



# DRAFT PROGRAMMING DOCUMENT 2027-2029

*Science, Safe food, Sustainability*

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For the EFSA Management Board

SIGNED

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Chair of the Management Board



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## FOREWORD

In the last year of the European Food Safety Authority (EFSA) Strategy 2027 -*Science, Safe Food, Sustainability*, I am pleased to present this Single Programming Document, which outlines how EFSA will ensure success of the current and lay the foundations for the next strategic cycle leading up to 2034.

Over the past four years, EFSA has advanced in implementing its strategy, delivering on its mandate to provide independent, high-quality scientific advice that protects human, animal and plants health. We have strengthened the transparency, efficiency and preparedness of the EU food safety system in an environment characterised by fast-moving policy developments, emerging risks and increasing societal expectations. The coming years mark a pivotal phase for our organisation, a time to build on the lessons of the mid-term strategy review, reaffirm our commitment to scientific excellence and acceleration, further develop our digital capabilities and ensure collaboration.

In line with our Strategic Objectives, we will place additional emphasis on areas that relate to:

- **Speed:** we will continue to improve the efficiency and timeliness of our scientific advice, implementing the recommendations of our workflow analyses to reduce rework, simplify processes and streamline the interface with applicants and Member States.
- **Innovation:** we will advance our digital transformation by embedding interoperability, trustworthy AI and data excellence at the core of our operations, improving the quality, reproducibility and transparency of our scientific outputs.
- **Joining forces:** we will strengthen the EU food safety system by deepening trust-based partnerships across our networks, from Member States and sister agencies to academia, EU institutions and civil society, to share data and expertise more effectively, speak with one voice on food risks, and enhance our collective scientific efforts.

As we look ahead, our scientific agenda will broaden in scope and complexity, reflecting the growing challenges of the questions we address, and the trust placed in our expertise by risk managers and citizens alike. EFSA's work remains key to ensuring that food in Europe is safe, sustainable and underpinned by sound and independent science.

Our focus in the coming year is not only on meeting scientific demands, but on preparing for what lies ahead. We are deepening our foresight and readiness, building stronger collaborations, embracing innovation and reinforcing the scientific foundations that will support future risk assessments. By investing in new methodologies, digital tools and integrated approaches, EFSA is equipping itself to respond more swiftly and effectively to emerging risks, from plant health threats to antimicrobial resistance and the broader challenges posed by a changing environment.

The period ahead will also be one of reflection and renewal. The 4th EFSA External Evaluation findings, will guide the next phase of our development feeding directly into Strategy 2034, helping us define the priorities, partnerships and capabilities needed to ensure EFSA remains agile, trusted and fit for the future.

None of EFSA's achievements would be possible without the people who make them happen. Our staff, experts and partners continue to demonstrate outstanding dedication, professionalism and adaptability, ensuring that EFSA's scientific excellence is based on



integrity and commitment. In 2027, we will continue to invest in our people, strengthening engagement, developing capabilities and supporting well-being as we build an organisation that is collaborative, accountable and resilient in the face of change drivers.

As we look ahead to this next chapter, I wish to express my sincere appreciation to all colleagues, experts, partners and stakeholders across Europe and beyond. Together, we will continue to advance scientific excellence, foster trust in our work and position EFSA to meet the challenges and opportunities of the decade ahead.

Nikolaus Georg Kriz,

Executive Director

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## LIST OF ABBREVIATIONS

<b>1S1A</b>	One Substance One Assessment	<b>EMA</b>	European Medicines Agency
<b>AI</b>	Artificial Intelligence	<b>EMPOWER Department</b>	EFSA Management Services Department
<b>AMR</b>	Antimicrobial Resistance	<b>ENABLE Department</b>	EFSA Risk Assessment Services Department
<b>API</b>	Application Programming Interface	<b>ENGAGE Department</b>	EFSA Communications and Partnership Department
<b>ASSESS Department</b>	EFSA Risk Assessment Production Department	<b>ENREL</b>	EFSA Engagement & External Relations Unit
<b>BfR</b>	Bundesinstitut für Risikobewertung <sup>(1)</sup>	<b>EPA</b>	EFSA process architecture
<b>BIKE</b>	Business Intelligence and Knowledge Exploitation	<b>ERA</b>	Environmental Risk Assessment
<b>BIOHAW</b>	EFSA Biological Hazards and Animal health & Welfare Unit	<b>EU</b>	European Union
<b>BMD</b>	Benchmark Dose Model	<b>EUAN</b>	European Union Agencies Network
<b>CA</b>	Contract Agent	<b>FAF</b>	EFSA Panel on Food Additives and Flavourings
<b>COM</b>	EFSA Communications Unit	<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>CORSER</b>	EFSA Corporate Services Unit	<b>FCM</b>	Food Contact Materials
<b>COSO Framework</b>	Committee of Sponsoring Organizations of the Treadway Commission Framework	<b>FDP</b>	EFSA Front-Desk & Workforce Planning Unit
<b>CRM</b>	Customer Relationship Management	<b>FEEDCO</b>	EFSA Feed and Contaminants Unit
<b>CSS</b>	Chemicals Strategy for Sustainability	<b>FEEDAP Panel</b>	EFSA Panel on Additives and Products or Substances Used in Animal Feed
<b>DEEP</b>	Data & Evidence Programme	<b>FEZ</b>	EFSA Panel on Food Enzymes
<b>DG AGRI</b>	Direktorate-General for Agriculture	<b>FIN</b>	EFSA Finance Unit
<b>DG ENV</b>	Direktorate-General for Environment	<b>FIP</b>	EFSA Food Ingredients and Packaging Unit
<b>DG SANTE</b>	Direktorate-General for Health and Food Safety	<b>FPA</b>	Framework Partnership Agreement
<b>DG REA</b>	Direktorate-General for European Research Executive Agency	<b>ESFC</b>	E-Submission Food Chain
<b>DOI</b>	Declaration of Interests	<b>FTE</b>	Full-Time Staff Equivalent
<b>E2E Risk Assessment</b>	End-to-end Risk Assessment	<b>GDPR</b>	General Data Protection Regulation
<b>ECDC</b>	European Centre for Disease Prevention and Control	<b>GMO</b>	Genetically Modified Organism
<b>ECHA</b>	European Chemicals Agency	<b>GPS</b>	EFSA Global Performance Services
<b>EEA</b>	European Economic Area	<b>HCD</b>	Historical Control Data
<b>EFSA</b>	European Food Safety Authority	<b>HUCAP</b>	EFSA Human Capital Unit
		<b>iDATA</b>	EFSA Integrated Data Unit

<sup>(1)</sup> German Federal Institute for Risk Assessment.



<b>IpChem</b>	Information Platform for Chemical Monitoring	<b>SDGs</b>	Sustainability development goals
<b>IRMA</b>	Innovative Risk Assessment Methodologies Programme	<b>SEA</b>	Stakeholder Engagement Approach
<b>ISA</b>	Individual Scientific Advisor	<b>SID</b>	Substance Identification
<b>ISO</b>	International Organization for Standardization	<b>SNE</b>	Seconded National Expert
<b>IUCLID</b>	International Uniform Chemical Information database	<b>SO</b>	Strategic Objective
<b>JRC</b>	Directorate-General for Joint Research Centre	<b>Sysper</b>	Système de gestion du Personnel (Human Resources Management System)
<b>KICs</b>	Knowledge and Innovation Communities	<b>TA</b>	Temporary Agent
<b>KNOW</b>	EFSA Knowledge, Innovation and Partnership Management Unit	<b>TBD</b>	To be defined
<b>KPI</b>	Key Performance Indicator	<b>TR</b>	Transparency Regulation
<b>LA</b>	EFSA Legal and Assurance services Unit	<b>TSE</b>	Transmissible Spongiform Encephalopathy
<b>MB</b>	EFSA Management Board	<b>WGS</b>	Whole-Genome Sequencing
<b>MESE</b>	EFSA Methodology and Scientific Support Unit	<b>WHO</b>	World Health Organisation
<b>MFF</b>	Multiannual Financial Framework		
<b>MoPs</b>	Micro-organisms pipelines service		
<b>MRL</b>	Maximum Residue Level		
<b>MS</b>	Member State		
<b>NAM</b>	New Approach Methodologies		
<b>NGTs</b>	New genomic techniques		
<b>NIF</b>	EFSA Nutrition and Food Innovation Unit		
<b>OECD</b>	Organisation for Economic Cooperation and Development		
<b>OHAMR</b>	European Partnership on One Health Antimicrobial Resistance		
<b>PARC</b>	European Partnership for the Assessment of Risks from Chemicals		
<b>PAHW</b>	European Partnership on Animal Health and Welfare		
<b>PLH</b>	Plant Health		
<b>PREV</b>	EFSA Pesticide Peer Review Unit		
<b>QPS</b>	Qualified Presumption of Safety		
<b>RA</b>	Risk Assessment		
<b>RAL</b>	EFSA Risk Assessment Logistics Unit		
<b>ROA</b>	Rapid Outbreak Assessments		
<b>SC</b>	EFSA Scientific Committee		



## STRATEGIC FOUNDATION – MISSION STATEMENT

The European Food Safety Authority (EFSA) is an integral part of the EU food safety system, 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 provides the scientific basis for laws and regulations to protect European consumers from food-related risks – from farm to fork.

The core of EFSA's activities is to collect, appraise and integrate scientific evidence to answer questions about risks. The outcome of its work is scientific advice to risk managers, jointly produced by independent experts and EFSA staff. The transparency of EFSA's processes, together with its engagement activities, allows for interested parties to scrutinise the work and interact with the Agency in an open dialogue on equal terms. EFSA communicates about risks in the food chain independently and in a way that meets the needs of the audiences. Together with Member States partners EFSA builds the European Food Safety knowledge ecosystem, ensuring safe food as the basis for healthy diets and sustainable food systems.

### **EFSA's mission**

"Safety in the food chain from farm to fork is at EFSA's core. EFSA contributes to protecting human life and health, taking account of animal health and welfare, plant health and the environment. EFSA will deliver independent and transparent scientific advice to policy makers, through cooperation with our partners, and in an open dialogue with society".

### **EFSA's vision**

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

### **EFSA's values**

All EFSA's strategic objectives and operational activities are based on a set of fundamental values. These are:

- **Excellence**
- **Independence**
- **Openness**
- **Accountability**
- **Cooperation**



## SECTION I. GENERAL CONTEXT

The European Food Safety Authority (EFSA) supports the overarching goals of the European Commission by contributing to public health and the competitiveness of the EU's food system.

To maintain its effectiveness, EFSA regularly assesses both external factors, like innovation and changing citizen expectations, as well as internal dynamics, such as organisational improvement opportunities. These assessments guide the refinement of EFSA's strategic objectives, ensuring risk mitigation and the achievement of its mission.

### **Evolving EU policies require strengthened cooperation and risk communication**

Recent multi-hazard health crises, including avian influenza and vector-borne zoonotic outbreaks or emerging plant plagues and climate-driven events, have again highlighted the need for assessing risks at the interfaces between wildlife, domestic animals, humans, and their shared socio-ecological systems. It has also highlighted the importance of international trade, human movements, and climate change on microbiological and chemical risks. This has resulted in EU policy action calling for enhancing Europe's capability to prevent and respond to emerging threats, independently of their nature or origin, as described in the EU Preparedness Union Strategy<sup>2</sup> adopted in March 2025. Strengthening joint preparedness- and response strategies calls also for a wider implementation of the One Health approach at both national, EU and international levels. EU policies are being translated into legislative proposals and sectoral regulations e.g. in nutrition, pesticides, food contact materials/recycling, new genomic techniques for plants, and animal welfare. The above-mentioned policies call for strengthened cooperation across EU Institutions, Member States and International organisations. This covers research and the development of joined capabilities, the production of harmonised methodologies as well as integrated assessments. The aim is to keep EU's food safe and make the agri-food system more sustainable, competitive and innovative.

These developments occur against the backdrop of societal changes<sup>3</sup>, like tendencies for the re-nationalisation of competencies, reluctance towards international cooperation, the rise of fake news and the polarisation of scientific discourse. The Transparency Regulation has brought organisational changes to EFSA, strengthening our commitment to transparency, resource sharing, and collaboration across the EU food safety system. The ongoing external evaluation of EFSA, which is well timed with the preparations for the post 2027 multi-annual financial framework and a new EFSA Strategy, will ensure learnings from the past inform decisions to better meet future challenges.

### **Simplification and Innovation**

Compared to other jurisdictions, the EU region lags in economic growth<sup>4</sup>. The political guidelines of the new European Commission<sup>5</sup> call for measures to increase innovation and competitiveness of the EU economy. In addition, the Commission's Vision for Agriculture and Food<sup>6</sup>, adopted in February 2025, foresees several actions related to plant protection products, aiming to speed up risk assessment procedures so that EFSA can continue playing a central role in providing timely, transparent and independent scientific advice. In this context, EFSA proactively moves in this

<sup>2</sup> [https://commission.europa.eu/topics/preparedness\\_en](https://commission.europa.eu/topics/preparedness_en)

<sup>3</sup> [Strategic foresight report 2023, European Union, 2023](#)

<sup>4</sup> The Future of European Competitiveness, Part A | A competitiveness strategy for Europe, September 2024, [https://commission.europa.eu/topics/eu-competitiveness/draghi-report\\_en](https://commission.europa.eu/topics/eu-competitiveness/draghi-report_en)

<sup>5</sup> [Political Guidelines for the Next European Commission 2024–2029](#)

<sup>6</sup> Commission's Vision for Agriculture and Food



direction by increasing the speed of the assessment process and streamlining the interface with industry for safety assessments. To that end, a root cause analysis of the “end to end” risk assessment process<sup>7</sup> has identified opportunities to improve speed and efficiency by reducing re-work and by streamlining relevant processes. Implementing these measures and simplifying internal procedures, increasing partnerships across Europe, and development of fit for purpose guidance and outputs will continue to be a focus of EFSA’s work in 2026 and beyond.

### **Evolving expectations for the protection of public health**

Meeting the United Nations’ SDGs requires, among other things, a transformation of food production and consumption patterns on a global scale. This includes more sustainable agricultural practices and, for example, the provision of alternative protein sources, partly produced by novel technologies. EFSA is investing in keeping its methodological toolbox ready for the assessment of agri-food innovations and is exploring how to expand its understanding about product innovation. The extra funding from the Transparency Regulation for increasing preparedness allows EFSA to strengthen its preparedness activities in this field.

The growing demand for more comprehensive and faster scientific advice has not been matched with extra human resources. The EU policy ambitions for faster assessment of innovative products combined with the societal expectations for holistic scientific insights in e.g. chemical hazards need a wider expertise base than EFSA has at its disposal. Hence, EFSA needs additional human resources and a deeper collaboration with Member States’ organisations.

### **Digital transformation, interoperability and data excellence**

AI has moved from experimentation to regulated deployment across the EU food safety system. Under the EU AI Act, obligations on transparency, documentation and risk management apply to both EFSA and its stakeholders. EFSA, therefore, treats AI as an operational and compliance domain integral to scientific risk assessment and advice.

Applicants are increasingly using AI to generate data, design studies, and prepare dossiers. EFSA must be able to audit, reproduce, and benchmark these AI-enabled submissions against harmonised EU standards. Article 36 Competent Authorities of the Member States are likewise beginning to apply AI tools in surveillance, modelling and evidence synthesis. EFSA is taking stock of these developments and will ensure the consistent application of AI Act provisions during the production of its scientific outputs, by coordinating capacity building across this network.

In parallel with the growing use of Artificial Intelligence, EFSA has to pursue a broader digital transformation anchored in the principles of the ***Interoperable Europe Act***<sup>8</sup> and the EU Digital Strategy<sup>9</sup>. The Authority should ensure that its data and digital systems are secure, interoperable, and reusable across the European knowledge ecosystem. This includes conducting interoperability assessments for new digital services, adopting common EU data standards, and sharing reusable interoperability solutions such as data models, ontologies and APIs.

EFSA’s investment in AI-enabled analytics must therefore be matched by actions to strengthen data governance, cybersecurity and transparency, ensuring that all digital developments are trustworthy and auditable. Recognising that people are key to successful transformation, EFSA is adapting already to the AI challenge by implementing a comprehensive programme to enhance digital dexterity and AI literacy across its workforce. These efforts will allow staff and partners

<sup>7</sup> [Improving the Speed of Risk Assessment – Summary Report](#)

<sup>8</sup> [Regulation \(Eu\) 2024/903 of the European Parliament and of the Council of 13 March 2024 laying down measures for a high level of public sector interoperability across the Union \(Interoperable Europe Act\).](#)

<sup>9</sup> [Europe's Digital Decade](#)



to confidently use data-driven and automated tools, increasing the speed, reproducibility and quality of evidence-based risk assessments.

### **Prioritising staff engagement and growth**

Recent staff surveys have demonstrated a high level of staff engagement, and positive results in almost all dimensions surveyed. Areas of attention include effective leadership in the management of change and the provision of streamlined processes supported by performant IT tools. These staff pain-points stem mainly from recent changes in structure, processes and IT platforms. They deserve management focus also for the mid-term future.

### **Strategy and work-programme implementation**

The mid-term Strategy review confirmed EFSA's progress in implementing the 2027 strategy. Within this framework, we focus on three transformation priorities:

- Speed and efficiency of EFSA's scientific production. This will continue to be a top priority for the years to come.
- Preparedness to meet evolving scientific, regulatory and communication needs.
- Digital readiness for collaborating via sharing and re-use of knowledge assets to increase the productivity of the EU food safety ecosystem.

These transformation priorities have been further evolved during 2025 to Speed of EFSA, Digitalisation of EFSA via AI, and Joining forces in the EFSA ecosystem).

A set of updated key actions in the EFSA Strategy implementation plan is guiding the execution of these transformation priorities, and EFSA continuously adjusts its ways of working to ensure success of the 2027 strategy.

The 4th EFSA External Evaluation, led by SANTE and scheduled for completion in 2026, is expected to reaffirm EFSA's mandate and highlight key areas for improvement to support EFSA in becoming a more agile and engaging organisation, well-equipped to address upcoming policy challenges, driven by the EC Strategic Priorities.

In 2026, EFSA will begin formulating its Strategy 2028-2034. EFSA will ensure that the recommendations from the 4<sup>th</sup> EFSA External Evaluation are fully addressed in the new EFSA Strategy and its implementation plan, providing clear direction for EFSA's future operations.



## SECTION II. MULTIANNUAL PROGRAMMING 2026-2029

### 1. MULTIANNUAL PROGRAMME 2026-2029

The EFSA Strategy 2027 - Science, Safe food, Sustainability<sup>10</sup>, sets out strategic goals and actions for 2022-2027, to guide the delivery of sustained value to EFSA's customers, stakeholders, and society, in line with its mission, while keeping pace with arising opportunities and challenges. These are encapsulated in the three strategic objectives:

- Strategic Objective 1: Deliver timely, actionable and trustworthy scientific advice and communication of risks from farm to fork.
- Strategic Objective 2: Ensure preparedness for future risk analysis needs.
- Strategic Objective 3: Empower people and ensure organisational agility.

