.00	1,085,784.00	972,658.27	972,658.27	100%	1,085,784.00	1,085,784.00	972,658.27	970,441.82	100%
	CHAPTER 31 - TOTAL	5,535,404.00	5,535,404.00	4,239,383.20	4,239,383.20	100%	5,535,404.00	5,535,404.00	4,239,383.20	4,109,924.43	97%
32	EFSA SCIENTIFIC COOPERATION										
321	EFSA Grants & Procurement										
3210	EFSA Grants & Procurement	33,115,863.00	33,115,864.37	35,856,556.32	35,852,477.41	100%	25,136,712.00	25,136,713.37	27,485,149.32	27,484,706.03	100%
	Article 321 - Total	33,115,863.00	33,115,864.37	35,856,556.32	35,852,477.41	100%	25,136,712.00	25,136,713.37	27,485,149.32	27,484,706.03	100%
322	Scientific Cooperation meetings										
3220	Scientific Cooperation meetings	69,800.00	69,800.00	34,365.15	34,365.15	100%	69,800.00	69,800.00	34,365.15	34,365.15	100%
	Article 322 - Total	69,800.00	69,800.00	34,365.15	34,365.15	100%	69,800.00	69,800.00	34,365.15	34,365.15	100%
	CHAPTER 32 - TOTAL	33,185,663.00	33,185,664.37	35,890,921.47	35,886,842.56	100%	25,206,512.00	25,206,513.37	27,519,514.47	27,519,071.18	100%
34	COMMUNICATIONS										
341	Risk Communication										
3410	Risk Communication, Web management, communication activities and materials	6,695,000.00	6,695,000.00	6,522,381.85	6,522,116.34	100%	6,695,000.00	6,695,000.00	6,522,381.85	5,715,732.88	88%
	Article 341 - Total	6,695,000.00	6,695,000.00	6,522,381.85	6,522,116.34	100%	6,695,000.00	6,695,000.00	6,522,381.85	5,715,732.88	88%
342	External Relations										
3420	External Relations	657,000.00	657,000.00	433,940.88	433,940.88	100%	657,000.00	657,000.00	433,940.88	303,183.48	70%
	Article 342 - Total	657,000.00	657,000.00	433,940.88	433,940.88	100%	657,000.00	657,000.00	433,940.88	303,183.48	70%
	CHAPTER 34 - TOTAL	7,352,000.00	7,352,000.00	6,956,322.73	6,956,057.22	100%	7,352,000.00	7,352,000.00	6,956,322.73	6,018,916.36	87%
35	HORIZONTAL OPERATIONAL SUPPORT										
350	Operational IT Systems										
3500	Operational IT Systems	16,623,729.00	16,623,729.00	16,647,311.49	16,647,311.49	100%	16,623,729.00	16,623,729.00	16,647,311.49	11,649,446.84	70%
3501	Multiannual operational IT projects	392,256.00	392,256.00	200.00	200.00	100%	392,256.00	392,256.00	392,456.00	392,456.00	100%



Title Chapter Article Item	Heading 2023	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
	Article 350 - Total	17,015,985.00	17,015,985.00	16,647,511.49	16,647,511.49	100%	17,015,985.00	17,015,985.00	17,039,767.49	12,041,902.84	71%
351	Operational support										
3511	Translation, Interpretation, Linguistic Proofreading and Editing	310,000.00	310,000.00	341,500.00	341,500.00	100%	310,000.00	310,000.00	341,500.00	297,521.38	87%
3512	Library	795,000.00	795,000.00	804,379.34	803,879.34	100%	795,000.00	795,000.00	804,379.34	749,226.28	93%
3513	Mission of staff related to operational duties	320,000.00	320,000.00	510,113.74	510,113.74	100%	320,000.00	320,000.00	510,113.74	457,804.74	90%
3514	Scientific meetings services	764,000.00	764,000.00	1,202,806.73	1,202,000.00	100%	764,000.00	764,000.00	1,202,806.73	969,073.69	81%
3515	Catering	15,000.00	15,000.00	13,738.00	13,738.00	100%	15,000.00	15,000.00	13,738.00	11,298.39	82%
	Article 351 - Total	2,204,000.00	2,204,000.00	2,872,537.81	2,871,231.08	100%	2,204,000.00	2,204,000.00	2,872,537.81	2,484,924.48	87%
352	Conference & outreach										
3520	Conferences, outreach and representation cost	1,233,500.00	1,233,500.00	846,460.24	846,460.24	100%	1,233,500.00	1,233,500.00	846,460.24	729,424.24	86%
	Article 352 - Total	1,233,500.00	1,233,500.00	846,460.24	846,460.24	100%	1,233,500.00	1,233,500.00	846,460.24	729,424.24	86%
353	Operational development, control and quality										
3530	Operational Development, Control and Quality	2,984,970.00	2,984,970.00	2,562,513.37	2,558,293.37	100%	2,984,970.00	2,984,970.00	2,562,513.37	1,243,930.48	49%
	Article 353 - Total	2,984,970.00	2,984,970.00	2,562,513.37	2,558,293.37	100%	2,984,970.00	2,984,970.00	2,562,513.37	1,243,930.48	49%
	CHAPTER 35 - TOTAL	23,438,455.00	23,438,455.00	22,929,022.91	22,923,496.18	100%	23,438,455.00	23,438,455.00	23,321,278.91	16,500,182.04	71%
	TITLE 3 - TOTAL	75,716,631.00	75,716,632.37	74,476,775.75	74,466,904.60	100%	67,737,480.00	67,737,481.37	66,497,624.75	58,523,702.72	88%
GRAND TOTAL		155,359,270.00	155,471,080.84	155,471,080.84	155,454,178.99	100%	147,380,119.00	147,491,929.84	147,491,929.84	134,875,867.79	91%



(B) NUMBER AND VALUE OF BUDGET TRANSFERS

TABLE 33. BUDGET TRANSFERS JANUARY – DECEMBER 2023

Title Chapter Article Item	Budget Heading	Commitment and payment appropriations 2023			
		Initial	Amended budget	Transfers	Current
1	STAFF				
11	STAFF EXPENDITURE				
110	Salaries and allowances				
1100	Salaries and allowances of staff provided for in establishment plan	43,125,000.00	43,125,000.00	547,216.18	43,672,216.18
1104	Entitlements on Entering and Leaving the Service	500,000.00	500,000.00	23,156.91	523,156.91
	tot. of 110	43,625,000.00	43,625,000.00	570,373.09	44,195,373.09
111	Other staff				
1113	Stagiaires	1,417,500.00	1,417,500.00	580,000.00	1,997,500.00
1115	Contract staff	11,155,256.00	11,155,256.00	354,000.00	11,509,256.00
1116	Visiting experts, National Experts on Detachment	750,000.00	750,000.00	65,689.93	815,689.93
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00
	tot. of 111	13,322,756.00	13,322,756.00	999,689.93	14,322,445.93
112	Interim staff				
1120	Interim services	3,850,000.00	3,850,000.00	657,855.17	4,507,855.17
	tot. of 112	3,850,000.00	3,850,000.00	657,855.17	4,507,855.17
113	Establishment or maintenance of pension rights for temporary staff				
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00
	tot. of 113	0.00	0.00	0.00	0.00
	tot. of 11	60,797,756.00	60,797,756.00	2,227,918.19	63,025,674.19
12	EXPENDITURE RELATING TO STAFF RECRUITMENT				
120	Expenditure relating to Staff recruitment				
1200	Miscellaneous expenditure on recruitment	250,000.00	250,000.00	-51,445.74	198,554.26
	tot. of 120	250,000.00	250,000.00	-51,445.74	198,554.26
	tot. of 12	250,000.00	250,000.00	-51,445.74	198,554.26
13	MISSIONS AND DUTY TRAVEL				
130	Missions and travel expenses				
1300	Missions and travel expenses	100,000.00	100,000.00	19,701.47	119,701.47
1301	Shuttles for missions and duty	35,000.00	35,000.00	8,620.00	43,620.00
	tot. of 130	135,000.00	135,000.00	28,321.47	163,321.47
	tot. of 13	135,000.00	135,000.00	28,321.47	163,321.47
14	SOCIOMEDICAL INFRASTRUCTURE				
141	Medical service				
1410	Medical service	330,000.00	330,000.00	-14,542.99	315,457.01
	tot. of 141	330,000.00	330,000.00	-14,542.99	315,457.01
	tot. of 14	330,000.00	330,000.00	-14,542.99	315,457.01
15	TRAINING				
150	Training, language courses and retraining for staff				
1500	Further training, language courses and retraining for staff	500,000.00	500,000.00	21,728.93	521,728.93



Title Chapter Article Item	Budget Heading	Commitment and payment appropriations 2023			
		Initial	Amended budget	Transfers	Current
	tot. of 150	500,000.00	500,000.00	21,728.93	521,728.93
	tot. of 15	500,000.00	500,000.00	21,728.93	521,728.93
16	SOCIAL WELFARE				
160	Special assistance grants, other interventions and complementary aid for disabled				
1600	Special assistance grants, other interventions and complementary aid for disabled	30,000.00	30,000.00	15,000.00	45,000.00
	tot. of 160	30,000.00	30,000.00	15,000.00	45,000.00
161	Social contacts between staff				
1610	Social contacts between staff	50,000.00	50,000.00	5,498.04	55,498.04
	tot. of 161	50,000.00	50,000.00	5,498.04	55,498.04
163	Early childhood centres and other creches				
1630	Early childhood centres, creches and EU school contribution	1,976,000.00	1,976,000.00	-147,115.99	1,828,884.01
	tot. of 163	1,976,000.00	1,976,000.00	-147,115.99	1,828,884.01
	tot. of 16	2,056,000.00	2,056,000.00	-126,617.95	1,929,382.05
18	EXTERNAL SERVICES				
180	External services				
1800	Translation and interpretation	50,000.00	50,000.00	-49,000.00	1,000.00
1801	Payment for administrative assistance from the Community institutions	382,281.00	382,281.00	3,300.00	385,581.00
1802	Consultancy and HR services	350,000.00	350,000.00	-139,683.43	210,316.57
1803	Other services	194,075.00	194,075.00	414,211.23	608,286.23
	tot. of 180	976,356.00	976,356.00	228,827.80	1,205,183.80
	tot. of 18	976,356.00	976,356.00	228,827.80	1,205,183.80
	tot. of 1	65,045,112.00	65,045,112.00	2,314,189.71	67,359,301.71

