



**EFSA
CONSOLIDATED
ANNUAL ACTIVITY
REPORT**

2024

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EFSA CONSOLIDATED ANNUAL ACTIVITY REPORT 2024

Adopted on 27 March 2025
For EFSA's Management Board

SIGNED

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 2024, the most recent result is showed in the “ACTUAL 2024” column (specifying the year of the last measurement), and the most recent status is carried over to 2024

LIST OF ABBREVIATIONS

| LIST OF ABBREVIATIONS | |
|-----------------------|---------------------------------------------------------------------------------------------------------|
| 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 | |
| CIM | Competing Interests Management |
| 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 |
| OSOA | One Substance One Assessment |
| 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 |

FOREWORD

Ensuring food safety and protecting public health across Europe requires dedication, scientific excellence, and strong collaboration. The 2024 Annual Activity Report of the European Food Safety Authority (EFSA) highlights our key achievements, challenges, and progress in delivering this mission. Throughout the year, we remained committed to Strategy 2027, focusing on trustworthy scientific advice, effective risk communication, future preparedness, and organisational agility.

Under the Management Board's guidance, EFSA adopted key governance documents that reinforced EFSA's foundation and alignment with EU priorities, such as the European Green Deal and Farm to Fork Strategy. The Board also reaffirmed its commitment to scientific independence by adopting an updated Independence Policy, further strengthening trust in EFSA's work.

Leadership transitions in 2024 ensured continuity and renewal. Aivars Bērziņš was re-elected Chair, with Ana Vilorio as Vice-Chair. A key milestone was the relaunch of the Executive Director recruitment, accompanied by Bernhard Url's appointment as Acting Executive Director in May. For the first time under the Transparency Regulation, new members joined EFSA's Scientific Committee and Panels, ensuring a diverse, well balanced, and independent expert body for risk assessments.

Despite procedural complexities and the renewal of scientific panels, EFSA maintained strong scientific performance, with improvements in risk assessment timeliness and stakeholder engagement, although scientific production declined in the last quarter. Collaboration with Member States was further reinforced through strategic discussions on joint programming and shared responsibility. Governance and resource management remained a priority, demonstrated by robust budgetary performance, positive external audits, and high staff engagement. EFSA also advanced hybrid working measures and workspace optimisation, fostering new and more efficient ways of working.

Looking ahead, 2025 marks a transition year, preparing for new leadership and an evolving European Commission policy landscape. We will continue advancing digital transformation, strengthening scientific preparedness, and deepening partnerships to meet future challenges. Our commitment to scientific excellence, transparency, and public health will remain central to ensuring a safer, more sustainable food system for Europe.

We extend our deepest appreciation to EFSA's staff, experts, and partners. Together, we will uphold the highest standards of food safety and public health – for Europe and beyond.

Bernhard Url

Acting Executive Director, EFSA

Aivars Bērziņš

Chair, EFSA Management Board

MANAGEMENT BOARD ASSESSMENT

The EFSA Management Board ensured effective governance and guidance throughout 2024, adopting key documents that shape the Authority's direction. These include the Consolidated Annual Activity Report 2023, opinion on EFSA accounts 2023, Programming Documents for 2025-2027 and 2026-2028, list of competent organisations designated by the Members States that may assist the Authority and Implementing Rules of the Staff Regulations.

The Management Board made several key appointments and decisions, including the decision to relaunch the recruitment procedure for the Executive Director position in February. Subsequently, Dr. Bernhard Url was appointed as acting Executive Director in May. For the first time in application of the selection procedure adopted by the Management Board in compliance with the Transparency Regulation, new members were also appointed to the Scientific Committee and Scientific Panels in March.

Furthermore, the Management Board made changes to its leadership and Audit Committee. Aivars Bērziņš was re-elected as Chair, and Ana Vilorio was elected as Vice-Chair in December. The Audit Committee, renewed in December, nominated Patrick Hau as new Chair and Annette Toft as Vice-Chair for a second term.

With the support of its sub-group on independence, the Management Board adopted the updated Independence Policy of EFSA in June. The Policy will apply as of the adoption of its implementing rules.

The Management Board engaged in strategic discussions on EFSA's partnership with Member States in risk assessment, highlighting the need for joint programming and shared responsibility. These discussions are expected to continue in the coming months.

The Management Board held four meetings in 2024, with three in hybrid modality, combining physical and online participation. The Management Board sub-group on independence met four times and steered the review of the EFSA Independence Policy against the outcome of the Policy external evaluation finalised in October 2023. The Audit Committee held three meetings and 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.

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 2024-2026 Programming Document of the Authority adopted by the Management Board in December 2023,

1. Welcomes the third year of implementation of the Strategy 2027, and the mid-term Strategy evaluation confirming that EFSA is in the right path in fulfilling its mandate considering the evolving EU priorities, in particular the European Green Deal; appreciates the successful set-up of the processes and tools implementing the Transparency Regulation in the first half of the strategy cycle, and the refocus in the 2nd half of this strategy cycle on the risk assessment preparedness and development of digital capabilities.
2. Acknowledges the achievements in the area of general scientific advice and regulated products evaluation and appreciates the efforts made to improve risk managers satisfaction with fit for purpose, timely and independent scientific advice.
3. Appreciates the stable performance across the various areas of work, albeit a few deviations. Notes that the number of questions in stock remains above the desired levels and acknowledges the efforts to improve EFSA's scientific risk assessment process by analysing the current flows and promoting improvement initiatives to reduce bottlenecks.
4. Notes EFSA's overall finalisation of around 340 questions in applications via scientific outputs and technical reports, with a positive performance particularly in the areas of food enzymes and feed additives; it also notes the lower pace of progress in the areas of novel foods and pesticides MRLs affected by the quality of the dossiers received, which resulted in additional requests of information and less-than-expected mandates received; supports EFSA's efforts to continue addressing these issues with priority.
5. Takes note of the overall timeliness of the adoption of scientific outputs, especially in the area of applications; points, however, to the challenges still faced in a limited number of areas, in particular for Novel Foods and MRLs. Notes that whilst more impactful changes may require legislative amendments, specific measures should be explored to speed up the progress within the current legislative framework.
6. Commends the improved efficiency in the handling of confidentiality assessments; acknowledges the high volume of requests EFSA is receiving and appreciates the success of the Authority to further increase the speed in handling them and the output volumes.
7. 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; invites Member States to more actively participate and promote the partnerships.
8. Welcomes the ongoing risk communication activities and notes the positive performance of the EFSA Journal.
9. 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 outreach of the three pan-European communication campaigns EFSA ran in 2024.
10. Acknowledges the ongoing work to engage with applicants and stakeholders for improved dialogue and enhanced quality of science.
 11. Acknowledges the efforts to guarantee access to data and information and the sharing of scientific documents and tools through open repositories.
 12. 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 strategy.
 13. 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 partners’ awareness regarding procedures for responding to urgent advice requests and communication strategies for use during a crisis.
 14. 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.
 15. Commends the appointment of the new members of EFSA’s Scientific Committee and Panels, distinguished by its multidisciplinary expertise, gender balance, and geographical diversity, ensuring a well-balanced and independent expert body for risk assessments.
 16. Appreciates EFSA’s dedication to further strengthening the way in which the Authority manages the interests of its scientific experts and all professionals with whom it works, reflected in its revised Independence Policy.
 17. Welcomes EFSA’s commitment to employee growth and development, and recognition; notes the achievements in improving staff engagement and well-being in the workplace and the challenges in leading and implementing changes. Appreciates EFSA’s efforts to introduce AI-based technology solutions in the EFSA working practices by providing training and IT solutions to enhance efficiency and innovation.
 18. Acknowledges that EFSA continues the implementation of “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 the EFSA staff.
 19. Commends EFSA’s efforts to exceed its 2024 occupancy rate target and the 2023 result of 98.3% by achieving a 99.6% rate, thus optimising human resources availability.

20. Notes the positive assessment of the internal control framework 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.
21. Welcomes the fact that the European Parliament, as the Discharge Authority, granted discharge to the Executive Director with respect to EFSA's 2022 budget, including the decision on the closure of the 2022 accounts.
22. Welcomes the clean audit report of the European Court of Auditors regarding the 2023 annual accounts with no observations. Welcomes the fact that there are no outstanding audit observations from previous years.
23. Welcomes the positive audit conclusion in the Internal Audit Service audit report on the end-to-end risk assessment process for generic mandates in EFSA and appreciates that the audit did not result in any critical or very important recommendations.
24. Welcomes the confirmation and maintenance of all EFSA's ISO certifications and the integration of the external certification audits for the following management systems: ISO 9001:2015 Quality Management; ISO 45001:2018 Health and safety; ISO 22301:2019 business continuity; ISO 27001 Information Security.; ISO 14001:2015 Environmental management and Eco-Management and Audit Scheme (EMAS).
25. 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.
26. Notes the Declaration of Assurance by the Executive Director and the Statement on Internal Control by the Management Services Head of Department.

Adopted on 27 March 2025

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 dedicated 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

The European Food Safety Authority (EFSA) plays a crucial role in supporting the European Commission's goals by ensuring public health and enhancing the competitiveness of the EU's food system. EFSA continually evaluates external factors, such as innovation and evolving public expectations, and internal dynamics, like organisational improvement opportunities, to stay effective. During the mid-term Strategy review concluded in 2024, EFSA confirmed its strategic objectives, maintaining its mission's alignment with emerging risks and needs and streamlined the key actions requiring focus during the second part of the strategy cycle. The need for joint preparedness and implementing the One Health approach is emphasised, leveraging the importance of assessing risks at the intersections across humans and the Ecosystem, as the recent pandemic underscored. EFSA follows closely and supports the evolution of EU policies, such as the Chemical Strategy for Sustainability, to make the agri-food system more sustainable and innovative. 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.

In response to societal changes, such as the re-nationalisation of competencies, reluctance towards international cooperation, and the rise of fake news, EFSA is adapting its

communication strategies to ensure transparency and public engagement. The Transparency Regulation has brought significant organisational changes, reinforcing EFSA's commitment to collaboration across the EU food safety system. EFSA, contributing to the EU economy's innovation and competitiveness, has focused on accelerating the scientific risk assessment process and simplifying its procedures. A root cause analysis to identify opportunities for reducing re-work and streamlining processes has informed future actions towards this aim.

In this context, EFSA will build on its achievements in 2024, anticipating a transition year in 2025 marked by the appointment of a new Executive Director and the evolution of the newly mandated Commission Policy plans.

PERFORMANCE OVERVIEW – THE YEAR IN BRIEF

EFSA's overall performance remained satisfactory, albeit marking a decrease compared to the past year.

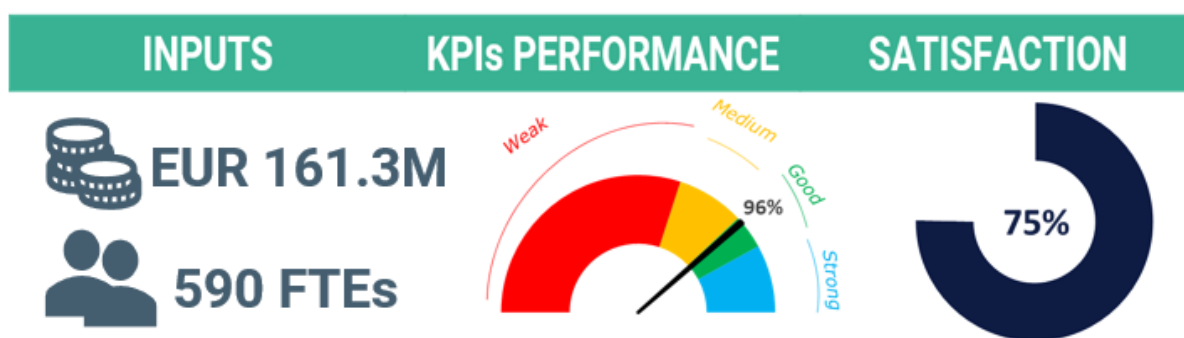


FIGURE 1. EFSA OVERALL PERFORMANCE IN 2024

Budgetary resources and full-time equivalents (FTEs) remained stable compared to 2023, 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, but below 2023's performance and similar to 2022 results performance (when it was again 96%).

Finally, the Annual Strategy Survey⁶ showed a consistent satisfaction rate of 75%, in line with the 2023 results, 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 an underperformance against the targets set, and a reduction compared to the previous year (figure 2). EFSA closed 550 scientific questions in 2024, below the target of 626 and below the results achieved in the past years. This decrease is due to various factors:

- In July 2024 EFSA renewed the experts of its scientific panels. This has impacted the pace of adoption of scientific questions, with new members requiring the necessary onboarding. EFSA accounted for a reduction of its scientific production

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

⁶ Not all the dimensions were surveyed in 2024. The result showed here takes into account the most recent results in the different dimensions, some of which were last investigated in 2022

of approximately 10% in its 2024 targets already, but the year-end results suggest the impact was higher;

- the regulated products areas are being impacted by issues that require long-term solutions, such as the low quality of application dossiers in Novel Foods (a food sector area that also sees a high share of small companies and one-off applicants) that leads to an increased number of “stop the clock” instances, and the insufficient capacity (both at Member States and at EFSA level) for the assessment of Pesticides;
- the still inconsistent/not optimal usage of pre-submission advice mechanisms by applicants, which could have improved the quality of dossiers and hence reduce the ‘stop the clock’ periods;
- the investments in Grants & Procurement are increasing over time; however, these efforts are long term and resource intensive, and they have not yet materialised in concrete outcomes that could increase EFSA’s scientific capacity. EFSA is still working to simplify the existing mechanisms and effectively channel more funding to outsource (part of) the risk assessment of regulated products;
- efficiency gains envisaged from automations and leaning initiatives are yet to generate significant savings.

In addition, notwithstanding the additional resources EFSA received in the context of Transparency Regulation, the confidentiality assessment process suffered from a slow start and an unexpected increase of requests since 2022, with EFSA receiving an unexpected high number of requests. This led to an increased usage of temporary resources in the area to face the extra workload, and working in derogation to prevent the confidentiality assessments to potentially delay the adoption of the scientific outputs. In this respect, EFSA managed to achieve a marked improvement, issuing 359 confidentiality decisions in 2024, compared to past years.

However, food sector areas such as Feed additives or Enzymes were able to build on the efficiency initiatives run and the extra resources given in the past years, registering a scientific production in line with or better than their annual targets. 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.

By contrast, EFSA’s **timeliness of adoption**⁷ improved to 89%, around 4 percentage points better than 2023. The index measures EFSA’s ability to comply with the timelines for its risk assessment as set out in the legislation, and it considers any duly justified deadline extension (either agreed with the risk manager for generic scientific advice or triggered by the “stop the clock” mechanism for regulated products). The index improved especially in the area of regulated products (92% vs a target of 90%), whilst it registered deviations from the target in the area of generic Risk Assessment (89% vs a target of 100%).

The number of **questions in stock**⁸ remained stable year-on-year, as the lower-than-planned number of questions closed was counterbalanced by a reduced amount of requests

⁷ 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.

⁸ Stock of questions: amount of open questions that EFSA has in its “warehouse”. Please note that minor adjustments of the figures presented in the previous years have taken place (cleaning of the database, reclassification of few questions across domains, ...)

EFSA received in 2024 compared to 2023 (673 question, 80 less than the 753 created last year).

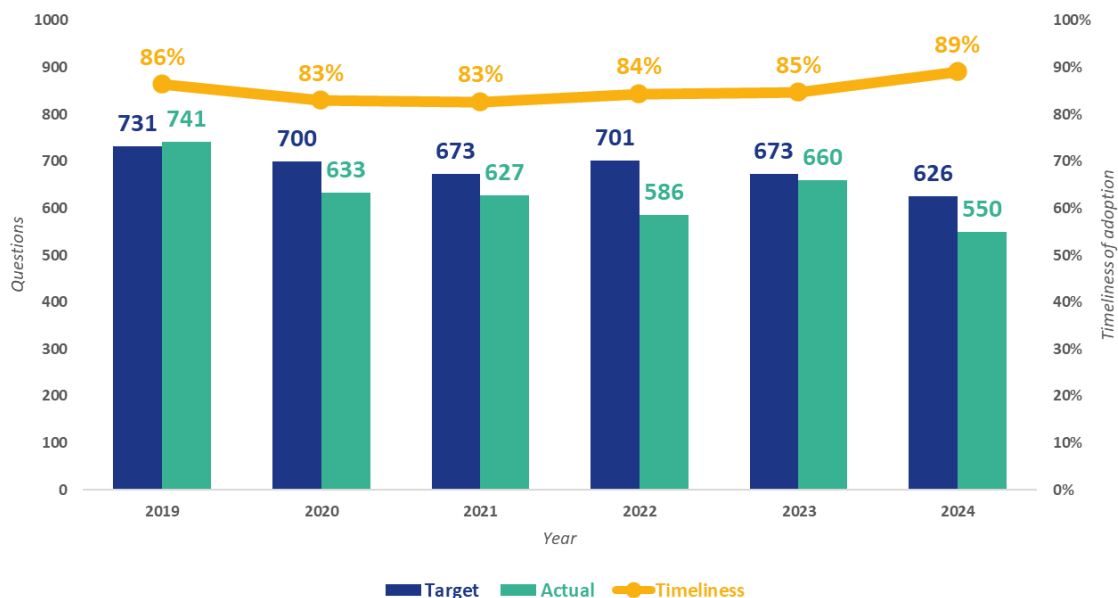


FIGURE 2. RISK ASSESSMENT PRODUCTION – QUESTIONS CLOSED & TIMELINESS OF ADOPTION (2019-2024)

Alongside with the monitoring of the EFSA performance regarding scientific productions in terms of volumes and timeliness, EFSA had set three priorities to steer its activities in 2024 and support the fulfillment of EFSA's long-term strategic goals: *Increase the speed of Risk Assessment* and *ensure the necessary preparedness in Risk Assessment*, and *enhancement of collaboration and digital capabilities, new roles, and new organisation*:

Increase the speed of Risk Assessment

Building on the findings coming from the high-level analysis carried out in 2023, in the first half of 2024 EFSA focused on a detailed analysis of the procedural aspects of 10 areas in the end-to-end scientific risk assessment process that were identified as the main causes for time loss. These range from EFSA's working procedures to the way Member States and applicants are interacting with the Authority during the risk assessment cycle. The analysis led to an action plan with dedicated initiatives to tackle the most impactful issues in 2025, or to inform EFSA's position in the long term, concerning legislative changes. Some actions have already been agreed, such as enhancing the services to applicants at the pre-submission and intake phases of the regulated products dossiers as well as throughout the whole risk assessment phase.

Being faster (without hampering the quality of EFSA's scientific outputs) is seen crucial to meet the expectations of EFSA's stakeholders, as also confirmed by the latest Annual Strategy Survey run with a large pool of EFSA's customers, stakeholders, and partners, which saw EFSA's ability to provide a timely risk assessment among the lowest-rated dimensions. EFSA has included the "increase speed in RA" in its updated performance framework, applicable from 2025 onwards.

Ensure the necessary preparedness in Risk Assessment

In order to maintain its relevance to address future challenges in its remit, EFSA must continue investing in preparedness activities in focused areas.

Following the analysis of its updated strategy implementation plan following the mid-term EFSA Strategy review performed in 2024, EFSA created a capabilities map and identified the scientific areas where specific, high impact actions are prioritised to include in its multiannual plan.

Noteworthy is also the continuous work of the Knowledge and Innovation Communities (KICs), inter-disciplinary fora coordinated by the Chief Scientist's Office. Specifically, 4 communities were active throughout 2024, focusing on Biotechnologies, Environmental Risk Assessment, Exposure Assessment, and New Approach Methodologies. The KICs stimulated discussions with internal and external stakeholders, promoted training activities, and supported the transition of development activities into EFSA's risk assessment procedures.

Moreover, EFSA contributed to large scale projects at European level, such as the European partnership on Animal Health and Welfare, which was launched in 2024, and the ongoing discussions revolving around PARC (Partnership for the Assessment of Risks from Chemicals) and the CSS (Chemical Strategy for Sustainability)

Enhancement of collaboration and digital capabilities

EFSA acknowledges that EU risk assessment productivity can benefit from the exploitation of digital capabilities for the reuse of knowledge created through the risk assessment process. This translated in different actions:

1. upscale digital skills in the organization, via a series of trainings that started in 2023;
2. continue to introduce Artificial Intelligence in EFSA's operations: case studies being rolled out include the development of knowledge mining and "Chat with your documents" scenarios, to improve productivity, effectiveness, and efficiency of EFSA's scientists by leveraging AI to handle the vast volume of scientific data. Another area where AI is being piloted is in supporting contract management activities. These actions were supervised by a task force to support the introduction of AI in EFSA, considering technological and ethical aspects;
3. increase EFSA's digital maturity by introducing Agile methodology for faster improvements and increased customer focus;
4. increase the re-use of existing knowledge, also via increased connectivity among IT tools, and increased use of Business Analytics systems and dashboards;
5. continue its investments and collaboration with Article 36 partner organisations via Grants & Procurement, including the increased cooperation via the Focal Points.

KEY CONCLUSIONS (PART I, II AND III)

EFSA's performance in 2024 was satisfactory, albeit registering a decrease compared to the past year.

This drop is particularly evident in the scientific production under Strategic Objective 1, which dropped by around 100 questions, to 550. This is due to the combination of different factors, such as the increased scientific and procedural complexity of EFSA's work, the renewal of EFSA's scientific panels, the lower-than-expected efficiency gains coming from

outsourcing of scientific work, and the quality of inputs (application dossiers) EFSA received in some specific areas.

This decrease in production also did not support a significant reduction of EFSA's stock of questions, which remained stable year-on-year. However, the index on timeliness of adoption improved compared to 2023.

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. 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.

Very positive results were registered in terms of occupancy rate (99.6%). To note the high engagement rate registered by EFSA staff, at 82%.

Regarding the management of its funds, EFSA registered solid results, as demonstrated by the performance of its budgetary metrics, which were in line with their yearly targets both for commitments and for differentiated payments (non-differentiated showing only minor deviation from the target value of 90%). EFSA also received a clean discharge for its 2022 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 and fared well in the external audits monitoring the Authority's adherence to quality 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 scientific Risk Assessment was below the target set, as shown by the key performance indicators set in this area (table 1), as well as below last year’s performance.

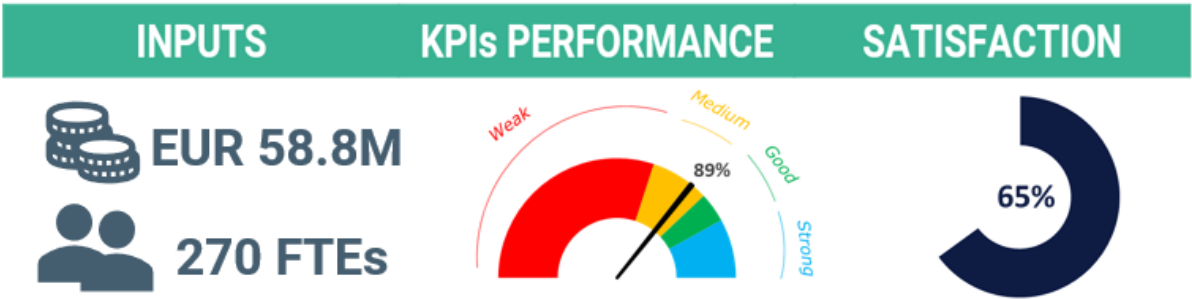


FIGURE 3. OVERALL PERFORMANCE IN EXPECTED OUTCOME 1.1

To gather inputs on its **reputation**, in 2024 EFSA launched the third edition of its **Annual Strategy Survey**⁹. The study targeted customers, partners, and stakeholders, and gave insights on their perceptions on EFSA’s scientific opinions and risk assessment process. The survey registered almost 1,400 respondents, and they gave an aggregated satisfaction rate of 65% in the Risk Assessment area. This is slightly below the 2023 results (68%) and significantly lower than the target of 80%. There were notable differences among the three sub-groups, with partners scoring higher (in line with previous surveys), but all three groups registered small decreases year-on-year (between -2 and -5 percentage points).

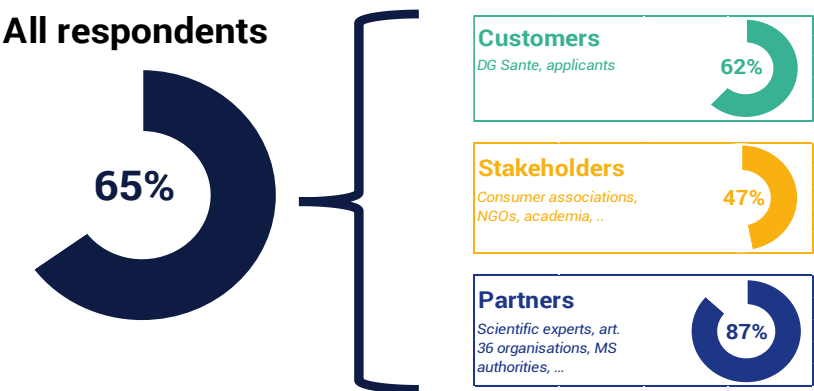


FIGURE 4. SATISFACTION IN RISK ASSESSMENT

⁹ The study is available on the [EFSA website](#)

Respondents generally agreed on EFSA's impartiality (80% satisfaction), methodological rigour (75%), and consistency of scientific advances with evidence and methods in risk assessments (71%). These were areas that already scored high in the previous years, and the YoY results were rather consistent. The lowest-scoring areas are similar to the ones emerged in the previous year's survey: the timeliness of EFSA's advice remains the dimensions respondents are less satisfied with, alongside EFSA's ability to promote an effective engagement with stakeholders. With regards to timeliness, EFSA recently concluded a year-long analysis of its scientific processes aimed at identifying bottlenecks in the current procedures, and the first improvement actions are expected to start in 2025.

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

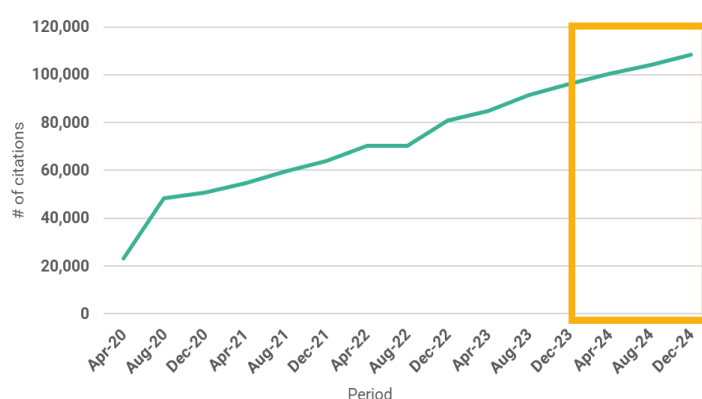


FIGURE 5. CITATIONS OF EFSA SCIENTIFIC OUTPUTS 2020-2024

The **relevance** of EFSA's work is also gauged by the citation count of articles in the **EFSA Journal**. By December 2024, more than 108,000 citations were registered, in line with the updated target of 111,000 and continuing with the upward trend visible since the Journal's indexing in Scopus (2019) and the Expanded Science Citation Index and its inclusion in PubMed (2020).

The performance of the EFSA Journal is further reflected in its **H-Index** score of 153, which exceeded the 2024 target of 150, showing a trend similar to the one that emerged in 2023.

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 2024 | Execution 2024 | Status |
| Dimension: Reputation | | | | |
| Customers/Partners/Stakeholders' satisfaction on RISK ASSESSMENT | 80% ¹⁰ (2019-2020) | 80% | 65% | 🟡 |
| Dimension: Relevance | | | | |
| Citations of EFSA's scientific outputs | 50,738 (2020) | 111,000 ¹¹ | 108,000 | 🟢 |
| EFSA Journal's H-index | 122 (2021) | 150 | 153 | 🟢 |

¹⁰ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.


¹¹ Target updated to reflect 2023 results

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

In 2024, EFSA directed approximately EUR 27 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 infrastructure. This allocation aligns with the initial plan for the year (EUR 27.5 million) and is higher than the investment made in 2023 (EUR 22 million).

These investments were mainly composed of human resources, with around 150 full-time equivalents (FTEs) used in the production of scientific opinions and 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 2024 | Plan 2024 | Actual 2024 | Plan 2024 | |
| Regulated Products | 338 | 415 | 92% | 90% | 1121 |
| of which APPLICATIONS | 285 | 320 | 93% | 90% | 781 |
| of which PESTICIDES | 53 | 95 | 86% | 90% | 340 |

FIGURE 6. PERFORMANCE IN REGULATED PRODUCTS AREA IN 2024 - VOLUMES, TIMELINESS AND STOCK REDUCTION ¹³

In 2024, EFSA recorded a lower amount of incoming requests compared to the previous years (512 in 2023, and 410 questions received on average in the 2020-2022 period), with 376 new request logged in. The decrease was driven by a reduced amount of request in the food enzymes area (61, vs 121 in 2023¹⁴). This supported a further increase in the ability to timely communicate the outcome of the completeness checks to the applicants (around 95%, almost 5 percentage points better than 2023).