The multiannual programme outlines EFSA's actions for enacting its strategy over the medium to long term. EFSA's integrated management system, completed with KPIs, ensures the achievement of the agency's objectives. EFSA's strategy implementation, following on from the mid-term EFSA strategy review, aligns with the EU policies and implementation of the EU's digital strategy.

In this context, EFSA's transformation priorities have been further clarified during 2025 with focus on "speed of EFSA", "digitalisation via AI", and "joining forces" - the imperative of working together. As of 2026, EFSA will focus on these three key priorities that will act as enablers of EFSA's daily work and transformation agenda. While speed remains the central performance goal, innovation and cooperation aim at strengthening EFSA's ability to accelerate risk assessment. EFSA focuses on efficient service delivery through "One Substance, One Assessment", digital interoperability, cybersecurity, trustworthy AI, and data-driven decision-making, emphasising accessible, interoperable, and high-quality data for evidence-based risk assessments. EFSA, thus, aligns with the EU's ambitions for digital governance, transparency, and innovation, and promote the protection of citizens' data while strengthen Europe's competitive edge. Finally, by 'joining forces' EFSA will continue its coordinated approach with Member State organisations, deepening partnerships and using grants and procurements more effectively to maintain high-quality outputs.

In addition to its processes, EFSA is enacting its strategy through a variety of transformation activities (projects) coordinated within three programmes:

- Data and evidence (DEEP)
- Innovative risk assessment methodologies (IRMA)
- Knowledge, expertise and technology (NEXT).

The anticipated benefits of EFSA's transformation activities are overseen according to the underlying drivers of each initiative within the framework of the EFSA Strategy. Further details can be found in Appendix C.

<sup>10</sup> [EFSA Strategy 2027 - Science Safe food Sustainability \(europa.eu\)](https://www.efsa.europa.eu/en/strategy/2027-science-safe-food-sustainability)



## 1.1 DELIVER TRUSTWORTHY SCIENTIFIC ADVICE AND COMMUNICATION OF RISKS FROM FARM TO FORK.

Strategic Objective 1 covers EFSA's primary mission: delivering robust risk assessments and communicating health-related risks from farm to fork. EFSA aims to provide quality scientific advice to EU and Member State risk managers, employing standardised, internationally recognised methods and maintaining transparent stakeholder engagement.

### Expected Outcomes

The anticipated result is **the enhanced credibility and relevance** of EFSA's scientific advice, supporting the EU decision-making processes. This includes providing reliable and actionable advice on risks before regulated products are permitted in the EU market. Such products range from traditional food s to GMOs, as outlined in Table 20 in Appendix B. Multiannual targets of the key performance indicators monitoring the expected outcome 1.1 "Increased relevance and improved reputation of EFSA's scientific advice" are presented in Table 3, Appendix A.

Simultaneously, EFSA works on risk communication, aiming to **improve its relevance and reputation** through coherent messaging in collaboration with various EU and national entities and engaging with the public and other stakeholders. Multiannual targets of the key performance indicators monitoring the expected outcome 1.2 "Increased relevance and improved reputation of EFSA's risk communication" are presented in Success in this area is measured by the key indicators listed in Table 4, Appendix A.

### Expected Operational Results (EORs)

#### EOR 1.1.1: ASSESSMENTS FOR REGULATED PRODUCTS ARE DELIVERED WITH QUALITY AND EFFICIENCY.

A key aim for the next years is to improve the speed of EFSA assessments for regulated products, ensuring that the quality and transparency of its risk assessment process are maintained. The recommendations from workflow analysis of the end-to-end risk assessment processes are being translated into action in collaboration with DG SANTE, including four types of measures:

- i) improving the quality of the incoming dossiers (and thereby reducing the time spent in intake and clock stops). We are strengthening support for applicants and Member States via tailored assistance in the different phases of the application lifecycle —which considers also SMEs' specific needs. We are boosting early engagement through events, conferences, and discussion groups and providing tailored guidance via expanded pre-submission advice and trainings to potential applicants.
- ii) improving the fit for purpose of EFSA Guidance Documents and Opinions (i.e. simplifying risk assessment requirements and the opinions). EFSA is working on guidance, and data requirements with DG SANTE, the scientific community, and stakeholders
- iii) improving the efficiency of the risk assessment process and
- iv) improving the efficiency of other processes to release capacity for risk assessment.

For the latter two (iii and iv) key actions include workflow automation, AI, and process leaning. Multiannual targets of the key performance indicators monitoring the expected operational result 1.1.1 are presented in Table 5 in Appendix A.



## EOR 1.1.2 GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY.

A key aim for the next years is to improve the fit for purposeness of generic scientific advice. To do so, EFSA will continue to have constructive exchanges with the EC during the mandate dialogue process to ensure the scope and terms of reference of the mandate are well defined and leading to fit-for-purpose outputs that facilitate risk management decisions. EFSA will monitor the effect of actions delivered in 2025 aiming at reducing the time it takes to set up a new Working Group for Generic Risk Assessments and will assess whether further actions are needed. EFSA is further strengthening stakeholder participation throughout the risk assessment process, across key areas such as biological and chemical hazards, animal health and welfare, plant health, and human nutrition, in line with independence and transparency principles. EFSA will implement new collaboration models with EU bodies, agencies, and international partners to refine mandate preparation, to implement cross-cutting guidance and innovative methodologies, and to enhance data flows.

Multiannual targets of the key performance indicators monitoring the expected operational result 1.1.2 are presented in Table 6 in Appendix A.

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

EFSA prioritises an audience-first approach to risk communication, focusing on clarity, relevance, and public understanding of its science. To improve effectiveness, EFSA will use social research to guide topic selection, assess impact through consumer "flash polls," and enhance user experience by expanding multilingual content and respecting EU cultural diversity. This strategy is central to EFSA's 2027 risk communication plan. In line with the Transparency Regulation, EFSA will broaden access to tools, tailor materials to audience needs, and refine usability through ongoing user research. Key improvements include website enhancements, better multilingual support, streamlined content archiving, and upgraded accessibility features.

Multiannual targets of the key performance indicators monitoring the expected operational result 1.2.1 are presented in Table 7 in Appendix A.

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

The Transparency Regulation calls for stronger coordination between EU and national risk managers. EFSA will reinforce mechanisms like the Communication Experts Network and Member States' Communication Coordinators, supported by grants. A learning programme will build capacity among national risk communicators. EFSA will work with sister agencies and EU partners to deliver harmonised communication on shared priorities such as One Health and co-create campaigns to raise awareness on food safety.

The EFSA Journal will improve clarity for non-experts and publish Plain Language Summaries and will invite Member States to share scientific outputs on its platform.

EFSA will also invest in crisis communication readiness through simulations, digital tools, and anti-misinformation efforts, and enhance its digital platforms—EFSA website, Journal, Open EFSA, and social media.

Multiannual targets of the key performance indicators monitoring the expected operational result 1.2.2 are presented in Table 8 in Appendix A.



## 1.2 ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS

Strategic Objective 2 covers EFSA's sustainability and the development of its core capabilities for long-term relevance and trustworthiness. Strengthening engagement and partnerships within the food safety community supports the identification of priorities for knowledge exchange, and capacity building, enabling EFSA to be well-equipped for future risk assessments and communications.

### Expected Outcome

EU preparedness for future food safety risk analysis will continue to be strengthened through the establishment of a **harmonised, data-driven, and forward-looking risk assessment system**. **Collaboration** with Member States, EU agencies, international bodies, and stakeholders will improve the quality and efficiency of EU-level risk analysis and improve access to knowledge, skills, methods, and data, including through the Horizon Europe programme.

Collectively, actions will deliver a **coherent, agile, and future-proof EU risk assessment system**—one that is capable in anticipating emerging challenges, supporting policy innovation, and ensuring the protection of public health, food safety, and the environment in an increasingly complex and interconnected world.

EFSA, in collaboration with the other EU agencies<sup>11</sup> that have a technical and scientific mandate on topics falling under the One Health umbrella (ECHA, EEA, ECDC and EMA), will aim to facilitate **strategic coordination in the implementation of the One Health approach**, promote a One Health-driven research agenda, enhance capacity building on One Health, strengthen One Health stakeholders' engagement and support the development of partnerships through joint One Health activities, as part of the strategic objectives included in the “cross-agency One Health task force framework for action”.

Multiannual targets of the key performance indicators monitoring the expected outcome 2.1 “Increased risk analysis capabilities (knowledge, expertise, methodologies, and data) to maintain relevance for the future”, are presented in Table 9 in Appendix A.

### Expected Operational Results (EORs)

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

EFSA supports a harmonised risk assessment culture across the EU through engagement, partnerships, and capacity-building, and through implementation of innovative workforce solutions. Collaboration with EU agencies such as ECDC, ECHA, EMA, EEA, and JRC ensures consistent and coordinated efforts.

To support high-quality and consistent scientific evaluations, EFSA promotes its methodological approach among Member States' competent authorities through training and capacity-building initiatives. It is also modernising its platforms to improve information exchange and access to scientific data.

EFSA invests in knowledge organisation by implementing new tools and technologies that enhance data accessibility, retrieval, and integration using trusted AI solutions to accelerate risk

<sup>11</sup> EU agencies – as defined in the framework for action: '[Cross-agency knowledge for One Health Action](#)': European Centre for Disease Prevention and Control (ECDC), the European Chemicals Agency (ECHA), the European Environment Agency (EEA), the European Food Safety Authority (EFSA) and the European Medicines Agency (EMA)



assessments and support staff in evidence management. EFSA aligns with DG SANTE's governance on data standardisation and supports Commission strategies and will explore the potential of citizen science and crowdsourcing.

### Artificial Intelligence and EFSA digital Transformation

EFSA's digital transformation will fully align with the objectives of the ***Interoperable Europe Act (IEA)*** and the EU Digital Strategy. All new or substantially modified digital and data services will undergo interoperability assessments covering legal, organisational, semantic and technical layers. Interoperability solutions developed under the NEXT and DEEP Programmes—including data models, APIs, and semantic vocabularies—will be documented and shared for reuse through European interoperability platforms, contributing to a coherent public-sector digital ecosystem.

Building on its AI roadmap and in collaboration with the EU Agencies Network AI Working Group, EFSA will pilot Artificial-Intelligence-enabled analytics for an improved speed, efficiency and quality in data analysis and scientific assessment.

EFSA is directing the effort of digital transformation to streamline the risk assessment process by reducing inefficiencies and delays. To support this, it is developing the capability to harmonise and automate bioinformatics assessments of microbial-based products used in the food and feed chain. Establishing a common platform for applicants and assessors will minimise interruptions caused by Additional Data Requests and will accelerate the overall assessment timeline, ensuring that the confidentiality concerns of the applicants are guaranteed.

EFSA is also developing digital platforms to enhance risk assessment and related functions such as data collection and open data sharing. These platforms will reduce the effort required to collect monitoring and surveillance data, including managing of related confidentiality requests. They will also improve, for openly available data, their data discoverability and reuse through consistent metadata and terminology. Stakeholders across the EU food ecosystem will benefit from easier access to EFSA's published data, presented in standardised, computer-readable formats with improved storytelling for broader audiences, in alignment with open data EU initiatives including the EU Common Data Platform for Chemicals<sup>12</sup> under the 1S1A initiative. Additionally, the platforms will support the decentralised creation of new data services and products by enhancing the digital collaboration with external partners.

### Strategic Partnerships and Engagement

EFSA is expanding partnerships with Member States' competent authorities, using framework agreements to support risk assessment and dossier evaluation in the area of novel foods, micronutrient intake, and emerging risks.

EFSA invests in Member State projects and scientific cooperation. The Focal Point framework will be reviewed to streamline procedures and shape future collaborative activities.

Cooperation with EU ENVI agencies and international organisations supports data sharing, methodology development, and research agendas. EFSA also contributes to EU enlargement policy, with DG ENEST funding capacity-building efforts in Western Balkan countries and Türkiye in the frame of the EU's Pre-Accession programme (IPA).

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<sup>12</sup> Regulation of the European Parliament and of the Council establishing a common data platform on chemicals, laying down rules to ensure that the data contained in it are findable, accessible, interoperable and reusable and establishing a monitoring and outlook framework for chemicals adopted by the Council on November 13, 2025.



Further cooperation includes activities with European Partnerships, services to DG AGRI, and support for the Commission's international obligations, such as participation in CODEX Alimentarius. EFSA will prioritise multilateral and bilateral collaboration through liaison groups, scientific exchanges, and updated agreements with international bodies—including an Exchange of Letters with the WHO and a Memorandum of Understanding with FAO—to address shared scientific challenges.

Multiannual targets of the key performance indicators monitoring the expected operational result 2.1.1 that are presented in Table 10 in Appendix A.

#### **EOR 2.1.2 THE QUALITY AND SCALE OF CRISIS PREPAREDNESS AND THE IDENTIFICATION OF EMERGING RISKS IS IMPROVED.**

EFSA will continue to improve the quality of crisis preparedness and emerging risks identification by strengthening its foresight and horizon scanning capabilities, with the objective also to inform the definition of robust strategies to stay relevant in a fast-changing world. In 2025, EFSA, together with EUDA and several agencies of the EU-ANSA Futures Cluster and the relevant Commission services run a participatory ad-hoc Horizon Scanning process, which will inform the definition of the EFSA Strategy 2034.

We integrate early warning and data systems across EU bodies, Agencies, Member States, and global partners such as WHO, FAO, and WOAH. To support these efforts, EFSA will improve coordination in media and social media monitoring and early warning communications. Stakeholder engagement will be deepened to anticipate scientific and societal shifts, with particular attention to climate change impacts on health, in alignment with the European Climate and Health Observatory.

With regard to crisis preparedness and the request for EFSA to assist the European Commission and the Member States in case of crises, EFSA launched in 2025 a new 4-year training cycle to rehearse crisis response capacity of the European Commission, EU Agencies, Member States, and IPA countries. With the implementation of Regulation (EU) 2022/2371 on serious cross-border threats to health, EFSA, together with ECDC, EMA, EUDA, EEA, ECHO, and Europol, has been incorporated in the Union prevention, preparedness and response plan for health crises, with the task to produce joint rapid assessment upon request of the Commission or the Health Security Committee.

Especially at the front of foodborne disease outbreaks, EFSA will upgrade its platform for the collection of the Whole Genome Sequencing (WGS) data on isolates of *Salmonella enterica*, *Escherichia coli*, *Listeria monocytogenes*, *Campylobacter jejuni* and *Campylobacter coli* isolated from food, feed, animals, or related environment causing or suspected to cause a foodborne outbreak in compliance with new Implementing Regulation (EU) 2025/179 to facilitate the investigation of foodborne disease outbreaks

Finally, EFSA harmonises data collection on vector distribution and wildlife disease surveillance across Europe and the Mediterranean, streamlining animal disease surveillance and reducing the operational burden on Member States.

Multiannual targets of the key performance indicators monitoring the expected operational result 2.1.2 are presented in Table 11 in Appendix A.



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

EFSA is strengthening its scientific guidance and risk assessment capabilities to meet future challenges. This includes integrating non-animal testing methods, adapting to evolving food systems and technologies, and aligning with the One Health approach. Collaboration remains central: EFSA is working with Member States, the European Commission, EU Agencies, and international partners to harmonise guidance and co-design scientific methodologies.

The IRMA Programme ensures preparedness and knowledge of up-to-date risk assessment methodologies developments to ensure regulatory assessments remain current, consistent, and efficient. It supports readiness for emerging scientific and legislative demands, and proactively addresses risks linked to new food and feed production systems.

EFSA is also extending its capabilities to assess not only the safety but also the nutritional intake and environmental footprint of diets, supporting sustainability goals.

To modernise regulatory assessments, EFSA is integrating new approach methodologies, including omics and in silico tools, to derive health-based guidance values from in vitro studies, aiming to reduce reliance on animal testing. Furthermore, EFSA is enhancing its ability to assess human exposure, automating exposure calculations for individual chemicals and mixtures.

Multiannual targets of the key performance indicators monitoring the expected operational result 2.1.3 are presented in Table 12 in Appendix A.

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

EFSA is preparing for upcoming regulatory and policy initiatives, including the One Health approach, the Chemicals Strategy for Sustainability, and the One Substance One Assessment (1S1A) initiative. It also supports emerging priorities such as the Strategic Dialogue on Agriculture and Food, the Food Systems Framework, and the Biotech Act, collaborating with ENVI Agencies (EMA, ECHA, EEA, ECDC).

EFSA actively engages in the EU research and innovation agenda. As an Associated Partner in PARC, and through European partnerships like PAHW and the prospective OHAMR, EFSA contributes to long-term improvements in chemical risk assessment under the lead of DG ENV and One Health policy integration, which enhances transparency of the entire risk assessment on chemicals by supporting the joint publication of open data between agencies in the EU Common Data Platform on Chemicals. EFSA is also advising selected research initiatives on animal health, sustainable agriculture, and food systems.

EFSA will chair the first 18 months of the inter-agency working group on antimicrobial resistance, supporting the Commission and Member States for the follow-up of the Council Recommendation on stepping up Union actions to combat antimicrobial resistance in a 'One Health' approach. The WG will build on the strong foundations of existing collaborations, such as the scientific report on the impact of use of azole fungicides on the development of azole resistance in *Aspergillus*



species, joint annual AMR summary reports and JIACRA<sup>13</sup> reports, and will further enhance the integration of surveillance data across sectors, exchange of information on upcoming mandates, and coordination of communication and research activities across agencies. This will ultimately strengthen the EU's capacity to combat AMR and protect public health, food safety, and the environment. Interaction between the new working group and the Cross-Agency One Health Task Force will be ensured while avoiding duplication of work.

Finally, EFSA is contributing to the design of the EU early warning and action system for chemical risks foreseen in the context of the new regulation under "One substance one assessment" (1S1A). The role of this system is to complement the implementation of the existing legislation on chemicals by adopting a proactive and systemic approach to the identification of emerging chemicals risk. The proposed regulation introduces the obligation for the EEA to compile early warning signals based on information provided by different sources, including the EFSA's emerging risks exchange network.

Multiannual targets of the key performance indicators monitoring the expected operational result 2.1.4 are presented in Table 13 in Appendix A.

#### **EOR 2.1.5 WIDER ACCESS TO, AND BROADER EXPLOITATION OF, DATA AND ANALYTICS IS ACHIEVED.**

EFSA is advancing data management to enable broader access, interoperability, and exploitation of scientific data. Initiatives include finalizing data-sharing agreements (e.g. with WHO), participating in EU networks (ChemMon, Zoonoses, Food Consumption), and promoting collaborative projects via groups like the Advisory Group on Data (AGoD).

EFSA streamlines Member State data transmission, supports annual scientific data collections, and promotes FoodEx2 for interoperability. It is also enhancing openness through platforms like Knowledge Junction and R4EU and developing open-access dietary exposure tools for novel food risk assessments. To address future exposure assessments, EFSA is launching EU Menu 2.0 to maintain the collection of up-to-date and harmonised food consumption data across all population groups, while maintaining and enriching its food composition database. Moreover, a new project on the exposure from food supplements is expected to be launched in 2027 to explore the use of new data sources that should improve the exposure assessment from food supplements.