Title Chapter Article Item	Budget Heading	Commitment and payment appropriations 2023			
		Initial	Amended budget	Transfers	Current
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY				
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS				
200	Building				
2000	Rent	72,500.00	72,500.00	-28,849.23	43,650.77
2001	Acquisition	1,615,887.00	1,727,696.47	140,946.89	1,868,643.36
2002	Studies and technical assistance in connection with building projects	650,000.00	650,000.00	-306,165.00	343,835.00
2003	Refurbishment of premises/fitting out	1,193,046.00	1,193,046.00	49,110.22	1,242,156.22
	tot. of 200	3,531,433.00	3,643,242.47	-144,957.12	3,498,285.35
202	Expenditure on buildings				
2020	Water, gas, electricity and heating	1,100,000.00	1,100,000.00	-394,789.47	705,210.53
2021	Cleaning and maintenance	683,000.00	683,000.00	-55,243.25	627,756.75
2023	Security and surveillance of buildings	736,000.00	736,000.00	-24,229.98	711,770.02
2024	Insurance	40,000.00	40,000.00	-5,886.79	34,113.21
2025	Other expenditure on buildings	800,000.00	800,000.00	-141,363.46	658,636.54
	tot. of 202	3,359,000.00	3,359,000.00	-621,512.95	2,737,487.05



Title Chapter Article Item	Budget Heading	Commitment and payment appropriations 2023			
		Initial	Amended budget	Transfers	Current
	tot. of 20	6,890,433.00	7,002,242.47	-766,470.07	6,235,772.40
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING				
210	Purchase and maintenance of IT for administration and non-operational				
2100	Purchase and maintenance of IT equipment and standard software	2,687,843.00	2,687,843.00	140,416.08	2,828,259.08
2103	External services for the operation, implementation and maintenance of software and user support	3,386,051.00	3,386,051.00	-347,521.89	3,038,529.11
	tot. of 210	6,073,894.00	6,073,894.00	-207,105.81	5,866,788.19
	tot. of 21	6,073,894.00	6,073,894.00	-207,105.81	5,866,788.19
22	MOVABLE PROPERTY AND ASSOCIATED COSTS				
220	Technical equipment and installations				
2200	Technical equipment and installations	240,771.00	240,771.00	42,523.23	283,294.23
	tot. of 220	240,771.00	240,771.00	42,523.23	283,294.23
221	Furniture				
2210	Furniture	865,018.00	865,018.00	-75,100.23	789,917.77
	tot. of 221	865,018.00	865,018.00	-75,100.23	789,917.77
	tot. of 22	1,105,789.00	1,105,789.00	-32,577.00	1,073,212.00
23	CURRENT ADMINISTRATIVE EXPENDITURE				
230	Stationery and office supplies				
2300	Stationery and office supplies	41,500.00	41,500.00	-4,006.89	37,493.11
	tot. of 230	41,500.00	41,500.00	-4,006.89	37,493.11
232	Financial charges				
2320	Bank and other financial charges	1,000.00	1,000.00	-700.00	300.00
	tot. of 232	1,000.00	1,000.00	-700.00	300.00
233	Legal expenses				
2330	Legal expenses and damages	157,300.00	157,300.00	39,247.85	196,547.85
	tot. of 233	157,300.00	157,300.00	39,247.85	196,547.85
235	Other operating expenditure				
2350	Miscellaneous insurance	5,000.00	5,000.00	-252.00	4,748.00
	tot. of 235	5,000.00	5,000.00	-252.00	4,748.00
239	Publications				
2390	Publications	15,000.00	15,000.00	-7,216.53	7,783.47
	tot. of 239	15,000.00	15,000.00	-7,216.53	7,783.47
	tot. of 23	219,800.00	219,800.00	27,072.43	246,872.43
24	POSTAL CHARGES AND TELECOMMUNICATIONS				
240	Postal charges and telecommunications				
2400	Postal charges and telecommunications	232,611.00	232,611.00	-90,252.64	142,358.36
	tot. of 240	232,611.00	232,611.00	-90,252.64	142,358.36
	tot. of 24	232,611.00	232,611.00	-90,252.64	142,358.36
25	GOVERNANCE EXPENDITURES				
250	Governance expenditures				
2500	Management Board meetings	75,000.00	75,000.00	-5,000.00	70,000.00
	tot. of 250	75,000.00	75,000.00	-5,000.00	70,000.00
	tot. of 25	75,000.00	75,000.00	-5,000.00	70,000.00
	tot. of 2	14,597,527.00	14,709,336.47	-1,074,333.09	13,635,003.38



Title Chapter Article Item	Budget Heading	Commitment appropriations 2023				Payment appropriations 2023			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3	OPERATING EXPENDITURE LINKED TO AUTHORITY								
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS								
302	Risk Assessment Production experts meetings - Regulated products REPRO Experts meetings								
3020	Risk Assessment Production experts meetings - Regulated products	6,170,609.00	6,170,609.00	-1,721,807.00	4,448,802.00	6,170,609.00	6,170,609.00	-1,721,807.00	4,448,802.00
	tot. of 302	6,170,609.00	6,170,609.00	-1,721,807.00	4,448,802.00	6,170,609.00	6,170,609.00	-1,721,807.00	4,448,802.00
303	Risk Assessment Services meetings - Regulated products								
3030	Risk Assessment Services meetings - Regulated products	34,500.00	34,500.00	-22,176.56	12,323.44	34,500.00	34,500.00	-22,176.56	12,323.44
	tot. of 303	34,500.00	34,500.00	-22,176.56	12,323.44	34,500.00	34,500.00	-22,176.56	12,323.44
	tot. of 30	6,205,109.00	6,205,109.00	-1,743,983.56	4,461,125.44	6,205,109.00	6,205,109.00	-1,743,983.56	4,461,125.44
31	RISK ASSESSMENT AND SCIENTIFIC ASSISTANCE								
312	Risk Assessment Production experts meetings - Generic Risk Assessment								
3120	Risk Assessment Production experts meetings: Generic Risk Assessment	4,449,620.00	4,449,620.00	-1,182,895.07	3,266,724.93	4,449,620.00	4,449,620.00	-1,182,895.07	3,266,724.93
	tot. of 312	4,449,620.00	4,449,620.00	-1,182,895.07	3,266,724.93	4,449,620.00	4,449,620.00	-1,182,895.07	3,266,724.93
313	Crisis support								
3130	Crisis support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 313	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
314	Risk Assessment Services experts meetings - Generic Risk Assessment								
3140	Risk Assessment Services experts meetings - Generic Risk Assessment	1,085,784.00	1,085,784.00	-113,125.73	972,658.27	1,085,784.00	1,085,784.00	-113,125.73	972,658.27
	tot. of 314	1,085,784.00	1,085,784.00	-113,125.73	972,658.27	1,085,784.00	1,085,784.00	-113,125.73	972,658.27
	tot. of 31	5,535,404.00	5,535,404.00	-1,296,020.80	4,239,383.20	5,535,404.00	5,535,404.00	-1,296,020.80	4,239,383.20
32	EFSA SCIENTIFIC COOPERATION								
321	EFSA Grants & Procurement								
3210	EFSA Grants & Procurement	33,115,863.00	33,115,864.37	2,740,693.32	35,856,557.69	25,136,712.00	25,136,713.37	2,348,435.95	27,485,149.32
	tot. of 321	33,115,863.00	33,115,864.37	2,740,693.32	35,856,557.69	25,136,712.00	25,136,713.37	2,348,435.95	27,485,149.32
322	Scientific Cooperation meetings								
3220	Scientific Cooperation meetings	69,800.00	69,800.00	-35,434.85	34,365.15	69,800.00	69,800.00	-35,434.85	34,365.15
	tot. of 322	69,800.00	69,800.00	-35,434.85	34,365.15	69,800.00	69,800.00	-35,434.85	34,365.15
323	Pre-accession and ENP Programmes								
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENPI (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 323	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 32	33,185,663.00	33,185,664.37	2,705,258.47	35,890,922.84	25,206,512.00	25,206,513.37	2,313,001.10	27,519,514.47
34	COMMUNICATIONS								
341	Risk Communication								