Concerning the number of questions closed, EFSA finalized 338 questions within the remit of regulated products, a figure below the annual target of 415 as well as a decrease from the 372 questions closed in 2023, thus falling back to the 2022 production levels (348 questions closed). To note that this discrepancy is mainly due to the lower-than-planned explained almost in full by few areas, such as **Novel foods** and **Pesticides MRLs**. The reason is mainly related to delays in obtaining the necessary inputs from applicants to complete assessments, as well as lower than expected requests reaching EFSA in some areas. For novel foods, also in 2023 a similar performance was registered (22 questions closed, against a target of 42).

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

¹⁴ The 2024 figure, however, is more in line with the historical data (average of 52 in 2021/2022)

These results underscore the increasing 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 plans to carry out targeted improvement initiatives, e.g. to enhance the support services to applicants from receipt of a dossier to the publication of the scientific output. It aims to improve the quality of the incoming dossiers and speed up the whole process, as consequence of a detailed root-cause analysis was carried out in 2024.

By contrast, the other food sector areas registered results more in line with their plans. One area that stood out for the positive performance is **food enzymes**, where 82 questions were closed (against a target of 70 and a 2023 performance of 74), whilst **feed additives** continued its upward trend, closing 132 questions (against a target of 130 and a 2023 performance of 122 questions).

In the course of 2024, subsequent to the launch of the EFSA's 2023 audit programme, a sample of 18 studies included in applications for regulated products was selected for being audited for compliance with Good Laboratory Practice (GLP) principles (i.e. the same number of studies that were selected for the 2022 audit programme). For those study audits finalised by the end of 2024, the GLP claim could be confirmed by the national GLP monitoring authorities. During the year, there have been no requests for ad hoc study audits.

Confidentiality assessment is one of the main changes introduced by the Transparency Regulation in EFSA's risk assessment process. This activity strengthens the principle of transparency of the risk assessment process in the food chain, for example stipulating the proactive public disclosure of all information supporting any request for a scientific output to be delivered by EFSA, except for duly justified confidential data.

To this end, EFSA issued 359 **confidentiality decisions** in 2024, a marked improvement compared to the 90 decisions issued in 2022 and the 266 issued in 2023. This is the result of the improvement measured introduced since 2023 consisting of, inter alia, i) the new IMS operating model that was put into action at 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 remained very high, as less than 2% were flagged as containing implementation errors.

This led to an overall small (2%) decrease of the **stock of questions¹⁵ in the Regulated Product area**, slightly more than the expectations. More in details, in the area of applications the stock decreased by around 4%, while the pesticides area registered an increase of around 2%.

EFSA remains committed to reduce its stock of questions, and it 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 will focus on enhancements to IT and procedural aspects, as well as increased usage of outsourcing. Additionally, safeguarding the full-time equivalents currently dedicated to risk assessment production 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 92%, around 6 percentage points higher than in








¹⁵ Stock is calculated taking into account the questions created, the questions closed, and the questions withdrawn/cancelled/declared not valid.

2023, and in line with the overall target of 90%. The index registered a year-on-year improvement in the area of non-pesticide applications, reaching 94%, up around 4 percentage points compared to 2023.

EFSA is now expected to focus on maintaining good compliance with timeliness but also to increase its overall speed of risk assessment.

The **timeliness of publication** in the EFSA Journal also improved, up to 92.6% (higher than 2023 performance of 88.5% and the target of 87.5%), thus maintaining the good standards of performance achieved since 2019 (with the exception of 2022, when an index of 79.1% was registered). The year-over-year improvement can be attributed to measures taken since the beginning of 2023 to manage the workload¹⁶ in 2023. Other contributing factors include the finalisation of the organizational restructuring that took place between 2021 and 2022, and the establishment of a new contract with a publishing company.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | TIMELY DELIVERY | | | | |
| | Timeliness of adoption | 70.2% (2017-2020) | 90.0% | 92% |  |
| | Reduction of backlogs ¹⁷ and bulk evaluations ¹⁸ | N/A | -13% | -2% |  |
| | Timeliness of publication | 85.6% (2020) | 88% | 94% |  |
| | Dimension: ENGAGEMENT | | | | |
| | Impact of public consultations | Not defined yet | | |  |
| Dimension: Efficiency | USE OF RESOURCES | | | | |
| | Amount of resources used | 16.7% of total budget (2020-2021) | 17% ¹⁹ | 16.9% |  |
| | DELIVERED VOLUMES | | | | |
| | Number of questions closed ²⁰ | 490 (2017-2020) | 415 | 338 |  |
| | Change in stock ²¹ of questions | -15% (2017-2020) | -1% | -2% |  |

¹⁶ 639 between Outputs + supporting publications published in 2024, in line with 2023 results

¹⁷ EFSA defines backlog the open scientific questions that have a deadline before the end of year N. Backlog is a subset of the stock.

¹⁸ 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.

¹⁹ Figure revised compared to the SPD to consider some reallocations within EFSA's portfolio items.

²⁰ 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.

²¹ EFSA defines stock all the open scientific questions that have it its "warehouse", regardless of the status or the planned deadline.

Details on volumes delivered per regulated products areas are provided in Annex Ia (Questions Closed, Timeliness and Stock Reduction in 2024). Significant outputs in the Regulated products evaluation domain are highlighted in table 3.

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

| Regulated products evaluation | | |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Food sector area | Highlights of Outputs | Output Description |
| Feed Additives | Guidance on the assessment of efficiency of feed additives | Update and replacement of the 2018 FEEDAP Panel guidance based on the Panel's experience to date . The updated guidance will support applicants to improve the quality of feed additive application dossiers. |
| | Consumer safety of feed additives containing selenium | Scientific Opinion on safety for consumers of products from animals (e.g. meat, eggs) fed diets with feed additives containing selenium |
| Food Additives re-evaluation | Re-evaluation of silicon dioxide (E 551) as a food additive in foods for infants below 16 weeks of age and follow-up of its re-evaluation as a food additive for uses in foods for all population groups | EFSA completed a full risk assessment of this food additive for the general population and for the use in infants below 16 weeks of age, for the first time applying the full nano risk assessment in addition to the conventional methodologies. The substance is cross-cutting with other EFSA domains (feed additives, pesticides) and other Agencies (ECHA, EMA). The use of this food additive does not raise a safety concern in any population group. The publication of the opinion was accompanied by a plain language summary. |
| Food enzymes | Panel statement on "Taxonomic identity of the <i>Bacillus licheniformis</i> strains used to produce food enzymes evaluated in published EFSA opinions" | <i>Bacillus paralicheniformis</i> , a species known to produce the antimicrobial bacitracin, could be misidentified as <i>Bacillus licheniformis</i> , depending on the identification method used. For this reason, the European Commission requested EFSA to re-view the taxonomic identification of formerly assessed <i>B. licheniformis</i> production strains. Following this request, EFSA retrieved the raw data from 27 technical dossiers submitted and found that the taxonomic identification was established by 16SrRNA gene analyses for 15 strains and by whole genome sequence analysis for 12strains. As a conclusion, only these 12 strains could be unambiguously identified as <i>B. licheniformis</i> . This mandate delivered in four months,. supports the Commission's further discussion with the affected applicants and improves the robustness of the QPS approach for safety assessment. |
| Assessment of the risks related to pesticides residues | Mock assessment: Chronic prospective cumulative risk assessment | This Mock assessment was a part of the Framework Partnership Agreement between ANSES and EFSA with the help of RIVM to investigate the feasibility of a tiered approach proposed by EFSA for prospective chronic cumulative risk assessment (CRA). This work is extremely relevant to consolidate the approach for chronic prospective CRA before it is implemented as a routine exercise. |

| Regulated products evaluation | | |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Food sector area | Highlights of Outputs | Output Description |
| | Mock Assessment: Acute prospective cumulative risk assessment | This Mock assessment was a part of the Framework Partnership Agreement between ANSES and EFSA with the help of RIVM to investigate the feasibility of a tiered approach proposed by EFSA for prospective acute cumulative risk assessment (CRA). This work is extremely relevant to refine the approach for acute prospective CRA before it is implemented as a routine exercise. |
| | 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. |

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

In 2024, EFSA allocated approximately 20% of its total budget, equating to EUR 31.6M, to the area of **Generic Scientific Advice**. This expenditure was in line with the plan of around EUR 31.1M, and higher than the previous year's spending of EUR 26.8 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 (117 FTEs) were lower than those allocated for Regulated Products (153 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 & Procurements (G&P).

In fact, the spending on external support amounted to EUR 10.6 million, higher than the EUR 8.8 million spent in 2023 and the 5.2 million spent in 2022. The areas that benefitted the most were animal health and welfare, plant health, and biological hazards (AMR, Zoonoses).

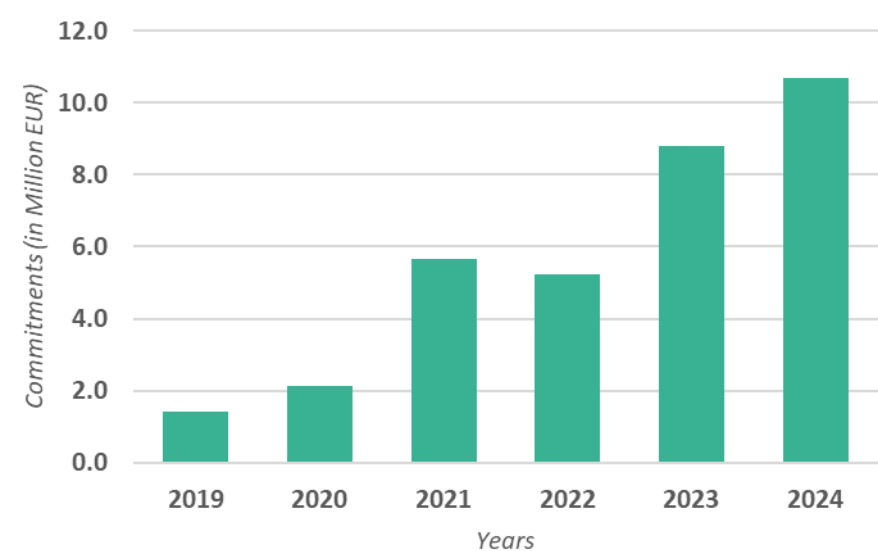


FIGURE 7 – GRANTS AND PROCUREMENTS IN GENERIC RA (2019-2024)

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 2024 | Plan | Actual 2024 | Plan | Actual 2024 |
| Generic Risk Assessment | | 212 | 211 | 89% | 100% | 302 |

FIGURE 8 - PERFORMANCE IN GENERIC SCIENTIFIC ADVICE AREA IN 2024 - VOLUMES, TIMELINESS AND STOCK REDUCTION²²

In 2024, EFSA closed 212 questions in the area of Generic Scientific Advice. This is in line with the target of 211 but below previous year's performance (288 in 2023, and 238 in 2022).

Notwithstanding the achievement in the number of questions addressed, the **timeliness of adoption** was at 89% below the target of 100% but better than the previous years' performance of 81% (2023) and 87% (2022). The delays were concentrated in a few areas, such as the contribution to the annual Codex Committee on Pesticide Residues (CCPR) meeting, the approval of active substances, and the assessment of risks related to MRLs. Moreover, the average delay was of minor entity (less than 30 days of delays²³).

The reduced amount of questions closed compared to the previous years, coupled with a number of questions created in line with the past few years (260 in 2024, vs a 2021-2023 average of 266) contributed to an increase of the **stock of open questions** of around 18%. However, EFSA considers the current stock level in the area of Generic Risk Assessment to be manageable with the current resources, as approximately around the

²² Figures adapted from 2022 AAR to consider 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

²³ Calculation based on questions with deadline in 2024 only

desired level of one average year of production, hence it is not a significant source of 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 2024 | Execution 2024 | Status |
| Dimension: Quality | TIMELY DELIVERY | | | | |
| | Timeliness of adoption | 95.7% (2017-2020) | 100% | 89% | |
| | Timeliness of publication | 78.7% (2020) | 87.5% | 90% | |
| | Reduction of backlogs and bulk evaluations | N/A | -10% | -8% | |
| | Of which questions to be closed for MRL Art. 12 bulk evaluation | N/A | N/A | N/A | |
| | ENGAGEMENT | | | | |
| | Impact of public consultations | Not defined yet | | | |
| Dimension: Efficiency | USE OF RESOURCES | | | | |
| | Amount of resources used | 12.9% of total budget (2020-2021) | 19% ²⁴ | 19.6% | |
| | DELIVERED VOLUMES | | | | |
| | Number of questions closed ²⁵ | 195 (2017-2020) | 211 | 212 | |
| | Change in stock of questions | -12% (2017-2020) | -1% | +18% | |

Details on volumes delivered per generic scientific advice area are provided in Annex Ia (Questions Closed, Timeliness and Stock Reduction in 2024). 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 | Highlights of Outputs | Output Description |
| Plant Health | Plant Health: Horizon Scanning Dashboard | Plant pests on the horizon? New EFSA dashboard to spot them |
| | Pest categorisation of non-EU Scolytinae on non-coniferous hosts | EFSA Plant health Panel categorised a large taxonomic group of 6,495 bark and ambrosia beetles, particularly looking at the potential risk caused by non-EU insect species affecting broadleaved trees. |

²⁴ Figure revised compared to the SPD 2022-2024 as reallocations occurred within EFSA's portfolio items

²⁵ 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 | Highlights of Outputs | Output Description |
| Animal Health | PlantHealth4Life Website | EFSA, European Commission and EU Member States launch #PlantHealth4Life campaign |
| | Vaccination of poultry against highly pathogenic avian influenza – Part 2. Surveillance and mitigation measures | Insights were given into the effectiveness of different surveillance strategies, specifying the number of birds to be tested, the diagnostic method to be selected and the sampling interval. An evaluation of restriction and mitigation measures as well as proposals for alternative testing strategies were provided to enable safe movements of vaccinated birds. |
| | Avian influenza monitoring reports | EFSA, ECDC and the EURL on avian influenza gave quarterly updates on the epidemiological situation in Europe and globally. |
| | EFSA & EDC track avian influenza virus mutations and analyse response strategies | The agencies issued scientific advice that assesses avian influenza virus mutations and the potential of these viruses to spread to humans, along with recommendations for the animal and public health sectors |
| Animal Welfare | Risk and protective factors for African Swine Fever (ASF) in domestic pigs and wild boar in the EU, and mitigation measures for managing the disease in wild boar | The assessment reveals that while fences can help control the spread of ASF, they need to be used alongside other measures for maximum effectiveness. The analysis also highlights the potential role of insects in spreading the virus but emphasises the need for further research in this area. |
| | Development of a roadmap for action for the project More Welfare: towards new risk assessment methodologies and harmonised animal welfare data in the EU | The EFSA's "More Welfare" project has developed a comprehensive roadmap to enhance animal welfare assessment for food-producing animals. This roadmap identifies existing assessment methods, tools, and data collection activities across various species, highlighting current data and knowledge gaps. |
| | European partnership of scientists and funders helping to improve animal health and welfare | The European Partnership on Animal Health and Welfare (EUP AH&W), initiated in 2024, is a collaborative initiative aimed at improving animal health and welfare across Europe. EFSA is a full partner in this partnership and actively contributes to six specific actions in the areas of animal health and welfare. |
| | Welfare of sheep and goats during killing for purposes other than slaughter | This Scientific Opinion assesses the welfare implications of on-farm killing of these animals. The report identifies potential welfare consequences during pre-killing and killing phases, such as handling stress, movement restriction, and tissue lesions. It provides animal-based measures to assess these impacts and recommends preventive and corrective measures to ensure humane practices. |

| General scientific advice | | |
|---------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Food sector area | Highlights of Outputs | Output Description |
| Biological Hazards | Welfare of horses at slaughter | This Scientific Opinion evaluates the entire slaughter process, identifying potential hazards and welfare consequences in three phases: pre-stunning, stunning, and bleeding. The report highlights welfare concerns such as handling stress, movement restriction, and injuries, providing animal-based measures (ABMs) to assess these issues. It also offers a flowchart for monitoring consciousness during key stages and lists practices deemed unacceptable on welfare grounds. |
| | Welfare of horses during on-farm killing for purposes other than slaughter | This Scientific Opinion assesses the welfare implications of on-farm euthanasia of horses. The report identifies three primary methods: penetrative captive bolt followed by killing, firearms with free projectiles, and lethal injection. It outlines potential welfare consequences during pre-killing and killing phases, providing animal-based measures to assess these impacts and recommending practices to ensure appropriate euthanasia. |
| | Azole resistance in Aspergillus spp. | Four EU agencies and the JRC worked together in a One Health approach. Substantial evidence supports a link between environmental azole fungicide exposure, azole resistance selection in Aspergillus spp. and cross-resistance to medical azoles. Non-medical use of azoles likely contributes to the environmental selection of azole-resistant A.fumigatus, potentially leading to infections caused by azole-resistant A. fumigatus. However, further research is required to estimate the extent of this contribution. |
| | Public health aspects of Vibrio spp. related to the consumption of seafood in the EU | The prevalence of Vibrio in seafood is expected to increase both globally and in Europe because of climate change, especially in low-salinity or brackish waters. Additionally, resistance to last-resort antibiotics is increasingly found in some Vibrio species. |
| | New advice and app to manage process water for fruit, vegetables and herbs | Combining disinfection treatments and water replenishment can help maintain the microbiological quality of the water used in processing fresh and frozen fruit, vegetables and herbs. EFSA also developed WaterManage4You , a free online tool that will help predict the transfer and accumulation of bacteria in process water in industrial scenarios. |

| General scientific advice | | |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Food sector area | Highlights of Outputs | Output Description |
| Biological monitoring | Re - evaluation of certain aspects of the EFSA Scientific Opinion of April 2010 on risk assessment of parasites in fishery products, based on new scientific data. | Many of the most commonly farmed and consumed fish in the EU/EFTA show no evidence of parasites that can infect humans. However, parasites were found in some farmed species and more data is needed to determine how prevalent certain parasites are in farmed fish. |
| | BSE risk posed by ruminant collagen and gelatine derived from bones | The probability that no new case of BSE in the cattle or small ruminant population would be generated through oral exposure to gelatine made of ruminant bones is 99%–100% (almost certain) |
| | Baseline survey AMR from aquaculture animals | The European Commission requested scientific and technical assistance in the preparation of a EU-wide baseline survey of antimicrobial resistance (AMR) in bacteria from aquaculture animals. EFSA recommended that the survey would aim at estimating the occurrence of AMR in <i>Aeromonas</i> spp. isolated from Atlantic Salmon, European seabass and trout intended to consumption, at harvesting (at farm/slaughter), at the EU level and in addition, at estimating the occurrence and diversity of AMR of <i>Escherichia coli</i> , <i>Enterococcus faecium</i> , <i>Enterococcus faecalis</i> , <i>Vibrio parahaemolyticus</i> and <i>Vibrio alginolyticus</i> in blue mussel and Mediterranean mussel. |
| | Assessments of foodborne outbreaks | EFSA & ECDC have delivered four 'rapid outbreak assessments' (ROAs): <i>Salmonella</i> Mbandaka ST413 linked to consumption of chicken meat products, <i>Listeria monocytogenes</i> ST1607 linked to smoked salmon products, <i>Listeria monocytogenes</i> ST173 linked to consumption of fish products, <i>Salmonella</i> Strathcona ST2559 linked to consumption of tomatoes. |
| | JACRA IV | The fourth joint inter-agency report on integrated analysis of antimicrobial consumption (AMC) and the occurrence of antimicrobial resistance (AMR) in bacteria from humans and food-producing animals (JACRA) addressed data obtained by the Agencies' EU-wide surveillance networks for 2019–2021. Overall, the findings suggest that measures implemented to reduce AMC in food-producing animals and in humans have been effective in many countries. Nevertheless, these measures need to be reinforced so that reductions in AMC are retained and further continued, where necessary. This also highlights the importance of measures that promote human and animal health, such as vaccination and |

| General scientific advice | | |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Food sector area | Highlights of Outputs | Output Description |
| Contaminants | | better hygiene, thereby reducing the need for use of antimicrobials. |
| | The European Union summary report on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food in 2021–2022 | Generally, resistance levels differed greatly between reporting countries and antimicrobials. Resistance to commonly used antimicrobials was frequently found in <i>Salmonella</i> and <i>Campylobacter</i> isolates from humans and animals. The temporal trend analyses in both key outcome indicators (rate of complete susceptibility and prevalence of ESBL-/AmpC-producers in <i>E. coli</i>) showed an encouraging progress in reducing AMR in food-producing animals in several EU MSs over the last 7 years. |
| | The European Union One Health 2023 Zoonoses report | In 2023, the five most reported zoonoses in humans were: campylobacteriosis (45.7 cases per 100,000 people), salmonellosis (18 cases per 100,000 people), Shiga toxin-producing <i>Escherichia coli</i> (STEC) infections (3.1 cases per 100,000 people), yersiniosis (2.4 cases per 100,000 people), listeriosis (0.66 cases per 100,000 people). The five most reported zoonoses in humans were all foodborne diseases. |
| | Animal dietary exposure in the risk assessment of contaminants in feed | Updated animal dietary exposure model for use in the risk assessment of contaminants in feed aligned with the FEEDAP Panel |
| Food contact materials | Update to the risk assessment of inorganic arsenic in food | Update of the 2009 Opinion on the presence of arsenic in food taking into account new studies on toxic effects of inorganic arsenic |
| | Scientific Guidance on the criteria for the evaluation and on the preparation of applications for the safety assessment of post - consumer mechanical PET recycling processes intended to be used for manufacture of materials and articles in contact with food | Update of the previous guidelines on recycling plastics (EFSA, 2008) and criteria for safety evaluation of PET recycling processes (EFSA CEF Panel, 2011) following the entering into force of the new Recycling Regulation ((EU) 2022/1616). Besides the new Regulation, the guidance takes into account new scientific knowledge and the Panel experience in the assessment of recycling processes. The Guidance will assist applicants in the preparation of applications for the authorisation of post-consumer mechanical PET recycling process. |
| Nutrition | Dietary reference values: Scientific opinion on the revision of the tolerable upper intake level (UL) for vitamin E. | EFSA finalised in September 2024 its work on the review the evidence regarding the safety of selected vitamins and essential minerals and update existing tolerable upper intake levels (ULs). This mandate sent to EFSA by the European Commission in 2021, also provided an opportunity to revisit the scientific framework applied for the risk assessment of nutrients and reflect on recent |

| General scientific advice | | |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Food sector area | Highlights of Outputs | Output Description |
| | Scientific opinion on the tolerable upper intake level for iron Webinar: tolerable upper intake levels for vitamins & essential minerals | methodological developments. As a result, eight scientific opinions (vitamin B6, folate, vitamin A including β -carotene, vitamin D, vitamin E (in 2024), manganese, iron (in 2024), and selenium) and one guidance document have been published. |
| Novel Foods | Guidance on the scientific requirements for an application for authorisation of a novel food in the context of Regulation (EU) 2015/2283 | Update of the scientific guidance for the preparation of applications for authorisation of novel foods, previously developed following the adoption of Regulation (EU) 2015/2283 on novel foods. |
| Genetically modified organisms | New developments in biotechnology applied to microorganisms | Scientific opinion on the application of new developments in biotechnology (new genomic techniques, NGTs) to viable microorganisms and products of category 4 to be released into the environment or placed on the market as or in food and feed, and to non - viable products of category 3 to be placed on the market as or in food and feed. |
| Risk assessment support activities | | |
| Pesticides Residues | The 2022 European Union report on pesticide residues in food | The report summarises monitoring data collected in 2022 on the presence of residues of veterinary medicinal products and certain substances in live animals and animal products in the EU Member States, Iceland and Norway. A total of 600,320 samples were reported to the European Commission. |
| Veterinary Medicinal Product residues | Report for 2022 on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products | The report summarises monitoring data collected in 2022 on the presence of residues of veterinary medicinal products and certain substances in live animals and animal products in the EU Member States, Iceland and Norway. A total of 600,320 samples were reported to the European Commission. |

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.

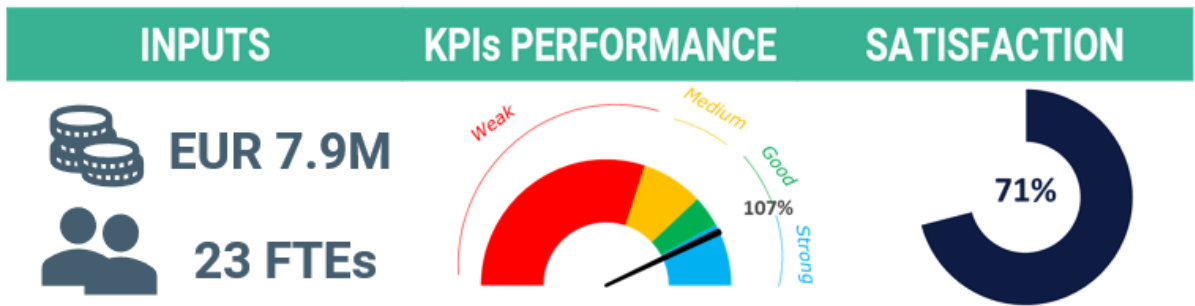


FIGURE 9. OVERALL PERFORMANCE IN EXPECTED OUTCOME 1.2

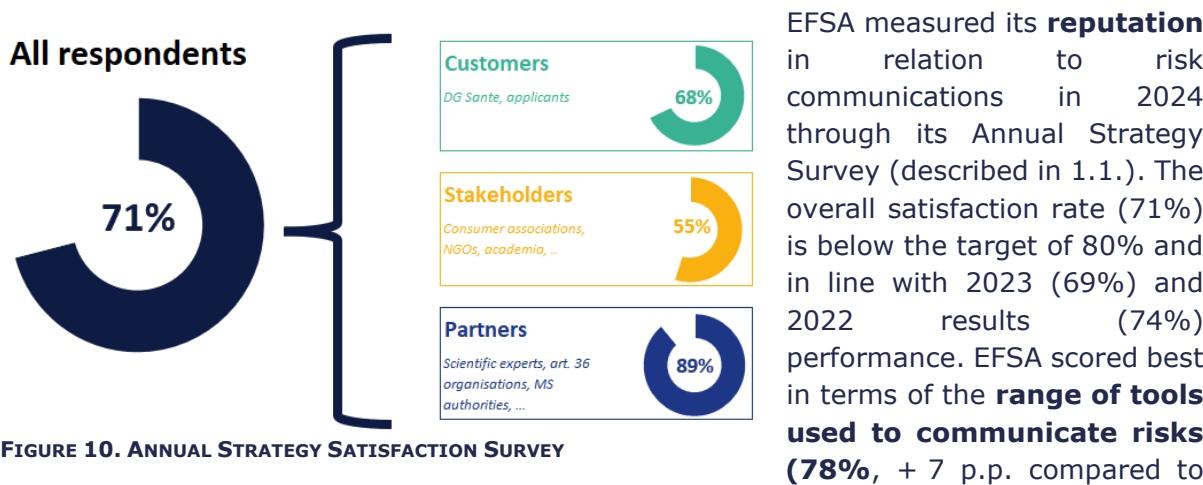




FIGURE 10. ANNUAL STRATEGY SATISFACTION SURVEY

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 48 impressions/post, a figure below the target of 66 that was set for 2024 and also below the results in the past few years (54 in 2023 and 53 in 2022). EFSA was most frequently mentioned in posts about animal feed, followed by animal health and pesticides, mainly with a neutral sentiment. LinkedIn remains the platform in which EFSA generated more social interaction value.

Concerning traditional media, EFSA registered less mention in 2024 compared to 2023 (which was impacted by heavy coverage on glyphosate). Among the top topics, there were nutrition, contaminants, food ingredients, and pesticides. The sentiment was largely neutral but rarely negative.

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 2024 | Execution 2024 | Status |
| Dimension: Reputation | | | | |
| Customers/Partners/Stakeholders' satisfaction on RISK COMMUNICATION | 80% ²⁶ (2019-2020) | 80% | 71% |  |
| Dimension: Relevance | | | | |
| Social media interactions value | 53 (2022) | 66 | 48 |  |

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 risk communications to further enhance this audience-first approach.

Performance in this area shows very good results, meeting or surpassing the targets set for 2024 in almost every metric.

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 (42% of the total visits registered on the EFSA website against a target of 26%, a further increase from the 34% registered in 2023). 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.







FIGURE 11 - EFSA'S PODCAST

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 recorded 11 additional episodes in 2024. Each episode sees experts discuss the science behind the assessment of risks from farm to fork, with topics ranging from food additives to how to deal with food safety crises (plus a special episode on festive food).