EFSA provides scientific advice to DG SANTE on data-related issues, including seafood consumption surveys, and adoption of EFSA standards.

More transformation activities in this area are part of the Data & Evidence Programme (DEEP), which aims to accelerate and make more efficient the risk assessment and improve its transparency through innovative, interoperable data services and strengthening information security.

Multiannual targets of the key performance indicators which monitor the expected operational result 2.1.5 are presented in Table 14 in Appendix A.

<sup>13</sup> JIACRA report: Joint Interagency Antimicrobial Consumption and Resistance Analysis (JIACRA) Report



## 1.3 EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

Strategic Objective 3 covers the enhancement of EFSA Operations to strengthen EFSA's reputation as a responsible organisation and to create an appealing working environment.

### Expected Outcome

The anticipated result is a continuous improvement of EFSA's reputation as an accountable Institution and an attractive employer. EFSA will prioritise developing talent, culture, and operational tools to improve efficiency. Stronger institutional partnerships will align with overarching strategies and enhance collaboration. Effective governance and management, aligned with core values, will ensure the strategic and resource-efficient execution of EFSA's mandate in cooperation with EU bodies. Demonstrating accountability and efficiency to the EU Parliament, Council, and European Commission will reinforce EFSA's standing. Commitment to staff empowerment and talent attraction will support strategic goals.

Multiannual targets of the key performance indicators monitoring the expected outcome 3.1 "Improved reputation of EFSA as an accountable institution and an attractive employer" are presented in Table 15 in appendix A.

### Expected Operational Results (EORs)

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

EFSA is fostering a culture of agility, accountability, trust, and care to boost staff engagement and strengthen its reputation as an employer of choice.

The agency is building a skilled, diverse, and inclusive workforce aligned with Strategy 2027 ambitions, with targeted schemes for talent attraction, onboarding, and expertise availability. Through staff exchanges and joint initiatives with EU Agencies and Member States, EFSA enhances EU scientific capacity and partnerships. One way to bring these partnerships to life is by further strategically investing in the hosting of Seconded National Experts (SNEs), who enrich EFSA with valuable skills and competencies and, at the same time, strengthen capabilities within their home organisations. This mutual exchange supports the development of risk assessment expertise across Europe, in line with the provisions of the Transparency Regulation (EU) 2019/1381.

Furthermore, EFSA's Diversity & Inclusion efforts focus on bringing disability awareness, improving nationality balance, and promoting well-being and mental health among staff.

EFSA's Learning and Development Plan, supporting Strategy 2027, focuses on three pillars:

- **Fit to Lead** – developing leadership skills.
- **Personal Leadership Programme (PLP<sup>3</sup>)** – advancing self-leadership and growth.
- **Let's Go Beyond Digital** – promoting innovation and agility.

Such initiatives strengthen both scientific and non-scientific expertise, preparing staff for future challenges and opportunities.

Internal Communications (IC) enables the efficient flow of information across EFSA, encourages staff engagement, and provides strategic advice to leadership and employees on how best to keep staff informed about objectives and activities. Key IC initiatives over the next three years will include a redesign of EFSA's intranet to provide a more user-centered experience and the continued development of internal networks, such as the Editorial Network and IC Ambassadors, to enhance consistency in messages to staff and encourage a sense of shared purpose.



Multiannual targets of the key performance indicators monitoring the expected operational result 3.1.1 are presented in Table 16 in Appendix A.

## EOR 3.1.2 USER SATISFACTION AND EFFICIENCY OF ENABLING SERVICES IS ENHANCED.

EFSA is committed to enhancing user satisfaction and service efficiency by investing in advanced technologies, automation, digital collaboration tools, and streamlined processes. A partnership-driven approach will support core business functions that ensure every service adds value at all levels of the organisation.

Key initiatives include:

- **Logistics Services:** Implementing an integrated service management approach to optimise the coordination of meetings and events, with a focus on transitioning towards hospitality-led service models that enhance user experience and operational efficiency.
- **Outsourcing and Contract Management:** Strengthening financial planning tools and engagement strategies to improve the outsourcing effectiveness and foster collaboration with Member States, thereby enhancing efficiency and value throughout the contract lifecycle.
- **Legal and Governance Services:** Building on ongoing efforts to optimise processes and improve efficiency through simplified user access, enhanced digital knowledge and information management, and strengthened tools for confidentiality, public access to documents, and Declarations of Interests.

Multiannual targets of the key performance indicators monitoring the expected operational result 3.1.2 are presented in Table 17 in Appendix A.

## EOR 3.1.3 OPERATIONAL PERFORMANCE IS ENSURED

EFSA will ensure strong operational performance by streamlining governance, improving quality, and leveraging updated technologies aligned with Strategy 2027. Alongside its Accountability Policy, which supports compliance with legal, quality, and safety standards (e.g., Financial Regulation, COSO, ISO), EFSA will maintain its Integrated Management System in the interest of advancing:

- **Responsive governance and decision-making**, including on IT, AI and data management matters.
- **Effective strategy delivery**, supported by robust performance metrics.
- **Evaluation & Assurance**, through regular ex-ante and ex-post evaluations, which ensure compliance, budget efficiency, and optimal resource use.
- **Quality Management**, achieved through sustaining ISO 9001 certification and driving continuous improvement.
- **Information Security & Business Continuity**, which strengthens organisational resilience and security posture by enhancing information security and business continuity frameworks, ensuring effective risk management and compliance with applicable regulations and legislation.



- **Sustainability & Efficiency**, by upholding ISO 45001 and ISO 14001/EMAS, with a focus on reducing and offsetting indirect CO<sub>2</sub> emissions.
- **Integrated System Approach**, which streamlines governance across systems, enhancing collaboration, reducing redundancy, and supporting continuous improvement in alignment with EFSA's strategic goals.

Multiannual targets of the key performance indicators monitoring the expected operational result 3.1.3 are presented in Table 18 in Appendix A.

#### EOR 3.1.4 ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED

EFSA will align with EU strategies and policies by strengthening partnerships within and beyond the EU network, to share resources and services, enhance governance with other EU entities, and adopt a strategic planning approach, responsive to the broader ecosystem. Collaborative activities with national scientific bodies will continue to follow EFSA's overarching strategy.

EFSA supports the European Commission with the EFSA External Evaluation, to be finalised by 2026, and will ensure that the follow up actions are integrated in the definition of the EFSA Strategy 2034.

During its Strategy 2034 definition, EFSA will ensure alignment with emerging new policies, under the EC Strategic Priorities.

EFSA will also deepen collaboration with the European Commission, EU Agencies, and Institutions, engaging in the EU Agencies Network to promote shared services.

EFSA will maintain strong relationships with the European Parliament, Commission, and Member States' permanent representations to ensure its work remains relevant to societal and political discussions. Additionally, it will support and implement the EU Digital Strategy by integrating it into its strategic planning and everyday operations.

Multiannual targets of the key performance indicators monitoring the expected operational result 3.1.4 are presented in Table 19 in Appendix A.



## 2. HUMAN AND FINANCIAL RESOURCES – OUTLOOK FOR 2026 - 2029

### Summary

In recent years, EFSA has been impacted by changes to the General Food Law that entered into application on 27 March 2021, which enhanced the transparency and sustainability of the Risk Assessment process and expanded EFSA's responsibilities.

The introduction of additional tasks for EFSA and applicants, such as pre-submission advice services, required substantial adaptation of EFSA's procedural and technological landscape. This impacted EFSA's procedures and workflows.

Moreover, the Transparency Regulation aims to improve EFSA's sustainability by increasing outsourcing of risk assessment tasks to Member State organisations. However, building these partnerships has been more resource-intensive and time-consuming than expected due to limited resources, the need for a common approach, alignment within consortia, rigid financial tools, and complex engagement processes. As a result, benefits will emerge only gradually.

This is accompanied by greater scientific complexity, with more evidence to assess, advanced scientific methods to apply, and high expectations from customers and stakeholders regarding scientific rigour, transparency, and engagement.

The combined impact of these challenges to date has outweighed the efficiency gains achieved through improvement initiatives and the additional resources the Authority has received.

Considering the factors mentioned, EFSA expects to complete around 600 scientific questions from its core processes by 2026, and the medium-term outlook is one of stability. The number of scientific questions closed also influences EFSA's ability to reduce its stock of questions<sup>14</sup>. Due to the reasons outlined above, EFSA's forecast on the evolution of its stock of questions is of a slow yet steady decline of around 3% year-on-year, notwithstanding the impact of any regulatory changes related to simplification and competitiveness. In the short term, however, EFSA aims to significantly speed up its Risk Assessment, especially for what concerns the management of non-pesticides applications. A faster risk assessment is expected to produce positive effects on the number of questions closed and ultimately on the reduction of the stock.

EFSA's long-term aim remains to reduce the stock of questions to a level that corresponds to approximately one year of production capacity.

### 2.1 OVERVIEW OF THE PAST AND CURRENT SITUATION

#### Implementation of Transparency Regulation measures

Preparation for the Transparency Regulation began in 2020, with EFSA receiving financial and human resources from the Budgetary Authority to implement the new requirements.

The efforts to implement the TR requirements and develop the needed IT architecture, however, were higher than the additional resources the Authority received.

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<sup>14</sup> The stock includes only scientific questions referring to Strategic Objective 1 (processes related to Pesticides and non-Pesticides Applications, and Generic Mandates). Moreover, it does not include 1548 questions related to botanical Health Claims, which are pending decision from the Risk Manager since more than 10 years



Focusing on the new tasks coming from the Transparency Regulation, instead, there are two primary areas of attention:

- **Management of confidentiality assessment.** Since mid-2022, EFSA has been receiving a high number of confidentiality requests, concerning confidential business information (CBI) and personal data (PD). To manage the workload and avoid delays in scientific work, EFSA prioritised this workload and allocated temporary resources, and this allowed EFSA to reduce the stock of confidentiality requests and keep it under control. This remains an area under closed monitoring, and further actions are foreseen to streamline the process.
- **Usage of pre-submission advice services.** The use of pre-submission services introduced by the Transparency Regulation to improve interactions with EFSA and reduce low-quality submissions was limited in the first years of implementation. EFSA has increased efforts to make these services more attractive by expanding engagement activities, and since 2024, their use has significantly increased, especially by SMEs and for new applications. Additional temporary resources have also been allocated from 2025 to increase the support initiatives with applicants. This is expected to enhance the quality of submitted information, reducing follow-up requests.

### Growth of existing workload

In the years before 2020, EFSA registered a steady decrease of its stock of questions, supported by closing roughly 700 questions per year (2017-2019 average). Since 2020, however, the stock reduction has reached a plateau, due to three factors:

- **Increase in incoming work:** legislative initiatives of the European Commission needed to be supported by scientific advice in the fields of Animal Welfare, Nutrition, GMOs, and Pesticides. Industry filed more applications in few areas, such as Feed Additives, Enzymes and Novel Foods.
- **Increased scientific and administrative requirements:** the onset of new types of assessments (e.g. novel foods) combined with “novel” EFSA Guidance Documents (e.g. on nanotechnology) resulted in an increase of low-quality dossiers, as evidenced by the high number of clock stops and requests for information during the intake and risk assessment phases<sup>15</sup>. In addition, the implementation of the Transparency Regulation posed new challenges for EFSA and applicants because of the new procedures and the new IT tools, which led to an increase of the “request for information” (RFIs) instances during the intake phase and to resource-intensive exchanges with applicants asking for additional information (TR related provisions account for less than 15% of RFIs, yet >95% of applications now include at least one RFI question relating to identified Notification of Studies or Confidentiality completeness defects)<sup>16</sup>.
- **Growth of evidence and the addition of assessment criteria,** like endocrine disrupting properties, toxicology of engineered nanoparticles, effect of chemical mixtures, effect of xenobiotics on biodiversity is leading to more expert time needed, from both

<sup>15</sup> The average length of a clock stop in Regulated Products registered a steady increased over the past years, moving from 135 calendar days in 2022 to 165 calendar days in 2025 (data as of June 2025). The number of clock stops in Regulated Product also registered an increase, moving from around 530 clock stop procedures registered in 2022 to more than 580 registered in 2024 (data as of June 2025 suggests that a similar figure might be reached also in 2025). Also, the percentage of questions registering more than 1 clock stop procedure is increasing: considering all questions with at least a clock stop open, the percentage of “re-lapses” went from 56% in 2022 to 67% in 2024.

<sup>16</sup> [Improving the Speed of Risk Assessment – Summary Report](#)



EFSA staff and experts in working groups and panels. This has been estimated to affect EFSA's production by 3% every year.

EFSA run a series of actions to mitigate these issues, but they were not sufficient to fully counterbalance them, since:

- the findings of the **leaning initiatives** run in different areas, such as in feed applications (2019), enzymes (2018 and 2021), novel foods (2021), and MRL art.10 (2020) were not immediately transferable to all fields of the scientific production,
- the extension of **outsourcing of RA activities** through tasking grants and Framework partnership agreements (FPAs) with MSs competent organisations (Art. 36 list), despite positive, would need to be increased in scope and volume, especially for what concerns the support to Regulated Products. With EFSA also dependent on MS organisations to be able to provide human resources for the assessment of regulated products, the investments so far have been lower than initially expected,
- the increased investments in **development of digital solutions**, including consultancy, focused on building the infrastructure required to implement the TR, rather than promoting process simplification, automation, and AI integration,
- the **additional FTEs granted** by the budgetary Authority (between 2022 and 2027, EFSA received a total of 87 additional FTEs<sup>17</sup>), despite being positive, are not sufficient to address EFSA's ongoing needs,
- the **increase of interim work force** to cover the most pressing gaps and hotspots. The nature of the contract, however, causes turnover and recurrent onboarding investments.

## 2.2 OUTLOOK FOR THE YEARS 2026 – 2029

### 2.2.a New tasks

EFSA expects to receive new tasks in view of legislative proposals that are at an advanced stage of discussion or other initiatives:

- Chemical Strategy for Sustainability:** the new regulation establishing a common data platform on chemicals<sup>18</sup>, foresees 5 CAs (2 of which to be covered by EFSA funds) and EUR 670,000/year of operational budget for three years, and 2 CAs and EUR 500,000/year of operational budget from the fourth year onwards.
- New Genomic Techniques:** the draft legislative proposal foresees 5 posts and EUR 830,000 for the first year; confirmation of the 5 posts and EUR 1,099,000 from the second year onward.
- Contribution agreement on "**Fighting Antimicrobial Resistance and Strengthening the One Health Workforce in Africa**" with the Directorate-General for International Partnerships of the EC: expected to run from 2026 and until December 2030. EFSA to receive a grant of EUR 609,440 and 1 CA position for the duration of the agreement.
- European Union Partnership on Animal Health and Welfare:** EFSA is participating in the first phase of activities (started in 2024), the budget for which is confirmed and

<sup>17</sup> 15 short term CAs in 2022, 2023, and 2024; 10 short term CAs in 2025, 2026, and 2027; 6 SNEs in 2026 and 2027

<sup>18</sup> [Regulation of the European Parliament and of the Council establishing a common data platform on chemicals, laying down rules to ensure that the data contained in it are findable, accessible, interoperable and reusable and establishing a monitoring and outlook framework for chemicals](#) adopted by the Council on November 13, 2025.



two CAs for 3 years have been granted. EFSA has expressed interest in continuing with the second phase of the partnership, the budget for which will be confirmed upon signature of the relevant amendment in 2026, and for which EFSA will request the prolongation of the two CAs contracts.

- Legislative proposals **regarding additional tasks to be entrusted to EFSA**, relative to the **Food and Feed Simplification Package (Omnibus)**<sup>19</sup>, specifically related to Pest Biocontrol active substances, and the **Biotech act**<sup>20</sup>, which might be compensated by additional human and financial resources. Both proposals were adopted by the European Commission on 16 December 2025.

### 2.2.b Growth of existing tasks

EFSA forecasts that the incoming number of questions will be lower compared to recent levels, decreasing to around 600 questions/year, but the scientific complexity and the need to adapt to new regulatory requirements, will continue to increase, because:

- new policies and legislative proposals (Vision for Agriculture and food- related initiatives, chemical strategy for sustainability, recycling) will require a transition effort and may translate in specific risk assessment requirements on top of the existing ones,
- integration of scientific advances will be needed to ensure EFSA risk assessment evolves with the expectations of customers and stakeholders, including the scientific community (e.g. NAMs, cumulative risk assessment, environmental assessment, microbiome),
- development of new methodologies to keep EFSA up to date with the scientific advances is expected to delay the risk assessment process during the transition to implementation,
- pressure on the EFSA production capacity, particularly in specific areas (e.g. Enzymes, Novel Foods, Pesticides, Feed Additives), will continue to be high (due to existing stock / new mandates / follow-up mandates).