Title Chapter Article Item	Budget Heading	Commitment appropriations 2023				Payment appropriations 2023			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3	OPERATING EXPENDITURE LINKED TO AUTHORITY								
3410	Risk Communication, Web management, communication activities and materials	6,695,000.00	6,695,000.00	-172,618.15	6,522,381.85	6,695,000.00	6,695,000.00	-172,618.15	6,522,381.85
	tot. of 341	6,695,000.00	6,695,000.00	-172,618.15	6,522,381.85	6,695,000.00	6,695,000.00	-172,618.15	6,522,381.85
342	External Relations								
3420	External Relations	657,000.00	657,000.00	-223,059.12	433,940.88	657,000.00	657,000.00	-223,059.12	433,940.88
	tot. of 342	657,000.00	657,000.00	-223,059.12	433,940.88	657,000.00	657,000.00	-223,059.12	433,940.88
	tot. of 34	7,352,000.00	7,352,000.00	-395,677.27	6,956,322.73	7,352,000.00	7,352,000.00	-395,677.27	6,956,322.73
35	HORIZONTAL OPERATIONS								
350	Operational IT Systems								
3500	Operational IT Systems	16,623,729.00	16,623,729.00	23,582.49	16,647,311.49	16,623,729.00	16,623,729.00	23,582.49	16,647,311.49
3501	Multiannual operational IT projects	392,256.00	392,256.00	-392,056.00	200.00	392,256.00	392,256.00	200.00	392,056.00
	tot. of 350	17,015,985.00	17,015,985.00	-368,473.51	16,647,511.49	17,015,985.00	17,015,985.00	23,782.49	17,039,367.49
351	Operational support								
3511	Translation, Interpretation, Linguistic Proofreading and Editing	310,000.00	310,000.00	31,500.00	341,500.00	310,000.00	310,000.00	31,500.00	341,500.00
3512	Library	795,000.00	795,000.00	9,379.34	804,379.34	795,000.00	795,000.00	9,379.34	804,379.34
3513	Mission of staff related to operational duties	320,000.00	320,000.00	190,113.74	510,113.74	320,000.00	320,000.00	190,113.74	510,113.74
3514	Scientific meetings and missions services	764,000.00	764,000.00	438,806.73	1,202,806.73	764,000.00	764,000.00	438,806.73	1,202,806.73
3515	Catering	15,000.00	15,000.00	-1,262.00	13,738.00	15,000.00	15,000.00	-1,262.00	13,738.00
	tot. of 351	2,204,000.00	2,204,000.00	668,537.81	2,872,537.81	2,204,000.00	2,204,000.00	668,537.81	2,872,537.81
352	Conference & outreach								
3520	Conferences, outreach and representation cost	1,233,500.00	1,233,500.00	-387,039.76	846,460.24	1,233,500.00	1,233,500.00	-387,039.76	846,460.24
	tot. of 352	1,233,500.00	1,233,500.00	-387,039.76	846,460.24	1,233,500.00	1,233,500.00	-387,039.76	846,460.24
353	Operational development, control and quality								
3530	Operational development and support, control and quality	2,984,970.00	2,984,970.00	-422,456.63	2,562,513.37	2,984,970.00	2,984,970.00	-422,456.63	2,562,513.37
	tot. of 353	2,984,970.00	2,984,970.00	-422,456.63	2,562,513.37	2,984,970.00	2,984,970.00	-422,456.63	2,562,513.37
	tot. of 35	23,438,455.00	23,438,455.00	-509,432.09	22,929,022.91	23,438,455.00	23,438,455.00	-117,176.09	23,320,878.91
	tot. of 3	75,716,631.00	75,716,632.37	-1,239,855.25	74,476,777.12	67,737,480.00	67,737,481.37	-1,239,856.62	66,497,224.75



(C) BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

TABLE 34. CALCULATION BUDGET OUTTURN

Budget outturn	2021	2022	2023
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	120,634,993.95	135,400,643.48	149,772,114.29
Payments made (-)	-107,488,851.15	121,503,031.64	135,552,667.10
Carry-over of appropriations (-)	-13,971,330.00	-14,347,437.14	-14,604,746.96
Cancellation of appropriations carried over (+)	450,050.09	640,850.83	826,602.85
Exchange-rate differences (+/-)	-1,607.40	909.54	-114.26
Adjustment for carry-over from previous years of assigned revenue	844,122.88	506,017.18	398,566.00
Out-turn Pre-accession Programme DG Neighbourhood and Enlargement Negotiations			
Total	467,378.37	697,952.25	839,754.82

Cancellation of appropriations

Cancellation of commitment appropriations

Out of the EUR 155.47 million in commitment appropriations available, EUR 155.45 million or 100 % (100 % in 2022) was used, leaving EUR 0.02 million in commitment appropriations unutilised.

Cancellation of payment appropriations for the year

Out of the EUR 147.49 million of C1 payment appropriations available, EUR 134.88 million or 91% (90% in 2022) was paid while EUR 12.62 million corresponding to 11% of non-differentiated C1 was carried forward. Cancelled C1 payment appropriations amount to a total of € 0.02 million, corresponding to non-differentiated payment appropriations linked to commitment appropriations, was not implemented (only EUR 443 of differentiated payment appropriations remained unused).

Cancellation of payment appropriations carried over

Out of the EUR 13.95 million of payment appropriations carried over, EUR 13.12 million or 94% was paid, leaving EUR 0.83 million unutilised. The cancellation stems from unused C8 funds.

Justification

The cancelled appropriations are stemming mainly from the unused appropriations carried over, from the lines covering energy suppliers, operational IT systems, conferences and outreach and risk communications. EFSA is taking steps to improve the payment execution of non-differentiated C1 credits (89%) to decrease the automatic carry-over of appropriations, hence preventing cancellations.

Budget outturn

The budget outturn is slightly higher in 2023 than in previous years and stands at EUR 0.84 million (EUR 0.70 million in 2022), stemming mainly from cancellation of appropriations carried over and adjustment of carryover of assigned revenue appropriation from previous year.



ANNEX III. ORGANISATIONAL CHART

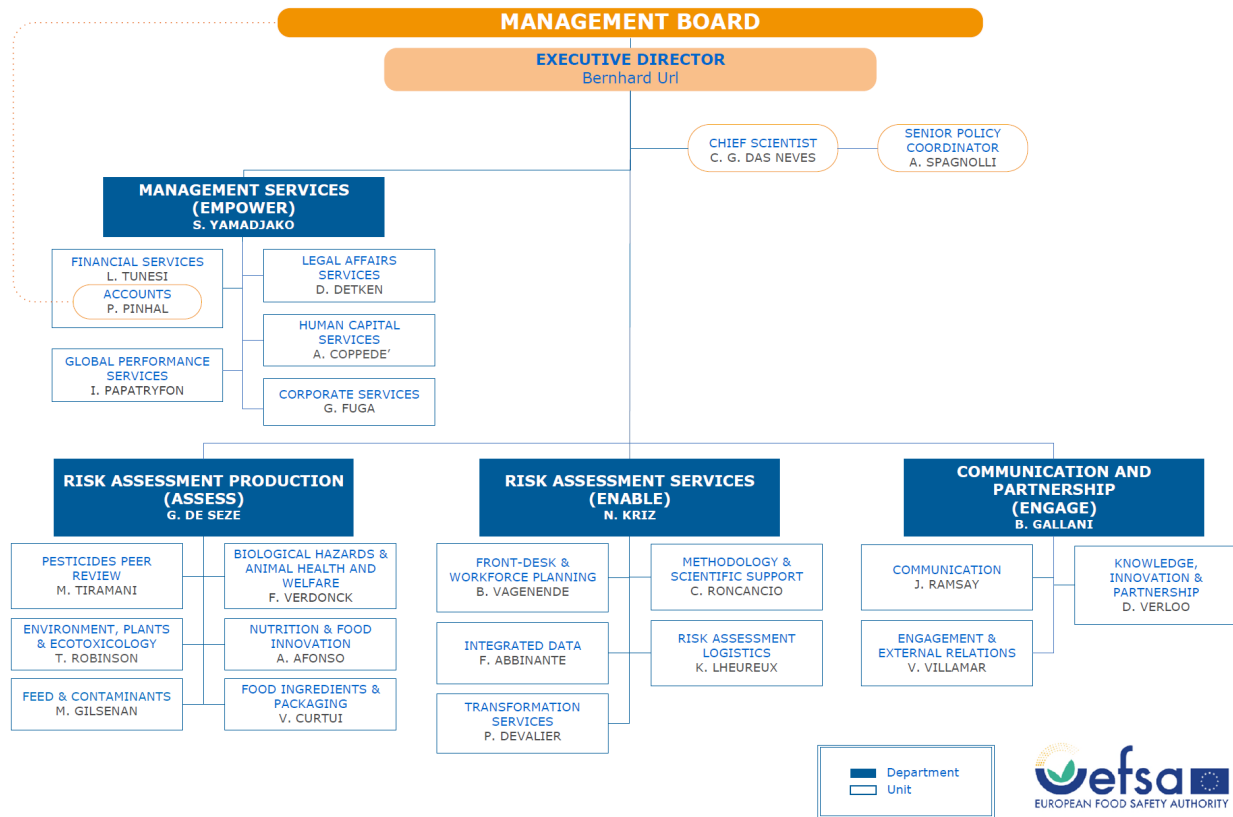


FIGURE 27. ORGANISATIONAL CHART (31/12/2023)



ANNEX IV. ESTABLISHMENT PLAN AND ADDITIONAL INFORMATION ON HUMAN RESOURCES MANAGEMENT

Talent Management

Attraction: EFSA continued its efforts in branding and dissemination, using a multi-channel approach for promoting its job opportunities, including participation at various career events. Furthermore, EFSA's has invested in leveraging its vocation in Diversity & Inclusion by e.g. attracting diverse pool of applicants from under-represented geographies, backgrounds and the introduction of non-binary gender optionality at selection process. The new Career webpage went live in May with new and revamped content.

As a result of all the above and beyond, EFSA visibility in the external market has increased also by the measure of LinkedIn followers growing by ca. 13% thus feeding the application process with ca. 290 applicants for each vacancy posted.

Furthermore, EFSA actively promotes secondments, staff exchanges and mobility, also fostering cooperation with EU and national agencies. Positive experiences have been established with e.g. AGES, ECHA, and by resourcing EFSA external relation office in Brussels, enhancing internal talent, enabling knowledge exchange and addressing skills shortages.

Selection & Recruitment: EFSA published 14 staff external calls as well as a successful traineeship call - with over five thousand candidates. Throughout 2023, EFSA has welcomed 24 new statutory staff and around 120 young professionals. Overall efforts in post management allocation have delivered an occupancy rate of 99.3% on 31 December.

In February 2023 EFSA has launched a call for the renewal of the external members of its Panels and Scientific Committee in view of their appointment by the Management Board in March 2024.

Talent Initiatives

Onboarding: The newcomer's onboarding programme has been revamped to ensure an exciting and engaging onboarding journey. A new hub on EFSA portal has been developed with key information and dedicated learning material.