²⁶ 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 2024 | Execution 2024 | Status |
| Dimension: Quality | APPROPRIATENESS OF COMMUNICATION | | | | |
| | Performance of communication materials | N/A | 75% | 77% |  |
| | REACH OF COMMUNICATION | | | | |
| | Translation outreach | 22% (2021) | 26% | 42% |  |
| | 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) | 0.6% | 0.6% |  |

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, and EFSA's campaigns have reached millions of European citizens, fostering confidence in the EU food safety system. The results of the metrics in this area of work were generally on track. The only exception was the performance of dissemination processes, impacted by a lower-than-planned reach of EFSA's newsletters that was experienced the entire year.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | REACH OF COMMUNICATION | | | | |
| | Performance of EFSA's Campaigns | N/A | 90% | 100% |  |
| | Performance of dissemination process | N/A | 90% | 75% |  |
| | COORDINATED COMMUNICATION | | | | |
| | Joint communication content production | 75% (2021) | 100% | 100% |  |

| EOR 1.2.2: Coordinated risk communication is delivered with the European Commission, Member States and ENVI Agencies | | | | | |
|----------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|------------------|----------------|-------------------------------------------------------------------------------------|
| KPI | | Baseline | Target 2024 | Execution 2024 | Status |
| Dimension : Efficiency | USE OF RESOURCES | | | | |
| | Amount of resources used | 2.7% of total budget (2020-2021)) | 4% ²⁷ | 4.6% |  |

EFSA focused a large proportion of its efforts and resources on communication campaigns in partnership with the European Commission and the Members States. These included #PlantHealth4Life, #Safe2EatEU, and #StopASF campaigns. Campaign materials across all three campaigns were viewed by tens of millions of EU citizens across the continent.



FIGURE 12. ONE OF THE KEY VISUALS USED FOR THE #SAFE2EATEU CAMPAIGN

For example, the #Safe2EatEU campaign was run for the fourth year (it was called EUChooseSafeFood until 2023). During this period, the social media campaign reached over **14 million people**. In addition, 48 influencers from 13 EU countries helped share the message to more than 5 million consumers. Media partnerships across nine European countries resulted in **84 media outputs** and an audience of over 55 million. Thanks to the campaign’s reach through multiple channels, nearly half of the target population (45%) recognised the campaign’s efforts, up from 19% registered in 2023. Among those who engaged with the campaign, 63% shared positive feedback, noting that the campaign was not only informative

but also interesting and engaging. The clarity and simplicity of the campaign's messaging played an important role in this positive response, making complex food safety topics easier to understand.

²⁷ Figure revised compared to the SPD 2022-2024 as reallocations occurred within EFSA’s portfolio items

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 to be 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 knowledge **sharing**, **knowledge development**, and **capacity building** in the identified priority areas. 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.

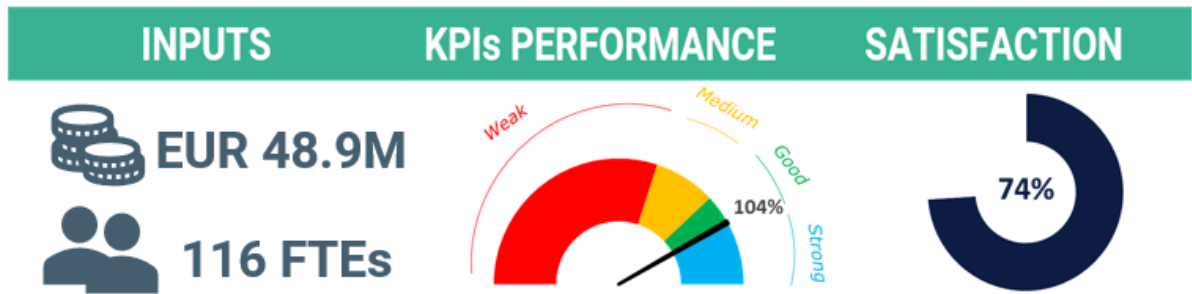


FIGURE 13. OVERALL PERFORMANCE IN STRATEGIC OBJECTIVE 2

The 2024 edition of EFSA **Annual Strategy Survey** did not pose any question related to Strategic Objective 2, and the results displayed are referring to the surveys run in 2023 and 2022. This decision was taken to focus the feedback collection on specific areas only, and to minimize overlaps with the surveys planned in the context of EFSA’s external evaluation. The results achieved by the five areas investigated were positive vis-à-vis the targets 2023, and no specific improvement actions were planned after last year’s survey.

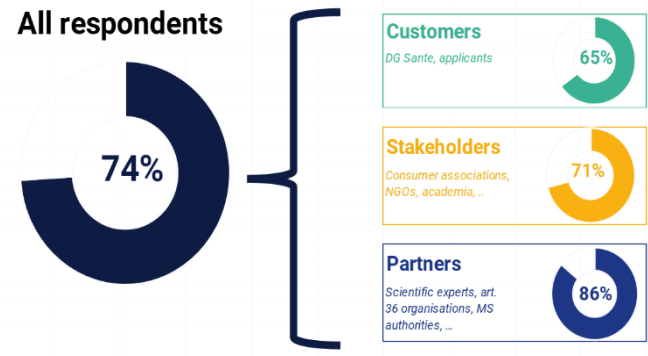









FIGURE 14 - SATISFACTION IN PREPAREDNESS

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 18,500 in 2024, more than the target set at around 16,500. The result in terms of the number of times **EFSA’s datasets** were viewed/ downloaded by the scientific community across the different data/sharing platform EFSA was instead below the target, reaching around 215,000 versus a target of 280,000 and a 2023 result of 240,000. However, this is also due to technical reasons, which EFSA unable to retrieve data from Open API since September.

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 2024 | Execution 2024 | Status |
| Dimension: Reputation²⁸ | | | | |
| Customers/Partners/Stakeholders' satisfaction on PREPAREDNESS | 75% (2019-2020) | 80% | 74% ²⁹ |  |
| Customers/Partners/Stakeholders' satisfaction on HARMONISATION | 75% (2019-2020) | 80% | 77% ³⁰ |  |
| Customers/Partners/Stakeholders' satisfaction on DATA ACCESS AND EXPLOITATION | 50% (2019-2020) | 80% | 73% ³¹ |  |
| Customers/Partners/Stakeholders' satisfaction on CAPACITY STRENGTHENING | 65% (2019-2020) | 70% | 74% |  |
| Customers/Partners/Stakeholders' satisfaction on ECOSYSTEM EFFICIENCY | N/A | 65% | 73% ³² |  |
| Dimension: Relevance | | | | |
| Citations of EFSA's guidance documents | 11,380 (2021) | 16,450 | 18,865 |  |
| Use of EFSA datasets | N/A | 280,000 | 217,533 |  |

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 questions³³.

The progress made by EFSA in this area is visible by looking at the increased amount of resources invested in Grants & Procurement, which surpassed EUR 37 million in 2024. This is also due to the continued support of EFSA Focal Points³⁴, which 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.

²⁸ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.

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

³³ Programming Document 2023-2025, <https://www.efsa.europa.eu/en/corporate/pub/amp2325>

³⁴ 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

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

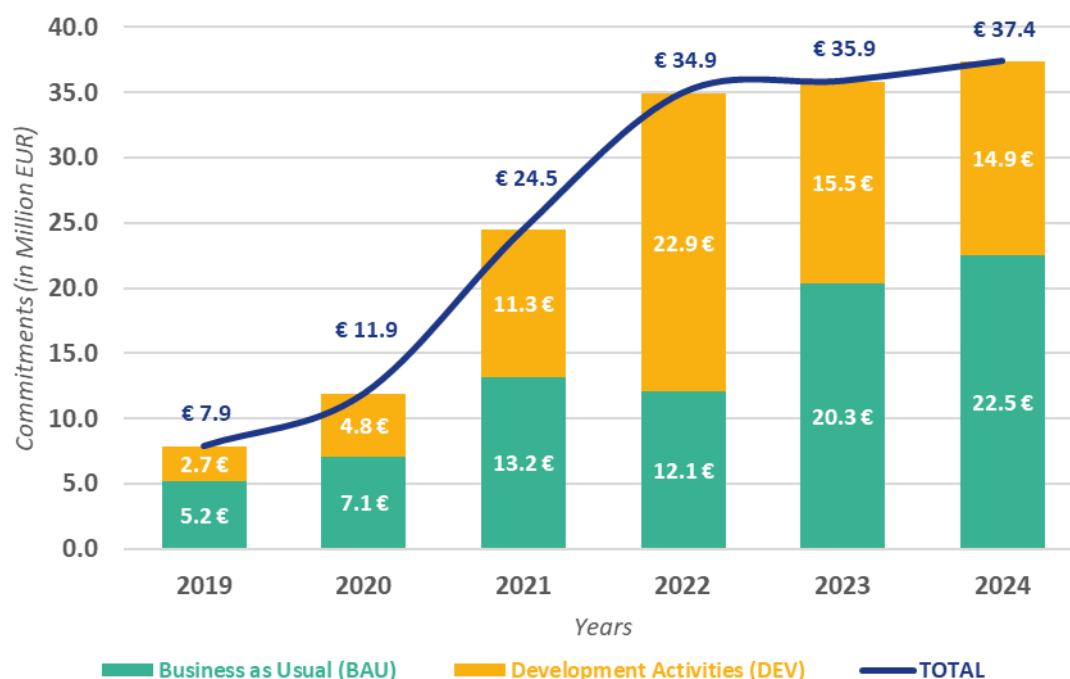


FIGURE 15. OVERVIEW OF OVERALL (ALL STRATEGIC OBJECTIVES) EXPENDITURE IN GRANTS AND PROCUREMENTS 2019-2024 IN BAU AND DEV

The breakdown of the investments in G&P also shows an increased share invested in “business as usual” activities, to directly or indirectly boost the quality and the volume of EFSA’s scientific outputs. However, the increased investments are yet to translate into an increase of questions closed, this because EFSA is still in the learning and phase of building partnerships to effectively outsource part of the risk assessment, as well as due to the average length of EFSA’s risk assessment.

Regarding the number of different partners working with EFSA, year-end data are not available due to measurement issues with the database used for calculating the KPI. However, the mid-year results showed a performance in line with the targets (36 different partners, against a target of 40).

Looking at internal resources and capability, EFSA registered a positive performance in terms of availability of the needed expertise to tackle the requests sent by the risk assessor (95%, in line with the target).

Finally, EFSA carried out its stakeholder engagement activities as planned, which included activities to enhance the risk assessment process, for example the stakeholder meeting on the welfare of fur animals and the webinar in conjunction with the public consultation on the draft GD on PET recycling processes (which saw 270 participants), were organized throughout 2024.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | EXPLOITATION OF INNOVATIVE SOURCING | | | | |
| | Number of unique organisations/entities in unique consortia contributing to EFSA's work programme | 43 (2017-2020) | 65 | N/A | |
| | Resources allocated to outsourcing RA activities | 8.5% of total budget (2020-2021) | 14% of total budget | 13.9% of total budget | |
| | Share of EFSA's outputs delivered with outsourcers' contribution | Not defined ³⁵ | | | |
| | EXPERTISE PREPAREDNESS | | | | |
| | Expertise preparedness to address RM's requests | 94% (2020) | 95% | 95% | |
| | ENGAGEMENT | | | | |
| | Engagement activities | N/A | 30 | 30 | |
| Dimension: Efficiency | DELIVERED VOLUMES | | | | |
| | Number of project deliverables finalised | 83% (2021) | 85% | 100% | |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 16.0% of total budget (2020-2021) | 10.3% ³⁶ | 10.1% | |

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 2024, EFSA met expectations by identifying 65 environmental signals through the Emerging Risk Exchange Network (EREN), an increase compared to the 52 signals registered in 2023 and in line with 2022 (64 signals). This surveillance led to the recognition of 32 emerging issues, with a follow-up rate of 59%, surpassing the 50% target and the result of the previous years (55% in 2023, 48% in 2022).

Focusing on crisis preparedness, EFSA organized a two-day training on 26–27 June 2024 in Sarajevo (Bosnia and Herzegovina), attended by 24 participants (3 online) from 7 IPA countries, 2 representatives from EFSA and 1 representative from the hosting competent

³⁵ Indicator part of the framework but still under definition, as the needed APPIAN module is not fully in use yet






³⁶ Figure revised compared to the Programming document 2024-2026 to consider some reallocations within EFSA's portfolio items.

authority from Bosnia and Herzegovina. The training consisted in a simulation exercise focused on a multi-country incident related to biological risks in products of animal origin. The overall objectives of the training were: 1) to increase IPA countries' knowledge and understanding of crisis handling concepts and of EFSA's crisis handling procedures; 2) to improve preparedness and response planning for crisis situations in the domain of biological hazards; 3) to improve coherence, interoperability and coordination, to be prepared for communication and decision-making challenges in crisis situations.

In 2024 EFSA finalized two development projects aiming at improving the capacity to address future risk assessment challenges:

- 1) Development of analytical tools to screen for the presence and quantify prioritized REACH³⁷ chemicals and halogenated chemicals in food, as well as characterizing 3 priority potential emerging chemical issues
- 2) Drafting a report looking at future uses of the oceans and their resources, as well as 27 briefing notes on chemical/biological emerging issues for the safety of food/feed from the oceans.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION | | | | |
| | Ensure identification of emerging issues | 29 potential emerging issues (2016-2019) | between 25 and 30 | 65 |  |
| | EMERGING RISKS PREPAREDNESS | | | | |
| | Ensure preparedness: % of emerging issues that lead to an action | N/A | 50% | 59% |  |
| | INTEROPERABILITY IN CRISIS PREPAREDNESS | | | | |
| Dimension: Efficiency | Cooperation in Crisis Preparedness | 29% (2018-2020) | 40% | 91% ³⁸ |  |
| | DELIVERED VOLUMES | | | | |
| | Number of project deliverables finalised | 80% (2021) | 85% | 100% |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 2.6% of total budget (2020-2021) | 0.6% ³⁹ | 0.5% |  |

³⁷ Registration, Evaluation, Authorisation and Restriction of Chemicals

³⁸ the methodology for the calculation of this indicator is under review to improve the understanding of the performance in this area

³⁹ Figure revised compared to the SPD to consider some reallocations within EFSA's portfolio items

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.

Regarding New Approach Methodologies, EFSA continued implementing the recommendations outlined in the 2022 "Roadmap for Action on NAMs in Risk Assessment"⁴⁰, which guides the incorporation of NAMs into regulatory hazard and risk characterisations of chemicals in food and feed. In 2024, EFSA published a proposal for a qualification system for NAMs in the food and feed sector, aiming to speed up their regulatory use. The proposal, which is to be considered an interim version intending to stimulate a broader discussion among experts and stakeholders at this stage, suggests a less rigorous process compared to OECD Test Guidelines (TGs), since not every promising NAM can be prioritised for OECD TGs, but a qualification, based on an expert opinion, may enable an efficient use of adequate NAMs for a specific context-of-use.

Another activity in this context focused on NAMs for RA on chemicals in food, specifically looking at four specific chemicals in food (Tebufenpyrad, nanofibers, PFAS⁴¹, and essential oils as feed additives), with the finalisation of two technical reports in 2024.

EFSA also continued its work on the **PERA project**, which aims to advance the methodology of environmental risk assessment (ERA) of plant protection products (PPPs). The main goals of the project are to 1) improve the characterisation of the exposure of PPPs in different environmental matrices; 2) improve the characterisation of hazards to terrestrial NTOs among different levels of biological organisation and across species; 3) collect information on methods and tools for regulatory RA; and 4) explore the integration and interconnection of data from different sources, methods, tools, and objectives.

EFSA's **methodological preparedness**, based on EFSA's internal assessment upon receiving article 29 mandates from the Risk Manager, was at 98%, surpassing the 90% target and in line with the results from previous years (99% in 2023 and 96% in 2022). This means that EFSA has developed or is working on the development of the needed methodologies to support the requests received in 2024. Example of these efforts is the [update in 2024 of the risk benefit guidance published in 2010](#). The update was needed to incorporate advances in several related scientific fields so that new risk benefit assessments can be conducted to provide fit-for-purpose advice to meet the regulatory and risk management needs in defining dietary advice. The update addresses methodological developments and regulatory needs.

Moreover, and to support methodological advancement and preparedness for future challenges, EFSA established four Knowledge and Innovation Communities (KICs), which run from March 2023 to December 2024 under the coordination of the Chief Scientist's Office. These communities focused on topics like Biotechnologies, Environmental Risk Assessment, Exposure Assessment, and New Approach Methodologies, stimulating discussions with internal and external stakeholders (such as US EPA, ECHA, and JRC, to name a few), promoting training activities, and supporting the transition of development activities into EFSA's risk assessment procedures (e.g., guidance on the characterization of microorganisms).

⁴⁰ [Development of a Roadmap for Action on New Approach Methodologies in Risk Assessment](#)






⁴¹ Per- and polyfluoroalkyl substances

In the second half of 2024 EFSA also launched an activity to re-organise its guidance documents. The main goal of this activity, which expects to last until 2028, is to:

- Agree on a Target Operating Model (TOM) for EFSA guidance documents covering the Processes, People (governance, responsibilities), and, when needed, Technology;
- Draft a new Catalogue of EFSA Guidance, classified according to a new definition and organized according to a revised metadata structure.
- Generate several reports related to the EU landscape, including harmonisation issues on requirements and methods and the EU Library of Food-Feed guidance documents.

No data was available regarding the metrics measuring 1) the % of guidance documents that were reviewed, and 2) the participation of relevant parties to the development of EFSA's methodologies.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | METHODOLOGICAL PREPAREDNESS | | | | |
| | Methods preparedness to address RM's requests | 90% (2020) | 90% | 97% |  |
| | Up-to-date scientific guidance documents | 82% (estimated, based on a sample) | 90% | N/A |  |
| | COOPERATION | | | | |
| | Cooperation in methodology development | 90% (2020, estimated) | 100% | N/A |  |
| Dimension: Efficiency | DELIVERED VOLUMES | | | | |
| | Number of project deliverables finalised | 83% (2021) | 85% | 98% |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 9.8% of total budget (2020-2021) | 11.4% ⁴² | 10.8% |  |

⁴² Figure revised compared to the SPD to consider some reallocations within EFSA's portfolio items

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” (OSOA) initiative. Officially contributing from early 2021⁴³, since 2022 EFSA launched an internal project to align its activities with CSS and lay the groundwork for OSOA implementation. This project aimed to work closely with EU Agencies (ECHA, EMA), the European Commission (EC), and Member States to ensure a smooth CSS-OSOA implementation, which is expected to formally take place in 2025. The importance of cooperating and creating synergies in the context of the CSS was among the topics discussed at the latest ECHA-EFSA Senior Management Meeting in December 2024.

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



FIGURE 16 - BEE HEALTH

In the area of bee health, for example, EFSA continued with its “MUST-B” project. Launched in 2015, this activity aims at developing a holistic approach to the risk assessment of multiple stressors in honeybees. This work continued also in 2024 on the ApisRAM model, an agent - based colony model for honeybees in which each bee is modelled as an individual agent. In addition, the EU Pollinator Hub went live: the aim of the platform is to gather all relevant information, knowledge and data collected by, and exchanged





among, stakeholders on pollinator health and beekeeping.

An additional Green Deal-related topic is related to **animal welfare**: in June 2024 EFSA published a scientific opinion on the welfare of sheep and goats during on-farm killing for other purposes than human consumption. The papers outlined how this process can give rise to several welfare issues if animals are not effectively stunned or if they recover consciousness. This opinion carries a set of recommendations on the correct methods to be applied to avoid the suffering of animals.

The participation to these activities, as well as the inputs EFSA provided to large EU partnerships, like the European Partnership on Animal Health and Welfare (which kicked off in 2024), and the Partnership for the Assessment of Risks from Chemicals (PARC), manifest EFSA’s focus on impactful external research projects. However, no measurement was available for the indicator on “Participation to research projects”.

⁴³ 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

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 2024 | Execution 2024 | Status |
| Dimension: Quality | EFFECTIVE RESEARCH COORDINATION & ADVOCACY | | | | |
| | Participation to research projects | N/A | N/A | N/A |  |
| | ENGAGEMENT IN RESEARCH COORDINATION & ADVOCACY | | | | |
| | Activities related to Green Deal | N/A | N/A | N/A |  |
| Dimension: Efficiency | DELIVERED VOLUMES | | | | |
| | Number of project deliverables finalised | 100% (2021) | 85% | 100% |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 2.3% of total budget (2020-2021) | 0.5% ⁴⁴ | 0.5% |  |

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.

EFSA's data preparedness in response to requests from the Risk Managers showed positive results. The index reached 92%, in line with 2023 results (also 92%) and higher than the 2022 performance of 81% and the target of 80%.

This result follows the improvements coming from **data access and exploitation** projects, such as the development of a bioinformatic tool to support Genetic Modified Plant sequences comprising of: 1) access to a repository of GMO sequences delivered in GMO dossiers; 2) sequencing quality check tool; 3) four analysis tools (Alignment, Annotation, ORF Finder, BLAST) to support risk assessment activities. This will greatly reduce the time needed to perform these activities. Other examples include the new web applications for dietary exposure assessment **FEIM**⁴⁵ and **PRIMO**⁴⁶: These tools support EU risk assessors and third-party stakeholders (incl. NGOs, industries and applicants) to autonomously execute dietary exposure assessments, accounting for specific needs from their respective regulatory domains. Enhancing **data visualisation** capabilities, EFSA released the web application 'SIGMA Kaleidoscope' which support the generation of customized visualizations for African swine fever (ASF) epidemiological data with multiple visualization components. These can be used to elaborate an epidemiological report with automatic text creation. The web application integrates different types of data sources and data formats to generate tables and graphs covering surveillance activities, spatial and temporal

⁴⁴ Figure revised compared to the SPD to consider some reallocations within EFSA's portfolio items

⁴⁵ Food Enzyme Intake Model (FEIM) web tool

⁴⁶ Pesticide Residue Intake Model (PRIMO)






dynamics, disease outbreaks and impact estimators. Through this application, users are now able to automate the generation of summary reports. This application will now serve as a basis to expand report automation to other animal diseases and biological hazards.

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 and regular exchange with different stakeholders via the IUCLID sub-group of the Pesticide Steering Network.

Finally, in the area of Data Management, EFSA implemented major updates to the , a source of information on food consumption across the European Union (EU) which now includes consumption data from the last 3 EU Menu Dietary surveys from Poland, Croatia and Montenegro. It plays a key role in the evaluation of risks related to possible hazards in food in the EU and allows estimates of consumer exposure to such hazards, a fundamental step in EFSA's risk assessment work. The database is also relevant to other fields of EFSA's work, such as the assessment of nutrient intakes of the EU population.

Web Application for SIGMA Kaleidoscope: EFSA released the web application 'SIGMA Kaleidoscope' which support the generation of customized visualizations for African swine fever (ASF) epidemiological data with multiple visualization components. These can be used to elaborate an epidemiological report with automatic text creation. The web application integrates different types of data sources and data formats to generate insightful tables and graphs covering surveillance activities, spatial and temporal dynamics, disease outbreaks and impact estimates.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | DATA PREPAREDNESS | | | | |
| | Evidence preparedness to address RM’s requests | 76% (2020) | 80% | 92% |  |
| | DATA ACCESSIBILITY | | | | |
| | Efficacy of EFSA’s data ecosystems services | 1 (2021) | 3 | 2 |  |
| | Availability of structured data formats in Regulated products domains | 41% (2021) | 41% | 41% |  |
| Dimension: Efficiency | DELIVERED VOLUMES | | | | |
| | Number of project deliverables finalised | 71% (2021) | 85% | 90% |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 5.3% of total budget (2020-2021) | 7.8% ⁴⁷ | 8.3% |  |

⁴⁷ Figure revised compared to the SPD to consider 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.

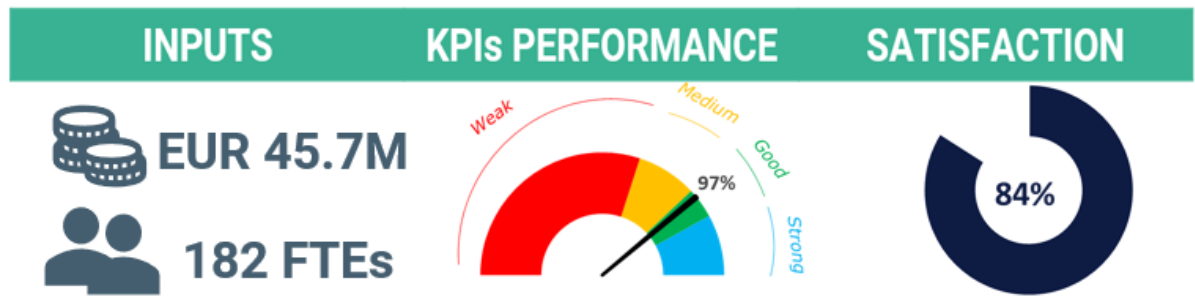


FIGURE 17. OVERALL PERFORMANCE IN STRATEGIC OBJECTIVE 3

EFSA’s Annual Strategy Survey 2024 did not include any question related to Strategic Objective 3. The following results refer to the 2023 and 2022 surveys.



FIGURE 18 - SATISFACTION IN ORGANISATIONAL REPUTATION

The decision aimed to focus feedback on specific areas and prevent overlap with EFSA’s external evaluation survey. The results achieved by the three areas investigated were positive vis-à-vis the targets 2023, and no specific improvement actions were planned after last year’s survey. Feedback of EFSA’s ability to ensure an effective

governance and provide support services came from the positive results from external audits conducted in 2024 (such as ISO 9001 and ECA audit) and the favorable outcome of the latest discharge process by the European Parliament.

The 2024 Mid-term Strategy review reflected positive progress on EFSA’s Strategy Implementation plan. In 2022 and 2023 EFSA strategy achieved (see Figure 19):

- 21 key actions (23%) have been achieved and are now in operation;
- 69 key actions (77%) are in progress, with developments under way.

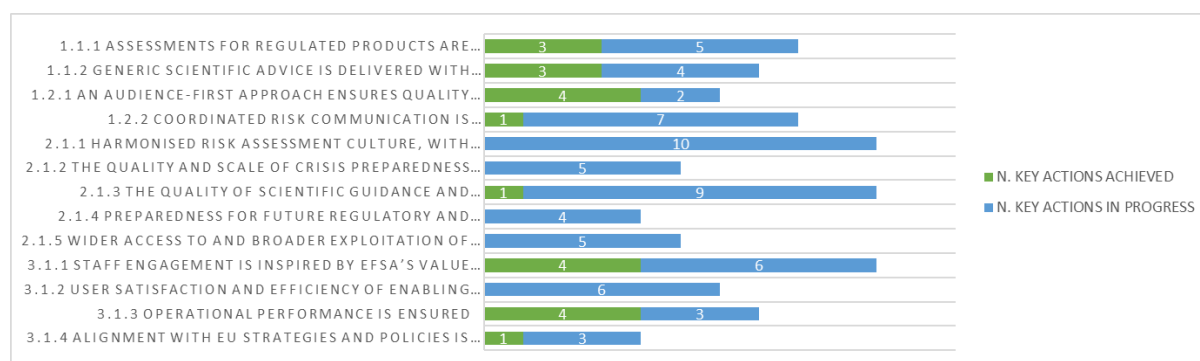


FIGURE 19. PROGRESS OF THE STRATEGY 2027 IMPLEMENTATION PLAN

The majority of the achieved key actions fall under Strategic Objectives 1 and 3, which focus on TR measures and operational improvements.





Regarding TR measures, their implementation is largely complete. This includes:

1. Processes and tools that have been established and are operating smoothly, with further operational improvements managed incrementally.
2. Ongoing efforts to optimize the balance between efficiency and quality in confidentiality assessments.
3. Risk assessment outsourcing, insourcing and partnerships, which are still in their early stages and thus considered "partially achieved."
4. Coordinated communication with the European Commission and Member States, while recognising that adjustments may be needed once the Commission's general plan on risk communication comes into force.

The effectiveness of TR measures on stakeholders, customers, and EFSA's operations will be assessed during the 4th External Evaluation of EFSA. Initial feedback collected in the annual EFSA strategy survey suggests an increased 'burden' on applicants (see "[EFSA Strategy 2027 – Mid-term review](#)" - Section 3.2, Strategy implementation plan – Status and recommendations per key action).

Key actions under Strategic Objective 2, designed for 'preparedness', have been progressing well, though at a slower pace. This is due to their focus on EFSA programmes and projects developing new capabilities, particularly in improving risk assessment preparedness and digital partnerships, with full realisation by 2027.

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 2024 | Execution 2024 | Status |
| Dimension: Reputation ⁴⁸ | | | | |
| Customers/Partners/Stakeholders' satisfaction on COHERENCE | 75% (2019-2020) | 80% | 82% ⁴⁹ |  |
| Customers/Partners/Stakeholders' satisfaction on GOVERNANCE | 70% (2019-2020) | 80% | 80% ⁵⁰ |  |
| Customers/Partners/Stakeholders' satisfaction on ORGANISATIONAL EFFICIENCY | 80% (2019-2020) | 80% | 90% |  |
| Dimension: Relevance | | | | |
| Strategy implementation plan achieved | N/A | 60% | 58 |  |

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

In 2024, EFSA reinforced its commitment to **employee growth, inclusivity, and well-being** while optimizing staff feedback. To reduce survey fatigue, EFSA introduced a Pulse Check survey, replacing the full opinion survey used in the previous year. This streamlined approach ensured continuity in key assessments, though score variations should be viewed in the context of a simplified data-gathering exercise.