The table below shows the actions taken so far, the current state of the play, and the medium-term outlook of the main critical areas that EFSA identified in 2021 and that were part of the business case for additional temporary resources sent to the European Commission:

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<sup>19</sup> [Simpler food and feed safety rules while upholding high health standards and boosting competitiveness of EU producers](#)

<sup>20</sup> [New measures to make EU health sector more innovative, competitive and resilient](#)

**TABLE 1. FORECASTED EVOLUTION OF CRITICAL SCIENTIFIC PRODUCTION AREAS**

Area	2021 situation	Actions taken	2025 situation	Medium term outlook
<b>Food additives</b>	High stock (122)	- Human resources increase - Outsourcing scheme - Speed of RA (as of 2026)	Stable stock (120), mainly referring to re-evaluations ( $\approx 75\%$ ) with a past deadline (low priority)	1) New dossiers and 2) follow up of re-evaluations treated as priority, consuming majority of resources. 3) Re-evaluations treated as low priority, to be delivered as agreed with EC. Overall stock and scientific production to remain stable but EFSA to focus on keeping low the stock in the two priority areas
<b>Feed</b>	High stock (213)	- Human resources increase - Process leaning - Outsourcing scheme - Guidance update - Speed of RA (as of 2026)	Decreased stock (176), of which $\approx 20$ questions in backlog	Production rose by 15% from 2021, but limited stock reduction due to incoming requests (120/year) exceeding forecasts (100/year). Stable production ( $\approx 130$ questions/year) and slightly lower number of requests expected in the next few years ( $\approx 110$ questions/year) should support a steady decrease of the stock, despite impact coming from work in new feed areas (paRNUTs)
<b>Novel food</b>	Stock increase (8-->108)	- Human resources increase - Process leaning - Speed of RA (as of 2026)	Increased stock (172), 33% of which yet to reach RA phase, no backlog	Production slowed down due to bottlenecks in intake phase and high number of requests for extra info (86% of questions since 2021). Revision of guidance document and engagement activities are mitigating these issues, with a higher number of questions to be closed as of the second half of 2026. Stock expected to increase due to high volume of requests ( $\approx 60$ questions/year)
<b>Pesticides active substances renewal</b>	Stock increase (43-->75)	- Human resources increase - Speed of RA (as of 2026)	Increased stock (160), 60% of which yet to reach RA phase	Production slowed down due to bottlenecks in intake phase and in MS capacity. Scientific production not expected to increase in the short term in view of the above; current EFSA support measures are not sufficient, it would require measures on MSs capacity outside EFSA's control
<b>Food contact materials</b>	Stock increase (26-->68)	- Human resources increase - Speed of RA (as of 2026)	Decreased stock (34), no backlog	Productivity increased in previous years (around 50 questions closed/year), supporting stock reduction. The new Recycling Regulation will result in fewer applications of much higher complexity (also due to the absence of assessment methodologies for some novel recycling technologies). Stock is expected not to decrease further in the short term, yet it is currently considered manageable
<b>Enzymes</b>	High stock (207)	- Human resources increase - Process leaning - Outsourcing scheme - Speed of RA (as of 2026)	Decreased stock (130)	Increased productivity in the past few years, reaching 70+ questions/year. This increased production was partially counterbalanced by a higher-than-foreseen number of dossiers received, preventing a even higher stock reduction

## 2.3 ACTIONS FOR INCREASING SCIENTIFIC PRODUCTION

EFSA will:

- Promote leaning initiatives and remove bottlenecks – speed**

In 2023, EFSA began a detailed analysis of its end-to-end risk assessment process to identify bottlenecks and critical issues in its working model. The findings are informing initiatives to reduce the time needed to process scientific opinions. EFSA aims to decrease the overall time needed to process its scientific outputs by 15% in applications and 15% in pesticides by the end of 2026 (compared to 2023 baseline). By 2029, the expectations are to reduce processing times by 40% for applications and 40% for pesticides compared to 2023 baseline, but this will require regulatory actions with the support of the EC and MS. For pesticides, considering the MS phase before EFSA receives the reports, the overall gain is expected to reach 10% and 30% by the end of 2026 and 2029, respectively. A faster risk assessment will also generate positive effects on the compliance with timelines and on the volume of questions closed, thus supporting the reduction of the stock of questions. However, in the medium-term the production increase is expected to be limited in volume and restricted to specific areas.

- Leverage the investments in automation, digitalisation, and AI – innovation**

The main technological changes for TR implementation were completed in 2023. EFSA is now enhancing its IT tools to automate tasks and free up staff for priority work. Investments will improve digital skills and promote agile product management. EFSA will also continue



developing Artificial Intelligence-related solutions to perform its tasks, aiming to be "AI ready" towards the end of 2027 (see section Multiannual Programme EOR 2.1.1).

- **Consolidate outsourcing and partnering with MS organisations - joining forces**

EFSA is planning to further modulate its investments in Grants and Procurements, to a figure between EUR 30M and EUR 32M every year (corresponding to around 18% of EFSA's annual budget). This financial instrument remains crucial to ensure a strong level of cooperation between EFSA and the Member States, as well as supporting the volume and the quality of EFSA's scientific opinions, despite the difficulties being experienced in outsourcing the drafting of scientific outputs in the area of Regulated Products to MS organisations. In 2026 EFSA will be piloting Joint Programming in areas such as vector-borne diseases, and additional topics might be included in the future.

- **Increase FTEs availability**

In recent years, EFSA has maintained an excellent occupancy rate, consistently above 99%, thereby maximising the human resources at its disposal. This includes the three-year extension of 10 out of 15 short-term contract agent posts, initially granted for 2022–2024. EFSA is also expanding its pool of Seconded National Experts (SNEs), having been authorised to recruit six additional SNEs from 2026 onwards, and has further increased temporary resources (interims) to support its operations.

EFSA also foresees to request additional four SNEs to the budgetary authority starting from 2027.

Moreover, EFSA intends to request the possibility to recruit up to 30 short-term contract agents for a period of 4 years, starting from 2027. These resources will address critical resource gaps (in the areas of Pesticides, Novel Foods, Food Additives & Flavourings, and Feed Additives), supporting the Authority in speeding up its risk assessment process, contributing to a higher scientific production and to a faster stock and backlog decrease.

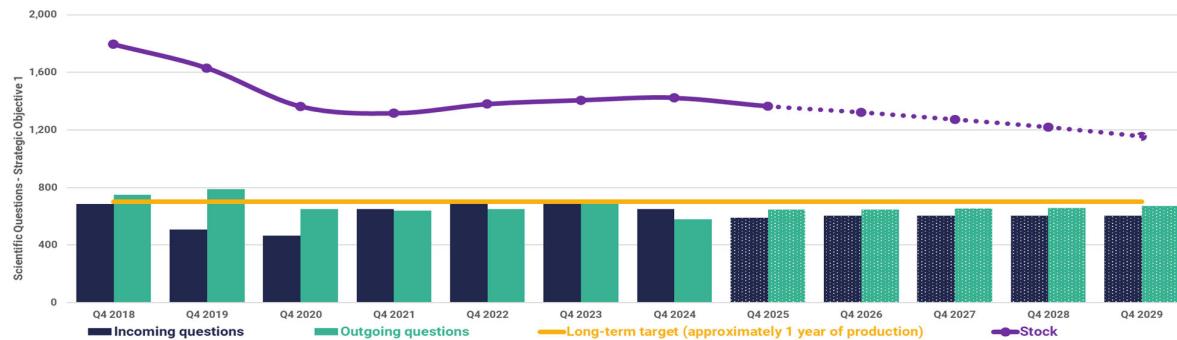
Alongside these requests, EFSA intends to keep the two Contract Agents connected to the European Union Partnership on Animal Health and Welfare, as well as onboard new resources coming from legislative proposals and other agreements. Moreover, to note that high-level discussions are ongoing to decide the long-term destination of the four Contract Agents that EFSA lent to ECHA in the context of IUCLID.

Finally, EFSA is developing its long-term human resource planning by implementing a *Build, Borrow, Buy* model, aimed at optimising the availability of the right competences.

- **Reflect on EFSA's working model**

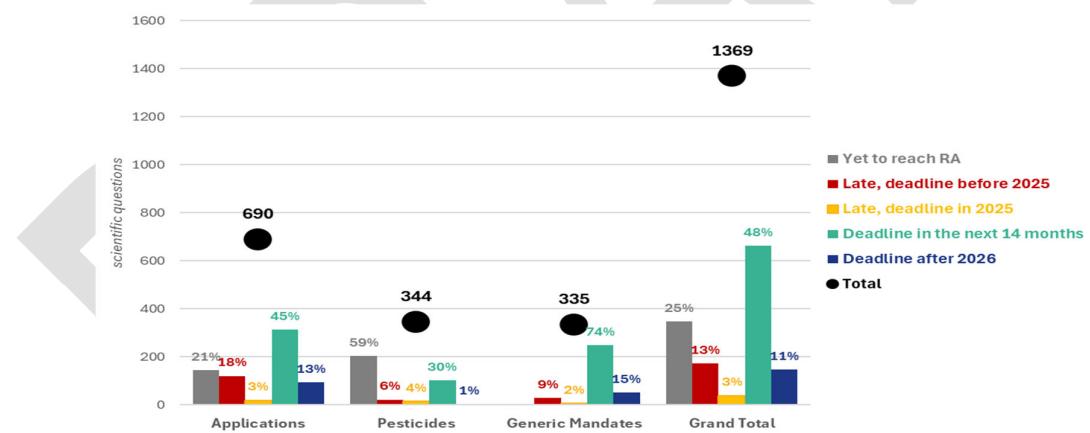
To ensure the successful implementation of EFSA's 2027 Strategy and its three transformation priorities, EFSA will assess how to gradually adjust and streamline its ways of working by consolidating ongoing efforts. In the longer term, EFSA will continue working with DG SANTE to explore further opportunities for structural improvements, also building on the findings of the fourth external evaluation. These may include increasing flexibility in the composition of Panels and working groups, clarifying EFSA's role in providing pre-submission advice to applicants, and refining the MS-based model for pesticide assessments.

Based on the assumptions described above, the outlook on EFSA's production and stock of questions until 2029 is shown in the figure 1 below:



**FIGURE 1. YEARLY STOCK PROGRESSION SINCE 2018 AND OUTLOOK UNTIL 2029**

However, the **stock** is not affecting all EFSA's areas of work; it is concentrated in specific segments due to the impact of bulk requests EFSA received in the past or by an increased number of applications received. Moreover, not all the stock requires immediate action: around 150 scientific questions (11% of the total) in stock have their current deadlines scheduled for 2027 or later, and around 350 scientific questions (25%) are at the early stages of EFSA's working process<sup>21</sup>. This leaves around 875 scientific questions (64%) requiring more short-term actions, either to address questions that are late (16% in total, main areas affected are feed additives, food additives re-evaluations<sup>22</sup>, and pesticides MRLs<sup>23</sup>) or questions that have a deadline currently scheduled by end of 2026 (48%). It is worth noting that a significant portion (27%) of all the questions that are in the Risk Assessment phase are currently on hold, awaiting actions from the applicants (such as the provision of additional data).



**FIGURE 2 - STOCK OF QUESTIONS, BROKEN DOWN BY AREA AND TYPE**

Actions to increase the number of "right first time" questions (via increased engagement with applicants, and more efficient handling of request for information and additional data request mechanisms) and the consequent reduction of re-work are seen as the most impactful short-term measures to improve EFSA's production.

EFSA will continue working towards the objective of reducing its stock of questions to approximately 1 year of production, also considering the different stock compositions of the three risk assessment workflows.

<sup>21</sup> Yet to enter the Risk Assessment phase. In some cases, still with the Member States for what concerns pesticides applications, or waiting for EC's actions for some specific types of applications

<sup>22</sup> Linked to requests of evaluation arrived in bulk

<sup>23</sup> Combination requests of evaluation arrived in bulk and delays



Finally, EFSA expects to close around 600 scientific questions every year in the next few years. The breakdown by areas of work shows that EFSA expects to continue to have a stable production across its three RA workflows, with the expected 2026/2027 averages being in line ( $\pm 10$  questions) with the average yearly production registered between 2022 and 2024. More details on the expected production levels in 2026 can be found in appendix B.

## 2.4. RESOURCE PROGRAMMING FOR THE YEARS 2026 – 2029

In the next four years<sup>24</sup> EFSA expects its financial resources to remain stable in real terms, whilst some fluctuations are foreseen in terms of human capacity. This is linked to extra resources connected to additional tasks entrusted to the Authority, the increase of the Seconded National Agents' and Contract Agents' pools, and (in 2028) to the phase out of the 10 short term CAs initially hired as of 2022.

Looking at the allocation of resources to its three Strategic Objectives, EFSA plans to increase its investments in its Strategic Objective 1 (driven by the extra resources requested, 4 additional SNE positions and 30 short-term CA positions as of 2027, which will be employed in this area) and also in its Strategic Objective 2, primarily to roll out of a few "mandatory" projects to upgrade its IT system, such as SUMMA (EC's new accounting tool), and support the increased digitalisation of its processes.

**TABLE 2. HUMAN RESOURCES OVERVIEW IN 2023-2029**

Human resources	2023	2024	2025	Authorised budget				2026	2027	2028	2029
				2026	2027	2028	2029				
Administrators (ADs)	312	312	314	316	318	319	320				
Assistants (ASTs)	93	93	93	94	92	91	90				
<b>TOTAL establishment plan posts</b>	<b>405</b>	<b>405</b>	<b>407<sup>25</sup></b>	<b>410<sup>26</sup></b>	<b>410</b>	<b>410</b>	<b>410</b>				
Contract Agents (CAs)	167	169	169 <sup>27</sup>	170 <sup>28</sup>	200 <sup>29</sup>	160 <sup>30</sup>	157 <sup>31</sup>				
<i>of which lent to ECHA<sup>32</sup></i>	4	4	4	4	4	0	0				
Seconded national experts (SNEs) <sup>33</sup>	16	16	16	22	26 <sup>34</sup>	26	26				
<b>TOTAL</b>	<b>588</b>	<b>590</b>	<b>592</b>	<b>602</b>	<b>636</b>	<b>596</b>	<b>593</b>				

<sup>24</sup> New Multiannual Financial Framework in place from 2028 onwards, hence any information beyond 2027 is indicative. EFSA assumed stable resources (+ a standard 2% budget inflation increase)

<sup>25</sup> +2 ADs linked to NGT proposal. Positions considered in reserve, as proposal yet to be adopted at the time of writing

<sup>26</sup> +2 ADs, +1 AST linked to NGT proposal. Positions considered in reserve, as proposal yet to be adopted at the time of writing

<sup>27</sup> It contains 5 CAs (2 funded by EFSA budget, 3 funded via a contribution agreement/SLA) linked to the support EFSA is expected to give to the Chemical Strategy for Sustainability. Proposal adopted on 20/10/2025.

<sup>28</sup> +1 CA linked to "Fighting Antimicrobial Resistance and Strengthening the One Health Workforce in Africa" project

<sup>29</sup> Changes connected to:

- EFSA is requesting to retain 2 CA positions for the 2nd phase of the European Union Partnership on Animal Health and Welfare
- EFSA is requesting to recruit 30 short term CAs to increase its risk assessment production

<sup>30</sup> Changes connected to:

- -10 CAs linked to the phasing out of the remaining 10 short term Contract Agents
- Extra 30 short term CAs EFSA is requesting to the budgetary authority are not considered yet

<sup>31</sup> Changes connected to:

- -3 CAs linked to the finalisation of the contribution agreement/SLA on the Chemical Strategy for Sustainability
- Extra 30 short term CAs EFSA is requesting to the budgetary authority are not considered yet

<sup>32</sup> Posts lent to ECHA until 31/12/2027 connected to IUCLID. Discussions ongoing on their allocation as of 2028.

<sup>33</sup> It contains 1 SNE connected to the Pre-accession programme funded by DG-NEAR, foreseen for the 2023-2026 period

<sup>34</sup> Changes connected to:

- +4 SNEs linked to EFSA's ambition to attract more SNEs, subject to agreement from the budgetary Authority
- Negotiations ongoing to prolong the Pre-accession programme funded by DG-NEAR beyond 2026, consequently keeping the current 1 SNE post allocated.



## SECTION III. DRAFT WORK PLAN YEAR 2027

### EXECUTIVE SUMMARY

EFSA is in the last phase of the implementation of its Strategy entering in the sixth and final year of the strategy cycle. The European Food Safety Authority (EFSA) has outlined in the multiannual programme section its strategic objectives and expected operational results that drive its activities presented in the work plan 2027.

Maintaining its commitment to deliver its mandate, EFSA focus is on the three transformation priorities: Speed in EFSA, Innovation in risk assessment to meet evolving scientific, regulatory and technological developments, and Joining forces to improve EU risk assessment productivity.

EFSA aims to enhance scientific advice quality and efficiency through initiatives aligned with its strategic priorities. Within the 2027 work programme, which will be finalised in December 2026, it is expected that EFSA will handle around 360 requests from risk managers for scientific advice on the evaluation of applications for regulated products, and over 250 requests on priorities relating to food and feed safety, animal health and welfare, plant health and human nutrition.

EFSA will continue the implementation of the actions to speed up the risk assessment process, particularly for regulated products, and will continue enhancing its risk communication activities by adopting an audience-first approach and deepening its use of social research, by exploring opportunities with artificial intelligence to provide solutions for improved search across its digital platforms.

EFSA will continue to anticipate future risk analysis requirements by fostering a unified risk assessment culture and forming strategic alliances. In addition, it will support the "One Substance-One Assessment" initiative, which includes helping to develop a European Common Data Platform on chemicals in collaboration with ECHA.

Highlights in the area of scientific preparedness are the plant health preparedness and antimicrobial resistance (AMR) activities with EMA and ECDC. EFSA will also continue working on aggregated exposure assessment while further developing and implementing new approach methodologies (NAMs) and omics approaches for risk assessments, including its first project on microbiome for regulatory purposes.

Finally, EFSA is committed to developing the competencies of its staff and experts, while fostering an accountable and adaptable organisational culture that supports the achievement of its strategic goals and promotes both efficiency and staff well-being.

In 2027, EFSA will conclude with the definition of EFSA's new Strategy 2028-2034, which will guide its programming from the years 2028 onwards.

Overall, EFSA's annual plans for 2027 continues to strengthen its role as a trusted provider of scientific advice and risk communication, ensuring preparedness for future challenges and alignment with EU policies.



## ACTIVITIES PER STRATEGIC OBJECTIVE

The annual work plan activities reflect the cascade of the Strategy 2027 objectives for EFSA operations, specific annual tasks, resource allocation, and outputs, measured through the corporate KPIs and relevant performance indicators.

### 1. DELIVER TRUSTWORTHY SCIENTIFIC ADVICE AND COMMUNICATION OF RISKS FROM FARM TO FORK.

The two expected outcomes, “**Increased relevance and improved reputation of EFSA’s scientific advice**” and “**Increased relevance and improved reputation of EFSA’s risk communication**” with the respective operational results outlined in the multiannual plan section, are guiding the activities of the annual workplan in this area, which are presented here in more detail per expected operational result.