Diversity & Inclusion (D&I) efforts: In 2023, EFSA adopted the EUAN Charter and led various initiatives to promote diversity and inclusion, including the introduction of dedicated Intranet channels and Yammer pages, HR workshops, implementation of new toolkits for managers and initiatives including participating volunteering staff members for Shared Services project. EFSA's efforts were acknowledged with a Certificate of Excellence at the EU Agency Network Diversity & Inclusion Awards ceremony in November 2023.

Recognition: In 2023 EFSA rolled out a Recognition and Appreciation Plan that has gathered momentum, with the first Corporate Recognition event taking place in December 2023. The event highlighted the work carried out by staff retiring and those with 20+ years of service. As a result of this events success a dedicated hub has been designed and rolled out, with the aim of providing a recognition toolkit for line managers and ultimately enhance employee experience.



Staff Survey (SES) 2023

The EFSA 2023 Staff Engagement Survey was conducted from October 16 to October 27, 2023, involving 569 EFSA staff members. The response rate was notably high at 85%. The survey yielded a positive outcome, with EFSA receiving a favorable score of 69% across all measured dimensions, particularly excelling in the People Engagement Index (PEI) with an 88% favorable score. Strengths identified include Line Management, Pride and Commitment to EFSA's mission, Supportive Relations, a Diverse and Respectful environment, and considerations for Hybrid Work and Work-Life balance. Areas for improvement highlighted in the survey encompass EFSA Leadership, IT systems and tools, Knowledge-sharing and Collaboration, Processes and Procedures, and associated Change Management efforts. This feedback provides valuable insights for EFSA to further enhance its organizational effectiveness and foster a conducive work environment for its staff.

Performance Evaluation: In 2023, EFSA began fully implementing the performance evaluation within its dedicated Human Capital Management tool (HCM). The EFSA performance management process evolved to include a more advanced rating scale to better differentiate and recognise performance, and to increase the overall user experience for staff when setting goals, intermediate dialogue and performance assessment. This was coupled with an extensive change management plan that assisted the workforce transition through training materials, managerial preparation and thorough communication.

Talent Review & Succession: EFSA focused on reviewing and improving the Performance Management Cycle (PMC), through implementing a robust talent management review (TRM process) including succession planning for key organisational positions, in line with EFSA's 2027 Strategy in supporting the growth and retention of internal talents.

Mobility with other EU Agencies and National Agencies

EFSA promotes staff **mobility, secondment and staff exchange** with EU and national agencies to strengthening cooperation and collaboration in areas of common interest, develop key talents and address shortage of skills. Positive experiences have already been deployed, for example with AGES (Austrian Agency for Health and Food Safety), ECHA (European Chemical Agency) and with the external relation office in Brussels.

Efficient Use of HR Tools and new Policies: New policies including financial aid for disabilities, hybrid-working, relocation assistance to Trainees, etc. highlight EFSA's commitment to staff well-being and inclusivity. In parallel, the complete migration and digitalisation of the Probation, Performance, Goals and Learning Management System in the new IT solution (Oracle HCM) was completed and has paved the way towards becoming a learning organization as per EFSA strategy 2027.



TABLE 35. ESTABLISHMENT PLAN 2023

Function Group and Grade	2023			
	Authorised under the EU Budget		Filled as of 31.12.2023	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD16				
AD15		1		1
AD14		1		
AD13		5		3
AD12		6		4
AD11		12		6
AD10		27		17
AD9	3	48	1	50
AD8	2	72	3	62
AD7		74	1	66
AD6		53		66
AD5		8		25
Total AD	5	307	5	300
AST11				
AST10				
AST9				
AST8		3		1
AST7		6		2
AST6		12		13
AST5		24		25
AST4		27		33
AST3		13		19
AST2		8		3
AST1		0		1
Total AST	0	93	0	97
Total	5	400	5	397
Grand total		405		402

**TABLE 36. INFORMATION ON RECRUITMENT GRADE/FUNCTION GROUP FOR EACH TYPE OF POST**

Key functions (examples – terminology should be adjusted to each agency's job titles)	Type of contract (official, TA or CA)	Function group, grade of recruitment	Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]
CORE FUNCTIONS			
Executive Director (Senior Manager)	TA	AD 14	Coordination
Adviser/Senior Expert	TA	AD 13	Operational
Head of Department (Manager)	TA	AD 12	Coordination/Operational
Head of Unit (Manager)	Official/TA	AD 9-10	Coordination/Operational/Administration
Senior Scientific Officer	Official/TA	AD 8	Operational/Administration
Scientific Officer	Official/TA/CA	AD 5-6-7 / FGIV	Operational/Administration
Technical Assistant	TA/CA	AST 4 / FGIII	Operational/Administration
Assistant	TA/CA	AST 2 / FGII	Operational/Administration
SUPPORT FUNCTIONS			
Head of Business Services (Head of Administration)	TA	AD 12	Administration
Head of Unit (Manager)	Official/TA	AD 9-10	Coordination/Operational
Senior Officer	Official/TA	AD 8	Administration
Officer	Official/TA/CA	AD 5-6-7 / FGIV	Administration
Technical Assistant	TA/CA	AST 4 / FGIII	Administration
Assistant	TA/CA	AST 2 / FGII	Administration
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD 7	Administration
Accounting Officer	TA	AD 7	Administration
Assurance Advisory Officer (Internal Audit)	TA	AD 7	Administration

Management of Staff Rights & Obligations

In 2023, EFSA continued the prioritisation of implementing new features and modules within the EU Commission HR tool 'SYSPER'.

The HuCap Unit in collaboration with the EU Commission introduced features such as the automatic payroll transcodes, resignation 65+, the *ad-interim* managerial position, the stand-by duty and the EPSO third language.

Furthermore, testing on NDP module (electronic personal files) concluded, and the scanning of all historical files is currently underway. This increased ability to process personal files will have a positive impact workforce efficiency, engagement and on the environment through going paperless/digital.



This will allow for better integration of EFSA's workforce into the wider EU network, reducing administrative burdens and increasing the ease of staff mobility, and knowledge sharing amongst institutions and agencies.

In addition to previous strides in D&I. EFSA has introduced a policy to provide aid for persons with a disability, a policy which supports both staff and their family members. This policy is actively improving the well-being and personal lives of the staff and their families.

Number of days of leave authorised to each grade under flexi-time and compensatory leave schemes (in accordance with the para. 28 Parliaments Discharge Report "2011 discharge: performance, financial management and control of EU agencies" (P7_TA(2013)0134)):

TABLE 37. NUMBER OF DAYS OF LEAVE AUTHORISED IN 2023 TO EACH GRADE UNDER FLEXTIME LEAVE SCHEMES⁶³. (NO LEAVES AUTHORISED UNDER THE COMPENSATORY SCHEME IN 2023)

Grade	Nr of staff	Total nr of Leave Days (Flexitime)
AD5	11	30.0
AD6	30	77.0
AD7	23	58.5
AD8	23	71.5
AD9	19	56.5
AD10	7	19.5
AD11	1	1.0
AD12	2	8.5
AST3	6	13.0
AST4	9	13.5
AST5	8	28.0
AST6	5	43.5
FGII4	1	2.0
FGII5	3	8.0
FGIII9	1	1.0
FGIII10	5	19.0
FGIV13	4	11.5
FGIV14	22	46.0
FGIV15	8	18.0
FGIV16	5	11.5
FGIV17	3	5.0
Total	196	542.5

On 31st of December 2023, 579 of the available 587 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents, and contract agents), 568 posts out of the 572 available were occupied, thus leading to a punctual occupancy rate of 99.3%, in line with the target of >95%. In terms of average occupancy rate of statutory staff, around 562 out of the available 572 posts (98.3%) were occupied throughout the year 2023 (vs the 2023 yearly target of 95.0%).

⁶³ (in accordance with the para. 28 Parliaments Discharge Report "2011 discharge: performance, financial management and control of EU agencies" (P7_TA(2013)0134))

**TABLE 38. HUMAN RESOURCE OVERVIEW (31/12/2023)**

Human resources	2022 budget approved	2023 budget approved	2023 (31/12/2023)
Temporary Agents and Officials Executives, Managers & Officers (AD)	312	312	305
Temporary Agents and Officials Assistant functions (AST)	93	93	97
Total TAs+Off	405	405	402
Contract Agents officer functions (CA FGIV) ⁶⁴	141	138	132
Contract Agents assistant functions (CA FG I, II, III)	26	29	34
Total CAs	167	167	166
Seconded National Experts*	15	15	11
TOTAL STAFF ALL CATEGORIES	587	587	579

*not including 1 SNE funded by pre-accession programme

⁶⁴ Numbers include 4 CAs utilised by ECHA from 2020, as per EFSA-ECHA agreement



IMPLEMENTING RULES

In 2023, no Implementing Rules on staff matters were adopted by the EFSA Management Board.

RESULTS FROM SCREENING / BENCHMARKING EXERCISE

In 2023, the increase in the share of jobs allocated to 'operational' role (from 81.8% in 2022 to 83.0% in 2023) and corresponding decrease in the 'administration and coordination' role (from 14.7% to 13.4%) are in line with the trend of the past years.

This suggests a shift towards greater efficiency in EFSA's administrative functions, potentially enabling more resources to be allocated towards operational activities.

The upward trend in operational activities is mainly attributed to a rise in programme implementation and general operations, areas that have been most impacted by the injection of additional jobs.

Finally, the neutral functions remained substantially unchanged (3.6% in 2023).

These trends underscore a positive trajectory in EFSA's operational effectiveness, demonstrating a strategic realignment towards more core activities.