The **People Engagement Index (PEI)** remained strong at **82%**, above EFSA's **75% threshold**, despite a dip from 88% in 2023. **Management perception improved**, with overall confidence in leadership rising to **68% (+3 p.p.)**, while the **Line Management index** remained high at **81% (+2 p.p.)**. Notably, most non-favourable responses were neutral rather than negative.

The Future of Work (FoW) Index remains strong at 3.45/5, reflecting a growing emphasis on agile work practices.

Looking ahead, 2025 will bring investments in digital and beyond, leveraging **IT solutions and AI** to enhance efficiency and innovation. EFSA will also advance **agile product management** to boost responsiveness and user experience.

Overall, all key indicators remain within an acceptable range, showcasing EFSA's **strong organisational maturity and commitment to continuous improvement**.

⁴⁸ Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

⁴⁹ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition

⁵⁰ Carried over from 2022 Survey, as no question regarding this area were posed in the 2023 edition



FIGURE 20 – FUTURE OF WORK MODEL AND 2022-2024 RESULTS

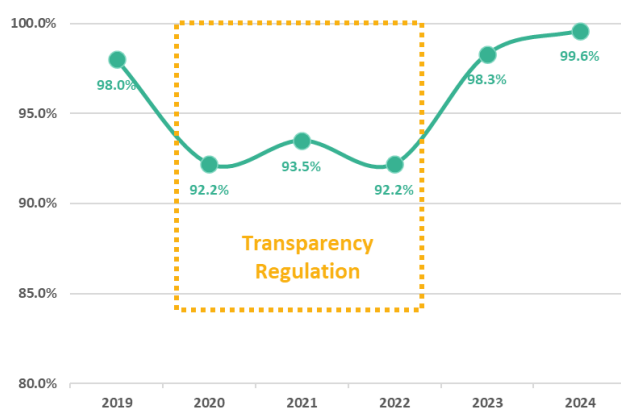


FIGURE 21 – OCCUPANCY RATE 2019-2024

EFSA exceeded its 2024 occupancy rate target and the 2023 result of 98.3% by achieving a 99.6% rate, thus optimising human resources availability. This is the result of an enhanced process for reallocating empty posts at unit level, coupled with timely recruitment efforts and the presence of reserve lists coming from previous calls. 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.

In 2024, EFSA remained committed to attracting top talent despite increasing challenges related to **connectivity, remuneration, and cost of living** in Parma compared to other European hubs.

The geographical balance of new hires fell short of targets, with **38% of newcomers from outside Italy (8 out of 21)**, influenced by a high proportion of Italian applicants ranking among top candidates. This follows a strong 2023 (66% non-Italian hires), highlighting natural fluctuations in recruitment.

To broaden its international reach, EFSA has **revamped its employer branding strategy**, focusing on underrepresented countries through **targeted outreach and new recruitment channels**.

Looking ahead, EFSA remains committed to **enhancing its European appeal**, strengthening talent outreach, and ensuring a diverse workforce aligned with its mission.

Finally, in 2024 EFSA welcomed 180 leading experts, as part of the **renewal of its scientific panels**. The 2024-2029 mandate includes 11 panels, with the Panel on Food Enzymes (FEZ) and the Panel on Food Contact Materials (FCM) replacing the former Panel on Food Contact Materials, Enzymes, and Processing Aids (CEP). The Scientific Committee, comprising all panel chairs, now includes an additional member and a social scientist,







enhancing EFSA's capacity to effectively respond to societal needs. The panels' mandate is extended to 5 years, as specified in Regulation (EU) 1381/2019, the 'Transparency Regulation', which became applicable in 2021. The panels can now include 11 to 21 members, depending on the expertise required and the expected workload.

Following a call for experts in spring 2023, over 1500 scientists applied to become EFSA panel members, 40% more than the 2017 call. Worth of note, the share of female candidates, which increased. The appointed scientists, from 26 countries (including six non-EU countries), were selected following a rigorous evaluation procedure and screening of their declarations of interest, adhering to EFSA's rules on transparency and independence.

EU Member States are significant contributors to EFSA's scientific expertise, with 38% of incoming experts affiliated with government or public research institutes, and 12% coming from national risk assessment bodies. These figures highlight EFSA's successful EU-wide collaboration efforts. Another 40% of experts come from universities, underscoring EFSA's strong connection with the academic community. The remaining 10% comprise retired and self-employed scientists.

EFSA organised a series of induction activities, including a three-day inaugural event, to bring experts up to speed with the Authority's work, with their new mandates beginning in July 2024.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | STAFF ENGAGEMENT | | | | |
| | Staff engagement index | 79% (2019) | 75% | 82% |  |
| | Future of work – digital culture | 3.69 out of 5 (2021) | 4 out of 5 | 3.5 out of 5 |  |
| | ATTRACTION AND RETENTION OF REQUIRED COMPETENCES | | | | |
| | Occupancy rate | 92.2% (2020) | 97% | 99.6% |  |
| | Leadership and management index | 77% (2020) | 75% | 68% |  |
| | Geographical balance of new hired staff | 56% (2020) | 60% | 38% |  |
| Dimension: Efficiency | USE OF RESOURCES | | | | |
| | Amount of resources used | 3.5% of total budget (2020-2021) | 3.6% | 3.4% |  |

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

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

The internal user satisfaction rate for the evaluated processes was 95%, surpassing the target of 80% and the 2023 result of 93%. Additionally, compliance with the service level agreements was observed at 98%, exceeding the target of 90% and consistent with the 97% recorded in 2023).


The results in these areas were achieved also via a good **budget/FTEs ratio** with around 16 FTEs handling an expenditure of more than EUR 20M in digital service and site & facilities services, above the target and better than the previous year (when around 17 FTEs handled approximately EUR 17M).

In the area of financial services, EFSA committed EUR 37.4M in grants and procurements, thus registering an increase compared to the EUR 35.9M implemented last year. To ensure an efficient management of these resources, which steadily increased in the past few years, in 2024 EFSA has introduced a regular monitoring system on the time needed to perform the main steps of the process and it has improved its business intelligence capabilities. Moreover, a streamlined procedure to the governance of the process was put in place after the successful trial pilot carried out in 2023.





Finally, EFSA measures its digital maturity via the **digitalization index**⁵¹. In 2024, the index⁵² was in line with the target set. Five out of the six dimensions investigated registered improvements year-on-year (the 6th dimension, availability of the services and data, remain stable at 70%). These progresses are exemplified by a series of actions and initiatives, such as the continuous enhancements of IT tools, the increased usage of Business Analytics systems and dashboards, and the introduction of AI as support in some tasks. EFSA explored the use of Artificial Intelligence by developing case studies, such as knowledge mining and "Chat with your documents" scenarios. These initiatives aim to improve the productivity, effectiveness, and efficiency of EFSA's scientists by using AI to manage large volumes of scientific data. EFSA has also started piloting AI tools.

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 2024 | Execution 2024 | Status |
| Dimension: Citizen Engagement | USER SATISFACTION | | | | |
| | User satisfaction on enabling services | 80% (2020) | 80% | 95% |  |

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

| E.O.R 3.1.2: User satisfaction and efficiency of enabling services is enhanced | | | | | |
|--------------------------------------------------------------------------------|-------------------------------------------------|-------------------|---------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| KPI | | Baseline | Target 2024 | Execution 2024 | Status |
| Dimension: Efficiency | TIMELY DELIVERY | | | | |
| | Compliance with Service level agreements (SLAs) | 80% (2020) | 90% | 98% |  |
| | DIGITAL MATURITY | | | | |
| | Digitalisation Index | 28% (2021) | 45% | 45% |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 14.9% (2020-2021) | 19.3% ⁵³ | 19.6% |  |
| | EFFICIENCY GAINS | | | | |
| Enabling services staff efficiency | EUR 604 543/FTE (2020-2021) | EUR 977 876/FTE | EUR 1 289 548/FTE |  | |

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

After the endorsement of the independence sub-group recommendations on the revision of **EFSA's Independence Policy** by EFSA's Management Board in December 2023, the new policy was adopted in July 2024 and is planned to enter into force in March 2025 (for scientific experts). This new set of rules further strengthen the way in which the Authority manages the interests of its scientific experts and all professionals with whom it works. The new Policy builds on EFSA's experience of managing interests over the last 20 years and is designed to strike the appropriate balance between attracting the best experts to work with EFSA while protecting it against undue influence.

Specifically for **litigation and pre-litigation**, EFSA handled 81 cases in 2024 (same as 2023), which included complaints, court cases, European Ombudsman (EO) complaints and confirmatory applications. Regarding Legal Partnering Advice, among the activities that were carried out in 2024, EFSA maintained its focus on increasing transparency on the formal and informal harassment procedures and ethical rules in place at EFSA, via dedicated communication activities.

⁵³ Figure revised compared to the SPD 2024-2026 to consider some reallocations within EFSA's portfolio items

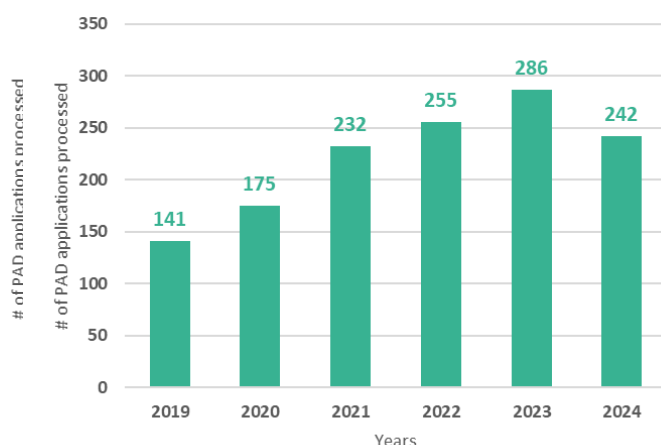


FIGURE 22 - NUMBER OF PAD APPLICATIONS PROCESSED (2019-2024)

fully disclosed is the safeguarding of personal data under Article 4(1)(b) of the PAD Regulation. The secondary reason is the protection of commercial interests, including intellectual property, as per Article 4(2) first indent of the PAD Regulation. The PAD process was also improved in 2024, by triggering an initial simplification of the MSs consultation/notifications (with additional steps expected in 2025) and a consolidation of the workflow for the processing.

Finally, in December 2024 EFSA fully implemented its Anti-Fraud Action Plan, performing a fraud risk assessment as well as identifying and disseminating red flags for processes most exposed to fraud. EFSA also added an anti-fraud module in the onboarding process of the scientific experts, as well as an ad hoc clause in grant agreements and contracts.

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 2024, EFSA maintained its **ISO 9001:2015 certification**, reflecting its dedication to customer satisfaction and continual enhancement of operations. The agency continued its path towards management systems integration, updated its EFSA Process Architecture, and improved process performance monitoring. EFSA implemented its decision-making framework for a more streamlined accountability structure and advanced document harmonization with the Hierarchy of Documents and process documentation review.

Building on the success of its first integrated **external ISO audit in 2023**, where it covered its Quality Management, Business Continuity, and Health and Safety standards in a condensed session; the scope for the **integration in 2024** was expanded. The external audit that took place in October, aimed at combining and integrating all ISO standards within the organization. This was largely successful, however the approach would need to be revised in 2025.

Customer feedback was prioritized to meet stakeholder needs, with the Strategy feedback survey and NGOs interviews providing insights for improvement. Ad-hoc

In 2024, EFSA demonstrated its commitment to reactive transparency by ensuring the effect of the right of **public access to documents (PAD)**⁵⁴. In 2024, EFSA processed a total of 242 applications for access to documents (down from 286 registered in 2023 but in line with the figures registered since Transparency Regulation). Only three confirmatory applications, challenging EFSA's initial decision on accessibility, were registered in 2024, better than the previous year (six). The primary reason for protection when documents are not

⁵⁴ in the context of the implementation of Regulation (EC) No 1049/2001 on public access to documents

feedback by SANTE given via the Unit's bilateral meetings was also used as a source of improvement. The survey in 2024 was launched as planned, focusing only on its core business (Risk Assessment and Risk Communication).

EFSA tracked performance through **Key Performance Indicators** at strategic and process level. Process performance reached 87%, close to the plan of 90% and the 2023 performance of 89%, with deviations mainly in science processes affected by the Transparency Regulation. EFSA expects its end-to-end scientific production to improve as of 2025, after having carried out a detailed analysis of the process bottlenecks

Looking at the development activities, project execution performance decreased to 86% (from 92% in 2023) but remained above the target of 80%.

EFSA continues to be 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 to optimise ongoing tool enhancements in business-as-usual mode and continued throughout 2024. 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 across all departments, with 15 small scale improvement initiatives running during the year.

EFSA anticipated efficiency gains from 2024 onwards thanks to technological investments in automation and digitalization. These investments were made in recent years, following the closure in December 2023 of the IT enhancement project linked to the Transparency Regulation. EFSA generated efficiencies worth around 4 FTEs⁵⁵ in 2024, below the target of 9 FTEs. EFSA will continue working towards efficiency, by leveraging IT tools (including AI) and promoting outsourcing.

HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE)

EFSA's security approach is based on risk assurance, aimed at maintaining a safe and secure environment. This involves providing suitable protection levels for staff, assets, and information in line with identified risks, and ensuring the Authority's resiliency. 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 2024 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)

⁵⁵ Calculated by looking at the YoY increase in terms of FTEs booked and G&P committed under the three E2E risk Assessment macroprocesses

- 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 minimising 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 2024, EFSA upheld its ISO 22301 certification for Business Continuity Management.

Environment Management

Through the implementation of this ISO 14001 and EMAS certified 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 2024 include:

- purchase of electricity produced 100% from renewable sources, as already done since 2020
- updating of the carbon footprint assessment of EFSA (reference year 2023)
- 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, improve visual impact of the building and enhance staff wellbeing
- continuous awareness campaign on environmental sustainability through the "Think green Think EMAS" microsite, built up in 2020
- planning and organising events based on sustainability criteria
- installation of multimeters to measure specific electricity consumption and identify energy saving measures
- analysis of EFSA staff home to work travel to identify sustainability awareness actions
- compensation of CO₂ emissions from maintenance service
- awareness campaign on energy consumption.

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 environmental performance indicators so to produce objective, verifiable and reproducible results.

In 2024, the following energy-saving and CO2 emission provisions were maintained:

- optimisation of lighting settings in manual and automatic modes for common areas
- Switching screens in meeting rooms to standby every evening
- Switching screens for internal communication in corridors and common areas switched to standby mode as of 5:30 p.m. instead 7:30 p.m.
- Switching off four out of five internal communication screens in the canteen.

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.

Since January 2024, the new catering service provider has operated under several environmental criteria, similar to the previous provider, based on Decision (EU) 2019/61. These criteria include preference for seasonal, organic, and local products, plant-based meals, and the use of reusable materials like ceramics, metal, and glass instead of disposable plastic.

Information Security Management

EFSA remains dedicated to protecting the confidentiality, integrity, and availability of its information, meeting regulatory, operational, and contractual standards. In 2024, EFSA followed through on improvements outlined in its Information Security Strategy. It also successfully received its certification against the new ISO 27001:2022 standard, 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.







Overall, in terms of external ISO certification audits EFSA did not achieve the same results as in 2023, mainly due to a major non-conformity registered in the EMAS certification audit which was promptly resolved. On the other hand, all other ISO certification audits, registered a limited number of minor non-conformities and opportunities for improvements, in line with the targets set.

BUDGET AND FINANCIAL MANAGEMENT

The EFSA's budget management has shown improvement compared to previous years, in particular in carry forward cancellation, which is one of the focus areas of EFSA management. EFSA's 2024 budget was subject to three budget amendments (more details in Annex II).

All EFSA's financial indexes for the execution of commitment and differentiated credits have closed the year with excellent performances, fully meeting the targets of 100% execution. The payment execution of non-differentiated credits of 89% (vs a target of 90%) was in line with 2023 (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 2024 | Execution 2024 | Status |
| Dimension: Quality | COMPLIANCE WITH AUDITING BODIES | | | | |
| | Efficacy of Assurance mechanisms | 96.7% (2020-2021) | 95% | 88% |  |
| | PROCESS PERFORMANCE | | | | |
| | Process status health | 85.8% (2021) | 90% | 87% |  |
| | PROJECT PERFORMANCE | | | | |
| | Project status health | 80.5% (2021) | 80% | 86% |  |
| | MANAGEMENT OF RESOURCES | | | | |
| Dimension: Efficiency | Budget execution | 95.7% (2020) | 97% | 100% |  |
| | EFFICIENCY GAINS | | | | |
| | Efficiency gains achieved | N/A | 9 FTEs | 4.1 FTEs |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 7.0% of total budget (2020-2021) | 4.5% ⁵⁶ | 4.5% |  |

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 in 2023 and was completed in mid-2024. The review of the changing context took stock of internal strengths and weaknesses and the evolving external opportunities and threats, resulted in five proposed drivers and related recommendations to be addressed as a priority under the three EFSA strategic objectives up to 2027. Specifically, the drivers EFSA is expected to be focused on is:

- evolving expectations about the protection of public health;
- contributing to health protection and an attractive EU market;
- implementing evolving EU policies via strengthened cooperation;
- leveraging artificial intelligence (AI) and digitalisation;
- prioritising staff engagement and growth.

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



⁵⁶ Figure revised compared to the Programming document 2024-2026 to consider some reallocations within EFSA's portfolio items

and disseminate EFSA's outputs. Among the activities carried out in 2024, EFSA welcomed in its premises the Vice President of the Council of Ministers of Italy Antonio Tajani on 12 April. In addition, EFSA's representatives held a high-level meeting with the Director-General of DG RTD to build the institutional relationship and elaborate further on the discussion about how EFSA can be more useful at the upstream and downstream aspects of science-to-policy interplay.

Moreover, EFSA deployed an engagement plan addressing the new members of the European Parliament after the elections held between 6 and 9 June.

Lastly, EFSA played an active role in the EU Agencies Network, focusing on shared services and foresight.

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 2024 | Execution 2024 | Status |
| Dimension: Quality | ADVOCACY AND INSTITUTIONAL ENGAGEMENT | | | | |
| | Advocacy and engagement activities with EU governing bodies | N/A | 35% | 44% |  |
| | USE OF RESOURCES | | | | |
| | Amount of resources used | 5.0% of total budget (2020-2021) | 0.9% ⁵⁷ | 0.9% |  |

⁵⁷ Figure revised compared to the Programming document 2024-2026 to consider 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 operationalise 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

EFSA has in place specific 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 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 Control Activities

TABLE 20. CONTROL RESULTS 2024

| | SCOPE | Frequency | Monitoring Criteria | Owner | Results |
|-----------------------|------------------------------------------------------------------------|------------|------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------|
| Transformation | Ex-ante and ex-post Project controls | Ongoing | Quality and Performance | GPS | 10 projects screened ⁵⁸ |
| 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 | Documents in Repository 91 % up-to date. Rest of document planned for review in 2025. Guidance documents review as part of PII. |
| Finance | Procurement Procedures exceeding thresholds | Continuous | Legality & Regularity | FIN/LA/ GPS | 7 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 |

⁵⁸ See point 1.2 Internal evaluations

| | SCOPE | Frequency | Monitoring Criteria | Owner | Results |
|-----------------|---------------------------------------------------|--------------------------------------|-----------------------------------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 | Incorrect permissions were only detected in a limited number of folders, and no breaches were identified. All of the checked user groups contained the correct users. |

1.2 Internal Evaluations

The EFSA strategy 2027 mid-term evaluation was concluded in 2024 with the delivery of an updated strategy implementation plan for years 2025-2027.

Ex-post evaluations of development activities (projects) were conducted based on the end-of-project reports submitted to assess the projects efficiency and effectiveness. The following 10 projects issued end-of-project reports in 2024:

TABLE 21. EX-POST EVALUATIONS IN 2024

| PROGRAMME | TITLE | SHORT DESCRIPTION |
|-----------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IRMA | AI for NAMs | Exploring the use of Artificial Intelligence (AI) approaches for extracting, analysing and integrating data obtained through New Approach Methodologies (NAMs) for chemical risk assessment. |
| IRMA | Capacity building for microbiome assessment | Delivery of 2 roadmaps: <ul style="list-style-type: none"> Roadmap for the integration of gastro-intestinal (GI) tract microbiomes (human and domestic animal) in risk assessments under EFSA's remit Roadmap for the integration of environmental microbiomes in risk assessments under EFSA's remit |
| DEEP | SIGMA 2 | Animal Health & Welfare data collection – Animal population data model |
| DEEP | EU Menu | Build an harmonised pan-European Food Consumption database within the framework of the EU Menu process “What’s on the Menu in Europe?” |
| DEEP | Genotox | Update of the EFSA Pesticides Genotoxicity Database |
| DEEP | CSSS-1S1A | EFSA's activities to support the Chemicals Strategy for Sustainability (CSS) and Initiation of One Substance One Assessment (1S1A) |

| PROGRAMME | TITLE | SHORT DESCRIPTION |
|--------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DEEP | Microorganisms' pipelines service (MoPs) | Develop and implement 3 pipelines to analyse whole genome sequence (WGS) data provided in technical dossiers of applications for regulated products dealing with microorganisms |
| DEEP | IUCLID database | Enhancements to the International Uniform Chemical Information database (IUCLID) |
| DEEP | RUEDIS | An information management tool and database for pesticide residues trials data |
| NO PROGRAMME | Risk assessment Enhancement Project (RASE) | Various Tools enhancements (e.g. Connect EFSA, Open EFSA, Portalino) |

1.3 Exceptions And Non-Conformities

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 EFSA's Internal Control Framework requirements, and as required by the various ISO standards followed. To ensure traceability, the deviations from all applicable rules and regulations are documented in an exception request or a non-conformity, which is recorded in the Integrated Management System register.

In 2024, EFSA recorded 83 deviations to its rules, regulations, and procedures. Out of these, 27 deviations were *ex-ante*, whereas 56 deviations concerned non-conformities noted *ex-post*. These mainly pertained to the republication of scientific outputs, the risk assessment logistics procedures and the procedures for requesting internal trainings.

EFSA also registered a deviation on the number of scientific outputs that met their legal deadlines, 75 going beyond their expected adoption date.

In financial terms, the impact of these deviations were within acceptable limits, totalling EUR 69,545. Based on this, EFSA's current procedures and controls are effective and adequate.

1.4 Internal Iso Audits

EFSA conducted internal ISO audits of 18 processes, particularly focusing on end2end science processes, which are central to EFSA's activities. The internal audits identified minor non-compliances, observations and improvement opportunities but no major failures, with all findings being analysed for corrective measures based on their importance and urgency.

1.5 Cost and Benefits of Controls

Overall, the cost of controls as percentage of total annual budget, procurement and grant spending is summarised in Table 22.

TABLE 22. COST AND BENEFITS OF CONTROLS

| Year | Total budget | | G&P budget | |
|-------------|---------------|--------------------|---------------|--------------------|
| | Amount (M, €) | % Cost of control | Amount (M, €) | % Cost of control |
| 2024 | 161.3 | 0.72 ⁵⁹ | 37.3 | 3.11 ⁶⁰ |
| 2023 | 155.4 | 0.55 | 35.9 | 2.39 |
| 2022 | 149.7 | 0.56 | 34.9 | 2.40 |

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 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 2024, the IAS issued the audit report on the End-to-end risk assessment process for generic mandates in EFSA. The IAS concluded that the internal controls for the risk assessment process for generic mandates are adequate and effectively implemented to ensure that the risk assessments are completed on time, in accordance with the mandate, and in an independent, objective and transparent matter, as required by the regulation. The audit did not result in any critical or very important audit recommendation. The IAS issued two important audit recommendations on the inadequate use of the APPIAN IT system for the risk assessment production and on the errors in published timelines and missing supporting documents in OpenEFSA. EFSA accepted both recommendations and prepared an action plan.

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 the assessment and adoption of scientific outputs in the food ingredients & packaging domain and

⁵⁹ 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, 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

⁶⁰ Same as previous note

on the Information Security & Disaster Recovery in EFSA. The follow-up audits concluded that all reviewed audit recommendations had been adequately and effectively implemented by EFSA. At year-end there are no outstanding audit recommendations.

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 2023 accounts and adopted its report on 24 October 2024. 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 2023 present fairly, in all material respects, the financial position of the Authority at 31 December 2023, 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 on 31st December 2023 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 2024 annual accounts.

2.3 External Iso Certification Audits

In 2024, 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, a major non-compliance was registered as part of the EMAS audit, but it was promptly addressed and resolved. EFSA also transitioned its Information Security certification to the new version of the standard, registering only a minor non-compliance. The Quality Management, Business Continuity Management and the OH&S Management audits concluded without registering any non-compliances. 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 4th External Evaluation was initiated by DG SANTE in 2024, with a call for data and the selection of a contractor to conduct the evaluation study. The contractor is responsible for delivering the inception, intermediate, and final reports. Consultation activities, including public consultations, targeted surveys, and interviews, are scheduled for 2025. Throughout 2024, EFSA has supported the process by providing relevant documents, data, and contact details at DG SANTE's request. The evaluation is to be concluded by March 2026.

In compliance with the “Decision of the Management Board concerning the establishment and operation of European Networks of scientific organizations operating in the fields within the Authority’s mission” ([link](#)) of 25 June 2021, the Evaluation of the EFSA Networks was concluded in 2024 with the delivery of a [“Study for the Evaluation of the EFSA Networks”](#). The Evaluation and related recommendations were presented at the [92nd Advisory Forum on 02-03 October 2024](#) and at the [EFSA Management Board on 11-12 December 2024](#).

2.5 Follow Up Of Observations From The Discharge Authority

On 11 April 2024, the European Parliament (EP) granted to EFSA the Discharge in respect of the implementation of the budget for the financial year 2022. This is the final approval of the budget implementation and the closure of the 2022 annual accounts. Regarding the observations made by the European Parliament in its Resolution on the Discharge 2022, with respect to some aspects of EFSA’s staff policy, EFSA has informed the European Parliament that the 2 recommendations have been addressed but that it was continuously bringing improvement efforts throughout the process under consideration.

TABLE 23. SUMMARY TABLE ON STATUS OBSERVATIONS FROM THE DISCHARGE AUTHORITY

| DISCHARGE OBSERVATION | | STATUS |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Staff Policy | 1. Takes note that in 2022 gender balance was achieved within the Authority’s overall staff, with 335 out of 557 (60,1 %) being women and within the Authority’s management board with 37 out of 70 (52,9 %) being women; observes that in senior and management positions, there is a higher proportion of positions occupied by men (63 %) compared to women (37 %); calls on the Authority to intensify the efforts to bridge the gender gap in senior and managerial positions; | Ongoing |
| | 2. Takes note that three cases of burnout were reported in 2022 by the medical service; emphasises the critical importance of maintaining equilibrium between professional responsibilities and personal life; calls on the Authority to continue promoting a healthy work-life balance among staff;. | Ongoing |

2.6 Follow-Up of Recommendations Issued Following Investigations by The European Anti-Fraud Office⁶¹

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

⁶¹ 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. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL FRAMEWORK UNDER THE EFSA INTEGRATED MANAGEMENT SYSTEM

1. INTERNAL CONTROL MONITORING CRITERIA

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, 2 are registering a minor deviation , without however posing any concerns on the functioning of the internal control principles.