#### ***Regulated Products evaluation***

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

Area of work	Main activities/outputs draft 2027
<b>E2E Risk assessment process- - Regulated products evaluation</b>	EFSA will continue with the above actions and progressively implement actions to simplify risk assessment requirements in EFSA Guidance documents, including a harmonised approach for addressing data waivers.
<b>Food additives</b>	<ul style="list-style-type: none"> <li>- Continue the assessment of new food additives applications ensuring on time delivery,</li> <li>- Complete the re-evaluation programme with priority given to the remaining sweeteners and those food additives for which follow-up activities have been initiated by the European Commission including food additives permitted for use in foods for infants.</li> <li>- With the available remaining resources, strive to reduce the backlog of food additives to be re-evaluated under Regulation (EU) No 257/2010.</li> </ul>
<b>Food flavourings</b>	Progress assessment of food flavourings included in the EU list with a footnote and individual substances as requested by the European Commission.
<b>Food enzymes</b>	<ul style="list-style-type: none"> <li>Provide scientific advice on old (bulk) and new food enzyme dossiers to support the establishment of an EU Positive List for food enzymes.</li> <li>- Continue evaluating enzyme dossiers from the stock and from the new ones.</li> <li>- Workload manage to satisfy two resource-demanding priorities (complete the stock by early 2027 and prioritise innovation and cross-cut dossiers).</li> </ul>
<b>Food contact materials</b>	Assess safety of substances for food contact materials, plastic recycling processes and novel recycling technologies, and support EC in FCM regulation revision.
<b>Decontamination substances</b>	<ul style="list-style-type: none"> <li>- Evaluate safety and efficacy of microbial surface decontamination substances for foods of animal origin as applications arise.</li> </ul>
<b>Animal by-products</b>	<ul style="list-style-type: none"> <li>- Continue supporting EC and Member States in the assessment of alternative processing methods for animal by-products and in fertiliser-related assessments.</li> </ul>
<b>Feed additives</b>	<ul style="list-style-type: none"> <li>- Continue assessing high volumes of feed additive dossiers</li> <li>- Continue working on a guidance document on feed additives containing nanomaterials.</li> </ul>



Area of work	Main activities/outputs draft 2027
<b>Nutrition - Health claims, nutrient sources, allergens</b>	<ul style="list-style-type: none"> <li>- Evaluate health claim applications,</li> <li>- Work on requests relating to the labelling of food allergens, food for specific groups, fortified foods and food supplements in relation to nutrient sources and safety assessments for 'other substances' added to food.</li> </ul>
<b>Nutrition – Novel foods</b>	<ul style="list-style-type: none"> <li>Evaluate novel foods applications, addressing the high volume of submissions and assess traditional food notifications.</li> </ul>
<b>GMOs</b>	<ul style="list-style-type: none"> <li>- Assess GMO import and processing applications, including renewals of authorisations over 10 years old.</li> </ul>
<b>NGTs</b>	<ul style="list-style-type: none"> <li>- Pending adoption of the new legislation on plants obtained by new genomic techniques (NGTs), and in case applications for NGT products would be received: perform verification requests for category 1 NGT plants and safety assessments for category 2 NGT plants</li> </ul>
<b>Pesticides</b>	<ul style="list-style-type: none"> <li>- Continue the peer-review of new substances and renewals update risk assessment (RA) methodology.</li> <li>- Process MRL applications with a focus on complex cases involving non-approved substances.</li> <li>- Address increasing post-conclusion questions and implement new microorganism data requirements.</li> <li>- Continue the implementation of actions in support to Member States to decrease the questions in stock.</li> </ul>
<b>Services to applicants</b>	<ul style="list-style-type: none"> <li>Organise support initiatives during the life cycle of applications and engagement activities around procedural, methodological and scientific aspects, in third parties and EFSA events.</li> <li>- EFSA will carry out in 2027 the regular review of support initiatives available to applicants to ensure they are fit for purpose.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 1.1.1 are included in Table 5 in Appendix A. The draft targets for scientific questions to be closed 2027 per food sector area are included in Appendix B.

#### **General risk assessment**

#### **EOR 1.1.2: GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY.**

Area of work	Main activities/outputs draft 2027
<b>E2E Risk assessment process - Generic scientific advice</b>	<ul style="list-style-type: none"> <li>Build on root cause analysis findings to refine the E2E risk assessment process, focusing on targeted interventions to accelerate key sub-processes.</li> <li>EFSA will continue implementing actions to improve the fit for purposefulness of its opinions and roll out the piloted approach. ...</li> </ul>
<b>Strategic engagement – Scientific Mandate dialogue</b>	<ul style="list-style-type: none"> <li>Strengthen the mandate dialogue process by i) providing scientific coordination and support in definition of Terms of Reference; ii) providing fit-for-purpose engagement, communication and partnership advice; iii) providing early definition of workforce planning.</li> </ul>
<b>Biological hazards</b>	<ul style="list-style-type: none"> <li>- Continue conducting risk assessments on biological hazards, working on food-borne zoonoses, food hygiene, qualified presumption of safety (update QPS list), and antimicrobial resistance (AMR) and supporting multi-country outbreak investigations. Collaborate with ECDC on reports about zoonoses and AMR (involving also EMA).</li> <li>- Collect data on AMR in water, on ertapenem resistance in <i>Campylobacter</i> (in collaboration with the EURL AMR) and on carbapenemase-producing <i>Enterobacteriales</i> in the food chain.</li> <li>- Support a project on burden of zoonoses.</li> </ul>



Area of work	Main activities/outputs draft 2027
<b>Animal health</b>	<p>Conduct risk assessments on animal health, monitor the epidemiological situation of avian influenza, African Swine Fever, West Nile virus and support Member States with surveillance of transboundary diseases.</p> <ul style="list-style-type: none"> <li>- Continue delivering reports on diseases such as ASF, Avian Influenza, TSEs, surveillance activities and support RAs for animal diseases.</li> <li>- Collect data on wildlife populations (ENETWILD) monitor insect vectors (VECTORNET) with ECDC and support active surveillance of Avian Influenza in wild birds.</li> </ul>
<b>Animal welfare</b>	<p>Conduct risk assessments on animal welfare and methods of animal stunning &amp; killing.</p> <ul style="list-style-type: none"> <li>- continue provide advice on farm animal welfare, slaughtering methods, and evaluate new stunning methods.</li> <li>- Collect data on animal welfare of pigs, poultry and calves and support projects in relation to animal transport and positive welfare.</li> </ul>
<b>Animal Nutrition</b>	<ul style="list-style-type: none"> <li>- Continue to deliver opinions on applications for intended uses of feed intended for particular nutritional purposes.</li> </ul>
<b>Plant health</b>	<ul style="list-style-type: none"> <li>- Handle pest categorisation and risk assessments under new EU plant health law, including scenario comparison and communication on emerging threats like <i>Xylella fastidiosa</i></li> <li>- Focus on quarantine pests and support Member States' surveillance.</li> <li>- Assess risks for high-risk plants and derogation requests.</li> </ul>
<b>Contaminants in food and feed</b>	<ul style="list-style-type: none"> <li>- Finalise opinions on mycotoxins (1), plant toxins (1), organophosphate flame retardants, microplastics, as well as conventional smoking processes; continue working on chlorate</li> </ul>
<b>Food contact materials</b>	<ul style="list-style-type: none"> <li>- After preparatory work on phthalates and plasticisers, EFSA expects EC to request risk assessments for prioritised substances.</li> </ul>
<b>Nutrition</b>	<ul style="list-style-type: none"> <li>- Update on vitamin/mineral upper intake levels,</li> <li>- Provide nutrient intake data</li> <li>- Assess safety concerns about non-vitamin/mineral food additives.</li> </ul>
<b>GMOs</b>	<ul style="list-style-type: none"> <li>- Continue work on general aspects of safety assessment of GMOs (food &amp; feed safety, environmental risk assessment).</li> <li>- Follow-up on output related to protein safety.</li> </ul>
<b>NGTs</b>	<ul style="list-style-type: none"> <li>- Follow-up to scientific opinion related to GM animals.</li> <li>- Advise on potential risks and on risk assessment of new genomic techniques, support policy development and implementation, pending adoption of the new legislation on plants obtained by new genomic techniques (NGTs).</li> <li>- Assess new genomic techniques, provide guidance to applicants in preparing and presenting notifications and applications related to NGT plants and their food/feed, review RA guidelines considering new developments linked to new genomic techniques</li> </ul>
<b>Pesticides residues</b>	<ul style="list-style-type: none"> <li>- Continue delivering annual report on pesticide residues, updating EU database on processing factors, assessing emergency authorizations, supporting MRL reviews, handling ad hoc MRL requests and supporting the Commission for the Codex MRL discussions by preparing for the CCPR meetings.</li> </ul>
<b>Cross-sectorial risk assessment</b>	<p>Work on cross-sectoral RA as requested by DG SANTE risk-benefit assessment in fish.</p>
<b>Risk assessment support activities</b>	
<b>Food additives and food flavourings</b>	<ul style="list-style-type: none"> <li>- Monitor consumption and use of food additives and flavourings,</li> <li>- Support risk-based categorisation, prioritisation, and develop data collection and reporting systems, including a database on risk assessment outcomes,</li> <li>- produce annual reports on dietary exposure.</li> </ul>
<b>Veterinary Medicinal Products Residues</b>	<ul style="list-style-type: none"> <li>- Provide annual European report on monitoring of veterinary medicinal products residues in animals and animal products.</li> </ul>



Area of work	Main activities/outputs draft 2027
	<ul style="list-style-type: none"> <li>- Assist EC with annual residue monitoring plans and provide data access via dedicated tools.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 1.1.2 are included in Table 6 in Appendix A. The draft targets for scientific questions to be closed in 2027 per food sector area are included in Appendix B.

#### ***Risk communication***

#### **EOR 1.2.1: AN AUDIENCE-FIRST APPROACH ENSURES QUALITY THROUGHOUT RISK COMMUNICATION.**

Area of work	Main activities/outputs draft 2027
<b>Social Research &amp; Communication Planning</b>	<ul style="list-style-type: none"> <li>- EFSA will explore new artificial intelligence technologies to develop more accurate models for audience segmentation and incorporate social science methods into monitoring and responding to false information. EFSA's social science function will support with the design and evaluation of the communication campaign on avian influenza and other citizen-focussed communication activities that exploit the data EFSA holds on food consumption across Europe.</li> </ul>
<b>Digital Channels Management</b>	<ul style="list-style-type: none"> <li>- EFSA will explore opportunities with artificial intelligence to provide solutions for improved search across its digital platforms. EFSA will seek to optimise the content it makes available via its digital platforms to be easily found by, and accessible to, Large Language Models.</li> <li>- EFSA will implement the selected guidance document publishing solution, ensuring change management activities such as integration with processes and other systems.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 1.2.1 are included in Table 7 in Appendix A.

#### **EOR 1.2.2: COORDINATED RISK COMMUNICATION IS DELIVERED WITH THE EUROPEAN COMMISSION, MEMBER STATES AND ENVI AGENCIES.**

Area of work	Main activities/outputs draft 2027
<b>Coordinated Communication Development</b>	<ul style="list-style-type: none"> <li>- Joint campaigns with Member States will remain key to raising awareness of food safety issues among both technical audiences and the general public. This will include its aware-raising campaign on avian influenza for farmers and veterinarians and the next iteration of its consumer-oriented campaign, #Safe2Eat.</li> <li>- EFSA will further develop the frameworks and tools it provides to its networks to encourage Member State-led communications initiatives on specific topics.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 1.2.2 are included in Table 8 in Appendix A.



## 2. ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS

EFSA is committed to enhancing its key functions and maintaining its standing through strategic partnerships in the food safety sector. Prioritizing knowledge exchange, development, and skill-building will equip EFSA with the necessary tools, data, and know-how for future risk assessments and communications. The goal is to boost risk analysis capabilities, ensuring EFSA's ongoing relevance. The annual workplan details these initiatives, and the expected outcomes from these activities with a full project list, in Appendix C.

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

Area of work	Main activities/outputs draft 2027
<b>Capacity Building, Knowledge Organisation, Strategic Competencies</b>	<p>EFSA utilises a network of over 1,500 experts to enhance risk assessment methodologies and minimise scientific discrepancies. EFSA will enhance its attractiveness to external experts to sustain its operational model.</p> <ul style="list-style-type: none"> <li>- Increase the use of e-learnings available through the EU Academy platform for training, as well as enriching the list of Individual Scientific Advisors.</li> <li>- Continue investing in the European Food Risk Assessment Fellowship Programme (EU-FORA) and other ongoing activities (summer schools, and training courses, alongside scientific training organisations) to build capacity in risk assessment across the EU and beyond.</li> <li>- Exploring options to engage with start-ups, SMEs, industries and researchers developing innovative products aiming to trigger proactive communication to EFSA and increase its readiness to carry out timely and efficient risk assessment of such innovative products.</li> </ul>
<b>Strategic Partnership &amp; MS/EU bodies Community management, Strategic engagement</b>	<ul style="list-style-type: none"> <li>- Maintain investments in partnerships with Member States to support risk assessment activities.</li> <li>- Continue to implement four-year framework partnership agreements on i) food and feed additives, flavourings, enzymes, and ii) novel foods and nutrient sources in the EU, with preparatory work for scientific opinions.</li> <li>- Pilot Joint Programming with MSs in the area of Vector Borne Diseases.</li> <li>- Broaden tasks assigned to Member States via grants, procurement, and expert schemes.</li> <li>- Strengthen capacity through training for Art. 36 organisations and enhanced Focal Point support.</li> <li>- Implement the IPA programme with DG NEAR.</li> <li>- Foster collaboration with EU bodies and international partners to progress development of advanced scientific methods; this includes the establishment and maintenance of an EU Library of Food Safety Guidance documents collected from MS.</li> <li>- Contribute to EUP AH&amp;W to link science and policy, support animal welfare, and improve data collection.</li> <li>- A project to organise the EFSA Scientific Conference 2027 is planned from 2026-2027. The conference will mark EFSA's 25th anniversary and provide an opportunity to launch its new strategy.</li> </ul>



Area of work	Main activities/outputs draft 2027
<b>Stakeholder Community Management</b>	<p>EFSA is adopting a community management approach to enhance collaboration and engagement efficiency with its stakeholders. To achieve this, the Agency will:</p> <ul style="list-style-type: none"> <li>- Support community establishment and maintenance.</li> <li>- Offer community management training and advice to internal and external stakeholders</li> <li>- Provide specialised training for network management to networks like Knowledge and Innovation Communities (KICs) and scientific networks across different sectors.</li> <li>- Partner with peer agencies and global partners to expand collaborative efforts and deepen its community management expertise.</li> <li>- EFSA will continue to enhance its Customer-Relationship Management (CRM) platform to optimise stakeholder and customer engagement, with a focus on improving key services including targeted and public consultations, public access to document requests, external complaints handling, the management of Article 36 Competent Organisations, audience engagement, network participants/alternates nomination, and other areas. This initiative, which will explore AI solutions, aims to foster organisational agility by streamlining processes and leveraging the CRM tool to promote transparency, efficiency, and stakeholder engagement.</li> </ul>
<b>Innovation &amp; Transformation agenda definition</b>	<ul style="list-style-type: none"> <li>- Enhance and facilitate the submission of data to EFSA from MSs and Applicants in relation to Art. 33 Data Collection through a new data collection system (Rebuild project)</li> <li>- Facilitate the creation and maintenance of new data services and tools by partners boosting collaboration and enhancing the usage of available data.</li> <li>- 'Implement AI systems to augment automation of scientific tasks within the risk assessment process</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 2.1.1 are included in Table 10 in Appendix A.

## EOR 2.1.2: THE QUALITY AND SCALE OF CRISIS PREPAREDNESS AND THE IDENTIFICATION OF EMERGING RISKS IS IMPROVED.

Area of work	Main activities/outputs draft 2027
<b>Environment scanning and strategic options definition</b>	<ul style="list-style-type: none"> <li>- Refine risk methodologies for plant pests, animal health, and welfare.</li> <li>- Monitor emerging plant health risks using MedSys.</li> <li>- Supporting EEA in the establishment of an EU Early Warning System for emerging chemicals.</li> <li>- Enhance risk analysis by integrating climate change and developing quantitative methodologies.</li> <li>- Update plant pest databases and develop an in-house bioinformatics service.</li> <li>- Collaborate on whole-genome sequencing of foodborne pathogens with ECDC.</li> <li>- Strengthen cooperation on emerging risks analysis and horizon scanning with other EU agencies as piloted under the Multi-agency horizon scanning for preparedness and future-proof strategy development in a one-health approach (to be concluded in 2026).</li> </ul>
<b>Emergency response management</b>	<ul style="list-style-type: none"> <li>- Participation in simulation exercises related to the Union prevention, preparedness and response plan for health crises.</li> <li>- Organisation of internal and external crisis preparedness exercises, on a yearly basis, with Member States, other EU Agencies and European Commission relevant services.</li> </ul> <p>EFSA will upgrade its platform for the collection of the Whole Genome Sequencing (WGS) data on isolates of <i>Salmonella enterica</i>, <i>Escherichia coli</i>, <i>Listeria monocytogenes</i>, <i>Campylobacter jejuni</i> and <i>Campylobacter coli</i> isolated from</p>



Area of work	Main activities/outputs draft 2027
<b>Data management</b>	<p>food, feed, animals, or related environment causing or suspected to cause a foodborne outbreak, in compliance with new Implementing Regulation (EU) 2025/179 to facilitate the investigation of foodborne disease outbreaks.</p> <ul style="list-style-type: none"> <li>- Continue framework partnerships with Member States for data collection on priority issues.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 2.1.2 are included in Table 11 in Appendix A.

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

Area of work	Main activities/outputs draft 2027
<b>Methodologies management</b>	<ul style="list-style-type: none"> <li>- Finalising the Architecture of EFSA Guidance Documents (GD) project aiming to streamline the development, implementation, publication, and revision of EFSA GD. In 2026, the approved proposals from the 2025 report<sup>35</sup> will be integrated into EFSA's EPA processes, Standard Operating Procedures (SOPs), and Work Instructions (WINs) to ensure smooth implementation. By 2027, all processes will be further refined and consolidated based on feedback from relevant stakeholders.</li> <li>- Analysing existing Guidance Documents for a multiannual revision plan.</li> <li>- Enhance the harmonisation and standardisation of the systematic review process by implementing standard templates, tools, and leveraging AI.</li> <li>- Developing and maintaining web applications for exposure assessment and statistical analysis, and providing relevant training to EFSA staff, experts and MS organisations.</li> <li>- EFSA will maintain support for Units and Panels in risk assessment methodologies and ensure the implementation of guidance documents. Key activities include<sup>36</sup>: <ul style="list-style-type: none"> <li>o Working on the revision of the guidance documents for the risk assessment of nanomaterials, for genotoxicity testing strategies, for the Margin of Exposure approach, for the default values used in the risk assessment in the absence of actual data, for the risk assessment of botanicals and botanical preparations.</li> <li>o Ongoing work, on the preparation of guidance on critical appraisal of evidence as part of the systematic review methodology and on the use of biomarkers of effects in risk assessment.</li> <li>o A new guidance will be developed for the establishment and the applicability of relative potency factors,</li> <li>o A new guidance on the use of physiologically based kinetics models in human and environmental risk assessment.</li> </ul> </li> </ul>
<b>Methodologies management – new data generation</b>	<ul style="list-style-type: none"> <li>- Experimental computational workflow to derive health-based guidance values (HBGV) from in vitro studies using omics</li> <li>- Develop a methodology and tool prototype for interpreting transcriptomics data in chemical risk assessment, marking a shift to mechanistic understanding in RA.</li> <li>- A proposal for a “Qualification system” (generic framework to speed up the regulatory use of suitable NAMs for chemical risk assessment for nanomaterial</li> </ul>

<sup>35</sup> A Report describing a set of proposals will be finalised by 2025. These proposals include a new definition of EFSA Guidance Documents, the creation of a GD Catalogue, updated publication requirements for GD, a new management scheme (defining a Governance and a Work Programme for GD), and a revised GD life cycle process.

<sup>36</sup> EFSA and its Scientific Committee will continue to work on the following methodological aspects: 1. develop and maintain web-applications to facilitate statistical analysis, 2. work on the implementation of the cross-cutting guidance for the use of the read across approach and the use of the Benchmark dose approach in risk assessment.