TABLE 39. RESULTS OF THE BENCHMARKING EXERCISE IN ACCORDANCE WITH PROVISION OF ART. 29 (3) FRAMEWORK FINANCIAL REGULATION AND METHODOLOGY FOR AGENCIES JOB SCREENING

Job Type (sub) category	2022	2023
Administrative support and Coordination	14.7%	13.4%
Administrative Support	12.0%	11.1%
Coordination	2.7%	2.3%
Operational	81.8%	83.0%
Top level Operational Coordination	1.8%	2.0%
Programme management and Implementation	65.7%	66.2%
Evaluation & Impact assessment	0.6%	0.7%
General operational	13.7%	14.1%
Neutral	3.5%	3.6%
Finance/ Control	3.3%	3.4%
Linguistics	0.2%	0.2%
Total	100.0%	100.0%



ANNEX V. HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

1. FINANCIAL RESOURCES PER STRATEGIC OBJECTIVE

TABLE 40. BUDGET ALLOCATIONS PER STRATEGIC OBJECTIVE (% OF THE TOTAL EFSA BUDGET)

EFSA'S strategic objective	Executed 2022	Budget 2023		Executed 2023	
	M€	M€	%	M€	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	52.5	55.7	36%	56.9	37%
SO2. Ensure preparedness for future risk analysis needs	57.6	51.9	33%	56.2	36%
SO3. Empower people and ensure organisational agility	39.7	47.8	31%	42.3	27%
Total EFSA	149.8	155.4	100 %	155.4	100%

2. FTES AND BUDGET INDICATORS PER STRATEGIC OBJECTIVE

TABLE 41. INPUT INDICATORS FOR SO1 (FTES AND BUDGET AS FULL COST OF ALL TITLES)

Input Indicators			
	Resources invested per year	Target 2023	Executed 2023
Total SO1	FTEs	260	261
	Budget (M, €)	55.7	56.9
Scientific – Regulated Products evaluation			
Input sub-indicator	FTEs	145	138
	Budget (M, €)	25.8	21.8
Scientific – Generic scientific advice			
Input sub-indicator	FTEs	93	101
	Budget (M, €)	21.4	26.6
Communication & engagement			
Input sub-indicator	FTEs	22	22
	Budget (M, €)	8.5	8.5

**TABLE 42. INPUT INDICATORS FOR SO2 (FTES AND BUDGET AS FULL COST OF ALL TITLES)**

Input Indicators			
Total SO2	Resources invested per year	Target 2023	Executed 2023
	FTEs	139	145
	Budget (K, €)	51.9	56.2

TABLE 43. INPUT INDICATORS FOR SO3 (FTES AND BUDGET AS FULL COST OF ALL TITLES)

Input Indicators			
Total SO3	Resources invested per year	Target 2023	Executed 2023
	FTEs	189	182
	Budget (K, €)	47.8	42.3

3. HUMAN RESOURCES PER STRATEGIC OBJECTIVE

TABLE 44. FTE ALLOCATIONS PER STRATEGIC OBJECTIVE

EFSA'S strategic objective	Executed 2022	Plan 2023		Executed 2023	
	FTE/ posts	FTE/posts	%	FTE	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	243	260	44%	261	44%
SO2. Ensure preparedness for future risk analysis needs	161	139	24%	145	25%
SO3. Empower people and ensure organisational agility	180	189	32%	182	31%
Total EFSA	584	588	100%	588	100%

ANNEX VI. CONTRIBUTION, GRANT AND SERVICE LEVEL AGREEMENTS. FINANCIAL FRAMEWORK PARTNERSHIP AGREEMENTS

TABLE 45. CONTRIBUTION, GRANT AND SERVICE LEVEL AGREEMENTS

	General information					Financial and HR impacts				
	Date of signature	Total amount	Duration	Counterpart	Short description		N-1		N	
Grant agreements										
Total grant agreements: 0						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs				
Contribution agreements										
1. 2019/405-828	28/05/2019	750,000	48	Drago Marojevic	Support to the implementation of Preparatory measures for the participation of IPA beneficiaries in the European Food Safety Authority 2019-2022, contract 2019/405-828 ⁶⁵ Addendum in force until 27/05/2023.	Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs		1		1
2. 2023/444-820	16/10/2023	1,150,000	36	Sanja Ilieva	Support to the implementation of Preparatory measures for the participation of IPA beneficiaries in the European Food Safety Authority 2013-2026, contract 2023/444-820	Number of SNEs				1
Total contribution agreements: 1						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs		1		2
Service level agreements										
Total service-level agreements: 0						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs				
TOTAL: 1						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs		1		2

⁶⁵ In March 2019, EFSA’s Management Board approved the signature of a grant agreement with DG NEAR of € 0.5 million (R0 budget) to allow EFSA to support food safety risk assessment training activities to neighbour countries; the grant amount was increased to € 0.75 million in December of the same year, prolonging its duration until 2022

ANNEX VII. (DRAFT/FINAL) ANNUAL ACCOUNTS

The Final Annual Accounts will be published [here](#), once adopted in June 2024.

ANNEX VIII. ANNUAL REPORT ON THE IMPLEMENTATION OF EFSA'S POLICY ON INDEPENDENCE

Reporting period: 1 January – 31 December 2023

1. EXECUTIVE SUMMARY

Independence is one of EFSA's key values, and the Authority attaches great importance to ensuring an impartial scientific process devoid of conflicts of interest. This annual report provides a clear and complete picture of the efforts made by EFSA during the reporting period for the implementation of its Policy on Independence, of the Decision of the Executive Director on Competing Interests Management (hereinafter referred to as the "CIM Rules") and the management of conflicts of interest. In the reference period, EFSA:

- Screened a total of 3,229 annual Declarations of interest (DoIs) submitted by its scientific experts and 27 conflicts of interest were identified and prevented.
- Processed 69 DoIs submitted by its Management Board members, 20 DoIs of former members of its Management Board, 241 DoIs of staff members, 110 DoIs of members of the Selection Boards in the context of selection procedures for vacant positions as statutory staff members and 48 DoIs of candidates preselected in the context of recruitment procedures, where in some instances preventive or/and ordinary risk mitigation measures were adopted.
- Screened 85 "Institutional DoIs" and 568 "individual DoIs" submitted by participants in procurement and grant awarding procedures, where one conflict of interests was identified.
- Assessed the applications of 7 former staff members wishing to engage in occupational activities, six of which were considered overlapping with EFSA's tasks and applied no restrictions.
- Classified 136 organisations necessary for the screening of DoIs and for the updating of the list of "public institutions" published on the EFSA website.
- Carried out in the context of ex-post controls one breach of the rules and two compliance and veracity checks, which led to the identification of 12 minor non-conformities, none of which required the adoption of remedial measures.
- Delivered two ethics at work training sessions for managers and staff, 10 ad hoc training sessions to external experts and 12 to EFSA staff on the newly developed IT tool supporting the automation of the processing of DoIs.
- Established a Management Board sub-group on independence with the mandate to: (a) analyse the ex-post evaluation report delivered by an external contractor in accordance with Article 6 of the Independence Policy in order to assist the Management Board on the decision relating to the need to update the Policy; b) assist the Management Board with the review of the Independence Policy; (c) supervise the EFSA activities aimed at reviewing the CIM Rules applied to EFSA's experts; and (d) review the independence rules applicable to EFSA staff.

At its December meeting, the Management Board decided for a target review of the Independence Policy which, once finalised, is to be adopted by the Management Board in June 2024.

The analysis of these findings shows that the regulatory system currently in place is efficient and adequately safeguards the independence of EFSA's scientific work.

2. BACKGROUND

Regulation (EC) No 178/2002⁶⁶ laying down the general principles and requirements of food law and establishing the European Food Safety Authority, prescribes that EFSA shall be a point of reference for risk assessment in the food chain by virtue of the quality of its scientific outputs and of its independence. Independence and high standards of professional conduct are crucial to EFSA's work, for it is essential that interested parties and the public at large trust the process leading to the adoption of its scientific outputs.

Against this background, as acknowledged in the EFSA Strategy 2027, EFSA's vision of delivering "Safe food and sustainable food systems through transparent, independent and trustworthy scientific advice" requires adherence to robust ethics and integrity standards⁶⁷. An impartial scientific process populated with datasets gathered or developed in an objective manner and processed by scientists devoid of conflicts of interest is of fundamental importance to achieve EFSA's objective of being truly accountable to EU citizens and its institutional partners. Adequate management of conflicts of interest is of key importance for EFSA.

In its Policy on Independence⁶⁸, EFSA committed to making publicly available an annual report on independence related activities, thereby increasing the transparency of related processes. This is further implemented by the CIM Rules, on the management of competing interests applicable to all members of EFSA's Scientific Committee, Scientific Panels, Working Groups, participants in peer-review meetings, Advisory Forum, Focal Points, network members, members of EFSA's governance bodies, hearing experts, observers, participants in procurement and grant awarding procedures as well as staff of EU institutions, bodies or other agencies taking an active role in EFSA's meetings⁶⁹.

This annual report aims at providing a clear picture on the status of the processing of independence related activities and efforts made by the Authority to meet the expectations of EU citizens and its institutional partners. The numbers reported in this document show the strong commitment of EFSA to ensuring the adherence with EFSA's independence rules.

3. REGULATORY DEVELOPMENTS

In accordance with Article 6 of EFSA's Independence Policy, EFSA launched the review of its Policy. The exercise, completed in October 2023, was aimed at evaluating the effectiveness, sustainability, efficiency, relevance, proportionality and coherence of those rules and the way these are implemented. The exercise encompassed desk work, the launch of a survey and performance of dedicated interviews with representatives of EFSA

⁶⁶ Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, OJ L 031 , 01/02/2002, 2-24 as last amended.

⁶⁷ EFSA, EFSA Strategy 2027. Science Safe food Sustainability, available at <https://www.efsa.europa.eu/sites/default/files/2021-07/efsa-strategy-2027.pdf>

⁶⁸ EFSA's Policy on Independence. How the European Food Safety Authority assures the impartiality of professionals contributing to its operations, mb170621-a2, available at <http://www.efsa.europa.eu/en/corporate/pub/policyonindependence>

⁶⁹ EFSA, Decision of the Executive Director of EFSA on Competing Interest Management, EFSA/LA/DEC/19568050/2018, available at <http://www.efsa.europa.eu/en/corporate/pub/independencepolicy17>.

internal and external stakeholders (e.g. Management Board members, Advisory Forum members, members of EFSA Stakeholders Forum and Bureau, representatives of organisations present in the 'Article 36 list', experts involved in EFSA's Scientific Committee and Scientific Panels and EFSA staff members. The summary and main steps of the report were presented at the EFSA Management Board meeting in the December 2023 public session⁷⁰.