TABLE 24. INTERNAL CONTROL MONITORING CRITERIA IN 2024

| Internal Control Principle | Monitoring Criteria | Baseline 2021 | Target 2024 | Actual 2024 | Target 2025 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------|-------------|-------------|
| 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 | 59% (Staff engagement survey 2019) | ≥67.50 % | 68% | ≥67.50 % |
| | % of EFSA staff participating in mandatory training on ethics and integrity. | 100% | ≥95% | 96.4% | ≥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 | 2 | < 5 |

| Internal Control Principle | Monitoring Criteria | Baseline 2021 | Target 2024 | Actual 2024 | Target 2025 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------|----------------------|-------------|
| 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 | 5 | <8 | 4 | <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. | Roll out on track | Yes | Yes | 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.) | 68% (Staff engagement Survey 2019) | ≥72% | 78% (pulse check Q7) | ≥72% |
| | Occupancy rate | 93.50% | 97% | 99.6% | 97% |
| | % of learning needs covered by the annual learning offer | 80% | ≥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 | 55% (Staff engagement Survey 2019) | ≥88% | 89% | ≥88% |
| | (Y/N) Individual job profiles/objectives are clearly defined, in job profiles and objectives and are discussed performance dialogue | Yes | Yes | Yes | Yes |

| Internal Control Principle | Monitoring Criteria | Baseline 2021 | Target 2024 | Actual 2024 | Target 2025 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|-------------|-------------|
| 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% | 91% | ≥96% |
| | (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 |

| Internal Control Principle | Monitoring Criteria | Baseline 2021 | Target 2024 | Actual 2024 | Target 2025 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------------------|--------------------------------------------------------------|-------------------------------------------|
| | (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 support 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 |
| 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 | - | <than 120/<than 90/ no more than EUR150 K | 56 non-conformities/27 exceptions/ Financial impact: 69,545€ | <than 120/<than 90/ no more than EUR150 K |
| | (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 |

| Internal Control Principle | Monitoring Criteria | Baseline 2021 | Target 2024 | Actual 2024 | Target 2025 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|-------------|-------------|
| 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 management and the Management Board, as appropriate. | (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 phases (and ad hoc as necessary) and presented to the Audit Committee of the EFSA Management Board twice a year | Yes | Yes | Yes | Yes |

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 2024, 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 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

4. 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, 27 February 2025

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, 4 March 2025

Bernhard Url

SIGNED

ANNEXES

ANNEX I. CORE BUSINESS STATISTICS

(A). KEY STATISTICS IN 2024 - QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION

REGULATED PRODUCTS EVALUATION

TABLE 25. REGULATED PRODUCTS EVALUATION - QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION

| Unit | Area | Questions closed | | Timeliness of adoption | | Stock of questions |
|---------------|----------------------------------------------------------|------------------|-----------|------------------------|-----------|--------------------|
| | | Actual 2024 | Plan 2024 | Actual 2024 | Plan 2024 | |
| BIOHAW | Animal by-products | 1 | 3 | 100% | 90% | 2 |
| | AMT-Decontamination dossiers | 0 | 0 | - | 90% | 1 |
| FEED | Feed Additives applications | 132 | 130 | 89% | 90% | 196 |
| FIP | Flavourings applications | 4 | 5 | 100% | 90% | - |
| | Flavourings re-evaluation | 1 | 6 | 100% | 90% | 6 |
| | Food Additives applications | 4 | 8 | 100% | 90% | 25 |
| | Food Additives re-evaluation | 13 | 7 | 100% | 90% | 112 |
| | Food Contact Material | 23 | 25 | 100% | 90% | 31 |
| | Enzymes | 82 | 70 | 98% | 90% | 179 |
| | Decontamination substances evaluation | 0 | 1 | - | 90% | 0 |
| NIF | Novel Foods | 13 | 48 | 88% | 90% | 176 |
| | Genetically Modified Organisms | 8 | 12 | 85% | 90% | 46 |
| | Health Claims | 3 | 2 | 100% | 90% | 5 |
| | Foods for special medical purposes and allergens | 0 | 2 | - | 90% | 0 |
| | Infant nutrition applications | 1 | 1 | 100% | 90% | 2 |
| PREV | Approval of new active substances | 7 | 5 | 100% | 90% | 54 |
| | Approval of basic substances | 1 | 12 | 100% | 90% | 5 |
| | Confirmatory information on active substances | 2 | 5 | 100% | 90% | 11 |
| | Amendments of condition of approval of active substances | 2 | 3 | 100% | 90% | 7 |
| | Renewal of the Approval of active substances | 23 | 20 | 84% | 90% | 169 |
| | MRL applications | 18 | 50 | 80% | 90% | 94 |

GENERIC SCIENTIFIC ADVICE

TABLE 26. QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION IN GENERIC SCIENTIFIC ADVICE PER AREA

| Unit | Area | Questions closed | | Timeliness of adoption | | Stock of questions |
|--------|--------------------------------------------------|------------------|-----------|------------------------|-----------|--------------------|
| | | Actual 2024 | Plan 2024 | Actual 2024 | Plan 2024 | |
| BIOHAW | Animal Health | 25 | 19 | 100% | 100% | 12 |
| | Animal Welfare | 6 | 6 | 100% | 100% | 10 |
| | Biological Hazards | 14 | 13 | 92% | 100% | 8 |
| | Multinational Foodborne outbreaks | 4 | 3 | 100% | 100% | 0 |
| | Annual Report on AMR | 1 | 1 | 100% | 100% | 1 |
| | Annual Report on Zoonoses | 1 | 1 | 100% | 100% | 0 |
| FEEDCO | Contaminants Generic Advice | 6 | 10 | 100% | 100% | 12 |
| | Feed additives Generic Advice | 3 | 4 | 100% | 100% | 4 |
| FIP | Food improvements agents | 1 | 3 | 100% | 100% | 3 |
| | Food contact Materials Generic Advice | 2 | 3 | 100% | 100% | 2 |
| IDATA | Annual Report on Veterinary Drugs Residues | 1 | 1 | 100% | 100% | 1 |
| | Annual Report on pesticides residues | 2 | 1 | 100% | 100% | 2 |
| MESE | MESE General Scientific and Technical Assistance | 1 | 4 | 100% | 100% | 5 |
| NIF | Nutrition Generic Advice | 16 | 5 | 91% | 100% | 6 |
| | GMO Generic Advice | 7 | 4 | 83% | 100% | 8 |
| PLANTS | Plant Health | 103 | 100 | 96% | 100% | 164 |
| | Environment/ecotoxicology guidance documents | 0 | 0 | - | 100% | 2 |
| PREV | Preparation of the annual CCPR meeting | 6 | 4 | 0% | 100% | 1 |
| | Assessment of the risks related to MRLs | 6 | 22 | 71% | 100% | 11 |
| | Assessment of existing MRLs | 2 | 2 | - | 100% | 29 |
| | Approval of active substances | 5 | 5 | 50% | 100% | 9 |
| | Environment/ecotoxicology guidance documents | 0 | 0 | - | 100% | 2 |
| | PREV Guidance documents | 0 | 0 | - | 100% | 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 pending agreement with the risk managers. Details on the actual backlog and its reduction per food sector area during 2024 are presented in table 27, while current status of bulk evaluations is included in table 28.

TABLE 27. BACKLOG REDUCTION IN 2024

| Area | Questions in backlog as of 01/01/2024 | Questions in backlog as of 31/12/2024 |
|---------------------------------|---------------------------------------|---------------------------------------|
| BIOHAW | 0 | 0 |
| Animal Health | 0 | 0 |
| FEEDCO | 30 | 29 |
| Feed additives - Applications | 30 | 29 |
| Feed additives - Generic Advice | 0 | 0 |
| FIP | 17 | 8 |
| Flavourings applications | 2 | 0 |

| Area | Questions in backlog as of 01/01/2024 | Questions in backlog as of 31/12/2024 |
|--------------------------------------------------------------|------------------------------------------|------------------------------------------|
| Food additives applications | 3 | 2 |
| Food additives re-evaluation | 11 | 5 |
| Food contact material | 1 | 1 |
| Enzymes | 0 | 0 |
| Food Improvement agents | 0 | 0 |
| NIF | 10 | 13 |
| Novel foods | 6 | 6 |
| Genetically Modified Organisms | 1 | 5 |
| Nutrition Generic Advice | 2 | 1 |
| GMO Generic Advice | 1 | 1 |
| PLANTS | 3 | 4 |
| Plant Health | 3 | 4 |
| PREV | 32 | 54 |
| Approval of new active substances | 1 | 5 |
| Renewal of the approval of active substances | 14 | 25 |
| Approval of basic substances | 0 | 0 |
| Confirmatory information on active substances | 1 | 1 |
| Amendments of the condition of approval of active substances | 0 | 0 |
| Preparation of the annual CCPR meeting | 0 | 0 |
| Assessment of the risks related to MRLs | 1 | 1 |
| Pesticides MRL Application (Reg. 396/2005 - Art. 10) | 15 | 22 |
| MESE | 1 | 0 |
| MESE | 1 | 0 |
| TOTAL | 93 | 108 |

TABLE 28. BULK EVALUATIONS IN 2024

| Status | Area | Questions in bulk as of 01/01/2024 | Questions in bulk as of 31/12/2024 |
|-------------------------------------------------------|------------------------------------------|---------------------------------------|---------------------------------------|
| Deadlines agreed with Risk Manager | FIP | 207 | 192 |
| | Flavourings ⁶² re-evaluations | 5 | 5 |
| | Enzymes | 99 | 94 |
| | Food additives – re-evaluation | 103 | 93 |
| | PREV | 31 | 29 |
| | Assessment of existing MRLs | 31 | 29 |
| Pending Risk Manager decision | NIF | 1548 | 1548 |
| | Health Claims (Art.13.2) - botanicals | 1548 | 1548 |



























⁶² 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.









(B) STATUS OF PROGRAMME AND PROJECTS**TABLE 29. 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 30. EFSA PROJECTS – STATUS REPORT PER EXPECTED RESULT (SELECTION OF PROJECTS ONLY)

| Expected Operational Result | Project | Status |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------|---------------|
| 2.1.1 Harmonised RA culture is ensured at EU level | DOI builder | <i>Closed</i> |
| | CRME (CRM evolution) | ● |
| | Joining forces at EU level - Artificial Intelligence | ● |
| | RA Training Support Framework MS partners/EU Agencies | ● |
| | Communication roadmap implementation | ● |
| | Scientific Assessment Knowledge Modularity (Sci-ASK) | ● |
| 2.1.2 The quality & scale of crisis preparedness & ER identification is improved | Emerging Risks Analysis Platform | ● |
| | Predicting ciguatera risk in fish | ● |
| | Food and feed from tomorrow's oceans | ● |
| | Identification of emerging chemical risks in food | ● |
| 2.1.3 The quality of scientific guidance & methodologies | Risk assessment methodology for RNAi- applications | <i>Closed</i> |
| | Inter-human variability in toxicodynamics | ● |

| Expected Operational Result | Project | Status |
|----------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | EFSA NAMs roadmap data integration nanomaterials |  |
| | Critical appraisal tools |  |
| | Advancing ERA of non-target arthropods for PPPs |  |
| | Practical implementation NAMs - RA of pesticide metabolites |  |
| | Exploring in silico/vitro tools & develop novel strategies |  |
| | Protein Safety |  |
| | Development of an AOP for celiac disease |  |
| | Environmental Neurotoxicants |  |
| | Adverse Outcome Pathways- endocrine disruptors |  |
| | Use and reporting of historical control data (HCD) |  |
| | Thyroid disruption in wild mammals and amphibians |  |
| | MUST-B |  |
| | New approach methodologies for RA of chemicals in food |  |
| | Integrating new approaches in chemical risk assessment |  |
| | Brain Health |  |
| | TXG-MAP |  |
| | OPEN MCRA |  |
| | IUCLID Product Management | <i>Closed</i> |
| | EFSA Feed classification system and feed consumption database |  |
| | Monitoring and surveillance data for chemicals |  |
| | Advancing the ERA of PPP to system-based approach |  |
| 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 |  |
| | Harmonized Organization of Meeting & Events |  |
| | Rebuild Data Framework |  |
| | Agile Product Management |  |
| | Collaborative Secure Risk Assessment Production (CORSA) |  |
| | GM Plant Sequences | <i>Closed</i> |
| | Records and Correspondence Management Project | <i>Closed</i> |

| Expected Operational Result | Project | Status |
|-----------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------|
| | Data Outreach |  |
| | Data Collection Tracing |  |
| | Food Classification for Tracing |  |
| | EU Menu |  |
| | Creation of Open Access EU Food Composition Database |  |
| | Open Food Tox 3 |  |
| | OECD MetaPath: Incorporation of pesticide residue data |  |
| | Generate data on food consumption of bees | <i>Closed</i> |
| | DICO 2 |  |

(C) OUTCOME AND EXPECTED OPERATIONAL RESULTS INDICATORS: SOURCE OF DATA**TABLE 31. CORPORATE INDICATORS (KPIs) – SOURCE OF DATA**

| SO | Type | KPI | Frequency | Tool /Source of data |
|-----|---------|------------------------------------------------------------------------------|-----------|-----------------------------------------------------------|
| SO1 | Outcome | Citations of EFSA's scientific outputs | Quarterly | Web of Science |
| SO1 | Outcome | EFSA Journal's H-index | Quarterly | Web of Science |
| SO1 | Outcome | Satisfaction rate of EFSA's Annual Strategy Survey on RISK ASSESSMENT | Yearly | EFSA Strategy Reputation Survey |
| SO1 | Outcome | Satisfaction rate of EFSA's Annual Strategy Survey on RISK COMMUNICATION | Yearly | EFSA Strategy Reputation Survey |
| SO1 | Outcome | Social media interactions value | Yearly | Web analytics |
| SO1 | Output | Amount of resources used (for all EORs) | Quarterly | Hyperion |
| SO1 | Output | Change in stock of questions (for all EORs) | Quarterly | APPIAN |
| SO1 | Output | Number of questions closed (for all EORs) | Quarterly | APPIAN |
| SO1 | Output | Reduction of backlogs and bulk evaluations (for all EORs) | Quarterly | APPIAN |
| SO1 | Output | Impact of public consultations | Quarterly | Metric under definition |
| SO1 | Output | Timeliness of adoption (for all EORs) | Quarterly | APPIAN |
| SO1 | Output | Timeliness of publication (for all EORs) | Quarterly | Wiley |
| SO1 | Output | Knowledge junction data set uploads | Quarterly | Knowledge Junction |
| SO1 | Output | Leverage of social science | Quarterly | Social Science monitoring table |
| SO1 | Output | Performance of communication materials | Quarterly | Web-based surveys |
| SO1 | Output | Translation outreach | Quarterly | Website Analytics |
| SO1 | Output | Joint communication content production | Quarterly | Coordinated Communication PPIs tables (Hyperion workplan) |
| SO1 | Output | Performance of dissemination process | Quarterly | Coordinated Communication PPIs tables (Hyperion workplan) |
| SO1 | Output | Performance of EFSA's Campaigns | Quarterly | EFSA Campaign Comms and Monitoring plan |
| SO2 | Outcome | Citations of EFSA's guidances | Quarterly | Web of Science |
| SO2 | 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 |
|-----|---------|------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------|
| SO2 | Outcome | Satisfaction rate of EFSA's Annual Strategy Survey on DATA ACCESS AND EXPLOITATION | Yearly | EFSA Strategy Reputation Survey |
| SO2 | Outcome | Satisfaction rate of EFSA's Annual Strategy Survey on ECOSYSTEM EFFICIENCY. | Yearly | EFSA Strategy Reputation Survey |
| SO2 | Outcome | Satisfaction rate of EFSA's Annual Strategy Survey on HARMONISATION | Yearly | EFSA Strategy Reputation Survey |
| SO2 | Outcome | Satisfaction rate of EFSA's Annual Strategy Survey on PREPAREDNESS | Yearly | EFSA Strategy Reputation Survey |
| SO2 | Outcome | Use of EFSA datasets | Twice/year | Microstrategy, Zenodo, API portal |
| SO2 | Output | Amount of resources used (for all EORS) | Quarterly | Hyperion |
| SO2 | Output | Engagement activities | Quarterly | Internal register |
| SO2 | Output | Expertise preparedness to address RM's requests | Quarterly | FDP register |
| SO2 | Output | Number of project deliverables finalized (for all EORs) | Quarterly | Hyperion |
| SO2 | Output | Number of unique organisations and consortia contributing to EFSA's workprogramme | Twice/year | Awarded and rejected tenderers + contracts DB |
| SO2 | Output | Resources allocated to outsourcing RA activities | Quarterly | Hyperion |
| SO2 | Output | Share of EFSA's outputs delivered with outsourcing contribution | Yearly | APPIAN |
| SO2 | Output | Cooperation in Crisis Preparedness | Yearly | External reports on crisis exercises |
| SO2 | Output | External reports on crisis exercises | Yearly | Annual technical report on "EFSA's activities on emerging risks" |
| SO2 | Output | % of signals that lead to an action | Yearly | Annual technical report on "EFSA's activities on emerging risks" and EFSA's portfolio |
| SO2 | Output | Cooperation in methodology development | Yearly | Public consultation register (SALESFORCE) |
| SO2 | Output | Methods preparedness to address RM's requests | Quarterly | FDP register |
| SO2 | Output | Updated scientific guidances | Twice/year | APPIAN |
| SO2 | 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 | Yearly | Staff Engagement Survey |
| S03 | Output | Leadership and management index | Yearly | Staff Engagement Survey |
| 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 | Yearly | 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 2024 was EUR 159.5 million in commitment and EUR 155.5 million in payment appropriations.

BUDGET AMENDMENTS

In March 2024, the EFSA Management Board adopted the decision on the **1st Amending Budget 2024**, integrating the bank interest of EUR 645,203.97. The additional funds were allocated to the building acquisition and used for a down payment of the EFSA building, thereby decreasing the annual payment and related interests on the remaining amount to be reimbursed.

In June 2024, the EFSA Management Board adopted the decision on the **2nd Amending Budget 2024**, which foresaw a decrease by EUR 3.0 million of payment appropriations, mainly resulting from a reprofiling and adjustment of the differentiated payment appropriations needs in scientific grants & procurement⁶³, transfers of appropriations from non-differentiated to differentiated lines.

In December 2024, the Management Board adopted the **3rd Amending Budget 2024**, integrating additional funds of EUR 1.18 million to EFSA's budget. This increased the EFSA's voted budget (C1 credits) to **EUR 161.28 million and EUR 154.32 million respectively of commitment and payment appropriations**. The additional funds came from an October DG BUDG proposal to cover increased remuneration costs. However, due to an unexpected decrease in the correction coefficient⁶⁴ for Italy, as EFSA hosting Country (reflecting different levels of inflation between Belgium and Italy), the overall salary adjustments resulted in a budget surplus, hence the additional funds couldn't be used for Title 1 expenditures. Instead, EUR 0.64 million were allocated to the building acquisition down-payment, and EUR 0.54 million to scientific grants and procurement. Additionally, the amount of the EU Partnership on Animal Health grant was adjusted, reducing the total grant amount from EUR 0.64 million to EUR 0.62 million.

BUDGET EXECUTION C1 CREDITS

As of 31 Dec 2024, EUR 161.3 million (100% of the available C1 commitment appropriations) were committed (corporate target met), and 91% of payment appropriation paid (target of 100% for differentiated credits met, while the execution non-differentiated payments (89%) was only slightly below the target of 90%).

⁶³ The differentiated payment amount for the year N is defined in Nov N-2 and endorsed by Management Board in Dec N-2

⁶⁴ Communicated to EFSA mid-November

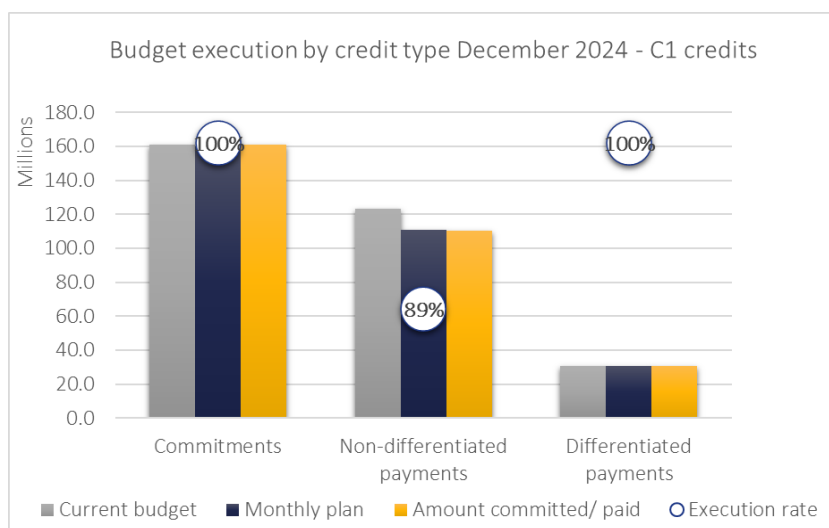


FIGURE 23 – BUDGET EXECUTION BY CREDIT TYPE DECEMBER 2024 – C1 CREDITS

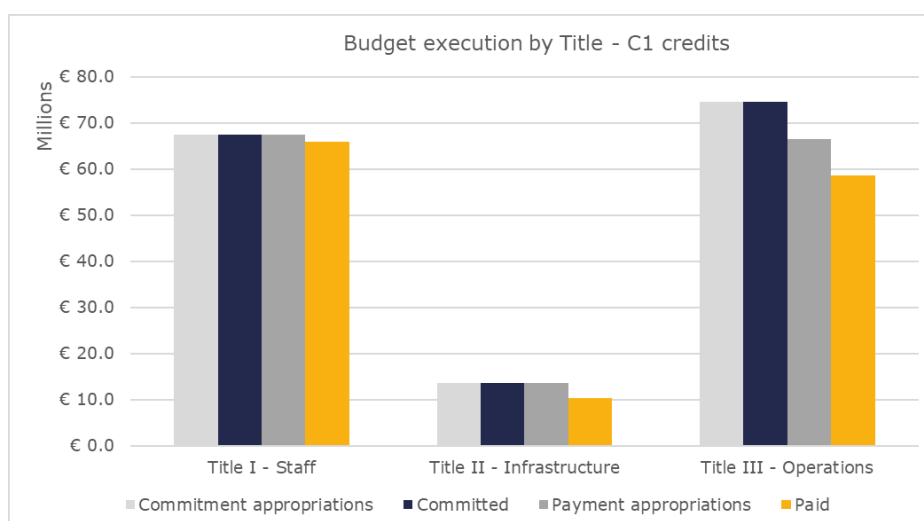


FIGURE 24. BUDGET EXECUTION BY TITLE DECEMBER 2024– C1 CREDITS

TITLE I

Commitment execution of the Title was 100%. Out of EUR 69.9 million committed, the majority of funds, EUR 60.0 million, were allocated for statutory and external staff salaries and allowances, followed by interim services (EUR 4.4 million), contributions to the European School and early childhood centres (EUR 1.9 million), outsourced services⁶⁵ (EUR 1.8 million) and training (EUR 1.1 million).

EUR 68.2 million (97% of available payment appropriations) were utilised while EUR 1.8 million was carried forward to 2025 to cover outstanding commitments, particularly for interim services (EUR 0.9 million), training (EUR 0.5 million) and HR consultancy and services (EUR 0.2 million).

⁶⁵ other services (ABAC and managerial consulting subscriptions), administrative assistance from Community institutions, medical services and miscellaneous expenditure for recruitment

TITLE II

The commitment execution for the Title amounted to EUR 16.3 million, representing 100% of the available budget. Most of the funds, EUR 8.7 million, were allocated to building-related expenses, including acquisition, investments to support hybrid working, energy supplies, maintenance, and other related services. Additionally, EUR 6.3 million were allocated to IT, specifically for outsourced services (e.g., Service Desk), IT hardware, and standard software.

TITLE III

The commitment execution achieved 100% of the available commitment budget, amounting to EUR 75.0 million. A significant portion of the funds, including those from the 3rd Amending Budget, was allocated to scientific grants and procurement, followed by investments in operational IT systems (EUR 17.2 million), particularly for the development, maintenance, and IT subscriptions. EUR 8.9 million were utilised to cover the costs of external scientific experts' meetings and allowances, while EUR 5.8 million were dedicated to risk communications, specifically for campaigns (#PlantHealth4Life and Safe2Eat) and the publication of EFSA's scientific production (EFSA Journal). Out of the available payment appropriations, EUR 59.8 million were paid, corresponding to 88% of the EUR 68.1 million available. The execution of differentiated credits (scientific grants and procurement, and multiannual IT projects) reached 100%, meeting the corporate target. The payment execution of non-differentiated credits in the Title reached 77.7%, with EUR 8.3 million were carried forward to 2025 to cover outstanding commitments in operational IT systems (EUR 5.2 million), communications (EUR 1.1 million), and consultancy and project management (EUR 1.0 million).

FUNDS CARRIED FORWARD (C8 CREDITS).

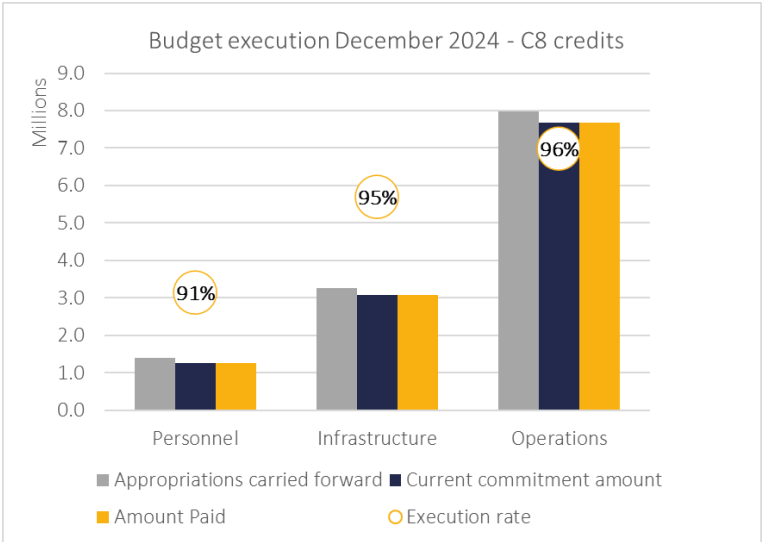


FIGURE 25. BUDGET EXECUTION DECEMBER 2024 – C8 CREDITS

Out of the EUR 12.6 million of non-differentiated credits carried forward from 2023, 95% (EUR 12.0 million) were paid. EUR 0.59 million was cancelled due to surplus carry forward in interim services stemming from to resignations, risk communications (application of liquidated damages) operational IT systems (Appian enhancements), energy supplies, scientific meetings and logistics.

FUNDS CARRIED OVER (C5 CREDITS)

The amount of EUR 0.6 million of internal assigned revenues carried over to 2024 was fully committed and almost fully paid (a minor amount, EUR 1,300 was carried forward to 2025).

BUDGET TRANSFERS

Eight budget transfers have been executed during the year: 3 regular budget review procedures, 4 ad hoc transfers to address updated needs and a year-end transfer to optimise the use of the available funds.

Transfers from/to Title 1

Throughout the year, Title I experienced internal budget re-allocations to address updated needs. Following the November update of the basic salary and correction coefficient, EUR 1.6 million were released from salary-related lines, interim services, and special assistance grants. This budget availability also allowed for additional investment in trainings.

Transfers from/to Title 2

Title II saw a global increase of EUR 0.3 million. In the first half of the year, the budget surplus from lower-than-expected energy prices and other building and IT-related services covered the shortfall in Title III. In the last quarter, EUR 0.7 million were transferred to Title II, absorbing releases from Title I and December releases from Title III. Some contracts were anticipated from 2025, and remaining funds were transferred to the building acquisition for the anticipated down-payment of the EFSA Building.

Transfers from/to Title 3

In the course of the year, EUR 1.6 million were transferred to Title III. The additional budget was allocated to operational IT systems (EUR 3.1 million), mainly for IT cloud services, investment in EFSA IT platforms and subscriptions. The budget of scientific grants & procurement was increased substantially by the year-end releases as well as through the allocation of additional funds from the 3rd Amending budget. The year-end release from the Title was primarily due to end-of-year provisional commitment adjustments, mainly on the lines covering meetings and logistics.

DEBIT NOTES

During 2024, 89 debit notes were issued and all effectively recovered for an amount of EUR 154.7 million. This amount includes the EU budget contribution (EUR 153.7 million).

PROCUREMENT

The types of procurement procedures which were carried out during the year are presented in table 32.

TABLE 32 PROPORTION OF PROCUREMENT PROCEDURE TYPES USED

| Procurement types | Number | % of procurement procedure types used |
|---------------------------------------------------------------------------|--------|---------------------------------------|
| Open procedure (FR 164(1)(a)) | 17 | 11% |
| Restricted procedure without out Dynamic purchasing system (FR 164(1)(b)) | 1 | 1% |
| Negotiated procedure middle value contract (Annex 1 - 14.2) | 7 | 4% |
| Negotiated procedure low value contract (Annex 1 - 14.3) | 10 | 7% |

| Procurement types | Number | % of procurement procedure types used |
|-----------------------------------------------------------------|------------|---------------------------------------|
| Negotiated procedure very low value contract (Annex 1 - 14.4) | 108 | 71% |
| Negotiated procedure without prior publication (Annex 1 - 11.1) | 7 | 4% |
| Payment against invoice not exceeding EUR 1000 (Annex 1 - 14.5) | 3 | 2% |
| Total | 153 | 100% |

INTEREST CHARGED BY SUPPLIERS THROUGH LATE PAYMENTS.

In 2024, three invoices payment have generated late interests for an amount of EUR 2,279.68.

GRANT, CONTRIBUTION AND SERVICE LEVEL AGREEMENTS.

In July 2023, a 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". 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. 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. EUR 1,092,500 received as pre-financing payment was integrated to EFSA budget in 2023.

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.

In 2024, EFSA was awarded a grant from European Research Executive Agency as part of a Consortium led by University of Ghent. A maximum of EUR 620,601 will be received over a period of 6 years and 2 contract agent post are covered by this agreement. As of 2024, EFSA has received EUR 299,936.31 as pre-financing payment.