Area of work	Main activities/outputs draft 2027
<b>Methodologies development</b>	<p>risk assessment in food and feed) will be revised following the comments received by stakeholders, and a pilot will be initiated.</p> <ul style="list-style-type: none"> <li>- Advance the understanding of inter-human variability in toxicodynamic to set HBGVs uncertainty factors</li> <li>- Advance the development of in vitro methods (NAMs) to test the impact of chemicals on the nervous system development and gliac cell function.</li> <li>- Investigate the opportunity to reduce animal testing for the safety assessment of food enzymes, as a case study for the NAMs roadmap.</li> <li>- Develop new methods and tools to increase reliability and prediction of allergenicity assessment.</li> <li>- Develop a harmonised approach for the use and reporting of HCD for a transparent interpretation of toxicity studies required for active substance approval in Europe.</li> <li>- Design and develop a prototype tool to aid in toxicogenomics data interpretation through the comparison of in vitro and in vivo data.</li> <li>- Focus on microbiological hazards in food processing and associated outsourcing.</li> <li>- Develop a scientific opinion on adverse outcome pathways for identifying endocrine disruptors.</li> <li>- Continue to support international efforts towards "convergence of regulatory requirements across jurisdictions in the feed additive sector by way of guidance document development"<sup>37</sup>, in collaboration with DG SANTE.</li> </ul>
<b>Methodologies development – Chemical RA</b>	<ul style="list-style-type: none"> <li>- EFSA is implementing a cumulative risk assessment action plan for pesticides, creating new cumulative assessment groups for pesticides and automating dietary exposure assessments. Once implemented, in accordance with the roadmap for combined exposure to multiple chemicals, EFSA will explore how such methodologies can be expanded to other regulatory domains of EFSA and non-dietary cumulative risk assessment of pesticides.</li> <li>- In accordance with the 2024 Roadmap on Advancing Aggregate Exposure to Chemicals, work will continue on the establishment of an EU harmonised framework for aggregate exposure assessment and integration of human biomonitoring data, in close collaboration with sister agencies.</li> </ul>
<b>Methodologies development - Environmental RA</b>	<ul style="list-style-type: none"> <li>- Following the 2022 roadmap, a framework partnership agreement will focus on exposure characterisation of plant protection products, hazards to terrestrial organisms, methodology evaluation, and developing a common risk assessment platform.</li> <li>- Work will continue on environmental risk assessment for insect pollinators, expanding to general pollinators and refining exposure estimates for feed additives in marine aquaculture.</li> <li>- Ongoing development from 2024 includes TKTD models for birds, thyroid disruption in wild mammals and amphibians, EU scenarios for non-target organisms, and a stepwise approach for low-concern pesticides.</li> <li>- Definition of pesticide mitigation measures to protect non-target arthropods and biodiversity in existing agro-ecosystems scenarios.</li> <li>- Work will continue on the collection and generation of data to integrate landscape and ecological features in EU environmental risk assessment.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 2.1.3 are included in Table 12 in Appendix A.

<sup>37</sup> Citation from the ICCF - International Cooperation for the Convergence of Technical Requirements for the Assessment of Feed Ingredients, <https://iccffeed.org/about-us/#steering-committee>.



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

Area of work	Main activities/outputs draft 2027
<b>Strategic engagement-EU Chemicals Strategy for Sustainability (CSS) and One Substance-One Assessment (1S1A)</b>	<p>In collaboration with the relevant ENVI Agencies, EFSA supports the "One Substance-One Assessment" (1S1A) approach to improve efficiency and regulatory predictability for chemicals. Specifically, EFSA:</p> <ul style="list-style-type: none"> <li>- Participates in the Chemicals Strategy for Sustainability (CSS) and related European Commission working groups,</li> <li>- Follows initiatives to implement the 1S1A, including the early identification of cross-cutting substances, and improving data access/use,</li> <li>- Completed a study on mapping data requirements and risk assessment methodologies and is following up several actions towards harmonisation with the relevant stakeholders (Agencies, European Commission and MSs).</li> <li>- Contributes to developing a repository of health-based limit values, with OpenFoodTox as a key component.</li> <li>- Supports ECHA in the development of the European Common Data Platform for Chemicals, as foreseen in the new legislation.</li> </ul>
<b>Strategic engagement – Other One Health Policy Needs</b>	<p>The agency works closely with other EU Agencies, leveraging a One Health approach:</p> <ul style="list-style-type: none"> <li>- The 'One Health' enhancement with ECDC for whole genome sequencing (WGS) data collection and analysis to aid foodborne outbreak investigations will be continued.</li> <li>- Methodological developments in cumulative risk assessment and environmental risk assessment are ongoing, with further actions to be determined in collaboration with DG SANTE and other agencies.</li> <li>- A cross-agency task force on One Health will focus on capacity building, research needs for risk assessment, communication and stakeholder engagement, and supporting joint scientific outputs.</li> <li>- Continue the One Health projects with the Member States related to AMR and emerging zoonoses surveillance that are funded by the EU4Health programme</li> </ul>
<b>Strategic engagement – EU Research Needs</b>	<p>The agency is advocating for the inclusion of key regulatory topics in EU co-funded research, especially within Horizon Europe, by:</p> <ul style="list-style-type: none"> <li>- establishing cooperation clusters with various bodies to strengthen research priority identification and uptake by funding organisations.</li> <li>- Identify and describe EFSA's regulatory research needs to support research agenda setters</li> <li>- Support the partner DG on reviewing and commenting on draft work programmes of Horizon Europe touching upon EFSA's remit.</li> <li>- Guiding the design of an EU crisis response system for emerging zoonoses, with a One Health approach for cross-border pathogens.</li> <li>- The oversight of verification studies to achieve the goals of Regulation (EU) 2019/1381, in the case of Commission requests, and ensuring transparency, sustainability, preparedness, and robustness.</li> </ul>
<b>Data management</b>	<ul style="list-style-type: none"> <li>- Enhance the One Health WGS System with ECDC, expanding the pathogen portfolio for genome sequencing.</li> <li>- Launch new functionalities for public access to aggregated statistics and data.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 2.1.4 are included in Table 13 in Appendix A.



## EOR 2.1.5: WIDER ACCESS TO AND BROADER EXPLOITATION OF DATA AND ANALYTICS IS ACHIEVED.

Area of work	Main activities/outputs draft 2027
<b>Strategic engagement in Data management</b>	<ul style="list-style-type: none"> <li>- Strengthen data exchange and collaboration with EU and international partners.</li> <li>- Promote efficient, interoperable data initiatives in collaboration with the Advisory Group on Data (AgoD).</li> <li>- Support streamlined data transmission from Member States</li> <li>- Enhance data interoperability via FoodEx2 system.</li> <li>- Continue working on making EFSA's data "ready for AI": finalising EFSA's Data Catalogue, creation of business data product, enriching data with metadata, govern data, ensure proper access control to data, improve data quality, etc..)</li> <li>- Broaden data access through engagement and structured data calls as well as dedicated dashboards</li> <li>- Publish an open access food composition database</li> <li>- Launch the EU MENU 2.0 Surveys.</li> <li>- Explore the use of new data sources that should improve the exposure assessment from food supplements.</li> </ul>
<b>Transformation activities</b>	
<b>Seamless collaboration on regulatory dossier handling, hazard and exposure assessments, and scientific opinion preparation.</b>	<ul style="list-style-type: none"> <li>- Facilitate collaboration with experts on application dossiers in secure way.</li> <li>- Support IUCLID expansion to plastic Food Contact Materials (as pilot case, to be expanded to other domains) for dossier submission and integration with ESFC as workflow tool.</li> <li>- Support climate-related analysis required in EFSA risk assessment of several areas (e.g. climate suitability, start of bird migration, representativeness of GMO field trials).</li> <li>- Extend EFSA database of standardised toxicological data from EFSA opinions in IUCLID format</li> </ul>
<b>Strengthen information security</b>	<ul style="list-style-type: none"> <li>- Enhance the security of cloud-based data stores and resources.</li> <li>- Improve identity management and secure data access.</li> </ul>
<b>Simplify transactional, administrative services</b>	<ul style="list-style-type: none"> <li>- Implement a tool for streamlined meeting and event management.</li> <li>- Improve internal access to EFSA corporate data and its re-use, simplifying workflows.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 2.1.5 are included in Table 14 in Appendix A.



### 3. EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

EFSA is enhancing its operations by prioritizing talent acquisition, staff development, organisational culture, and tool improvement to boost overall efficiency. Solidifying institutional partnerships will align with strategic objectives and bolster cooperation. The aim is to uplift EFSA's reputation as a responsible and appealing employer, guiding the detailed activities in the annual workplan towards this vision.

#### EOR 3.1.1: STAFF ENGAGEMENT IS INSPIRED BY EFSA'S VALUE SYSTEM.

EFSA aligns its strategy with the Commission policy directions and evaluates the effects of new policy initiatives on its workforce and work practices, with a focus on enhancing partnerships in the food safety ecosystem. In particular:

Area of work	Main activities/outputs draft 2027
<b>Talent acquisition, HR Experience &amp; Staff Engagement</b>	<ul style="list-style-type: none"> <li><b>Talent Management:</b> Attract, source, and onboard diverse talent to maintain high occupancy and ensure timely access to needed expertise (staff, experts, and non-statutory workforce). Implement a sourcing strategy to guide decisions on building internal capabilities, recruiting externally, or partnering with other organisations. Implement the sourcing strategy using <b>the Buy, Build, Borrow framework</b>, integrating strategic competency foresight to support workforce planning decisions. Ensure collaboration with EU agencies through resource sharing and joint sourcing initiatives, including active participation in the EUAN Pilot on Shared Services providing HR capabilities.</li> <li><b>Employee Engagement:</b> Enhance staff engagement and retention through improved recognition, succession planning, inclusive work culture, experience pathways, team building, and well-being initiatives. Implement the performance management system with a recognition framework.</li> <li><b>Organisation:</b> Provide expert HR support to enable agile operations and add value to core business activities.</li> </ul>
<b>Competency building</b>	<ul style="list-style-type: none"> <li>Strengthen leadership excellence through the continued rollout of the Fit to Lead programme.</li> <li>Continue deploying the Personal Leadership Programme based on the lessons learned derived from the implementation of PLP3 in 2026.</li> <li>2027 Learning Plan will be delivered as derived from the 2026 Sourcing Strategy, continuing the organisation's efforts to accelerate digital transformation and embed new ways of working</li> </ul>
<b>People services - Remuneration, Rights &amp; Entitlements</b>	<ul style="list-style-type: none"> <li>Advance digitalisation and expand outsourcing of transactional activities, simplifying processes for administrators and users (e.g., employment contract management, mobility) to free up time and enable greater focus on value-added work. Strengthen self-service access to personal and career data to drive accountability, autonomy, and efficiency.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 3.1.1 are included in Table 16 in Appendix A.

#### EOR 3.1.2: USER SATISFACTION AND EFFICIENCY OF ENABLING SERVICES IS ENHANCED.

EFSA will further improve the efficiency of transactional services, focusing on streamlining and user satisfaction, particularly regarding the activities described below:



Area of work	Main activities/outputs draft 2027
<b>Digital services, Continuous improvement</b>	<ul style="list-style-type: none"> <li>- Update service level agreements to improve stakeholder services.</li> <li>- Ensure IT system stability and continuous improvement with relevant units.</li> <li>- Support the shift to agile product development.</li> <li>- Support the evolution of transactional services, focusing on service quality, self-service, automation, and user experience</li> </ul>
<b>EFSA Decisions Management Review</b>	<ul style="list-style-type: none"> <li>- Provide high-quality administrative reviews of EFSA decisions and litigation defence.</li> <li>- Adjust decision-making based on reviews and collect systemic deficiency data.</li> </ul>
<b>Legal Partnering/ Advice</b>	<ul style="list-style-type: none"> <li>- Offer proactive customer-focused legal advice to ensure legality of operations.</li> <li>- Develop legal tools for a structured legal advice repository.</li> <li>- Provide ethics advice in the implementation of Artificial Intelligence approaches to ensure compliance with EU legal requirements.</li> <li>- Provide support to the AI correspondent with the EDPS<sup>38</sup></li> </ul>
<b>Strategic Outsourcing Decisions, Contract Management (Outsourcing Launch, Evaluation &amp; Award)</b>	<ul style="list-style-type: none"> <li>- Optimise grant and procurement tools, launch higher-value calls, group calls for synergies, and establish larger and longer-term contracts and partnerships.</li> <li>- Engage with potential partners, conduct market analysis, strengthen market intelligence and launch performance reviews.</li> <li>- Proactively encourage and facilitate inter-agency joint procurements and initiatives.</li> <li>- Enhance digitalisation and AI-based solutions for procure-to-pay sub-process/task automation</li> </ul>
<b>Content sanitisation, Confidentiality assessment Competing interest management, Public access to documents (PAD)</b>	<ul style="list-style-type: none"> <li>- Streamline and consolidate confidentiality assessments and content sanitisation processes, striving to increase efficiency.</li> <li>- Align confidentiality decisions with resources for proactive disclosure on OpenEFSA.</li> <li>- Initiate the PA review.</li> <li>- Competing Interest Management strengthen and streamline semi-centralised management of competing interests.</li> <li>- Implement recommendations from the ex-post evaluation of EFSA's independence policy including updating the Executive Director Decision on Competing interests' management.</li> </ul> <p>FOR 2026</p> <ul style="list-style-type: none"> <li>- Finalise the staff independence implementing rules and submit them to the Management Board for adoption, following the inter-service consultation with DG HR under Article 110.</li> </ul>
<b>Financial Services, Logistics services, People services, Site &amp; Facility services</b>	<ul style="list-style-type: none"> <li>- Gradually implement an end-to-end process for the harmonised organisation of meetings and events, underpinned by updated and consistent rules for participant reimbursement.</li> <li>- Facilitate and support the transition to new contractors for IT operations, IT development and corporate services.</li> <li>- Further improve the EFSA building environmental performance, and design future possibilities for more sustainable mobility.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 3.1.2 are included in Table 17 in Appendix A.

<sup>38</sup> European Data Protection supervisor



### EOR 3.1.3: OPERATIONAL PERFORMANCE IS ENSURED.

EFSA will continue ensuring operational performance via the provision of fit-for-purpose governance and management services, under an overarching accountability framework through the activities described below.

Area of work	Main activities/outputs draft 2027
<b>Audit &amp; RMIC (Risk Management and Internal Control), Strategy, Planning &amp; Analysis, Quality Management &amp; Continuous improvement, Converged Security, Health, Safety and Environment</b>	<ul style="list-style-type: none"> <li>- Coordinate audits and monitor follow-up of audit recommendations as per EFSA Financial Regulations. Monitor Risk Management &amp; Internal Control activities and assess the internal control system as per EFSA's Internal Control Framework.</li> <li>- Drive operational efficiency, conduct cohesive planning and reporting, using targeted metrics, ex-ante and ex-post evaluations.</li> <li>- Drive process management, customer satisfaction and continuous improvement, following an integrated management systems approach aligning relevant standards (ISO 9001, 27001, 22301, 45001, 14001/EMAS). Promote lean methods and enhanced normative document management.</li> <li>- Maintain certified security processes and provide integrated risk management and compliance oversight across information, physical, and business continuity domains, coordinating security improvements and supporting incident response. Strengthen environmental sustainability (ISO 14001, EMAS), maintain workplace health and safety standards, and ensure implementation.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 3.1.3 are included in Table 18 in Appendix A.

### EOR 3.1.4: ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED.

Area of work	Main activities/outputs draft 2027
<b>Strategic engagement</b>	<ul style="list-style-type: none"> <li>- Steer EFSA Strategy 2027 execution and continue the definition of the new Strategy 2028-2035.</li> <li>- Support DG SANTE with the EFSA external evaluation due in 2026 and follow up on its outcome by feeding the new EFSA Strategy 2028-2034 and its implementation plan.</li> <li>- Implement the EFSA 2027 technology roadmap in alignment with EC and EU agencies' initiatives.</li> <li>- Engage with the Brussels-based ecosystem with the aim to enhancing EFSA's science-policy interface in support of policy makers for matters falling within EFSA's remit.</li> <li>- Define the EFSA Strategy 2028-2034 to be adopted by the MB in June 2027.</li> <li>- Strengthen cooperation with European institutions, ENVI Agencies, and DG SANTE.</li> <li>- Use the Brussels office to facilitate visits, hearings, and exchanges with European institutional partners.</li> <li>- Follow and implement recommendations from the Council and European Parliament regarding EFSA's discharge.</li> <li>- Engage in exchanges with European institutions on budgetary and policy matters within EFSA's remit.</li> <li>- Actively contribute to the EU Agencies Network and support collaborations in health and food safety.</li> <li>- Gather insights from institutional partners and external environments to continually align EFSA's strategy and actions.</li> </ul>

Annual targets for Key performance indicators for Expected Operational Result 3.1.4 are included in Table 19 in Appendix A.



## APPENDICES

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## APPENDIX A. KEY PERFORMANCE INDICATORS MULTIANNUAL TARGETS<sup>39</sup>

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

TABLE 3. SO1 - EXPECTED OUTCOME 1.1 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S SCIENTIFIC ADVICE.

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>Dimension: Reputation</b>						
Customers/partners/stakeholders satisfaction on risk assessment	80% (2019-2020)	65%	80%	85%	85%	85%
<b>Dimension: Relevance</b>						
Citations of Efsa's scientific outputs	50,738 (2020)	108,000	161,000	180,700	180,700	180,700

TABLE 4. SO1 - EXPECTED OUTCOME 1.2 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S RISK COMMUNICATION

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>Dimension: Reputation</b>						
Customers/Partners/Stakeholders' satisfaction on RISK COMMUNICATION	80% (2019-2020)	71%	80%	85%	85%	85%
<b>Dimension: Relevance</b>						
Social media interactions value	63 (2021)	48	60	60	60	60

TABLE 5. SO1 - EXPECTED OPERATIONAL RESULTS 1.1.1 - ASSESSMENTS FOR REGULATED PRODUCTS ARE DELIVERED WITH QUALITY AND EFFICIENCY.

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>QUALITY</b>						
Timeliness of adoption <sup>40</sup>	70.2% (2017-2020)	92%	100%	100%	100%	100%
<b>EFFICIENCY</b>						
Timeliness of publication	86% (2020)	94%	87.5%	87.5%	87.5%	87.5%
<b>INCREASE SPEED IN RISK ASSESSMENT</b>						
Decrease Throughput time in regulated products evaluations <sup>41</sup>	925 calendar days	N/A	-15%	-5%	-5%	-5% <sup>42</sup>

<sup>39</sup> EFSA's current Strategy to end in 2027, hence 2028 and 2029 targets have been carried over from 2027

<sup>40</sup> (Questions adopted in year N by their most updated deadline) / (questions adopted in year N with an expired deadline in year N + questions yet to be adopted with an expired deadline in year N). Backlog (questions with deadline before the beginning of year N) is always excluded.

<sup>41</sup> Throughput time includes the number of calendar days from the receipt of a dossier (for applications) or MS report (for pesticides) in EFSA until the publication of the related EFSA output. To increase significance of the measurement, few modifications to the database have been carried out (core scientific outputs only, main Applications and Pesticides processes only, exclusion of bulk evaluations, exclusion of some outputs considered as outliers). The measurement considers also the time the question is "idle", due to causes referring to EFSA or to applicant/MS. The average is a straight (i.e. not weighted) average of the included Processes.