The main findings of the external review can be summarised as follows:

- EFSA has a robust system in place that ensures a satisfactory level of independence and the management of conflicts of interests.
- The Policy is coherent and in line with the objectives and values set out in EFSA's corporate strategy as well as the requirements laid down in the legal framework.
- Minor issues mainly regarding the clarity and the consistency of specific provisions or implementing measures do not represent substantial and/or urgent threats to the functioning and achievement of the Policy's objective.

The report includes a list of 21 recommendations, which set out possible improvements to the EFSA independence regulatory framework. Based on the advice of its sub-group on independence, the Management Board decided by consensus to open EFSA's Independence Policy for targeted revision. The adoption by the Management Board of the revised Policy is scheduled for June 2024.

In relation to the regulatory framework for the implementation of articles 11 and 11a of the EU Staff Regulations on the prevention of conflicts of interest of EFSA employees and candidates to EFSA vacant positions⁷¹, the Management Board decided to postpone the revision and adoption of those implementing rules until after the review of the EFSA Independence Policy.

In 2023, EFSA developed a new set of internal instructions on the prevention of conflicts of interest of its staff.

4. EX-ANTE CONTROLS - FIGURES ON DOI PROCESSING OPERATIONS

EFSA screened a total of 3,229 DoIs submitted by its scientific experts. 27 conflicts of interest were identified and prevented (details are provided below in Table 47).

As well, EFSA screened 69 DoIs submitted by Management Board members in charge and made publicly available⁷² 20 DoIs as part of the registry of activities of former Management Board members.

DoIs have to be submitted also by all tenderers and participants in grant awarding procedures regarding the outsourcing of scientific tasks or projects. This resulted in the screening of 85 "Institutional DoIs" and of 568 "Individual DoIs". In the context of these screening processes, one conflict of interest was identified and prevented.

⁷⁰ Available at <https://www.efsa.europa.eu/en/events/96th-management-board-meeting>

⁷¹ Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community, OJ P 045 14.6.1962, p. 1385

⁷² The registry of post mandate activities in which former MB members engage is available at <https://www.efsa.europa.eu/en/people/mbmembers>

Moreover, EFSA processed 241 DoIs of staff members, 110 DoIs of Selection Boards members engaged in selection procedures for vacant positions as EFSA statutory staff members and 48 DoIs of candidates being pre-selected for engagement as contract agents, temporary agents, seconded national experts, and participants in the guest programmes. For staff candidates, preventive and/or ordinary mitigating measures were adopted in a number of cases to ensure that no perception of conflicts of interest could be caused by certain interests held by candidates selected for filling vacant positions of EFSA statutory staff, seconded national experts and professionals participating in guest programmes.

These ordinary mitigating measures⁷³ include the selling of shares in companies which hold an interest in EFSA’s activities, the exclusion of the concerned individual from processes and projects regarding their previous employer in the private sector, such as those regarding the evaluation of application dossiers submitted to EFSA by applicants, participation in the evaluation of tender proposals submitted by previous employers, or the review of the candidate’s own work.

4.1 COMPETING INTERESTS PREVENTED BY SECTOR

In the context of *ex ante* controls performed on the DoIs submitted by its experts, EFSA identified and prevented 27 conflicts of interest. This resulted in the exclusion of the concerned experts from membership to the relevant scientific group.

The breakdown by sector of the conflicts prevented is provided in Table 47.

TABLE 46. COMPETING INTERESTS PREVENTED BY SECTOR

Sector	Number of conflicts of interest prevented
Animal Health and Welfare	2
Biological Hazards	5
Feed Additives	1
Food Contact Materials, Enzymes and Processing Aids	1
GMO	1
Nutrition	1
Scientific Committee	2
Pesticides	13
Plant Health	1
Total	27

5. EX POST CONTROLS: COMPLIANCE AND VERACITY CHECKS AND BREACH OF THE RULES

5.1. BACKGROUND AND AGGREGATED RESULTS

Pursuant to the CIM Rules, twice a year EFSA performs a check of the compliance and veracity of a sample of screening processes of DoIs submitted by experts who participated in meetings of the Scientific Committee, Scientific Panels, Working Groups, Peer Review

⁷³ Definition of “Ordinary mitigating measure” is retrievable on SOP 039 on management of competing interests available at https://www.efsa.europa.eu/sites/default/files/corporate_publications/files/SOP-039_A.pdf.

meetings as well as of Institutional and Individual DoIs submitted in the context of outsourcing procedures.

For each reporting period, relevant documents related to 15 experts, 15 tenderers and grant beneficiaries are randomly selected and are checked for compliance with the regulatory framework in force at the time the DoI was screened and for the veracity of the information contained. Tenderers and grant beneficiaries who are part of the teams being awarded contracts and grants in the scientific domain as well as experts participating as Chairs or members in scientific meetings are included in the list for random selection. Experts participating as hearing experts or observers, as well as experts participating in meetings of the Management Board, (scientific) Networks, Advisory Forum or Focal Points, those participating in scientific preparatory or follow-up meetings and in scientific conferences and/or workshops on EFSA's behalf are not part of the exercise as they are not involved in developing or adopting EFSA's scientific outputs.

Overall, in 2023 these checks identified 12 findings, none of which consisted in a non-conformity requiring the adoption of remedial measures.

In the reference year, this was complemented by one action taken in response to a breach of the applicable rules.

5.2. FINDINGS OF COMPLIANCE AND VERACITY CHECKS AND BREACH OF THE RULES

The compliance checks of 2023 demonstrated that, for 29 out of 30 experts checked, the CIM Rules had been followed correctly. One non-compliance was identified relating to procedural flaws originated in the manual processing of the annual update of an expert DoI. A non-conformity report for the past non-compliance was filed. Moreover, the expert was invited to re-submit the DoI which was re-evaluated according to the CIM Rules and no conflict of interest was identified.

The 2023 veracity check revealed that the DoIs of 30 experts out of 30 were complete.

In terms of the outcome of the compliance check in the context of procurement and grant awarding procedures, 25 out of 30 of Institutional and Individual DoIs checked were found to be fully compliant. In five cases a non-compliance with the applicable rules was identified, in particular: (i) the declaration of the employment activity in one procurement individual DoI was missing; (ii) the impact on the annual earning relating to the employment in two individual DoIs of a grant beneficiary had not been ticked in the respective box; (iii) two procedural flaws in the assessment of contractors' DoIs were detected. Upon declaration or clarification by the concerned individuals and EFSA evaluation, the non-compliances did not result into a conflict of interest.

The veracity check run in the framework of the scientific grants and procurement schemes showed that 17 out of 23 Individual DoIs were complete while few omissions, not leading to a conflict of interest, were identified with respect to the Individual DoIs of six tenderers. In particular, a discrepancy was found between the declared employment in the CV and in the DoI; few omissions in the declarations of specific activities relating to employment, consultancy and involvement in scientific advisory entities and publications were found. Upon check, it turned out that they were unrelated to the subject matter of the calls the individuals are involved in.

Finally, in 2023 EFSA also took action in response to a breach of the applicable rules by issuing one reprimand letter to the concerned expert.

6. ASSURANCE WORKING GROUP ON INDEPENDENCE

Pursuant to Article 22 of the CIM Rules, EFSA's Legal and Assurance Services are advised by the Assurance Working Group on Independence (AWGI). The AWGI reports to the EFSA Assurance Council, which in turn informs the Audit Committee of the EFSA Management Board.

Two AWGI meetings took place in 2023, which focused the discussion on interpretive issues linked to the implementation of the rules concerning Competing Interest Management.

7. ACTIVITIES UNDERTAKEN BY FORMER EFSA STAFF MEMBERS

7.1 BACKGROUND

In accordance with Article 16 of the EU Staff Regulations, an official, temporary agent or contract agent intending to engage in an occupational activity, whether gainful or not, shall inform EFSA within two years of leaving the service. If the activity is related to the work carried out by the official, temporary agent or contract agent during the last three years of service and could lead to a conflict with the legitimate interests of EFSA, the Appointing Authority/Authority empowered to conclude contracts may, having regard to the interests of the service, either forbid him/her from undertaking it or give its approval subject to any conditions it thinks fit.

In the case of former senior officials⁷⁴ as defined in implementing measures of the EU Staff Regulations, the Appointing Authority/Authority empowered to conclude contracts shall, in principle, prohibit them, during the 12 months after leaving the service, from engaging in lobbying or advocacy *vis-à-vis* staff of their former institution for their business, clients or employers on matters for which they were responsible during the last three years in the service. Each institution shall publish annually information on its implementation, including a list of the cases assessed, in compliance with Regulation (EC) 2018/1725 of the European Parliament and of the Council⁷⁵.

OVERVIEW

No former staff member occupying a position corresponding to senior official left EFSA or informed the Authority of the intention to engage in an occupational activity pursuant to Article 16 of EU Staff Regulations. Furthermore, in the reference year, EFSA processed 7 applications of 7 staff members having left the Authority. None of these requests was submitted for the private sector (see Table 48).

Six of these activities were deemed to be overlapping with EFSA's tasks, whereas no restrictions were applied since no conflict of interest was identified.

⁷⁴ The term 'senior officials' refers to officials occupying functions corresponding to the basic post of Director-General in grades AD16 or AD15 as well as those occupying functions corresponding to the basic post of Director in grades AD15 or AD14. Basic post in this context, and in accordance with Annex 1 of the Staff Regulations, means all positions falling within the function group of Director-General or Director, as the case may be. At EFSA, the only position relevant in this context is the one of Executive Director.

⁷⁵ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC, OJ L 295, 21.11.2018, p. 39–98.