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 Heads of Department (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 Heads of Departments and Chief Scientist have further sub-delegated financial powers to the Heads of Units 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 of the rights in ABAC against delegations and sub-delegations in force is done by the neutral verifier (internal EFSA Assurance Officer) who is supported by the Finance unit. The ABAC access rights are implemented by the CORSER unit, based on the documents signed by the Executive Director. Report on ABAC access rights is monitored by Finance and by the European Court of Auditors at least twice a year.

(A) BUDGET EXECUTION**TABLE 33. EXPENDITURES**

| Title Chapter Article Item | Heading 2024 | 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 | <i>Salaries and allowances</i> | | | | | | | | | | |
| 1100 | Salaries and allowances of staff provided for in establishment plan | 46,720,000.00 | 46,720,000.00 | 45,681,094.51 | 45,681,094.51 | 100% | 46,720,000.00 | 46,720,000.00 | 45,681,094.51 | 45,681,094.51 | 100% |
| 1104 | Entitlements on Entering and Leaving the Service | 550,000.00 | 550,000.00 | 215,398.41 | 215,398.41 | 100% | 550,000.00 | 550,000.00 | 215,398.41 | 215,398.41 | 100% |
| | Article 110 - Total | 47,270,000.00 | 47,270,000.00 | 45,896,492.92 | 45,896,492.92 | 100% | 47,270,000.00 | 47,270,000.00 | 45,896,492.92 | 45,896,492.92 | 100% |
| 111 | <i>Other staff</i> | | | | | | | | | | |
| 1113 | Stagiaires | 2,077,131.00 | 2,077,131.00 | 2,096,506.38 | 2,096,506.38 | 100% | 2,077,131.00 | 2,077,131.00 | 2,096,506.38 | 2,096,506.38 | 100% |
| 1115 | Contract staff | 11,916,256.00 | 11,916,256.00 | 11,284,341.25 | 11,284,341.25 | 100% | 11,916,256.00 | 11,916,256.00 | 11,284,341.25 | 11,284,341.25 | 100% |
| 1116 | Visiting experts, National Experts on Detachment | 845,000.00 | 845,000.00 | 759,361.71 | 759,361.71 | 100% | 845,000.00 | 845,000.00 | 759,361.71 | 758,071.39 | 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 | 14,838,387.00 | 14,838,387.00 | 14,140,209.34 | 14,140,209.34 | 100% | 14,838,387.00 | 14,838,387.00 | 14,140,209.34 | 14,138,919.02 | 100% |
| 112 | <i>Interim staff</i> | | | | | | | | | | |
| 1120 | Interim services | 4,400,000.00 | 4,400,000.00 | 4,410,000.00 | 4,410,000.00 | 100% | 4,400,000.00 | 4,400,000.00 | 4,410,000.00 | 3,478,544.07 | 79% |
| | Article 112 - Total | 4,400,000.00 | 4,400,000.00 | 4,410,000.00 | 4,410,000.00 | 100% | 4,400,000.00 | 4,400,000.00 | 4,410,000.00 | 3,478,544.07 | 79% |
| 113 | <i>Establishment or maintenance of pension rights for temporary staff</i> | | | | | | | | | | |
| 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 | 66,508,387.00 | 66,508,387.00 | 64,446,702.26 | 64,446,702.26 | 100% | 66,508,387.00 | 66,508,387.00 | 64,446,702.26 | 63,513,956.01 | 99% |

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| Title Chapter Article Item | Heading 2024 | 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 |
|-------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------------------|-------------------------|--------------|-----------------------------------|----------------------------|-----------------------------------|----------------------|--------------|
| CHAPTE R 12 | EXPENDITURE RELATING TO STAFF RECRUITMENT | | | | | | | | | | |
| 120 | <i>Expenditure relating to Staff recruitment</i> | | | | | | #REF! | 0.00 | | | |
| 1200 | Miscellaneous expenditure on recruitment | 161,000.00 | 161,000.00 | 150,033.48 | 150,033.48 | 100% | 161,000.00 | 161,000.00 | 150,033.48 | 122,385.83 | 82% |
| | Article 120 - Total | 161,000.00 | 161,000.00 | 150,033.48 | 150,033.48 | 100% | 161,000.00 | 161,000.00 | 150,033.48 | 122,385.83 | 82% |
| | CHAPTER 12 - TOTAL | 161,000.00 | 161,000.00 | 150,033.48 | 150,033.48 | 100% | 161,000.00 | 161,000.00 | 150,033.48 | 122,385.83 | 82% |
| CHAPTE R 13 | MISSIONS AND DUTY TRAVEL | | | | | | | | | | |
| 130 | <i>Missions and travel expenses</i> | | | | | | | | | | |
| 1300 | Missions and travel expenses | 125,000.00 | 125,000.00 | 123,800.00 | 123,800.00 | 100% | 125,000.00 | 125,000.00 | 123,800.00 | 116,904.91 | 94% |
| 1301 | Shuttles for missions and duty | 40,000.00 | 40,000.00 | 50,000.00 | 50,000.00 | 100% | 40,000.00 | 40,000.00 | 50,000.00 | 40,372.88 | 81% |
| | Article 130 - Total | 165,000.00 | 165,000.00 | 173,800.00 | 173,800.00 | 100% | 165,000.00 | 165,000.00 | 173,800.00 | 157,277.79 | 90% |
| | CHAPTER 13 - TOTAL | 165,000.00 | 165,000.00 | 173,800.00 | 173,800.00 | 100% | 165,000.00 | 165,000.00 | 173,800.00 | 157,277.79 | 90% |
| CHAPTE R 14 | SOCIOMEDICAL INFRASTRUCTURE | | | | | | | | | | |
| 141 | <i>Medical service</i> | | | | | | | | | | |
| 1410 | Medical service | 366,615.00 | 366,615.00 | 352,785.00 | 352,785.00 | 100% | 366,615.00 | 366,615.00 | 352,785.00 | 322,691.82 | 91% |
| | Article 141 - Total | 366,615.00 | 366,615.00 | 352,785.00 | 352,785.00 | 100% | 366,615.00 | 366,615.00 | 352,785.00 | 322,691.82 | 91% |
| | CHAPTER 14 - TOTAL | 366,615.00 | 366,615.00 | 352,785.00 | 352,785.00 | 100% | 366,615.00 | 366,615.00 | 352,785.00 | 322,691.82 | 91% |
| CHAPTE R 15 | TRAINING | | | | | | | | | | |
| 150 | <i>Training, language courses and retraining for staff</i> | | | | | | | | | | |
| 1500 | Further training, language courses and retraining for staff | 800,000.00 | 800,000.00 | 1,160,736.25 | 1,160,736.25 | 100% | 800,000.00 | 800,000.00 | 1,160,736.25 | 668,925.14 | 58% |
| | Article 150 - Total | 800,000.00 | 800,000.00 | 1,160,736.25 | 1,160,736.25 | 100% | 800,000.00 | 800,000.00 | 1,160,736.25 | 668,925.14 | 58% |
| | CHAPTER 15 - TOTAL | 800,000.00 | 800,000.00 | 1,160,736.25 | 1,160,736.25 | 100% | 800,000.00 | 800,000.00 | 1,160,736.25 | 668,925.14 | 58% |
| CHAPTE R 16 | SOCIAL WELFARE | | | | | | | | | | |
| 160 | <i>Special assistance grants, other interventions and complementary aid for disabled</i> | | | | | | | | | | |
| 1600 | Special assistance grants, other interventions and complementary aid for disabled | 140,000.00 | 140,000.00 | 73,877.05 | 73,877.05 | 100% | 140,000.00 | 140,000.00 | 73,877.05 | 56,994.91 | 77% |

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| Title Chapter Article Item | Heading 2024 | 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 160 - Total | 140,000.00 | 140,000.00 | 73,877.05 | 73,877.05 | 100% | 140,000.00 | 140,000.00 | 73,877.05 | 56,994.91 | 77% |
| 161 | <i>Social contacts between staff</i> | | | | | | | | | | |
| 1610 | Social contacts between staff | 66,000.00 | 66,000.00 | 61,375.23 | 61,375.23 | 100% | 66,000.00 | 66,000.00 | 61,375.23 | 53,263.23 | 87% |
| | Article 161 - Total | 66,000.00 | 66,000.00 | 61,375.23 | 61,375.23 | 100% | 66,000.00 | 66,000.00 | 61,375.23 | 53,263.23 | 87% |
| 161 | <i>Early childhood centres and other creches</i> | | | | | | | | | | |
| 1630 | Early childhood centres, creches and EU school contribution | 2,055,000.00 | 2,055,000.00 | 1,917,354.18 | 1,917,354.18 | 100% | 2,055,000.00 | 2,055,000.00 | 1,917,354.18 | 1,917,354.18 | 100% |
| | Article 161 - Total | 2,055,000.00 | 2,055,000.00 | 1,917,354.18 | 1,917,354.18 | 100% | 2,055,000.00 | 2,055,000.00 | 1,917,354.18 | 1,917,354.18 | 100% |
| | CHAPTER 16 - TOTAL | 2,261,000.00 | 2,261,000.00 | 2,052,606.46 | 2,052,606.46 | 100% | 2,261,000.00 | 2,261,000.00 | 2,052,606.46 | 2,027,612.32 | 99% |
| 18 | EXTERNAL SERVICES | | | | | | | | | | |
| 180 | <i>External services</i> | | | | | | | | | | |
| 1800 | Translation and interpretation | 20,000.00 | 20,000.00 | 15,000.00 | 15,000.00 | 100% | 20,000.00 | 20,000.00 | 15,000.00 | 15,000.00 | 100% |
| 1801 | Payment for administrative assistance from the Community institutions | 428,238.00 | 428,238.00 | 385,648.80 | 385,648.80 | 100% | 428,238.00 | 428,238.00 | 385,648.80 | 382,003.80 | 99% |
| 1802 | Consultancy and HR services | 428,400.00 | 428,400.00 | 351,581.43 | 351,581.43 | 100% | 428,400.00 | 428,400.00 | 351,581.43 | 148,079.68 | 42% |
| 1803 | Other services | 668,403.00 | 668,403.00 | 889,049.56 | 889,049.56 | 100% | 668,403.00 | 668,403.00 | 889,049.56 | 859,994.06 | 97% |
| | Article 180 - Total | 1,545,041.00 | 1,545,041.00 | 1,641,279.79 | 1,641,279.79 | 100% | 1,545,041.00 | 1,545,041.00 | 1,641,279.79 | 1,405,077.54 | 86% |
| | CHAPTER 18 - TOTAL | 1,545,041.00 | 1,545,041.00 | 1,641,279.79 | 1,641,279.79 | 100% | 1,545,041.00 | 1,545,041.00 | 1,641,279.79 | 1,405,077.54 | 86% |
| | TITLE 1 - TOTAL | 71,807,043.00 | 71,807,043.00 | 69,977,943.24 | 69,977,943.24 | 100% | 71,807,043.00 | 71,807,043.00 | 69,977,943.24 | 68,217,926.45 | 97% |
| 2 | BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS | | | | | | | | | | |
| 20 | | | | | | | | | | | |
| 200 | <i>Building</i> | | | | | | | | | | |
| 2000 | Rent | 100,000.00 | 100,000.00 | 52,124.04 | 52,124.04 | 100% | 100,000.00 | 100,000.00 | 52,124.04 | 52,124.04 | 100% |
| 2001 | Acquisition | 1,615,887.00 | 2,902,725.97 | 3,248,731.42 | 3,248,731.42 | 100% | 1,615,887.00 | 2,902,725.97 | 3,248,731.42 | 3,248,731.42 | 100% |
| 2002 | Studies and technical assistance in connection with building projects | 430,000.00 | 430,000.00 | 541,872.08 | 541,872.08 | 100% | 430,000.00 | 430,000.00 | 541,872.08 | 244,557.06 | 45% |
| 2003 | Refurbishment of premises/fitting out | 1,760,000.00 | 1,760,000.00 | 1,977,685.63 | 1,977,685.63 | 100% | 1,760,000.00 | 1,760,000.00 | 1,977,685.63 | 927,931.29 | 47% |
| | Article 200 - Total | 3,905,887.00 | 5,192,725.97 | 5,820,413.17 | 5,820,413.17 | 100% | 3,905,887.00 | 5,192,725.97 | 5,820,413.17 | 4,473,343.81 | 77% |

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| Title Chapter Article Item | Heading 2024 | 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 |
|-------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------------------|-------------------------|--------------|-----------------------------------|----------------------------|-----------------------------------|----------------------|--------------|
| 202 | <i>Expenditure on buildings</i> | | | | | | | | | | |
| 2020 | Water, gas, electricity and heating | 950,000.00 | 950,000.00 | 749,000.00 | 749,000.00 | 100% | 950,000.00 | 950,000.00 | 749,000.00 | 571,332.01 | 76% |
| 2021 | Cleaning and maintenance | 683,000.00 | 683,000.00 | 633,214.03 | 633,214.03 | 100% | 683,000.00 | 683,000.00 | 633,214.03 | 568,412.00 | 90% |
| 2023 | Security and surveillance of buildings | 736,000.00 | 736,000.00 | 656,473.83 | 656,473.83 | 100% | 736,000.00 | 736,000.00 | 656,473.83 | 463,831.50 | 71% |
| 2024 | Insurance | 42,000.00 | 42,000.00 | 31,432.04 | 31,432.04 | 100% | 42,000.00 | 42,000.00 | 31,432.04 | 31,432.04 | 100% |
| 2025 | Other expenditure on buildings | 820,000.00 | 820,000.00 | 756,388.50 | 756,386.50 | 100% | 820,000.00 | 820,000.00 | 756,388.50 | 519,957.72 | 69% |
| | Article 202 - Total | 3,231,000.00 | 3,231,000.00 | 2,826,508.40 | 2,826,506.40 | 100% | 3,231,000.00 | 3,231,000.00 | 2,826,508.40 | 2,154,965.27 | 76% |
| | CHAPTER 20 - TOTAL | 7,136,887.00 | 8,423,725.97 | 8,646,921.57 | 8,646,919.57 | 100% | 7,136,887.00 | 8,423,725.97 | 8,646,921.57 | 6,628,309.08 | 77% |
| 21 | INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING | | | | | | | | | | |
| 210 | <i>Purchase and maintenance of IT for administration and non-operational</i> | | | | | | | | | | |
| 2100 | Purchase and maintenance of IT equipment and standard software | 2,928,530.00 | 2,928,530.00 | 2,748,046.09 | 2,748,046.09 | 100% | 2,928,530.00 | 2,928,530.00 | 2,748,046.09 | 2,587,872.87 | 94% |
| 2103 | External services for the operation, implementation and maintenance of software and user support | 3,223,559.00 | 3,223,559.00 | 3,293,416.35 | 3,293,416.34 | 100% | 3,223,559.00 | 3,223,559.00 | 3,293,416.35 | 2,481,980.03 | 75% |
| | Article 210 - Total | 6,152,089.00 | 6,152,089.00 | 6,041,462.44 | 6,041,462.43 | 100% | 6,152,089.00 | 6,152,089.00 | 6,041,462.44 | 5,069,852.90 | 84% |
| | CHAPTER 21 - TOTAL | 6,152,089.00 | 6,152,089.00 | 6,041,462.44 | 6,041,462.43 | 100% | 6,152,089.00 | 6,152,089.00 | 6,041,462.44 | 5,069,852.90 | 84% |
| 22 | MOVABLE PROPERTY AND ASSOCIATED COSTS | | | | | | | | | | |
| 220 | <i>Technical equipment and installations</i> | | | | | | | | | | |
| 2200 | Technical equipment and installations | 230,000.00 | 230,000.00 | 296,021.80 | 296,021.80 | 100% | 230,000.00 | 230,000.00 | 296,021.80 | 242,303.58 | 82% |
| | Article 220 - Total | 230,000.00 | 230,000.00 | 296,021.80 | 296,021.80 | 100% | 230,000.00 | 230,000.00 | 296,021.80 | 242,303.58 | 82% |
| 221 | <i>Furniture</i> | | | | | | | | | | |
| 2210 | Furniture | 730,000.00 | 730,000.00 | 829,779.03 | 829,779.03 | 100% | 730,000.00 | 730,000.00 | 829,779.03 | 697,534.41 | 84% |
| | Article 221 - Total | 730,000.00 | 730,000.00 | 829,779.03 | 829,779.03 | 100% | 730,000.00 | 730,000.00 | 829,779.03 | 697,534.41 | 84% |
| | CHAPTER 22 - TOTAL | 960,000.00 | 960,000.00 | 1,125,800.83 | 1,125,800.83 | 100% | 960,000.00 | 960,000.00 | 1,125,800.83 | 939,837.99 | 83% |
| 23 | CURRENT ADMINISTRATIVE EXPENDITURE | | | | | | | | | | |
| 230 | <i>Stationery and office supplies</i> | | | | | | | | | | |
| 2300 | Stationery and office supplies | 41,500.00 | 41,500.00 | 46,493.64 | 46,493.64 | 100% | 41,500.00 | 41,500.00 | 46,493.64 | 43,040.83 | 93% |

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| Title Chapter Article Item | Heading 2024 | 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 230 - Total | 41,500.00 | 41,500.00 | 46,493.64 | 46,493.64 | 100% | 41,500.00 | 41,500.00 | 46,493.64 | 43,040.83 | 93% |
| 232 | <i>Financial charges</i> | | | | | | | | | | |
| 2320 | Bank and other financial charges | 1,000.00 | 1,000.00 | 500.00 | 500.00 | 100% | 1,000.00 | 1,000.00 | 500.00 | 365.80 | 73% |
| | Article 232 - Total | 1,000.00 | 1,000.00 | 500.00 | 500.00 | 100% | 1,000.00 | 1,000.00 | 500.00 | 365.80 | 73% |
| 233 | <i>Legal expenses</i> | | | | | | | | | | |
| 2330 | Legal expenses and damages | 155,737.00 | 155,737.00 | 109,977.15 | 109,977.15 | 100% | 155,737.00 | 155,737.00 | 109,977.15 | 69,764.18 | 63% |
| | Article 233 - Total | 155,737.00 | 155,737.00 | 109,977.15 | 109,977.15 | 100% | 155,737.00 | 155,737.00 | 109,977.15 | 69,764.18 | 63% |
| 235 | <i>Other operating expenditure</i> | | | | | | | | | | |
| 2350 | Miscellaneous insurance | 5,000.00 | 5,000.00 | 8,100.00 | 8,100.00 | 100% | 5,000.00 | 5,000.00 | 8,100.00 | 638.57 | 8% |
| | Article 235 - Total | 5,000.00 | 5,000.00 | 8,100.00 | 8,100.00 | 100% | 5,000.00 | 5,000.00 | 8,100.00 | 638.57 | 8% |
| 239 | <i>Publications</i> | | | | | | | | | | |
| 2390 | Publications | 15,000.00 | 15,000.00 | 7,798.50 | 7,798.50 | 100% | 15,000.00 | 15,000.00 | 7,798.50 | 7,798.50 | 100% |
| | Article 239 - Total | 15,000.00 | 15,000.00 | 7,798.50 | 7,798.50 | 100% | 15,000.00 | 15,000.00 | 7,798.50 | 7,798.50 | 100% |
| | CHAPTER 23 - TOTAL | 218,237.00 | 218,237.00 | 172,869.29 | 172,869.29 | 100% | 218,237.00 | 218,237.00 | 172,869.29 | 121,607.88 | 70% |
| 24 | POSTAL CHARGES AND TELECOMMUNICATIONS | | | | | | | | | | |
| 240 | <i>Postal charges and telecommunications</i> | | | | | | | | | | |
| 2400 | Postal charges and telecommunications | 163,500.00 | 163,500.00 | 178,423.55 | 178,423.55 | 100% | 163,500.00 | 163,500.00 | 178,423.55 | 98,864.30 | 55% |
| | Article 240 - Total | 163,500.00 | 163,500.00 | 178,423.55 | 178,423.55 | 100% | 163,500.00 | 163,500.00 | 178,423.55 | 98,864.30 | 55% |
| | CHAPTER 24 - TOTAL | 163,500.00 | 163,500.00 | 178,423.55 | 178,423.55 | 100% | 163,500.00 | 163,500.00 | 178,423.55 | 98,864.30 | 55% |
| 25 | GOVERNANCE EXPENDITURES | | | | | | | | | | |
| 250 | <i>Governance expenditures</i> | | | | | | | | | | |
| 2500 | Management Board meetings | 75,000.00 | 75,000.00 | 94,156.24 | 94,156.24 | 100% | 75,000.00 | 75,000.00 | 94,156.24 | 78,670.02 | 84% |
| | Article 250 - Total | 75,000.00 | 75,000.00 | 94,156.24 | 94,156.24 | 100% | 75,000.00 | 75,000.00 | 94,156.24 | 78,670.02 | 84% |
| | CHAPTER 25 - TOTAL | 75,000.00 | 75,000.00 | 94,156.24 | 94,156.24 | 100% | 75,000.00 | 75,000.00 | 94,156.24 | 78,670.02 | 84% |
| | TITLE 2 - TOTAL | 14,705,713.00 | 15,992,551.97 | 16,259,633.92 | 16,259,631.91 | 100% | 14,705,713.00 | 15,992,551.97 | 16,259,633.92 | 12,937,142.17 | 80% |
| 3 | OPERATING EXPENDITURE LINKED TO AUTHORITY | | | | | | | | | | |
| 30 | SCIENTIFIC EVALUATION OF REGULATED PRODUCTS | | | | | | | | | | |

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| Title Chapter Article Item | Heading 2024 | 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 |
|-------------------------------------|------------------------------------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------------------|-------------------------|--------------|-----------------------------------|----------------------------|-----------------------------------|----------------------|--------------|
| 302 | <i>Risk Assessment Production experts meetings - Regulated products</i> | | | | | | | | | | |
| 3020 | Risk Assessment Production experts meetings - Regulated products | 4,919,517.00 | 4,919,517.00 | 4,620,072.41 | 4,619,874.77 | 100% | 4,919,517.00 | 4,919,517.00 | 4,620,072.41 | 4,392,816.21 | 95% |
| | Article 302 - Total | 4,919,517.00 | 4,919,517.00 | 4,620,072.41 | 4,619,874.77 | 100% | 4,919,517.00 | 4,919,517.00 | 4,620,072.41 | 4,392,816.21 | 95% |
| 303 | <i>Risk Assessment Services meetings - Regulated products</i> | | | | | | | | | | |
| 3030 | Risk Assessment Services meetings - Regulated products | 20,644.00 | 20,644.00 | 13,635.49 | 13,635.49 | 100% | 20,644.00 | 20,644.00 | 13,635.49 | 13,635.49 | 100% |
| | Article 303 - Total | 20,644.00 | 20,644.00 | 13,635.49 | 13,635.49 | 1.00 | 20,644.00 | 20,644.00 | 13,635.49 | 13,635.49 | 1.00 |
| | CHAPTER 30 - TOTAL | 4,940,161.00 | 4,940,161.00 | 4,633,707.90 | 4,633,510.26 | 100% | 4,940,161.00 | 4,940,161.00 | 4,633,707.90 | 4,406,451.70 | 95% |
| 31 | RISK ASSESSMENT AND SCIENTIFIC ASSISTANCE | | | | | | | | | | |
| 312 | <i>Risk Assessment Production experts meetings - Generic Risk Assessment</i> | | | | | | | | | | |
| 3120 | Risk Assessment Production experts meetings: Generic Risk Assessment | 3,617,717.00 | 3,617,717.00 | 3,196,970.00 | 3,196,970.00 | 100% | 3,617,717.00 | 3,617,717.00 | 3,196,970.00 | 3,062,533.16 | 96% |
| | Article 312 - Total | 3,617,717.00 | 3,617,717.00 | 3,196,970.00 | 3,196,970.00 | 100% | 3,617,717.00 | 3,617,717.00 | 3,196,970.00 | 3,062,533.16 | 96% |
| 313 | <i>Crisis support</i> | | | | | | | | | | |
| 3130 | Crisis support | 0.00 | 0.00 | 0.00 | 0.00 | #DIV/0! | 0.00 | 0.00 | 0.00 | 0.00 | #DIV/0! |
| | Article 313 - Total | 0.00 | 0.00 | 0.00 | 0.00 | #DIV/0! | 0.00 | 0.00 | 0.00 | 0.00 | #DIV/0! |
| 314 | <i>Risk Assessment Services experts meetings - Generic Risk Assessment</i> | | | | | | | | | | |
| 3140 | Risk Assessment Services experts meetings - Generic Risk Assessment | 769,089.00 | 769,089.00 | 940,533.71 | 940,533.71 | 100% | 769,089.00 | 769,089.00 | 940,533.71 | 923,187.22 | 98% |
| | Article 314 - Total | 769,089.00 | 769,089.00 | 940,533.71 | 940,533.71 | 100% | 769,089.00 | 769,089.00 | 940,533.71 | 923,187.22 | 98% |
| | CHAPTER 31 - TOTAL | 4,386,806.00 | 4,386,806.00 | 4,137,503.71 | 4,137,503.71 | 100% | 4,386,806.00 | 4,386,806.00 | 4,137,503.71 | 3,985,720.38 | 96% |
| 32 | EFSA SCIENTIFIC COOPERATION | | | | | | | | | | |
| 321 | <i>EFSA Grants & Procurement</i> | | | | | | | | | | |
| 3210 | EFSA Grants & Procurement | 36,832,201.00 | 37,369,732.25 | 37,378,710.66 | 37,378,701.69 | 100% | 32,871,045.00 | 30,408,576.25 | 30,481,799.86 | 30,479,717.82 | 100% |
| | Article 321 - Total | 36,832,201.00 | 37,369,732.25 | 37,378,710.66 | 37,378,701.69 | 100% | 32,871,045.00 | 30,408,576.25 | 30,481,799.86 | 30,479,717.82 | 100% |
| 322 | <i>Scientific Cooperation meetings</i> | | | | | | | | | | |
| 3220 | Scientific Cooperation meetings | 58,427.00 | 58,427.00 | 50,089.18 | 50,089.18 | 100% | 58,427.00 | 58,427.00 | 50,089.18 | 42,417.44 | 85% |

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| Title Chapter Article Item | Heading 2024 | 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 322 - Total | 58,427.00 | 58,427.00 | 50,089.18 | 50,089.18 | 100% | 58,427.00 | 58,427.00 | 50,089.18 | 42,417.44 | 85% |
| | CHAPTER 32 - TOTAL | 36,890,628.00 | 37,428,159.25 | 37,428,799.84 | 37,428,790.87 | 100% | 32,929,472.00 | 30,467,003.25 | 30,531,889.04 | 30,522,135.26 | 100% |
| 34 | COMMUNICATIONS | | | | | | | | | | |
| 341 | <i>Risk Communication</i> | | | | | | | | | | |
| 3410 | Risk Communication, Web management, communication activities and materials | 5,715,000.00 | 5,715,000.00 | 5,650,104.24 | 5,650,104.24 | 100% | 5,715,000.00 | 5,715,000.00 | 5,650,104.24 | 4,613,591.17 | 82% |
| | Article 341 - Total | 5,715,000.00 | 5,715,000.00 | 5,650,104.24 | 5,650,104.24 | 100% | 5,715,000.00 | 5,715,000.00 | 5,650,104.24 | 4,613,591.17 | 82% |
| 342 | <i>External Relations</i> | | | | | | | | | | |
| 3420 | External Relations | 290,000.00 | 290,000.00 | 153,181.24 | 151,883.17 | 99% | 290,000.00 | 290,000.00 | 153,181.24 | 75,158.59 | 49% |
| | Article 342 - Total | 290,000.00 | 290,000.00 | 153,181.24 | 151,883.17 | 99% | 290,000.00 | 290,000.00 | 153,181.24 | 75,158.59 | 49% |
| | CHAPTER 34 - TOTAL | 6,005,000.00 | 6,005,000.00 | 5,803,285.48 | 5,801,987.41 | 100% | 6,005,000.00 | 6,005,000.00 | 5,803,285.48 | 4,688,749.76 | 81% |
| 35 | HORIZONTAL OPERATIONAL SUPPORT | | | | | | | | | | |
| 350 | <i>Operational IT Systems</i> | | | | | | | | | | |
| 3500 | Operational IT Systems | 13,714,218.00 | 13,714,218.00 | 16,823,064.35 | 16,823,064.35 | 100% | 13,714,218.00 | 13,714,218.00 | 16,823,064.35 | 11,620,049.85 | 69% |
| 3501 | Multiannual operational IT projects | 292,456.00 | 292,456.00 | 346,701.20 | 346,701.20 | 100% | 292,456.00 | 292,456.00 | 282,456.00 | 282,456.00 | 100% |
| | Article 350 - Total | 14,006,674.00 | 14,006,674.00 | 17,169,765.55 | 17,169,765.55 | 100% | 14,006,674.00 | 14,006,674.00 | 17,105,520.35 | 11,902,505.85 | 70% |
| 351 | <i>Operational support</i> | | | | | | | | | | |
| 3511 | Translation, Interpretation, Linguistic Proofreading and Editing | 340,000.00 | 340,000.00 | 174,806.00 | 174,806.00 | 100% | 340,000.00 | 340,000.00 | 174,806.00 | 156,223.88 | 89% |
| 3512 | Library | 820,000.00 | 820,000.00 | 819,967.97 | 819,967.97 | 100% | 820,000.00 | 820,000.00 | 819,967.97 | 744,287.87 | 91% |
| 3513 | Mission of staff related to operational duties | 600,000.00 | 600,000.00 | 531,830.07 | 531,830.07 | 100% | 600,000.00 | 600,000.00 | 531,830.07 | 444,798.06 | 84% |
| 3514 | Scientific meetings services | 1,228,000.00 | 1,228,000.00 | 1,472,859.20 | 1,472,859.20 | 100% | 1,228,000.00 | 1,228,000.00 | 1,472,859.20 | 1,309,681.36 | 89% |
| 3515 | Catering | 14,607.00 | 14,607.00 | 33,314.05 | 33,314.05 | 100% | 14,607.00 | 14,607.00 | 33,314.05 | 33,214.05 | 100% |
| | Article 351 - Total | 3,002,607.00 | 3,002,607.00 | 3,032,777.29 | 3,032,777.29 | 100% | 3,002,607.00 | 3,002,607.00 | 3,032,777.29 | 2,688,205.22 | 89% |
| 352 | <i>Conference & outreach</i> | | | | | | | | | | |
| 3520 | Conferences, outreach and representation cost | 1,120,500.00 | 1,120,500.00 | 505,477.96 | 502,673.01 | 99% | 1,120,500.00 | 1,120,500.00 | 505,477.96 | 232,200.15 | 46% |
| | Article 352 - Total | 1,120,500.00 | 1,120,500.00 | 505,477.96 | 502,673.01 | 99% | 1,120,500.00 | 1,120,500.00 | 505,477.96 | 232,200.15 | 46% |