<sup>42</sup> The target remains the same up to 2029 as outside of the current Strategy. The ambition is however to reduce the throughput time up to -40% (compared to 2023 baseline) by end 2029 if improvements continue as planned.



KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
Increase productivity in regulated products evaluations	TBD	N/A	TBD	TBD	TBD	TBD
<b>DELIVERED VOLUMES</b>						
Number of questions closed	490 (2017-2020)	338	350	358	358	358
Change in stock of questions	-15% (2017-2020)	5%	-3%	-4%	-4%	-4%

**TABLE 6. SO1 - EXPECTED OPERATIONAL RESULTS 1.1.2 - GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY.**

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>TIMELY DELIVERY</b>						
Quality	Timeliness of adoption <sup>43</sup> (2017-2020)	95.7% (2017-2020)	89.0%	100%	100%	100%
	Timeliness of publication	78.7% (2020)	90%	87.5%	87.5%	87.5%
<b>INCREASE SPEED IN RISK ASSESSMENT</b>						
Efficiency	Increase productivity in GENERIC RA	TBD	N/A	TBD	TBD	TBD
<b>DELIVERED VOLUMES</b>						
	Number of questions closed	195 (2017-2020)	212	253	252	252
	Change in stock of questions	-12% (2017-2020)	18%	0%	0%	0%

**TABLE 7. SO1 - EXPECTED OPERATIONAL RESULTS 1.2.1 - AN AUDIENCE-FIRST APPROACH ENSURES QUALITY THROUGHOUT RISK COMMUNICATION**

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>APPROPRIATENESS OF COMMUNICATION</b>						
Quality	Performance of communication materials <sup>44</sup>	N/A	77%	75%	75%	75%

**TABLE 8. SO1 - EXPECTED OPERATIONAL RESULTS 1.2.2 - COORDINATED RISK COMMUNICATION IS DELIVERED WITH THE EC, MS & ENVI AGENCIES**

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>REACH OF COMMUNICATION</b>						
Quality	Performance of EFSA's campaigns	N/A	100%	90%	90%	90%
	Performance of dissemination process <sup>45</sup>	N/A	75%	90%	90%	90%

<sup>43</sup> questions adopted in year N by their most updated deadline / (questions adopted in year N with an expired deadline in year N + questions yet to be adopted with an expired deadline in year N). Backlog (questions with deadline before beginning of the year N) is always excluded.

<sup>44</sup> Measurement methodology slightly refined

<sup>45</sup> Measurement methodology slightly refined



## SO2 - ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS.

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

KPI	Baseline	Execution 2024	Target					
			2026	2027	2028	2029		
<b>Dimension: Reputation</b>								
Customers/ Partners/ Stakeholders' satisfaction on:								
Preparedness	75% (2019-2020)	74%	80%	80%	80%	80%		
Harmonisation	75% (2019-2020)	77%	80%	80%	80%	80%		
Data Access and Exploitation	50% (2019-2020)	73%	80%	80%	80%	80%		
Capacity Strengthening	65% (2019-2020)	74%	70%	70%	70%	70%		
<b>Dimension: Relevance</b>								
Citations of EFSA's guidance documents	11,380 (2021)	18865	23,140	25,455	25,455	25,455		
Readiness Index	TBD	N/A	TBD	TBD	TBD	TBD		

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

KPI	Baseline	Execution 2024	Target					
			2026	2027	2028	2029		
<b>EXPERTISE</b>								
<b>Quality</b>								
Financial resources allocated to outsourcing Business as Usual RA activities	EUR 6.7M (8.5% of total budget) (2020-2021)	EUR 12.0M (7% of total budget)	EUR 11.1M (7% of total budget)					
<b>DELIVERED VOLUMES</b>								
Number of project deliverables finalised	83% (2021)	100%	85%	85%	85%	85%		

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

KPI	Baseline	Execution 2024	Target					
			2026	2027	2028	2029		
<b>INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION</b>								
<b>Quality</b>								
Ensure identification of emerging issues	29 potential emerging issues (2016-2019)	65	between 25 and 35					
<b>EMERGING RISKS PREPAREDNESS</b>								
<b>Quality</b>	% of signals that lead to an action	N/A	59%	50%	50%	50%		
	Expertise preparedness in addressing crisis response	TBD	N/A	TBD	TBD	TBD		
<b>CRISIS PREPAREDNESS</b>								
<b>Efficiency</b>								
<b>DELIVERED VOLUMES</b>								
Number of project deliverables finalised	80% (2021)	100%	85%	85%	85%	85%		



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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>METHODOLOGICAL PREPAREDNESS</b>						
Quality	Up-to-date scientific guidance documents	82% (estimated, based on a sample)	N/A	90%	90%	90%
<b>COOPERATION</b>						
Efficiency	Cooperation in methodology development	90% (2020, estimated)	N/A	100%	100%	100%
<b>DELIVERED VOLUMES</b>						
Efficiency	Number of project deliverables finalised	83% (2021)	98%	85%	85%	85%

**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**

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>DELIVERED VOLUMES</b>						
Efficiency	Number of project deliverables finalised	100% (2021)	100%	85%	85%	85%

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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>DATA ACCESSIBILITY</b>						
Quality	Availability of structured data formats in Regulated products domains	41% (2021)	41%	55%	65%	65%
<b>DELIVERED VOLUMES</b>						
Efficiency	Number of project deliverables finalised	71% (2021)	90%	85%	85%	85%

## SO3 – EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>Dimension: Reputation</b>						
Customers/Partners/Stakeholders ' satisfaction on GOVERNANCE	70% (2019-2020)	80%	85%	85%	85%	85%
<b>Dimension: Relevance</b>						
Strategy implementation plan achieved	84.7% (Aug 2021)	58%	80%	90%	90%	90%



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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>STAFF ENGAGEMENT</b>						
Quality	Staff engagement index	79% (2019)	82%	80%	80%	80%
<b>ATTRACTION AND RETENTION OF REQUIRED COMPETENCES</b>						
Quality	Occupancy rate	92.2% (2020)	99.6%	97%	97%	97%
Quality	Leadership and management index	77% (2020)	68%	75%	75%	75%

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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>USER SATISFACTION</b>						
Quality	User satisfaction on enabling services	80% (2020)	95%	80%	80%	80%
<b>DIGITAL MATURITY</b>						
Quality	Digitalisation Index	28% (2021)	45%	63%	72%	72%
Quality						72%

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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>COMPLIANCE WITH AUDITING BODIES</b>						
Quality	Efficacy of Assurance mechanisms	96.7% (2020-2021)	88%	95%	95%	95%
<b>PROCESS PERFORMANCE</b>						
Quality	Process status health	85.8% (2021)	87%	90%	90%	90%
<b>MANAGEMENT OF RESOURCES</b>						
Efficiency	Budget execution	99% (2021)	100%	96.7%	96.7%	96.7%
<b>EFFICIENCY GAINS</b>						
Efficiency	Efficiency gains achieved	N/A	4.1 FTEs	12 FTEs	15 FTEs	15 FTEs

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

KPI	Baseline	Execution 2024	Target			
			2026	2027	2028	2029
<b>ADVOCACY AND INSTITUTIONAL ENGAGEMENT</b>						
Quality	Advocacy and engagement activities with EU governing bodies	N/A	44%	55%	60%	60%



## APPENDIX B. — DRAFT PLAN FOR SCIENTIFIC QUESTIONS TO BE CLOSED IN 2027

TABLE 20. PREDICTED NUMBER OF QUESTIONS CLOSED IN 2027

Unit/product type	Evaluation of regulated products	Area of work	TOTAL
		General risk assessment	
BIOHAW	1	51	52
Animal Health General Scientific and Technical Assistance		30	
Animal Welfare General Scientific and Technical Assistance		8	
Animal by-products	1		
Decontamination dossiers			
Biological Hazards General Scientific and Technical Assistance		8	
Multinational foodborne outbreaks		3	
AMR		1	
Zoonoses		1	
FEEDCO	137	11	148
Feed additives applications	135		
PARNUTS	2		
Feed additives General Scientific and Technical Assistance		3	
Contaminants General Scientific and Technical Assistance		8	
FIP	105	2	107
Flavourings applications			
Flavourings Re-evaluation	6		
Food additives	6		
Food additives Re-evaluation	15		
Food contact materials applications	13		
Enzymes	65		
Food improvement agents (additives, enzymes and flavourings) - General Scientific and Technical assistance			
Decontamination substances evaluation			
Food Ingredients			
Food contact materials General Scientific and Technical Assistance		2	
NIF	47	7	54
Health Claims	5		
Foods for special medical purposes and allergens	1		
Infant nutrition applications	1		
Novel Foods	30		
Nutrition - General Scientific and Technical Assistance		4	
GMO applications	10		
GMO General Scientific and Technical Assistance		3	
PLANTS		151	151
Plant Health Risk Assessment		50	
Plant Health Monitoring		100	
Environment/Ecotoxicology guidance documents General Scientific and Technical Assistance Management		1	
PREV	68	26	94
Approval of new active substances	6		



Unit/product type	Evaluation of regulated products	Area of work	TOTAL
		General risk assessment	
Approval of basic substances	2		
Confirmatory information on active substances	5		
Amendments of the condition of approval of active substances	3		
Approval of active substances		2	
Renewal of the approval of active substances	12		
MRL applications	40		
Assessment of existing MRLs		2	
Assessment of the risks related to MRLs		20	
Preparation of the annual CCPR meeting		1	
PREV guidance documents - General Scientific and Technical Assistance		1	
IDATA		3	3
Annual report on pesticide residues		2	
Veterinary drugs residue Annual report		1	
MESE		1	1
MESE General Scientific and Technical Assistance		1	
<b>TOTAL</b>	<b>358</b>	<b>252</b>	<b>610</b>



## APPENDIX C – EFSA DEVELOPMENT ACTIVITIES MULTIANNUAL PLAN – SCOPE AND EXPECTED BENEFITS

To better define the expected benefits of its portfolio of development activities EFSA has grouped its projects in three distinct clusters, based on the reason the activity is performed, namely:

- "stay fit", projects aiming to improving the performance of the EFSA processes,
- "stay operational", projects addressing specific situations in which EFSA is no longer able (due to obsolescence of technology, or not meeting regulation that is currently in force or no longer having the capacity/capability needed) to provide its existing catalogue of BAU services.
- "stay relevant", activities that address the risk of "not being relevant in the future" as articulated in the relevant key action in the Strategy implementation plan.

The expected benefits are expressed accordingly:

**Portfolio cluster "Stay Fit":** the key driver for the definition of the activities under this portfolio cluster is a set of seven operational outcomes (Speed of Risk assessment, Timeliness of Risk Assessment, Quality of Risk Assessment, Productivity of Risk Assessment, Engagement effectiveness, Effectiveness of Crisis Response, Effectiveness of Emerging Risk Detection). The relevant operational outcomes are the expected benefits where each project contributes to.

**TABLE 21. "STAY FIT" PORTFOLIO – PROJECTS SCOPE, EXPECTED BENEFITS, ALLOCATED RESOURCES, AND TIMELINES OVERVIEW**

Project	Project Scope	Expected benefits	FTES 2026-2028	Budget 2026-2029	Start date	End date
<b>Data &amp; Evidence (DEEP) Programme</b>						
<b>Integrated spatial analysis for biological RA</b>	Reduce the time EFSA needs to perform analysis involving climate data to support EFSA PLANT risk assessment connecting to relevant external data sources (e.g. Copernicus data by ECMWF).	RA Productivity, Quality of RA, Speed of RA	1.95	200,000	01/01/2021	30/09/2026
<b>OPEN MCRA: Open source, web-based platform for the risk assessment of combined exposure to multiple chemicals</b>	Reduce the time needed by applicants and MS/EFSA risk assessors to perform exposure assessments to multiple chemicals by means of a tool implementing an agreed harmonised innovative cumulative exposure method.	RA Productivity, Quality of RA, Timeliness of RA, Speed of RA	0.20	0	31/10/2021	31/08/2026



Project	Project Scope	Expected benefits	FTES 2026-2028	Budget 2026-2029	Start date	End date
<b>Open Food Tox 3</b>	Reduce non-value-added activities related to extract structured tox end-points from EFSA opinions.	Quality of RA, RA Productivity	1.01	0	03/01/2022	30/06/2027
<b>Collaborative Secure Risk Assessment Production (CORSa)</b>	Reduce the time EFSA staff needs to access, reference and re-use application data.	RA Productivity, Quality of RA	1.65	300,000	01/01/2024	31/12/2026
<b>Rebuild Data Framework</b>	Address data management challenges within EFSA by building a coherent and scalable integrated architecture. It aims to create a better system for collecting and analysing data, managing terminology, ensuring data security, and maintaining continuity of services.	RA Productivity, Quality of RA, Timeliness of RA, Speed of RA	15.38	1,350,000	14/10/2020	31/12/2027
<b>Data Outreach</b>	Allow EU food safety system stakeholders to find the status of progress of risk assessment of chemicals in Europe and related published datasets/evidence independently from the agency that is processing the assessment. Reduce time EFSA stakeholders need to find, understand (data is communicated through data stories) and re-use EFSA published data/evidence.	RA Productivity	9.25	2,760,000	01/01/2024	26/12/2030
<b>BIKE 2-Plan to procure</b>	Deliver a "Procurement To Pay" IT Solution should provide support for optimised and integrated budget execution, orchestrating, monitoring and controlling the entire end-to-end process, for procurements and grants.	RA Productivity	4.45	540,000	16/12/2022	31/03/2027
<b>Placeholder: Management in Pesticide Peer Review (e-PPR)</b>	Management of connected structured information (such as end points), Centralised document management, Uploading, editing and linking documents, Dynamic document interoperability. Metadata tracking for all changes Integrated internal communication space	RA Productivity	9.75	2,000,000	01/01/2027	31/12/2029
<b>Declarations of interest (DOI2)</b>	Extend the DOI electronic management system (DoI Portal) to additional processes and populations requiring the handling of DoIs, and improve existing features to align with new CIM rules.	RA Productivity, Speed of RA, Compliance	6.3	900,000	01/01/2026	30/06/2028
<b>Placeholder: Strategies for grouping chemicals - Implementation</b>	The project aims to implement the approaches on chemical grouping defined in the project "Strategies for grouping chemical – Exploratory". The project will focus on automation aspects with purpose of reducing manual and repetitive work linked to this activity.	RA Quality	4.1	1,600,000	01/01/2028	31/12/2029



Project	Project Scope	Expected benefits	FTES 2026-2028	Budget 2026-2029	Start date	End date
<b>Placeholder: BIKE Process analytics</b>	A systematic access to data of the risk assessment workflow is available for relevant EFSA units enabling process analytics capabilities. Workflow is enhanced to capture the data with sufficient level of detail. Integrated analytics on main EFSA core processes (Finance, G&P, TS, Corser...) is made available to support evidence-based decisions, and to monitor KPIs, set baseline and monitor benefits delivered by projects and programmes and efficiency and speed of EFSA processes.	RA Productivity	0	219,000	1/01/2027	31/12/2028
<b>Knowledge &amp; Expertise (NEXT) Programme</b>						
<b>Communication and Engagement Methods for Food Safety - New Evidence and Tools (COMET)</b>	The project aims to: i. Enhance the quality of information exchanged between stakeholders, public at large and the EU food safety system, through the use of technology to fact-check food safety information in the public domain combined with innovative models of public participation; ii. Expand the set of communications strategies available to tackle topics of public concern, evaluating the effects of the impact of risk communication on target audiences to improve its effectiveness; iii. Create benefits for the food safety knowledge ecosystem from scalable risk communication solutions, developing and testing new approaches and tools to evidence-based risk communication.	Quality of RA and RC, Engagement effectiveness	1.6	300,000	19/01/2024	31/08/2027
<b>Innovative Risk assessment methodologies (IRMA) Programme</b>						
<b>Advancing the Environmental Risk Assessment of plant protection products to system-based approach (PERA)</b>	Advance the environmental risk assessment of Plant Protection Products (PPPs). (Implementing the PERA roadmap (SPIDO)).	Quality of RA, Speed of RA, Effectiveness of crisis response, Timeliness of Risk assessment, Risk assessment productivity	7	3,763,000	31/10/2022	31/12/2028

**Portfolio cluster "Stay Operational":** the key driver for the definition of the activities under this portfolio cluster is the systematic assessment of BAU Operations that surfaces specific situations in which EFSA is no longer able (due to obsolescence of technology, not meeting regulation that is currently in force or no longer having the capacity/capability needed) to provide its existing catalogue of BAU



services to the minimum performance expectations of its customers. The benefit delivered to BAU is the ability to address these "known issues".

**TABLE 22. "STAY OPERATIONAL" PORTFOLIO – PROJECTS SCOPE, EXPECTED BENEFITS, ALLOCATED RESOURCES, AND TIMELINES OVERVIEW**

Project	Project Scope	Expected benefits	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Data &amp; Evidence (DEEP) Programme</b>						
<b>Harmonised Organisation of Meeting &amp; Events (HOME)</b>	Reduce time and cost needed from EFSA to manage a meeting from planning to reimbursement.	The current Meeting Management System technology is becoming obsolescent with severe problems in supporting/maintaining it and guaranteeing continuity of service of meeting organisation	5.65	1,020,000	18/02/2025	31/12/2027
<b>Placeholder: Records and Correspondence Management 2</b>	Archiving policy for documents established and implemented on current Data Management System (DMS) and reduce time necessary for EFSA staff to comply with Quality Management System.	EFSA needs to meet the expected quality (regulatory compliance) by implementing required record keeping & archiving policy principles for all EFSA systems of records	0.0	309,520	1/01/2027	31/12/2028
<b>Identity management (IDM)</b>	The project aims to streamline and secure EFSA's identity management by implementing self-service account management, centralizing organisation data, and simplifying access for external users. It will establish a unified identity system across EFSA tools, ensuring holistic management of user information, and align user ID standards with European guidelines for interoperability. These enhancements will improve user experience, security, and operational efficiency across EFSA platforms.	The current Identity Access Management system at EFSA is inefficient and costly, relying on manual processes that cause delays for both internal users and external partners. These delays reduce platform usage and lead to a high volume of support requests, creating an unsustainable workload for support teams relative to the user base.	5.65	1,500,000	24/01/2025	31/12/2027



Project	Project Scope	Expected benefits	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Microorganisms Pipelines Service &amp; Whole genome sequencing (MOPS2-WGS2)</b>	This project aims to optimise the MOPS2 and WGS One-Health platforms post-launch in 2023. Updates to WGS align with EU regulations mandating Whole Genome Sequencing (WGS) for certain pathogens in food-related contexts. MOPS enhancements will enable industry access to bioinformatics tools while maintaining sequence confidentiality.	The new draft Implementing Regulation has the additional objective to impose the sharing of WGS results and specific metadata to EFSA (through the WGS system), based on the obligation lay down in the Art 8 of Directive 2003/99/EC.	1.45	430,000	17/01/2025	31/12/2026
<b>Harmonised Dossier ingestion</b>	This project supports the expansion of use of the IUCLID data format beyond pesticide applications to include non-pesticide submissions (starting from a pilot on Food Contact Materials), in support of the EU Common Platform on Data for Chemicals (EU-CPDC).	The proposal for a Regulation establishing a common data platform on chemicals (CPDC) requires the use of IUCLID for the data in the CDPC. In Article 14.5, it requires the Commission and the Agencies to use IUCLID for making available to ECHA for integration in the common data platform the relevant parts of dossiers under specified Union acts. The extension of the use of IUCLID to other food areas requires an adaptation of EFSA system to this new configuration.	6.6	1,800,000	15/04/2025	31/12/2027
<b>Transition to SUMMA financial management system</b>	The current financial management system (ABAC) will be replaced with a new system called SUMMA. The scope of the project is to transition to the new system, with no disruption for business as usual (BAU) and benefit from the value delivered by the implementation of the new corporate financial platform in terms of standardised, harmonised and optimised financial business processes, budget monitoring, review and reporting.	Ability to continue the BAU operations and specifically the budget execution after the planned Sunsetting of the ABAC Financial System by end 2026	5.35	1,225,000	15/06/2025	31/12/2026



**Portfolio cluster "Stay Relevant":** the key driver for the definition of the activities under this portfolio cluster is the 2<sup>nd</sup> transformation priority of EFSA "Increase Preparedness for future risk assessment needs". The benefit delivered to BAU is the ability to address the risk of "not being relevant in the future" as articulated in the relevant key action in the Strategy implementation plan.