TABLE 47. OVERVIEW OF DOSSIERS ASSESSED UNDER ARTICLE 16 OF THE EU STAFF REGULATIONS

Reference year	Total number of cases	Of which to the private sector	Of which overlapping with EFSA's tasks	Restrictions applied
2023	7	0	6	0

8. AWARENESS RAISING AND TRAINING

EFSA attaches great importance to the need of establishing a corporate culture aware of the importance of ethics and integrity matters, and that the Authority comes across as a workplace intolerant of situations conducive to conflicts of interest.

In the reference period, two training sessions to EFSA managers and staff members to raise awareness about ethical standards were delivered. Furthermore, ad hoc training sessions to external experts and EFSA staff on the newly developed IT tool supporting the automation of the processing of DoIs were provided.

TABLE 48. TRAINING ACTIVITIES

Training activities	#
Session to EFSA managers and staff members	2
Sessions for Scientific Panels	10
Sessions for DoI assessors	10
Sessions for DoI validators	1
Sessions for administrative staff handling EFSA scientific groups meetings	1

9. IT DEVELOPMENTS

Following the DoI IT crises faced by the Authority in 2021, in 2023 EFSA continued working on the establishment of a comprehensive DoI automated solution for managing DoIs which has been developed and deployed in production on 1 February 2023. In its first release the tool ensures the processing of DoIs related to members of the Scientific Committee, Scientific Panels and their Working Groups as well as participants in peer review meetings, from the submission of the DoIs to their assessment, validation and publication. The tool will be further completed in 2024 to allow supporting as automated solution the processing of EFSA's staff and Management Board DoIs.

10. TRANSPARENCY

EFSA is highly committed to respond to the highest transparency requirements making available independence-related processes accessible to citizens and interested parties.

In accordance with EFSA's Independence Policy adopted by its Management Board in June 2017, EFSA made publicly available on its website the list of "public institutions"⁷⁶. This list is instrumental to the screening of the DoIs submitted by the concerned individuals in

⁷⁶ The list is publicly available at <https://www.efsa.europa.eu/en/howwework/independentscience>

accordance with EFSA's Independence Policy and its Decision on Competing Interest Management. In general terms, the inclusion of an entity in this list certifies that the institutional activities performed by its employees in the public interest do not create a risk of conflict with EFSA's interest. The inclusion of an entity presupposes compliance with the criteria set out in Article 2(1), point m, of the Decision of the Executive Director on Competing Interest Management. In 2023, 136 organisations have been classified by EFSA.

In line with its Policy on Independence, in 2023 EFSA published on its website the DoIs of the members of EFSA's Scientific Committee, Scientific Panels and their Working Groups, of those participating in peer review meetings as well as the DoIs of members and alternates of its Management Board and Advisory Forum and the DoIs of the members of its operational management team, comprising EFSA's Heads of Departments as well as Heads of Units⁷⁷..

11. CONCLUSIONS

In the reference year, EFSA devoted its investments in this sector to the further implementation and improvement of its Policy on Independence.

The outcome of the *ex post* evaluation of EFSA's Policy on Independence and the qualitative analysis of the detailed findings of these operations supports the efficacy of the regulatory system currently in place and improvements in the awareness-raising and IT sectors. With a view to further strengthen the independence regulatory framework and based on the advice of its sub-group on independence, the Management Board decided by consensus to open EFSA's Independence Policy for targeted revision. The adoption by the Management Board of the revised Policy is scheduled for June 2024.

⁷⁷ The DoIs of the Heads of departments and of the Heads of units are publicly available at this address: <https://www.efsa.europa.eu/en/people/operationalmanagement>

TABLE 49. OVERVIEW OF 2023 FACTS AND FIGURES ON INDEPENDENCE

<i>Ex Ante Control</i>								<i>Ex post controls</i>		<i>Awareness-raising</i>
No of Annual DoIs screened	No of conflicts of interest prevented	No of waivers granted	No of Hearing experts	DoIs screened for tenderers and participants in grant-awarding procedures	No of Staff DoIs screened	No of staff members leaving EFSA	No of organisations classified	Breach of the rules	Non-compliance findings and actions	No of training activities
Experts: 3,229	27: DoIs	6	541	85: Institutional DoIs	241: statutory staff	Total: 7	136	1	12 non-compliances none leading to a conflict of interest	2: sessions for EFSA managers and staff
Management Board members: 69				568: Individual DoIs	48: candidate staff	Private sector: 0				10: session for a Scientific Panel
Former Management Board members: 20				1: conflict of interest prevented	0: conflict of interest identified	Restrictions: 0				10: sessions for DoI assessors
Total: 3318 DoIs					110: Selection Boards members					1: session for DoI validators
										1: session for administrative staff handling EFSA's scientific groups meetings

ANNEX IX. EFSA NETWORKS 2023 HIGHLIGHTS

TABLE 50. HIGHLIGHTS OF THE ACTIVITIES OF EFSA SCIENTIFIC NETWORKS IN 2023

EFSA Networks	Highlights of achievements 2023
Animal Health and Welfare network and its subgroups	<ul style="list-style-type: none"> • Animal Health topics: <ul style="list-style-type: none"> ✓ The annual meeting on Animal Health provided a unique and high-level platform for discussion on burning topics such as the situation of highly pathogenic avian influenza in mammals, the extension of epizootic haemorrhagic disease in Europe and challenges in the control of African swine fever. Network members contributed to a survey on natural and artificial barriers to control wild boar populations, which provided valuable input for EFSA’s risk assessments. ✓ The network activities resulted in a dialogue on research collaborations between network members and EFSA, and EFSA managed to localise necessary expertise in the field of aquaculture among those Member States and IPA countries. ✓ Two subgroups for data collection on African swine fever and avian influenza were created. • Animal Welfare topics (including NCPs subgroup): <ul style="list-style-type: none"> ✓ For both subgroups (AHAW network-AW topic and NCPs), the main activity, the annual meeting, contributed to improve the dialogue and exchange of information among participants, and between EFSA and Member States, and to share knowledge on EFSA risk assessment advances on animal welfare. In the case of NCPs subgroup special emphasis was given to the welfare of animals at the time of killing (according to Council Regulation (EC) 1099/2009). ✓ Production of two EFSA technical reports on the assessment of animal-based measures at slaughterhouses to monitor the on-farm welfare of beef cattle and turkeys in preparation for the relevant mandates. • <i>Echinococcus multilocularis</i> subgroup <ul style="list-style-type: none"> ✓ The annual meeting (nr. 13) was held on the 5th July as a web conference. The main agenda point of the annual meeting is the discussion on the draft report to be eventually approved. Despite the apparent repetitive nature of the job, novelties, news and updates are always recorded. It is worth mentioning that in 2023 Norway decided to use the draft report, produced by EFSA, for national purposes: this was an unexpected and extremely positive feedback on the quality of EFSA’s work. In addition, it was decided to start a scientific work, possibly coordinated by the EURL, for the publication of the data for the estimation of the test sensitivity. The topic will be discussed at the next meeting, in 2024. ✓ Production and publication of the annual report on <i>E. multilocularis</i> surveillance activities for the substantiation of freedom. • One Health surveillance subgroup: <ul style="list-style-type: none"> ✓ The 1st and 2nd meeting of the One Health surveillance and the scientific reports published by EFSA in 2023 enabled the subgroup members to successfully apply for the direct grant activity CP-g-22-04.019 of the EU4Health Program 2022. ✓ The 3rd meeting of the One Health surveillance informed all subgroup members about the different surveillance activities planned for 2024-2026 and laid the foundation for a successful collaboration in the coming years.

EFSA Networks	Highlights of achievements 2023
Microbiological Risk Assessment network	<ul style="list-style-type: none"> A wide range of activities related to microbial risk assessment were presented including pathogenicity of STEC, risks due to power failure, heating and refrigerated storage of eggs, milk from dairy farms with botulism, Echinococcus eggs on berries, Salmonella in the pork chain, Campylobacter transmission routes, Listeria monocytogenes growth and presence in ready-to-eat foods, pathogenic Enterobacteriaceae in cakes, pericarditis in broilers at post-mortem and update on Taenia solium outbreak. Activities of the EFSA BIOHAZ Panel and the BIOHAW Unit were presented.
BSE/TSE network	<ul style="list-style-type: none"> The main activity, the annual meeting, contributed to improve the dialogue and exchange of information among participants, and between EFSA, Member States and other stakeholders. The main topics presented were: Animal and public health risks of relaxing the feed ban, 2022 EFSA TSE EU summary report: provisional results; TSE EURL, EFSA, WOH, EC and network members: update TSE activities
Communications Experts network	<ul style="list-style-type: none"> Wide range of activities that focussed on: <ul style="list-style-type: none"> ✓ Optimising coordination, preparedness and consistency in communications between EFSA and Member States on all areas within EFSA's remit, namely: sharing of information on planned communication activities via calendars, pre-publication teleconferences and prenotification of materials, analysis of media and social media monitoring, and intelligence sharing on key issues. ✓ Partnership working through joint EFSA & Member State pan-EU-campaigns: #EUChooseSafeFood, #PlantHealth4Life and #StopASF; a social media campaign of 'risk versus hazard' campaign via social media; co-creation of an EU Framework for Coordinated Communication between EFSA and Member States. ✓ Sharing best practice and knowledge – co-creation of Crisis Communication Guidelines; distribution of social research on citizen concerns on key food safety topics (bisphenol A, Eurobarometer and avian influenza). <p>The network collaborated continually via shared digital platforms and held two whole network meetings, one hybrid and one on-line. The CEN also took part in a hybrid half-day workshop with the Focal Points.</p>
Plant Pest Surveillance network	<ul style="list-style-type: none"> The main activity, two meetings, focused on the exchange of experience of Member States with surveillance in plant health. Practical sessions on detection survey design using EFSA Surveillance Toolkit for <i>Xylella fastidiosa</i>, <i>Popillia japonica</i> and <i>Bursaphelenchus xylophilus</i> were organized. Member States' representatives shared and discussed their experience in the statistically sound and risk-based surveys of <i>Xylella fastidiosa</i>.
Risk Assessment in Plant Health network	<ul style="list-style-type: none"> The main activity, two meetings in 2023, contributed to improve the dialogue and exchange of information among participants, and between EFSA, Member States and other stakeholders. Meetings were organized as hybrid meetings in June and December focusing on providing to Member States an update on EFSA plant health risk assessment, databases, cooperation and communication activities. In plant health risk assessment and databases, MS were presented with an update on: pest categorisation, quantitative pest risk assessment, climate suitability, commodity risk assessment for High Risk Plants or derogations to EU plant health law provisions, Xylella host plants database, European Xylella conference, apple pests database.