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| Title Chapter Article Item | Heading 2024 | 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 |
|-------------------------------------|-----------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------------------|-------------------------|--------------|-----------------------------------|----------------------------|-----------------------------------|----------------------|--------------|
| 353 | <i>Operational development, control and quality</i> | | | | | | | | | | |
| 3530 | Operational Development, Control and Quality | 2,590,750.00 | 2,590,750.00 | 2,331,357.33 | 2,331,357.33 | 100% | 2,590,750.00 | 2,590,750.00 | 2,331,357.33 | 1,333,280.47 | 57% |
| | Article 353 - Total | 2,590,750.00 | 2,590,750.00 | 2,331,357.33 | 2,331,357.33 | 100% | 2,590,750.00 | 2,590,750.00 | 2,331,357.33 | 1,333,280.47 | 57% |
| | CHAPTER 35 - TOTAL | 20,720,531.00 | 20,720,531.00 | 23,039,378.13 | 23,036,573.18 | 100% | 20,720,531.00 | 20,720,531.00 | 22,975,132.93 | 16,156,191.69 | 70% |
| | TITLE 3 - TOTAL | 72,943,126.00 | 73,480,657.25 | 75,042,675.06 | 75,038,365.43 | 100% | 68,981,970.00 | 66,519,501.25 | 68,081,519.06 | 59,759,248.79 | 88% |
| GRAND TOTAL | | 159,455,882.00 | 161,280,252.22 | 161,280,252.22 | 161,275,940.58 | 100% | 155,494,726.00 | 154,319,096.22 | 154,319,096.22 | 140,914,317.41 | 91% |

(B) NUMBER AND VALUE OF BUDGET TRANSFERS**TABLE 34. BUDGET TRANSFERS JANUARY – DECEMBER 2024**

| Title Chapter Article Item | Budget Heading | Commitment and payment appropriations 2024 | | | |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------|----------------------|----------------------|
| | | 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 | 46,720,000.00 | 46,720,000.00 | -1,038,905.49 | 45,681,094.51 |
| 1104 | Entitlements on Entering and Leaving the Service | 550,000.00 | 550,000.00 | -334,601.59 | 215,398.41 |
| | tot. of 110 | 47,270,000.00 | 47,270,000.00 | -1,373,507.08 | 45,896,492.92 |
| 111 | Other staff | | | | |
| 1113 | Stagiaires | 2,077,131.00 | 2,077,131.00 | 19,375.38 | 2,096,506.38 |
| 1115 | Contract staff | 11,916,256.00 | 11,916,256.00 | -631,914.75 | 11,284,341.25 |
| 1116 | Visiting experts, National Experts on Detachment | 845,000.00 | 845,000.00 | -85,638.29 | 759,361.71 |
| 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 | 14,838,387.00 | 14,838,387.00 | -698,177.66 | 14,140,209.34 |
| 112 | Interim staff | | | | |
| 1120 | Interim services | 4,400,000.00 | 4,400,000.00 | 10,000.00 | 4,410,000.00 |
| | tot. of 112 | 4,400,000.00 | 4,400,000.00 | 10,000.00 | 4,410,000.00 |
| 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 | 66,508,387.00 | 66,508,387.00 | -2,061,684.74 | 64,446,702.26 |
| 12 | EXPENDITURE RELATING TO STAFF RECRUITMENT | | | | |
| 120 | Expenditure relating to Staff recruitment | | | | |
| 1200 | Miscellaneous expenditure on recruitment | 161,000.00 | 161,000.00 | -10,966.52 | 150,033.48 |
| | tot. of 120 | 161,000.00 | 161,000.00 | -10,966.52 | 150,033.48 |
| | tot. of 12 | 161,000.00 | 161,000.00 | -10,966.52 | 150,033.48 |
| 13 | MISSIONS AND DUTY TRAVEL | | | | |
| 130 | Missions and travel expenses | | | | |
| 1300 | Missions and travel expenses | 125,000.00 | 125,000.00 | -1,200.00 | 123,800.00 |
| 1301 | Shuttles for missions and duty | 40,000.00 | 40,000.00 | 10,000.00 | 50,000.00 |
| | tot. of 130 | 165,000.00 | 165,000.00 | 8,800.00 | 173,800.00 |
| | tot. of 13 | 165,000.00 | 165,000.00 | 8,800.00 | 173,800.00 |
| 14 | SOCIOMEDICAL INFRASTRUCTURE | | | | |
| 141 | Medical service | | | | |
| 1410 | Medical service | 366,615.00 | 366,615.00 | -13,830.00 | 352,785.00 |
| | tot. of 141 | 366,615.00 | 366,615.00 | -13,830.00 | 352,785.00 |
| | tot. of 14 | 366,615.00 | 366,615.00 | -13,830.00 | 352,785.00 |
| 15 | TRAINING | | | | |
| 150 | Training, language courses and retraining for staff | | | | |
| 1500 | Further training, language courses and retraining for staff | 800,000.00 | 800,000.00 | 360,736.25 | 1,160,736.25 |
| | tot. of 150 | 800,000.00 | 800,000.00 | 360,736.25 | 1,160,736.25 |

| Title Chapter Article Item | Budget Heading | Commitment and payment appropriations 2024 | | | |
|-------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------|----------------------|----------------------|----------------------|
| | | Initial | Amended budget | Transfers | Current |
| | tot. of 15 | 800,000.00 | 800,000.00 | 360,736.25 | 1,160,736.25 |
| 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 | 140,000.00 | 140,000.00 | -66,122.95 | 73,877.05 |
| | tot. of 160 | 140,000.00 | 140,000.00 | -66,122.95 | 73,877.05 |
| 161 | Social contacts between staff | | | | |
| 1610 | Social contacts between staff | 66,000.00 | 66,000.00 | -4,624.77 | 61,375.23 |
| | tot. of 161 | 66,000.00 | 66,000.00 | -4,624.77 | 61,375.23 |
| 163 | Early childhood centres and other creches | | | | |
| 1630 | Early childhood centres, creches and EU school contribution | 2,055,000.00 | 2,055,000.00 | -137,645.82 | 1,917,354.18 |
| | tot. of 163 | 2,055,000.00 | 2,055,000.00 | -137,645.82 | 1,917,354.18 |
| | tot. of 16 | 2,261,000.00 | 2,261,000.00 | -208,393.54 | 2,052,606.46 |
| 18 | EXTERNAL SERVICES | | | | |
| 180 | External services | | | | |
| 1800 | Translation and interpretation | 20,000.00 | 20,000.00 | -5,000.00 | 15,000.00 |
| 1801 | Payment for administrative assistance from the Community institutions | 428,238.00 | 428,238.00 | -42,589.20 | 385,648.80 |
| 1802 | Consultancy and HR services | 428,400.00 | 428,400.00 | -76,818.57 | 351,581.43 |
| 1803 | Other services | 668,403.00 | 668,403.00 | 220,646.56 | 889,049.56 |
| | tot. of 180 | 1,545,041.00 | 1,545,041.00 | 96,238.79 | 1,641,279.79 |
| | tot. of 18 | 1,545,041.00 | 1,545,041.00 | 96,238.79 | 1,641,279.79 |
| | tot. of 1 | 71,807,043.00 | 71,807,043.00 | -1,829,099.76 | 69,977,943.24 |

| Title Chapter Article Item | Budget Heading | Commitment and payment appropriations 2024 | | | |
|-------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------|---------------------|--------------------|---------------------|
| | | Initial | Amended budget | Transfers | Current |
| 2 | BUILDINGS, EQUIPMENT AND MISCELANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY | | | | |
| 20 | INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS | | | | |
| 200 | Building | | | | |
| 2000 | Rent | 100,000.00 | 100,000.00 | -47,875.96 | 52,124.04 |
| 2001 | Acquisition | 1,615,887.00 | 2,902,725.97 | 346,005.45 | 3,248,731.42 |
| 2002 | Studies and technical assistance in connection with building projects | 430,000.00 | 430,000.00 | 111,872.08 | 541,872.08 |
| 2003 | Refurbishment of premises/fitting out | 1,760,000.00 | 1,760,000.00 | 217,685.63 | 1,977,685.63 |
| | tot. of 200 | 3,905,887.00 | 5,192,725.97 | 627,687.20 | 5,820,413.17 |
| 202 | Expenditure on buildings | | | | |
| 2020 | Water, gas, electricity and heating | 950,000.00 | 950,000.00 | -201,000.00 | 749,000.00 |
| 2021 | Cleaning and maintenance | 683,000.00 | 683,000.00 | -49,785.97 | 633,214.03 |
| 2023 | Security and surveillance of buildings | 736,000.00 | 736,000.00 | -79,526.17 | 656,473.83 |
| 2024 | Insurance | 42,000.00 | 42,000.00 | -10,567.96 | 31,432.04 |
| 2025 | Other expenditure on buildings | 820,000.00 | 820,000.00 | -63,611.50 | 756,388.50 |
| | tot. of 202 | 3,231,000.00 | 3,231,000.00 | -404,491.60 | 2,826,508.40 |
| | tot. of 20 | 7,136,887.00 | 8,423,725.97 | 223,195.60 | 8,646,921.57 |

| Title Chapter Article Item | Budget Heading | Commitment and payment appropriations 2024 | | | |
|-------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------|----------------|-------------|---------------|
| | | Initial | Amended budget | Transfers | Current |
| 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 | 2,928,530.00 | 2,928,530.00 | -180,483.91 | 2,748,046.09 |
| 2103 | External services for the operation, implementation and maintenance of software and user support | 3,223,559.00 | 3,223,559.00 | 69,857.35 | 3,293,416.35 |
| | tot. of 210 | 6,152,089.00 | 6,152,089.00 | -110,626.56 | 6,041,462.44 |
| | tot. of 21 | 6,152,089.00 | 6,152,089.00 | -110,626.56 | 6,041,462.44 |
| 22 | MOVABLE PROPERTY AND ASSOCIATED COSTS | | | | |
| 220 | Technical equipment and installations | | | | |
| 2200 | Technical equipment and installations | 230,000.00 | 230,000.00 | 66,021.80 | 296,021.80 |
| | tot. of 220 | 230,000.00 | 230,000.00 | 66,021.80 | 296,021.80 |
| 221 | Furniture | | | | |
| 2210 | Furniture | 730,000.00 | 730,000.00 | 99,779.03 | 829,779.03 |
| | tot. of 221 | 730,000.00 | 730,000.00 | 99,779.03 | 829,779.03 |
| | tot. of 22 | 960,000.00 | 960,000.00 | 165,800.83 | 1,125,800.83 |
| 23 | CURRENT ADMINISTRATIVE EXPENDITURE | | | | |
| 230 | Stationery and office supplies | | | | |
| 2300 | Stationery and office supplies | 41,500.00 | 41,500.00 | 4,993.64 | 46,493.64 |
| | tot. of 230 | 41,500.00 | 41,500.00 | 4,993.64 | 46,493.64 |
| 232 | Financial charges | | | | |
| 2320 | Bank and other financial charges | 1,000.00 | 1,000.00 | -500.00 | 500.00 |
| | tot. of 232 | 1,000.00 | 1,000.00 | -500.00 | 500.00 |
| 233 | Legal expenses | | | | |
| 2330 | Legal expenses and damages | 155,737.00 | 155,737.00 | -45,759.85 | 109,977.15 |
| | tot. of 233 | 155,737.00 | 155,737.00 | -45,759.85 | 109,977.15 |
| 235 | Other operating expenditure | | | | |
| 2350 | Miscellaneous insurance | 5,000.00 | 5,000.00 | 3,100.00 | 8,100.00 |
| | tot. of 235 | 5,000.00 | 5,000.00 | 3,100.00 | 8,100.00 |
| 239 | Publications | | | | |
| 2390 | Publications | 15,000.00 | 15,000.00 | -7,201.50 | 7,798.50 |
| | tot. of 239 | 15,000.00 | 15,000.00 | -7,201.50 | 7,798.50 |
| | tot. of 23 | 218,237.00 | 218,237.00 | -45,367.71 | 172,869.29 |
| 24 | POSTAL CHARGES AND TELECOMMUNICATIONS | | | | |
| 240 | Postal charges and telecommunications | | | | |
| 2400 | Postal charges and telecommunications | 163,500.00 | 163,500.00 | 14,923.55 | 178,423.55 |
| | tot. of 240 | 163,500.00 | 163,500.00 | 14,923.55 | 178,423.55 |
| | tot. of 24 | 163,500.00 | 163,500.00 | 14,923.55 | 178,423.55 |
| 25 | GOVERNANCE EXPENDITURES | | | | |
| 250 | Governance expenditures | | | | |
| 2500 | Management Board meetings | 75,000.00 | 75,000.00 | 19,156.24 | 94,156.24 |
| | tot. of 250 | 75,000.00 | 75,000.00 | 19,156.24 | 94,156.24 |
| | tot. of 25 | 75,000.00 | 75,000.00 | 19,156.24 | 94,156.24 |
| | tot. of 2 | 14,705,713.00 | 15,992,551.97 | 267,081.95 | 16,259,633.92 |

| Title Chapter Article Item | Budget Heading | Commitment appropriations 2024 | | | | Payment appropriations 2024 | | | |
|-------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------|----------------------|--------------------|----------------------|-----------------------------|----------------------|--------------------|----------------------|
| | | 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 | 4,919,517.00 | 4,919,517.00 | -299,444.59 | 4,620,072.41 | 4,919,517.00 | 4,919,517.00 | -299,444.59 | 4,620,072.41 |
| | tot. of 302 | 4,919,517.00 | 4,919,517.00 | -299,444.59 | 4,620,072.41 | 4,919,517.00 | 4,919,517.00 | -299,444.59 | 4,620,072.41 |
| 303 | Risk Assessment Services meetings - Regulated products | | | | | | | | |
| 3030 | Risk Assessment Services meetings - Regulated products | 20,644.00 | 20,644.00 | -7,008.51 | 13,635.49 | 20,644.00 | 20,644.00 | -7,008.51 | 13,635.49 |
| | tot. of 303 | 20,644.00 | 20,644.00 | -7,008.51 | 13,635.49 | 20,644.00 | 20,644.00 | -7,008.51 | 13,635.49 |
| | tot. of 30 | 4,940,161.00 | 4,940,161.00 | -306,453.10 | 4,633,707.90 | 4,940,161.00 | 4,940,161.00 | -306,453.10 | 4,633,707.90 |
| 31 | RISK ASSESSMENT AND SCIENTIFIC ASSISTANCE | | | | | | | | |
| 312 | Risk Assessment Production experts meetings - Generic Risk Assessment | | | | | | | | |
| 3120 | Risk Assessment Production experts meetings: Generic Risk Assessment | 3,617,717.00 | 3,617,717.00 | -420,747.00 | 3,196,970.00 | 3,617,717.00 | 3,617,717.00 | -420,747.00 | 3,196,970.00 |
| | tot. of 312 | 3,617,717.00 | 3,617,717.00 | -420,747.00 | 3,196,970.00 | 3,617,717.00 | 3,617,717.00 | -420,747.00 | 3,196,970.00 |
| 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 | 769,089.00 | 769,089.00 | 171,444.71 | 940,533.71 | 769,089.00 | 769,089.00 | 171,444.71 | 940,533.71 |
| | tot. of 314 | 769,089.00 | 769,089.00 | 171,444.71 | 940,533.71 | 769,089.00 | 769,089.00 | 171,444.71 | 940,533.71 |
| | tot. of 31 | 4,386,806.00 | 4,386,806.00 | -249,302.29 | 4,137,503.71 | 4,386,806.00 | 4,386,806.00 | -249,302.29 | 4,137,503.71 |
| 32 | EFSA SCIENTIFIC COOPERATION | | | | | | | | |
| 321 | EFSA Grants & Procurement | | | | | | | | |
| 3210 | EFSA Grants & Procurement | 36,832,201.00 | 37,369,732.25 | 8,978.41 | 37,378,710.66 | 32,871,045.00 | 30,408,576.25 | 73,223.61 | 30,481,799.86 |
| | tot. of 321 | 36,832,201.00 | 37,369,732.25 | 8,978.41 | 37,378,710.66 | 32,871,045.00 | 30,408,576.25 | 73,223.61 | 30,481,799.86 |
| 322 | Scientific Cooperation meetings | | | | | | | | |
| 3220 | Scientific Cooperation meetings | 58,427.00 | 58,427.00 | -8,337.82 | 50,089.18 | 58,427.00 | 58,427.00 | -8,337.82 | 50,089.18 |
| | tot. of 322 | 58,427.00 | 58,427.00 | -8,337.82 | 50,089.18 | 58,427.00 | 58,427.00 | -8,337.82 | 50,089.18 |
| 323 | Pre-accession and ENP Programmes | | | | | | | | |
| 3230 | #N/A | 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 |

| Title Chapter Article Item | Budget Heading | Commitment appropriations 2024 | | | | Payment appropriations 2024 | | | |
|-------------------------------------|----------------------------------------------------------------------------|--------------------------------|-------------------|--------------|---------------|-----------------------------|-------------------|--------------|---------------|
| | | Initial | Amended budget | Transfers | Current | Initial | Amended budget | Transfers | Current |
| | tot. of 323 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | tot. of 32 | 36,890,628.00 | 37,428,159.25 | 640.59 | 37,428,799.84 | 32,929,472.00 | 30,467,003.25 | 64,885.79 | 30,531,889.04 |
| 34 | COMMUNICATIONS | | | | | | | | |
| 341 | Risk Communication | | | | | | | | |
| 3410 | Risk Communication, Web management, communication activities and materials | 5,715,000.00 | 5,715,000.00 | -64,895.76 | 5,650,104.24 | 5,715,000.00 | 5,715,000.00 | -64,895.76 | 5,650,104.24 |
| | tot. of 341 | 5,715,000.00 | 5,715,000.00 | -64,895.76 | 5,650,104.24 | 5,715,000.00 | 5,715,000.00 | -64,895.76 | 5,650,104.24 |
| 342 | External Relations | | | | | | | | |
| 3420 | External Relations | 290,000.00 | 290,000.00 | -136,818.76 | 153,181.24 | 290,000.00 | 290,000.00 | -136,818.76 | 153,181.24 |
| | tot. of 342 | 290,000.00 | 290,000.00 | -136,818.76 | 153,181.24 | 290,000.00 | 290,000.00 | -136,818.76 | 153,181.24 |
| | tot. of 34 | 6,005,000.00 | 6,005,000.00 | -201,714.52 | 5,803,285.48 | 6,005,000.00 | 6,005,000.00 | -201,714.52 | 5,803,285.48 |
| 35 | HORIZONTAL OPERATIONS | | | | | | | | |
| 350 | Operational IT Systems | | | | | | | | |
| 3500 | Operational IT Systems | 13,714,218.00 | 13,714,218.00 | 3,108,846.35 | 16,823,064.35 | 13,714,218.00 | 13,714,218.00 | 3,108,846.35 | 16,823,064.35 |
| 3501 | Multiannual IT projects | 292,456.00 | 292,456.00 | 54,245.20 | 346,701.20 | 292,456.00 | 292,456.00 | -10,000.00 | 302,456.00 |
| | tot. of 350 | 14,006,674.00 | 14,006,674.00 | 3,163,091.55 | 17,169,765.55 | 14,006,674.00 | 14,006,674.00 | 3,098,846.35 | 17,125,520.35 |
| 351 | Operational support | | | | | | | | |
| 3511 | Translation, Interpretation, Linguistic Proofreading and Editing | 340,000.00 | 340,000.00 | -165,194.00 | 174,806.00 | 340,000.00 | 340,000.00 | -165,194.00 | 174,806.00 |
| 3512 | Library | 820,000.00 | 820,000.00 | -32.03 | 819,967.97 | 820,000.00 | 820,000.00 | -32.03 | 819,967.97 |
| 3513 | Mission of staff related to operational duties | 600,000.00 | 600,000.00 | -68,169.93 | 531,830.07 | 600,000.00 | 600,000.00 | -68,169.93 | 531,830.07 |
| 3514 | Scientific meetings and missions services | 1,228,000.00 | 1,228,000.00 | 244,859.20 | 1,472,859.20 | 1,228,000.00 | 1,228,000.00 | 244,859.20 | 1,472,859.20 |
| 3515 | Catering | 14,607.00 | 14,607.00 | 18,707.05 | 33,314.05 | 14,607.00 | 14,607.00 | 18,707.05 | 33,314.05 |
| | tot. of 351 | 3,002,607.00 | 3,002,607.00 | 30,170.29 | 3,032,777.29 | 3,002,607.00 | 3,002,607.00 | 30,170.29 | 3,032,777.29 |
| 352 | Conference & outreach | | | | | | | | |
| 3520 | Conferences, outreach and representation cost | 1,120,500.00 | 1,120,500.00 | -615,022.04 | 505,477.96 | 1,120,500.00 | 1,120,500.00 | -615,022.04 | 505,477.96 |
| | tot. of 352 | 1,120,500.00 | 1,120,500.00 | -615,022.04 | 505,477.96 | 1,120,500.00 | 1,120,500.00 | -615,022.04 | 505,477.96 |
| 353 | Operational development, control and quality | | | | | | | | |
| 3530 | Operational development and support, control and quality | 2,590,750.00 | 2,590,750.00 | -259,392.67 | 2,331,357.33 | 2,590,750.00 | 2,590,750.00 | -259,392.67 | 2,331,357.33 |
| | tot. of 353 | 2,590,750.00 | 2,590,750.00 | -259,392.67 | 2,331,357.33 | 2,590,750.00 | 2,590,750.00 | -259,392.67 | 2,331,357.33 |
| | tot. of 35 | 20,720,531.00 | 20,720,531.00 | 2,318,847.13 | 23,039,378.13 | 20,720,531.00 | 20,720,531.00 | 2,254,601.93 | 22,995,132.93 |
| | tot. of 3 | 72,943,126.00 | 73,480,657.25 | 1,562,017.81 | 75,042,675.06 | 68,981,970.00 | 66,519,501.25 | 1,562,017.81 | 68,101,519.06 |

(C) BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

TABLE 35. CALCULATION BUDGET OUTTURN

| Budget outturn | 2022 | 2023 | 2024 |
|-------------------------------------------------------------------|-------------------|-------------------|-------------------|
| Reserve from the previous years' surplus (+) | | | |
| Revenue actually received (+) | 135,400,643.48 | 149,772,114.29 | 155,354,031.93 |
| Payments made (-) | -121,503,031.64 | -135,552,667.10 | -142,057,570.51 |
| Carry-over of appropriations (-) | -14,347,437.14 | -14,604,746.96 | -15,274,406.57 |
| Cancellation of appropriations carried over (+) | 640,850.83 | 826,602.85 | 592,424.24 |
| Exchange-rate differences (+/-) | 909.54 | -114.26 | -281.26 |
| Adjustment for carry-over from previous years of assigned revenue | 506,017.18 | 398,566.00 | 1,985,099.86 |
| Total | 697,952.25 | 839,754.82 | 599,297.69 |

Cancellation of appropriations

Cancellation of commitment appropriations

Commitment execution of C1 credits reached 100%, only minor amount (EUR 4,312) was cancelled.

Cancellation of payment appropriations for the year

Payment execution of C1 credits reached 91% of payment budget (100% differentiated and 89% non-differentiated funds). 11% of the appropriations was carried forward to 2025. Only minor amount (EUR 6.385) was cancelled, of which major part originating in the unused commitment appropriations.

Cancellation of payment appropriations carried over

Out of the EUR 13.95 million of payment appropriations carried over, EUR 13.12 million or In 2024, no appropriations carried over (C5 credits) have been cancelled. EUR 592,424 of C8 credits stemming from the automatic carry forward of non-differentiated credits were cancelled.

Justification

Only minor amounts of appropriations for the year were cancelled, stemming from the unused nondifferentiated credits. The cancellation of appropriations carried over substantially decreased compared to 2023 and stemming from the unused C8 credits, in particular for interim services (resignations), risk communications (application of liquidated damages), lower than estimated costs for the energy supplies, operational IT systems (lower than forecasted use of a contract), scientific meetings and related services, missions (lower than estimated consumption) and other.

Budget outturn

The 2024 budget outturn decreased vs. 2023 thanks to higher amounts of payments made and lower cancellation of automatic carry overs from 2023 (decreased by 28% compared to cancelled carry forward from 2022). The payment execution of C1 credits and reduction of automatic carry forward and related level of cancellation of the funds carried forward were one of the main points of attention of EFSA Management. Together with corporate financial services and close cooperation with operational units, the monitoring of the consumption was further enhanced and short- and long-term actions taken to maximise the level of the C1 payment execution of non-differentiated credits, decreasing the level of the carry forward. The adjustment of carry-over

from previous year increased, stemming mainly from the carry-over of the appropriations received in the frame of the Pre-Accession programme 2023-2026 and the DG AGRI Service Level Agreement.

ANNEX III. ORGANISATIONAL CHART

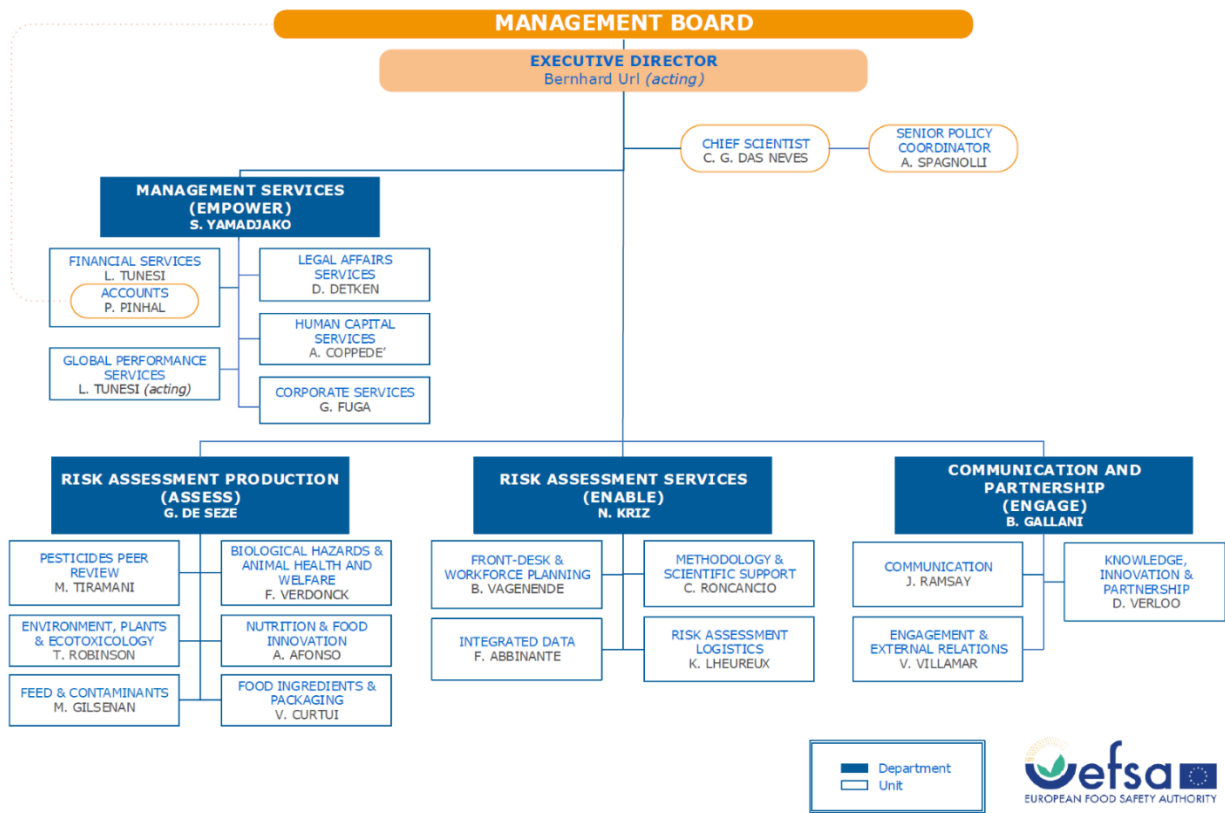


FIGURE 26. ORGANISATIONAL CHART (31/12/2024)

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

TALENT ACQUISITION

General recruitment:

In 2024, significant progress was made in branding and dissemination, with the aim of enhancing EFSA's visibility and attracting top talent. EFSA used a multi-channel approach to promote job opportunities to include participation at various career events. At these events EFSA also offered a new package aimed at attracting potential applicants. In addition, EFSA invested in Diversity & Inclusion, attracting a diverse pool of applicants from under-represented areas and backgrounds. A non-binary gender option was also introduced in the application process. The resulting increase in EFSA's visibility in the external market is reflected in the fact it has surpassed 205,000 LinkedIn followers. This has fed the application process, with over 300 applicants for each vacancy posted. EFSA has also actively promoted secondments, staff exchanges and mobility, as well as fostering cooperation with EU and national agencies.