EFSA Networks	Highlights of achievements 2023
	<ul style="list-style-type: none"> • In cooperation, MS were informed on: tasking grants and framework partnership agreement to support EFSA plant health risk assessment; art 36 grants on data collection and experimental data generation to reduce risk assessment uncertainties; art 36 grants and thematic grants on innovative methodologies and risk assessment priorities/strategy. In particular, updates were provided on: analysis of hot spots for plant pests introduction; global data collection on antibiotics use and resistance in plant pathogenic bacteria; research on climate suitability of Mediterranean citrus growing areas for citrus black spot: research on European host range of the American elm borer <i>Saperda tridentata</i>. • In communication, the Network was informed on the plant health awareness campaign PlantHealth4life and the Xylella comic stripes. The Network was also involved with the Parma local community in the screening of the documentary movie on Xylella "The era of Giants" and by technical visits of low input organic and IPM farms/experimental stations. • A discussion workshop with MS was organized in the second 2023 meeting, obtaining MS feedback and suggestions on: fitness for purpose of pest categorisation conclusions; integration of Artificial Intelligence in plant health risk assessment; integration of Citizen Science in plant health risk assessment.
Food Contact Material network	<ul style="list-style-type: none"> • EFSA and International and EU Institutions/agencies to update on their activities of interest for the Network, EFSA to update on its activities, • EFSA present and discuss its risk assessments, challenges and methodologies including promoting the awareness and application of EFSA Scientific Committee cross-cutting Guidance documents, • Member States to present and discuss their matters of interest, i.e. progress and challenges in the assessment of non-plastic FCMs and compliance testing of plastics, promotion harmonisation and synergies in the assessment of FCM groups regulated at national level and in ongoing and future projects. • Cooperation extended by sharing and discussing ongoing assessment of high and common interest, therefore promoting early consultation of MSs, EU and USA sister Agencies. • Highlight on practical usefulness of the EFSA "R4EU database on Member States risk assessment plans" to be better supported by giving access to the Network representatives and improving communication between Focal Points and stakeholders including Network representatives.
Chemical Monitoring Data Collection network	<p>Criticalities of the data model were discussed and agreed.</p> <p>Discussion on new business rules needed on the bases of recently adopted Regulation took place, reaching agreement in collaboration with SANTE counterparts on the impacted domains present in the meeting.</p> <p>Discussion on ways to improve data quality for better exposure assessments also took place.</p> <p>Awareness on the need of making data interoperable among SANTE and EFSA reporting was brought to the participant's attention with the presence of SANTE Units: E2, E4, F4, F6, G4 and G5.</p>
Food Consumption Data network	<p>Information sharing on food consumption and food composition data topics.</p> <p>Information sharing on the future EU Menu activities.</p> <p>Decision on ex-ante agreement for data sharing</p>

EFSA Networks	Highlights of achievements 2023
Zoonoses Monitoring Data network and its subgroups	<ul style="list-style-type: none"> • Review of the reporting guidance documents (zoonoses, foodborne outbreaks and antimicrobial resistance): <ul style="list-style-type: none"> ✓ Zoonoses, foodborne outbreaks and antimicrobial resistance guidance for reporting 2022 data, ✓ Manual for reporting on zoonoses and zoonotic agents, within the framework of Directive 2003/99/EC, and on some other pathogenic microbiological agents for information derived from the year 2022 data on zoonoses and foodborne outbreaks, ✓ Manual for reporting 2022 antimicrobial resistance data within the framework of Directive 2003/99/EC and Decision 2020/1729/EU. • Review of monitoring reports: <ul style="list-style-type: none"> ✓ EU One Health 2022 Zoonoses report, ✓ The European Union Summary Report on Antimicrobial Resistance in zoonotic and indicator bacteria from humans, animals and food in 2021/2022, ✓ The 4th Joint inter-agency report on Integrated Analysis of Consumption of antimicrobial agents and occurrence of antimicrobial Resistance in bacteria from humans and food-producing animals in the EU/EEA (JIACRA IV), ✓ Oversee the WGA data collection in the EFSA One Health WGS system ✓ TSE 2022 EU Summary report. • Review of varying communication tools (dashboards and story maps) on zoonoses and antimicrobial resistance and of the Zoonoses National reports
Emerging Risks Exchange network	<p>Actively, engaging with the identification and analysis of emerging issues, processing 52 emerging signals into 29 qualified for further characterization issues and followed those up within EREN.</p> <p>Providing valuable feedback on the functionalities of ERAP during user acceptance testing of its prototype.</p> <p>Successfully, launching first issue of the newsletter on emerging risk updates in November 2024, receiving positive feedback and support from its audience.</p>
Risk Assessment of Nanotechnologies in Food and Feed network	<ul style="list-style-type: none"> • Exchange with the Network on the status of implementation of the EFSA Nano Guidances (the new Guidance on Particle – Technical Requirements⁷⁸ and the updated Guidance on Nano – Risk Assessment⁷⁹); • Active discussion and exchange on ongoing or planned activities in the field of Nanotechnology, new scientific developments, and emerging issues of concern with the aim to promote information exchange, facilitate harmonisation of methodologies, and identify areas for mutual cooperation; • Contribution from the Network in the production of a reporting template for the assessment of Electron Microscopy (EM) results, which is in preparation by the cross-cutting Working Group on Nanotechnologies⁸⁰; • Contribution from the Network for the dissemination of an EFSA Call for Expressions of Interest for External Experts in the field of Nanotechnologies, with the aim to increase expertise on the topic in EFSA Panels’ Working Groups⁸¹; • Trainings to interested Network members organised by EFSA or other institutions.

⁷⁸ <https://doi.org/10.2903/j.efsa.2021.6769>

⁷⁹ <https://doi.org/10.2903/j.efsa.2021.6768>

⁸⁰ <https://www.efsa.europa.eu/sites/default/files/wgs/cross-cutting-science/wg-nanotechnologies.pdf>

⁸¹ <https://careers.efsa.europa.eu/jobs/efsa-call-for-expressions-of-interest-for-external-experts-in-working-groups-nanotechnologies-371>

EFSA Networks	Highlights of achievements 2023
Risk Assessment of Genetically Modified Organisms network	<p>EFSA and Member states engaged in a discussion to foster a closer collaboration on future activities on new genomic techniques.</p> <p>EFSA and Member States agreed to launch a targeted call for expressions of interest to create a focus group aiming at contributing to the EFSA future mandates on new genomic techniques.</p> <p>EFSA provided updates on 2 running mandates on new genomic techniques applied to animals and microorganisms and collected relevant information from the Member States.</p> <p>EFSA informed the Member States about open surveys and public consultations in the area of new genomic techniques and risk assessment of GMOs.</p>
Pesticide Steering Network	<ul style="list-style-type: none"> • The 31st PSN was held as online meeting on 24th October 2023 with the participation of observers. • EFSA and Member states engaged in a discussion to foster a closer collaboration on upcoming activities on the assessment of plant protection products /co-formulants. • A common database on co-formulants is currently under development at EFSA level. This followed proposed actions at previous workshops with Member States. • At a longer term an online platform to facilitate sharing, access and re-use of information on chemicals from different EU Agencies/institutions will be developed. The EU-Common Data Platform on Chemicals will be hosted by ECHA and will contain building blocks from ECHA, EFSA, EMA, EEA, EC. This project on development of EU common data platform on chemicals is a long-term project. • Improvement actions in the area of the peer review of pesticides a.s. were discussed including feedback from the completeness check of dossiers. • Identification of insufficient dossier quality and exchange on the experiences with MS including in relation to IUCLID dossier was presented and discussed. • Several issues raised by MSs and presented. A common repository of common groundwater metabolites which would be in line with the 'one substance one assessment' accessible to all MSs was proposed. Discussion took place on harmonisation of the EFSA peer review and the CLH procedure by ECHA, need to reinforce the message to submit the AR/CLH report at the latest at same time to the two Agencies to avoid late comments, need to ensure alignment among the different competent authorities in the Member State responsible for the PPP/CLH processes etc. • MSs were informed on the new way of the targeted consultations impacting pesticides dossier, and discussed the need for alignment of the identity for chemical substances falling under the PPP Regulation with the rules for identification and naming of substances under REACH and CLP. • EFSA gave update on several guidance documents and replied to pertinent questions from the MSs and observers. • Further collaboration was announced: a call for volunteers from MS and applicants for testing a new tool related to MetaPath and a call for MS nomination to take part to the network workshop in Wageningen planned in April 2024.
Pesticide Steering network IUCLID subgroup	<ul style="list-style-type: none"> • Development of new validation rules; • Development of new filtering rules; • Development of a list of mandatory documents for the micro-organisms working context;

EFSA Networks	Highlights of achievements 2023
	<ul style="list-style-type: none">• input on IUCLID 6.7 Microbial Active Substance Application MINI-MANUAL⁸²;• development of closed List on Confidentiality• decision to reduce the number of fields in a IUCLID dossier which can be claimed confidential;• development of a new ad-hoc filtering rule for the analytical methods documents;• development of new IUCLID documents and revision of existing documents for both the active substance and the microorganisms IUCLID working context.

⁸² [10.5281/zenodo.10118201](https://zenodo.org/record/10118201)