EFSA published 14 staff external calls as well as a successful traineeship call - with over 5,000 candidates. Throughout 2024, EFSA has welcomed 21 new statutory staff members, and around 120 young professionals from 35 different nationalities. Overall efforts in post management allocation have delivered an occupancy rate of 100% on 31 December.

Panel expert recruitment:

Following a call for expressions of interest in February 2023 to renew its scientific panels, EFSA received 1,529 applicants from 70 countries, a 40% increase from the previous renewal, with a higher percentage of female applicants. After a thorough selection process, EFSA created a draft list of suitable experts, marking a 60% increase compared to the previous renewal. In March 2024, the Management Board appointed members to the Scientific Committee and Panels, ensuring multidisciplinary expertise, gender balance, and geographical diversity, and established a reserve list. On 1 July 2024, 180 independent experts from 26 countries joined for a new 5-year term.

The 2024-2029 mandate includes 11 panels, with the Food Enzymes (FEZ) and Food Contact Materials (FCM) panels replacing the former Food Contact Materials, Enzymes, and Processing Aids (CEP) panel. Each panel has 11 to 21 members based on expertise and workload. The Scientific Committee, which now includes an additional member, is made up of panel chairs. To help new panel experts transition smoothly, EFSA created a comprehensive onboarding program, including a digital platform, induction activities, and a three-day inaugural event in July 2024. During the event, panels elected their leadership, and the Scientific Committee elected its own at its first plenary in September. EFSA is also introducing a mutual feedback system to enhance collaboration and accountability, where experts provide feedback on EFSA's support, and EFSA reviews experts' contributions, reinforcing continuous improvement.

TALENT INITIATIVES

Onboarding: The onboarding journey has been revamped to provide newcomers with a supportive, informative, and engaging experience. The Onboarding Hub on the EFSA Portal has been transformed into a dynamic and intuitive platform, featuring essential information and dedicated learning material. Key improvements include an enhanced layout, simplified steps, and enhanced content, enabling newcomers to quickly familiarise themselves with EFSA's core work and operations.

Diversity & Inclusion (D&I) efforts: In 2024, EFSA established a Diversity and Inclusion (D&I) Committee comprising colleagues from various units and departments and promoting a bottom-up approach to D&I initiatives. Awareness campaigns and events were organised for International Women's Day, International Day for Women and Girls in Science, EFSA's inaugural participation in Parma Pride, the International Day of Persons with Disabilities, and a keynote address from our Executive Director for International Men's Day. Additionally, 2024 saw an increased emphasis on mental health, leading to the launch of several new initiatives.

Recognition: In 2024 EFSA rolled out its first annual Recognition and Appreciation Plan, delivering impactful initiatives that fostered a culture of appreciation and inclusivity. Highlights included the launch of the 1st Values Award, celebrating teams exemplifying EFSA's core values, and high-profile corporate moments such as the recognition of tenure milestones during the End-of-Year party, as well as a dedicated Get-Together event for colleagues on their second contract renewal. These initiatives, coupled with a focus on inclusivity and cost-efficiency, reinforced EFSA's commitment to valuing its people while aligning with organisational objectives.

LEARNING & DEVELOPMENT

In 2024, EFSA delivered a comprehensive portfolio of learning opportunities designed to enhance staff capabilities and support its mission. A total of 83 in-house training courses were offered, with 1,424 registrations, reflecting strong engagement. Many of these courses, in the scientific domain, were also made available to external experts, strengthening their ability to contribute to EFSA's work. Key learning initiatives deployed in 2024 include:

- Personal Leadership Program (4th edition): EFSA's flagship leadership development initiative.
- "Fit to Lead" Leadership Development Program: This program was fully deployed to build leadership capabilities and prepare EFSA leaders for upcoming challenges.
- "Let's Go Beyond Digital" Program: This initiative included cultural enabler training, tailored asynchronous content on digital literacy, AI essentials, and data literacy. It also introduced new ways of working by piloting interdisciplinary "Fusion" teams to foster creativity and innovation through the integration of diverse expertise.

Additionally, EFSA launched a strategic initiative to identify critical scientific and non-scientific competencies for the future. This effort aims to determine whether these competencies should be developed internally, sourced externally, or acquired through partnerships and collaborations, ensuring EFSA is well-prepared for future needs through the 'Build, Buy, Borrow' (BBB) model.

STAFF EXPERIENCE AND ENGAGEMENT

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 for the intermediate dialogue and performance assessment. Alongside this was 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. This was in line with EFSA's 2027 Strategy in supporting the growth and retention of internal talents.

2024 Pulse Check:

The EFSA 2024 Pulse Check Survey, conducted with 488 out of 578 staff members, aimed to gather feedback on employee sentiment and needs. It showed a 62% favorable response rate and an 82% People Engagement Index, confirming strengths in areas like Line Management, Accountability, and Motivation. However, the survey highlighted areas for improvement, such as leadership, change management, information sharing, agile working, and tools and resources. Despite positive shifts in staff perceptions of agile working and resources compared to 2023, these remain key focus areas. The feedback will help EFSA improve organisational effectiveness and create a better work environment.

MOBILITY WITH OTHER EU AGENCIES AND NATIONAL AGENCIES

In 2024, EFSA enhanced its External Mobility Policy to foster and facilitate staff mobility, secondments, and exchanges with EU and national agencies. This initiative aims to strengthen cooperation in areas of mutual interest, develop critical talent, and address skill shortages.

As part of these efforts, EFSA continued its staff exchange programme with AGES (Austrian Agency for Health and Food Safety) and initiated a secondment with the European Banking Authority (EBA), scheduled to conclude in March 2025. Short-term staff exchanges have also become increasingly streamlined, enabling more frequent collaboration particularly across EU institutions.

Demonstrating its commitment to innovation, EFSA actively participated in the European Commission's pilot on staff exchanges, submitting a range of project proposals covering science, communication, HR, and finance, amongst others, to DGHR for implementation in 2025.

MANAGEMENT OF STAFF RIGHTS & OBLIGATIONS

In 2024, EFSA continued to prioritise the implementation of new features and modules within the EU Commission HR tool, SYSPER. The HuCap Unit, in collaboration with the EU Commission, introduced features such as automatic self-service bank account changes and

direct contract management for promotions. Additionally, the digitalisation of personal dossiers is progressing as planned, with 80% now in SYSPER. The work is expected to be completed by July 2025. These features have enhanced the ability to process staff rights and obligations seamlessly and transparently, positively impacting workforce efficiency, and engagement. This change has also been environmentally beneficial, as it has involved going paperless and digital.

Furthermore, as part of our continuous review process to challenge the status quo, we streamlined workflows for newcomers, contract renewals, Article 7 mobility, resignations, and pensions. This has improved the staff experience journey, allowing them to focus on EFSA's core business activities.

New policies, including financial aid for disabilities, hybrid working, and relocation assistance to Trainees, also 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 organisation as per the EFSA strategy 2027.

TABLE 36. ESTABLISHMENT PLAN 2024

| Function Group and Grade | Authorised under the EU Budget | | Filled as of 31.12.2024 | |
|--------------------------|--------------------------------|-----------------|-------------------------|-----------------|
| | Permanent posts | Temporary posts | Permanent posts | Temporary posts |
| AD16 | | | | |
| AD15 | | 1 | | 1 |
| AD14 | | 2 | | |
| AD13 | | 4 | | 4 |
| AD12 | | 5 | | 4 |
| AD11 | | 9 | | 5 |
| AD10 | 1 | 30 | 1 | 21 |
| AD9 | 3 | 48 | | 51 |
| AD8 | 1 | 65 | 4 | 67 |
| AD7 | | 88 | | 61 |
| AD6 | | 45 | | 74 |
| AD5 | | 10 | | 16 |
| Total AD | 5 | 307 | 5 | 304 |
| AST11 | | | | |
| AST10 | | | | |
| AST9 | | | | |
| AST8 | | 2 | | 1 |
| AST7 | | 5 | | 5 |
| AST6 | | 14 | | 12 |
| AST5 | | 26 | | 27 |
| AST4 | | 26 | | 30 |
| AST3 | | 15 | | 18 |
| AST2 | | 5 | | 2 |
| AST1 | | 0 | | 1 |
| Total AST | 0 | 93 | 0 | 96 |
| Total | 5 | 400 | 5 | 400 |
| Grand total | 405 | | 405 | |

TABLE 37. 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 38. NUMBER OF DAYS OF LEAVE AUTHORISED IN 2024 TO EACH GRADE UNDER FLEXTIME LEAVE SCHEMES⁶⁶. (NO LEAVES AUTHORISED UNDER THE COMPENSATORY SCHEME IN 2024)

| Grade | Nr of staff | Total nr of Leave Days (Flexi-time scheme) |
|--------------|-------------|--------------------------------------------|
| AD5 | 6 | 11.5 |
| AD6 | 31 | 70.0 |
| AD7 | 21 | 66.0 |
| AD8 | 19 | 59.0 |
| AD9 | 20 | 65.0 |
| AD10 | 5 | 13.0 |
| AD11 | 1 | 1.5 |
| AD12 | 2 | 6.5 |
| AST3 | 6 | 10.5 |
| AST4 | 9 | 19.5 |
| AST5 | 11 | 31.0 |
| AST6 | 4 | 18.0 |
| AST7 | 2 | 27.5 |
| FGII4 | 1 | 4.0 |
| FGII5 | 5 | 11.5 |
| FGII6 | 1 | 0.5 |
| FGII7 | 2 | 2 |
| FGIII9 | 4 | 4.0 |
| FGIII10 | 3 | 7.5 |
| FGIV13 | 4 | 11.5 |
| FGIV14 | 19 | 40.5 |
| FGIV15 | 13 | 21.5 |
| FGIV16 | 4 | 4.5 |
| FGIV17 | 4 | 14.0 |
| Total | 197 | 520.5 |

On 31st of December 2024, 583 of the available 587 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference

⁶⁶ (in accordance with the para. 28 Parliaments Discharge Report "2011 discharge: performance, financial management and control of EU agencies" (P7_TA(2013)0134))

to statutory staff (officials, temporary agents, and contract agents), 572 posts out of the 572 available were occupied, thus leading to a punctual occupancy rate of 100.0%. In terms of average occupancy rate of statutory staff, around 569.7 out of the available 572 posts (99.6%) were occupied throughout the year 2024 (vs the 2024 yearly target of 97.0%).

TABLE 39. HUMAN RESOURCE OVERVIEW (31/12/2024)

| Human resources | 2023 budget approved | 2024 budget approved | 2024 (31/12/2024) |
|---------------------------------------------------------------------|----------------------|----------------------|-------------------|
| Temporary Agents and Officials Executives, Managers & Officers (AD) | 312 | 312 | 309 |
| Temporary Agents and Officials Assistant functions (AST) | 93 | 93 | 96 |
| Total TAs+Off | 405 | 405 | 405 |
| Contract Agents officer functions (CA FGIV)* | 138 | 138 | 131 |
| Contract Agents assistant functions (CA FG I, II, III) | 29 | 29 | 36 |
| Total CAs | 167 | 167 | 167 |
| Seconded National Experts* | 15 | 15 | 11 |
| TOTAL STAFF ALL CATEGORIES | 587 | 587 | 583 |

*not including 2 Contract Agents funded from 2024 by the EC grant on EU AHAW Partnership and 1 SNE funded by pre-accession programme

IMPLEMENTING RULES

In 2024, the following Implementing Rule on staff matters was adopted by the EFSA Management Board.

TABLE 40. IMPLEMENTING RULE ON STAFF MATTERS ADOPTED IN 2024

DECISION OF THE MANAGEMENT BOARD ON THE REQUEST FOR THE COMMISSION AGREEMENT FOR DEROGATION FROM IMPLEMENTING RULES TO THE STAFF REGULATION (DECISION NO.: MB240321-A7)

This Decision concerns the non-application by analogy of Commission Decision C(2023)8630 on the prevention of and fight against psychological and sexual harassment. EFSA considers that the above Commission Decision is not suitable to apply by analogy to the Agency, mainly because of its different internal structure. The Agencies Standing Working Party (SWP) has informed the Agencies that in coordination with the Commission, a specific model decision adapted to the Agencies will be developed.

RESULTS FROM SCREENING / BENCHMARKING EXERCISE

In 2024, the share of jobs allocated to the 'operational' role showed a minor increase, from 83.0% to 83.2%, which was offset by a decrease in the share of 'administration and coordination' roles (from 13.4% to 13.3%) and a decrease in the share of 'neutral' roles (from 3.6% to 3.5%).

The trajectory of these figures when compared to the previous year shows that EFSA has maintained its strategic realignment towards more core activities, and consequently its more efficient corporate model, continuing to inject additional jobs in the areas of programme implementation in 2024.

TABLE 41. 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 | 2023 | 2024 |
|------------------------------------------------|---------------|---------------|
| Administrative support and Coordination | 13.4% | 13.3% |
| Administrative Support | 11.1% | 11.1% |
| Coordination | 2.3% | 2.2% |
| Operational | 83.0% | 83.2% |
| Top level Operational Coordination | 2.0% | 2.0% |
| Programme management and Implementation | 66.2% | 66.8% |
| Evaluation & Impact assessment | 0.7% | 0.9% |
| General operational | 14.1% | 13.5% |
| Neutral | 3.6% | 3.5% |
| Finance/ Control | 3.4% | 3.3% |
| 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 42. BUDGET ALLOCATIONS PER STRATEGIC OBJECTIVE (% OF THE TOTAL EFSA BUDGET)

| EFSA'S strategic objective | Executed 2023 | Budget 2024 ⁶⁷ | | Executed 2024 | |
|-----------------------------------------------------------------------------------------|---------------|---------------------------|-------------|---------------|-------------|
| | EUR million | EUR million | % | EUR million | % |
| SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork | 56.9 | 67.7 | 42.0% | 66.7 | 41.4% |
| SO2. Ensure preparedness for future risk analysis needs | 56.2 | 49.9 | 30.9% | 50.5 | 31.3% |
| SO3. Empower people and ensure organisational agility | 42.3 | 43.7 | 27.1% | 44.1 | 27.3% |
| Total EFSA | 155.4 | 161.3 | 100% | 161.3 | 100% |

2. FTES AND BUDGET INDICATORS PER STRATEGIC OBJECTIVE

TABLE 43. INPUT INDICATORS FOR SO1 (FTES AND BUDGET AS FULL COST OF ALL TITLES)

| Input Indicators | | | |
|--------------------------------------------|-----------------------------|-------------|----------------|
| Total SO1 | Resources invested per year | Target 2024 | Execution 2024 |
| | FTEs | 293 | 293 |
| | Budget (EUR million) | 67.7 | 66.7 |
| Scientific – Regulated Products evaluation | | | |
| Input sub-indicator | FTEs | 155 | 153 |
| | Budget (EUR million) | 28.5 | 27.2 |
| Scientific – Generic scientific advice | | | |
| Input sub-indicator | FTEs | 115 | 117 |
| | Budget (EUR million) | 31.2 | 31.6 |
| Communication & engagement | | | |
| Input sub-indicator | FTEs | 23 | 23 |
| | Budget (EUR million) | 8.0 | 7.9 |

⁶⁷ EFSA voted budget for 2024 was EUR 159.5 million. However, the budget increased due to the following budget amendments carried out during the year:

- First budget amendment (March 2024), connected to bank interest rates: + EUR 0.6 million
- Third budget amendment (December 2024), connected to increased remuneration costs: +EUR 1.1 million

TABLE 44. INPUT INDICATORS FOR SO2 (FTEs AND BUDGET AS FULL COST OF ALL TITLES)

| Input Indicators | | | |
|------------------|-----------------------------|-------------|----------------|
| Total SO2 | Resources invested per year | Target 2024 | Execution 2024 |
| | FTEs | 114 | 116 |
| | Budget (EUR million) | 49.9 | 50.5 |

TABLE 45. INPUT INDICATORS FOR SO3 (FTEs AND BUDGET AS FULL COST OF ALL TITLES)

| Input Indicators | | | |
|------------------|-----------------------------|-------------|----------------|
| Total SO3 | Resources invested per year | Target 2024 | Execution 2024 |
| | FTEs | 183 | 181 |
| | Budget (EUR million) | 43.7 | 44.1 |

3. HUMAN RESOURCES PER STRATEGIC OBJECTIVE

TABLE 46. FTE ALLOCATIONS PER STRATEGIC OBJECTIVE

| EFSA'S strategic objective | Executed 2023 | Plan 2024 | | Executed 2024 | |
|-----------------------------------------------------------------------------------------|---------------|------------|-------------|---------------|-------------|
| | FTE/ posts | FTE/posts | % | FTE | % |
| SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork | 261 | 293 | 49.7% | 293 | 49.7% |
| SO2. Ensure preparedness for future risk analysis needs | 145 | 114 | 19.3% | 116 | 19.6% |
| SO3. Empower people and ensure organisational agility | 182 | 183 | 31.0% | 181 | 30.7% |
| Total EFSA | 588 | 590 | 100% | 590 | 100% |

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

TABLE 47. CONTRIBUTION, GRANT AND SERVICE LEVEL AGREEMENTS

| | General information | | | | | Financial and HR impacts | | | | |
|-----------------------------------|---------------------|--------------|----------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----|----|----|----|
| | Date of signature | Total amount | Duration | Counter part | 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 | DG NEAR | 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 ⁶⁸ 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 | DG NEAR | 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 |

⁶⁸ In March 2019, EFSA's Management Board approved the signature of a grant agreement with DG NEAR of EUR 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 EUR 0.75 million in December of the same year, prolonging its duration until 2022

ANNEX VII. ANNUAL ACCOUNTS

The Final Annual Accounts, adopted by the MB on 26 June 2025, are published [here](#).

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

Reporting period: 1 January – 31 December 2024

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 3,292 annual Declarations of interest (DoIs) submitted by its scientific experts and 11 conflicts of interest were identified and prevented.
- Processed 97 DoIs submitted by its Management Board members, 2 DoIs of former members of its Management Board, 594 DoIs of staff members, 87 DoIs of members of the Selection Boards in the context of selection procedures for vacant positions as statutory staff members and 51 DoIs of candidates preselected in the context of recruitment procedures, where in some instances preventive or/and ordinary risk mitigation measures were adopted.
- Screened 131 "Institutional DoIs" and 971 "Individual DoIs" submitted by participants in procurement and grant awarding procedures, where nine conflicts of interest were identified.
- Assessed the applications of 5 former staff members wishing to engage in occupational activities, two of which were considered overlapping with EFSA's tasks and applied no restrictions since no conflict of interest was identified.
- Classified 41 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 two compliance and veracity checks, which led to the identification of 23 non-conformities, none of which required the adoption of remedial measures.
- Delivered two training sessions to staff assessing experts' DoIs and those submitted in the context of grants and procurement awarding procedures, focusing on the principles and screening criteria outlined in the CIM Rules. Additionally, three informational sessions were provided to staff and Management Board members and alternates on the newly developed IT tool that supports the digital, paperless submission and processing of DoIs.
- The revised Independence Policy was 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 178/2002⁶⁹ 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 standards⁷⁰. 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 Independence⁷¹, 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 Pesticides 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 meetings⁷².

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 June 2024, EFSA's Management Board approved a revised Independence Policy, further strengthening the way in which the Authority manages the interests of its scientific experts and all professionals with whom it works. The new Policy builds on EFSA's experience of managing interests over the last 20 years and is designed to strike the appropriate balance between attracting the best experts to work with EFSA while protecting it against undue influence.

Following the adoption of the Independence Policy, with the advice and supervision of the Management Board sub-group on Independence, EFSA continued working on the review of

⁶⁹ 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.

⁷⁰ EFSA, EFSA Strategy 2027. Science Safe food Sustainability, available at <https://www.efsa.europa.eu/sites/default/files/2021-07/efsa-strategy-2027.pdf>.

⁷¹ 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>.

⁷² 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>.

the CIM Rules applied to EFSA's experts and on the independence rules applicable to EFSA staff.

The adoption of the revised CIM Rules for experts is scheduled for March 2025.

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 positions⁷³, in view of the fact that this forthcoming decision is implementing the EU Staff Regulations, it must undergo the *ex-ante* agreement by the European Commission set out in Article 110 of the EU Staff Regulations. In this regard, in 2024, EFSA initiated the procedure which is still ongoing.

4. Ex-ante controls - figures on DoI processing operations

EFSA screened a total of 3,269 DoIs submitted by its scientific experts. 11 conflicts of interest were identified and prevented (details are provided in the Table below).

As well, EFSA screened 97 DoIs submitted by Management Board members and alternates in charge and made publicly available⁷⁴ 2 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 131 "Institutional DoIs" and of 971 "Individual DoIs". In the context of these screening processes, nine conflicts of interest were identified and prevented.

Moreover, EFSA processed 594 DoIs of staff members, 87 DoIs of Selection Boards members engaged in selection procedures for vacant positions as EFSA statutory staff members and 51 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 measures⁷⁵ include 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 11 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 the Table below.

⁷³ 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

⁷⁴ The registry of post mandate activities in which former MB members engage is available at <https://www.efsa.europa.eu/en/people/mbmembers>

⁷⁵ 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.

Table 1: Competing interests prevented by sector

| Sector | Number of conflicts of interest prevented |
|-----------------------------------------------------|-------------------------------------------|
| Biological Hazards | 1 |
| Food Contact Materials, Enzymes and Processing Aids | 2 |
| GMO | 1 |
| Pesticides | 7 |
| Total | 11 |

5. Ex post controls: compliance and veracity checks

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, participants in Pesticides Peer Review meetings as well as of Institutional and Individual DoIs submitted in the context of outsourcing procedures.

Implementing the 2020 Internal Audit Service recommendations, in the reference period EFSA started carrying out a systematic and regular check on the compliance and veracity of a random sample of DoIs submitted by EFSA statutory staff members and other categories among which seconded national experts and professionals participating in guest programmes (hereinafter broadly referred to as the “staff members”).

For each reporting period, relevant documents related to 15 experts, 15 tenderers and grant beneficiaries, and 15 staff members 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. Staff members, 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 meetings without risk assessment discussion 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 2024 these checks identified 23 findings, none of which consisted in a non-conformity requiring the adoption of remedial measures.

5.2. Findings of compliance and veracity checks

The compliance checks of 2024 demonstrated that, for 30 out of 30 experts checked, the CIM Rules had been followed correctly.

The 2024 veracity check revealed that the DoIs of 26 experts out of 30 were complete. A few omissions were identified for four experts. After declaration and/or clarification from the concerned individuals, EFSA evaluated these cases and determined either that they did not result in a conflict of interest or that the interests did not need to be declared. This was due to the interests being older than five years prior to the DoI submission or because

the interest never materialised. Specifically, the omissions, for instance, pertained to membership in learned societies, organisation and participation in scientific conferences and involvement in research projects falling within EFSA's remit.

In terms of the outcome of the compliance check in the context of procurement and grant awarding procedures, 30 out of 30 of Institutional and Individual DoIs checked were found to be fully compliant.

The veracity check run in the framework of the scientific grants and procurement schemes showed that 17 out of 28 Individual DoIs were complete, while few omissions were identified with respect to the Individual DoIs of 11 tenderers. Few omissions in the declarations of specific activities relating to involvement in scientific advisory entities, employment, occasional consultancy, engagement in research projects and membership in learned societies were found. Upon declaration and/or clarification from the concerned individuals, EFSA evaluated these cases and determined either that they did not result in a conflict of interest or that the interests did not need to be declared. This was due to the interests being past at the time of DoI submission or because the interest was unrelated to the subject matter of the EFSA call the individual is involved in or because the interest was already reflected in the Individual DoI of the team member.

In terms of outcome of the compliance check, 22 out of 30 DoIs of staff members were found to be fully compliant with EFSA's independence rules, while for eight few non-compliances were identified that upon declaration were evaluated as not leading to a conflict of interest. Notably, for two staff members, the 2024 DoI was missing and was submitted as a result of the check, three declared that their current EFSA employment impacts 0% in their annual earning, two failed to declare the occupational activities conducted over the past five years and another one did not declare the employment of the close family member.

In terms of veracity, it was found that 28 out of the 30 DoIs of staff members checked were complete, while in two instances few omissions such as for example past research projects and membership in an association were found that upon declaration were evaluated as not leading to a conflict of interest.

6. Assurance Working Group on Independence

Pursuant to Article 22 of the CIM Rules, EFSA's Legal Affairs 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.

One AWGI meeting was held in 2024, where the discussion primarily focused on interpretive issues related to the implementation of the CIM Rules. Moreover, three meetings took place in 2024 with the entire Management Team. These meetings concentrated on the revision of the Independence Policy, the CIM Rules for experts, and the independence rules applicable to staff.

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 officials⁷⁶ 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 Council⁷⁷.

7.2 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 five applications of four staff members having left the Authority. One of these requests was submitted for the private sector (see Table below).

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

Table 2 – 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 |
|----------------|-----------------------|--------------------------------|----------------------------------------|----------------------|
| 2024 | 5 | 1 | 2 | 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.

Against this background, in the reference period, two training sessions were delivered to EFSA staff assessing experts' DoIs and those submitted in the framework of grant and procurement awarding procedures to keep raising awareness about the key features of the CIM Rules. Furthermore, three informational sessions were delivered to EFSA staff,

⁷⁶ 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.

⁷⁷ 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.

members and alternates of the Management Board. These sessions aimed at onboarding EFSA staff, members and alternates of the Management Board on the newly developed IT tool designed to support the digital paperless submission of their DoIs (see Table below).

Table 3 –Training activities

| Training activities | |
|--------------------------------|---|
| Sessions to DoI assessors | 2 |
| Sessions to EFSA staff members | 3 |

9. IT developments

During the reference period, EFSA continued its efforts to establish a comprehensive automated IT solution for managing DoIs. This initiative was successfully completed in 2024 with the deployment of an IT solution that enables the digital paperless submission and processing of DoIs for both staff members, members and alternates of the Management Board. This development ensures the sustainability of the DoI tool, while also enhancing its availability and efficiency.

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”⁷⁸. This list is instrumental to the screening of the DoIs submitted by the concerned individuals in 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 CIM Rules. In 2024, 41 organisations have been classified by EFSA.

In line with its Policy on Independence, in 2024 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 Pesticides 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 Units⁷⁹.

11. Conclusions

In the reference year, EFSA devoted its investments in this sector towards advancing and refining its Policy on Independence.

⁷⁸ The list is publicly available at <https://www.efsa.europa.eu/en/howwework/independentscience>
⁷⁹ 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>

This investment is set to continue in 2025, with a focus on reviewing the CIM Rules for experts and competing interest management for staff, as well as ongoing enhancements to the IT solution that supports independence related activities.

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.

TABLE 48. OVERVIEW OF 2024 FACTS AND FIGURES ON INDEPENDENCE

| <i>Ex Ante</i> Control | | | | | | | | <i>Ex post</i> controls | Awareness-raising |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------|-----------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------|
| 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 | Non-compliance findings and actions | No of training activities |
| Experts: 3,292 Management Board members: 97 Former Management Board members: 2 Total: 3,391 DoIs | 11: DoIs | 8 | 754 | 131: Institutional DoIs 971: Individual DoIs 9: conflict of interest prevented | 594: statutory staff 51: candidate staff 0: conflict of interest identified 87: Selection Boards members | Total: 5 Private sector: 1 Restrictions: 0 | 41 | 23 findings none leading to a conflict of interest | 2: training sessions to DoIs assessors 3: informational sessions to staff |



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