**TABLE 23. "STAY RELEVANT" PORTFOLIO – PROJECTS SCOPE, EXPECTED BENEFITS, ALLOCATED RESOURCES, AND TIMELINES OVERVIEW**

Project	Project Scope	Expected benefit	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Data &amp; Evidence (DEEP) Programme</b>						
<b>Creation of Open Access EU Food Composition Database</b>	Improve the availability and quality of food composition data in Europe. It is essential for EFSA's work on nutrition, risk assessment, and evaluation of food additives. The current database has limitations, including outdated data and incomplete coverage.	KA_2.1.3.02_NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	0.075	-	03/05/2021	30/04/2026
<b>Generate data on food consumption of bees</b>	Improve environmental exposure for pesticides by reducing uncertainty in bee exposure to pesticides.	KA_2.1.3.03_NEW Develop and implement systems-based approaches for regulatory environmental risk assessment.	0.08	-	01/07/2022	31/12/2026
<b>Comparative multi-omics study</b>	Define an experimental and computational workflow to derive health-based guidance values (HBGV) from in vitro studies using omics to reduce animal studies. (Implementing the NAMs roadmap (SPIDO)).	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	0.85	-	01/01/2024	01/06/2028
<b>OMICS for Chemical Grouping</b>	Implementation of the roadmap for action on the application of Omics and associated Bioinformatics Approaches in Risk Assessment	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	1.3	500,000	01/01/2026	31/12/2026
<b>Exposure from food supplements</b>	This project will explore the use of new data sources that should improve the exposure assessment from food supplements.	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	3.25	650,000	01/01/2026	31/12/2029



Project	Project Scope	Expected benefit	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Placeholder</b> <b>MS Collaboration</b>	The MS Collaboration project, led by EFSA, is a strategic initiative to co-develop digital tools with EU Member States (MS) through grant funding. Its goal is to modernise and harmonise data collection and analysis across Europe by building shared digital infrastructure.	KA_2.1.1.03_ NEW Develop user-centric, interoperable digital platforms and networks that support risk assessment, coordinated communication, emerging risk detection, crisis preparedness, capacity building, and innovation	1.25	360,000	01/01/2027	31/12/2029
<b>Strategies for grouping chemicals - Exploratory</b>	The project aims to map EFSA's needs for chemical grouping in support of cumulative risk assessment, addressing the current lack of harmonised approaches and the difficulty in retrieving relevant toxicological data. It investigates the potential of emerging technologies such as omics pipelines, QSAR models, and AI-supported data extraction, while also analysing practices from other agencies like ECHA and EMA to identify synergies. The project will deliver a compendium of needs and existing approaches and propose an operational strategy for collecting and appraising data to support grouping of chemicals across regulatory domains. If proved successful, the implementation foreseen in the follow-up project: "Strategies for grouping Chemicals - Implementation".	KA_2.1.3.05_ NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	1.8	400,000	01/01/2026	31/12/2027
<b>Innovative Risk assessment methodologies (IRMA) Programme</b>						
<b>Use and reporting of historical control data (HCD)</b>	Delivery of methodology for the correct use of Historical Control Data (HCD) for the interpretation of toxicity studies.	KA_2.1.3.01_ NEW Enhance proactive engagement and align guidance documents, methods, models, tools, and data with other EU and international entities.	0.26	101,366	1/01/2020	30/06/2026
<b>Protein Safety</b>	Develop novel strategies for assessing allergenicity and toxicity of proteins, exploiting experience gained and scientific advances reached over the last 20 years. Help identifying the direction where future efforts are needed to advance protein safety assessment across all domains within EFSA's remit.	KA_2.1.3.02_ NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	0.01	-	1/01/2021	31/03/2026



Project	Project Scope	Expected benefit	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Placeholder Adoption of metagenomics approaches for risk assessment</b>	Develop fit-for-purpose metagenomics protocols and methodologies for microbiome analysis, specifically addressing complex microbial mixtures as regulated products e.g. competitive exclusion products. The outcome will provide standardised tools and methodologies for addressing short/medium term risk assessment needs.	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	1.9	1,250,000	01/01/2026	31/12/2027
<b>Placeholder Evaluation microbiome biomarkers/metabolic capacity</b>	Establish foundational methodological elements to develop a RA framework for evaluating the adverse effects of xenobiotics on the gut microbiome and host health, through the systematic evaluation and experimental testing data for the promising biomarkers and in vitro models.	KA_2.1.3.06_NEW Develop new risk assessment capabilities: Consider how microbiomes (human, animal and environment) could be included in risk assessment	3	1,300,000	01/01/2026	30/06/2029
<b>Novel strategy for allergenicity risk assessment</b>	Develop a comprehensive strategy for allergenicity risk assessment to better-inform risk management decision-making. Four specific objectives: <ol style="list-style-type: none"> <li>1. In silico prediction/appraisal tool for clinically-relevant cross-reactivity</li> <li>2. In silico prediction/appraisal tool for de novo sensitisation</li> <li>3. Verification of in silico predictions and future prospects</li> <li>4. Thresholds of allergological concern and systematic tiered approach for allergenicity RA</li> </ol>	KA_2.1.3.02_NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	2	1,300,000	01/09/2026	31/08/2029
<b>Placeholder Human Biomonitoring</b>	Develop a comprehensive strategy for integrating Human BioMonitoring (HBM) data into EFSA's risk assessment processes, enhancing the reliability of assessments, supporting process simplification and harmonisation, and ultimately enabling better-informed risk management decision-making.	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	1.6	600,000	01/01/2026	31/12/2027



Project	Project Scope	Expected benefit	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Placeholder EU Aggregated exposure assessment Framework</b>	Develop a unified methodological framework for aggregate exposure assessment (AEA) to chemicals, integrating multiple exposure sources and routes, and enhancing chemical risk assessments across EU agencies.	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	6.2	3,000,000	01/01/2026	31/12/2027
<b>Practical implementation NAMs - RA of pesticide metabolites</b>	Development of an automated and standardised workflow for mutagenicity assessment of pesticide metabolites to be implemented in a software application within the OECD QSAR toolbox, managed by ECHA.	KA_2.1.3.03_NEW Develop and implement systems-based approaches for regulatory environmental risk assessment.	0.7	300,000	1/01/2023	31/12/2026
<b>Adverse Outcome Pathways-endocrine disruptors</b>	Collect and develop Adverse Outcome Pathways (AOPs) relevant for mammalian reproductive toxicity. Support the transparent and consistent application of the methodology for the identification of endocrine disruptors acting via estrogenic, androgenic, thyroidal and steroidogenic (EATS) and non-EATS mode of action (MoA).	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	0.05	-	2/07/2019	31/03/2026
<b>Inter-human variability in toxicodynamic</b>	Improve chemical risk assessment and refine values in health-based guidelines (HBGVs) - involving the application of 'uncertainty factors' by addressing inter-human variability in toxicokinetics (TK) and toxicodynamics (TD).	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	0.15	70,000	1/01/2020	31/12/2027
<b>Integrating new approaches in chemical risk assessment</b>	Develops toxicokinetic (TK) and toxicodynamic (TD) modelling tools ( <i>in silico</i> and <i>in vitro</i> ), in support and harmonization of chemical risk assessment, advancing NAMs use in risk assessment.	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	1.35	200,000	5/08/2014	30/06/2028



Project	Project Scope	Expected benefit	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Translational quantitative Toxicogenomics mechanism-based AOP mapping for human NAM-based risk assessment (TXG-MAP)</b>	Advance chemical safety assessment by developing innovative bioinformatics approaches to compare in vitro and in vivo responses and establishing a quantitative framework for hazard characterization aligned with the EFSA's requirements and regulations.	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	0.4	-	12/06/2023	31/12/2027
<b>- Brain Health- New approach Methodologies to study developmental glial cell toxicity of food toxicants</b>	Advance the understanding of how chemical exposures impact brain health and disease during development and implement this knowledge for protecting human health by developing New Approach Methodologies.	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	0.5	-	20/11/2023	31/03/2028
<b>NAMS4NANO: EFSA NAMs roadmap data integration nanomaterials</b>	Develop 'proof of concept' case studies demonstrating that the combination of Integrated Approaches to Testing and Assessment (IATA) and New Assessment Methodologies (NAMs) provide better information than new in vivo studies for food and feed safety assessment. Focuses on existing knowledge from animal studies.	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	1.9	-	28/03/2022	31/03/2028
<b>Environmental Neurotoxicants</b>	Improve the assessment of environmental neurotoxicants (pesticides) potential to disrupt the developing brain (developmental neurotoxicity, DNT) as well as mechanistic neurotoxicity (NT) endpoints, known to be related to the development of Parkinson's disease.	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemo-informatics) tools to advance regulatory risk assessments	2.3	-	30/05/2017	31/12/2026
<b>Advancing Environmental Risk Assessment RA of non-target arthropods for Plants protection products (AENEAS)</b>	Expand data and build methodological capacity to ensure readiness for, on one hand, the dialogue between risk assessors and risk managers on the definition of Specific Protection Goals (SPGs) for plant protection products (PPPs), on the other the development of risk assessment methodologies that are fully consistent with the agreed SPGs.	KA_2.1.4.03_NEW Contribute to the development of risk assessment approaches to address sustainable food systems	0.05	-	1/01/2024	31/03/2026



Project	Project Scope	Expected benefit	FTES 2026-2029	Budget 2026-2029	Start date	End date
<b>Knowledge &amp; Expertise (NEXT) Programme</b>						
<b>Multi-agency horizon scanning for preparedness and future-proof strategy development in a one-health approach</b>	The project will bring together several agencies of the EU-ANSA Futures Cluster and the relevant Commission services to run a participatory ad-hoc horizon scanning process in a one-health approach.	KA_2.1.2.02_NEW Advance the development of foresight, integrated early warning systems, and surveillance methods for emerging risks with partners and stakeholders.	0.2	-	1/1/2025	31/02/2026
<b>Predicting ciguatera risk in fish - climate change</b>	Contribute to the improvement of the process of identification of emerging risks, in particular through the development of predictive modelling capacity, preparedness for future regulatory and policy needs addressing the EU Green deal aspirations and EU strategies and policies (Blue economy).		0.1	-	1/03/2022	31/08/2025
<b>Stand-alone projects and placeholders (Not allocated to a Programme)</b>						
<b>Science Studies and Project Identification (SPIDO)</b>	Roadmap development for innovative food/feed products and emerging technologies	KA_2.1.3.02_NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	2.4	2,000	1/01/2025	31/12/2027
<b>Cumulative Risk Assessment RA of pesticides from 2020 onwards</b>	Implementation and further method development for the cumulative risk assessment of pesticides from 2020 onwards.	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across regulatory domains, with particular attention to cumulative and aggregated exposure	8	357,292	10/09/2020	31/08/2027
<b>EFSA Conference 2027</b>	Organisation of the EFSA Conference 2027	KA_2.1.4.02_NEW_Engage with the EU 'One Health' risk assessment and communication research agenda, from identifying priorities to developing new capabilities	to be defined	2,000,000	01/10/2025	31/12/2027



## ANNEXES

## ANNEX I. ORGANISATIONAL CHART FOR 2026

## 1. ORGANISATION AND ORGANISATIONAL CHART

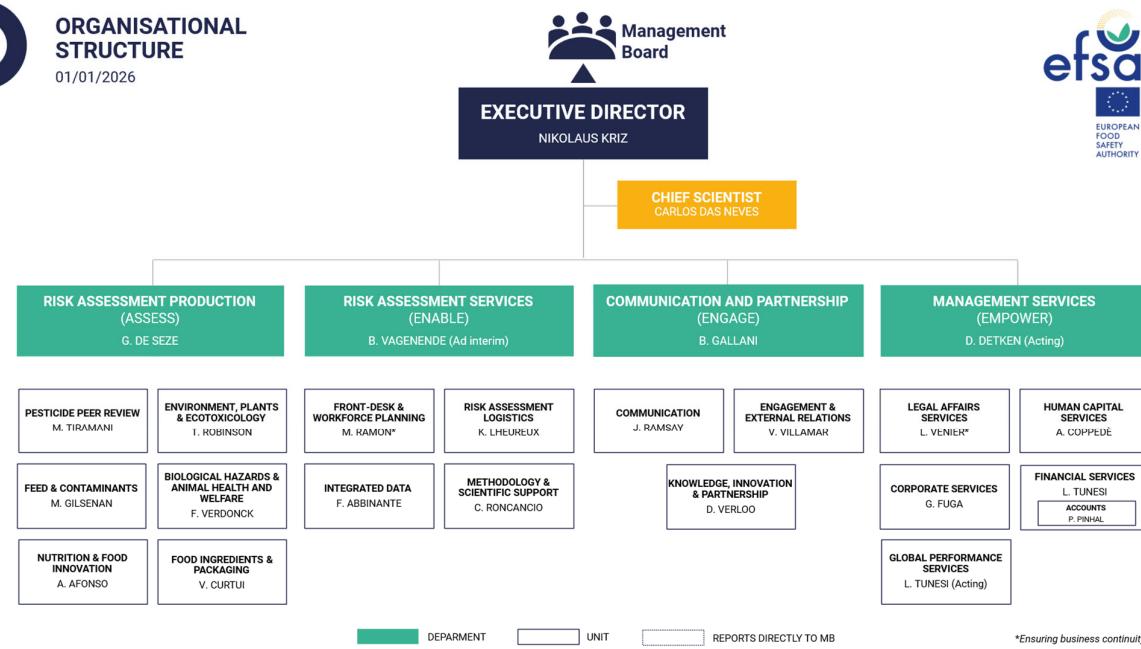


Figure 3. EFSA Organisational chart on 01/01/2026



## 2. POST DISTRIBUTION<sup>46</sup>

TABLE 24. POST DISTRIBUTION PER UNIT/DEPARTMENT/OFFICE

Org. Structure 31/12/2025	Officials		TAs		CAs		TOTAL STATUTORY STAFF		SNEs	Total
	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant		
<b>Exec. Director</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>
ED (incl. "ED Pot")	0	0	12	0	0	0	12	0	0	12
<b>ASSESS Total</b>	<b>2</b>	<b>0</b>	<b>142</b>	<b>4</b>	<b>77</b>	<b>2</b>	<b>221</b>	<b>6</b>	<b>7</b>	<b>228</b>
ASSESS HoD Office	0	0	3	0	0	0	3	0	0	3
BIOHAW	0	0	23	1	9	0	32	1	2	34
FEEDCO	0	0	18	0	8	0	26	0	1	27
FIP	1	0	21	0	12	1	34	1	1	35
NIF	1	0	22	1	17	0	40	1	0	40
PLANTS	0	0	24	1	14	1	38	2	3	41
PREV	0	0	31	1	17	0	48	1	0	48
<b>ENABLE Total</b>	<b>1</b>	<b>0</b>	<b>103</b>	<b>1</b>	<b>40</b>	<b>0</b>	<b>144</b>	<b>1</b>	<b>2</b>	<b>146</b>
ENABLE HoD Office	0	0	5	1	0	0	5	1	0	5
FDP	0	0	16	0	11	0	27	0	0	27
IDATA	0	0	40	0	13	0	53	0	2	55
MESE	1	0	26	0	7	0	34	0	0	34
RAL	0	0	16	0	9	0	25	0	0	25
<b>ENGAGE Total</b>	<b>1</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>20</b>	<b>1</b>	<b>70</b>	<b>1</b>	<b>4</b>	<b>74</b>
ENGAGE HoD Office	0	0	3	0	0	0	3	0	0	3
ENREL	0	0	13	0	6	0	19	0	3	22
KNOW	1	0	10	0	4	0	15	0	1	16
COM	0	0	23	0	10	1	33	1	0	33
<b>EMPOWER Total</b>	<b>1</b>	<b>0</b>	<b>99</b>	<b>2</b>	<b>35</b>	<b>2</b>	<b>135</b>	<b>4</b>	<b>0</b>	<b>135</b>
EMPOWER HoD Office	0	0	3	1	1	0	4	1	0	4
CORSER	0	0	20	1	9	1	29	2	0	29
FIN	1	0	24	0	10	1	35	1	0	35
GPS	0	0	9	0	1	0	10	0	0	10
HUCAP	0	0	20	0	5	0	25	0	0	25
LA	0	0	23	0	9	0	32	0	0	32
<b>Total</b>	<b>5</b>	<b>0</b>	<b>405</b>	<b>7</b>	<b>172</b>	<b>5</b>	<b>582</b>	<b>12</b>	<b>13</b>	<b>595</b>

<sup>46</sup> Additionally, there are four CA posts reserved for ECHA and four posts in the budget reserve allocated as follows: two for TAs and two for CAs



## ANNEX II. RESOURCE ALLOCATION PER ACTIVITY FOR 2026-2029

### 1. FINANCIAL RESOURCES PER STRATEGIC OBJECTIVE

TABLE 25. ANTICIPATED EVOLUTION OF BUDGET ALLOCATIONS (MILLION EUR; % OF THE TOTAL EFSA BUDGET).

Strategic Objectives	Executed 2024 M, EUR	Planned 2025 M, EUR	%	Draft Budget 2026 M, EUR	%	Draft Budget 2027 M, EUR	%	Draft Budget 2028 M, EUR	%	Draft Budget 2029 M, EUR	%
<b>SO1 Deliver trustworthy scientific advice &amp; communication of risks from farm to fork</b>	66.7	69.7	42%	68.8	41%	71.3	42%	71.7	41%	73.9	42%
of which:											
Regulated products evaluation	27.2	29.1	18%	30.8	18%	32.7	19%	32.3	18%	32.9	19%
General risk assessment	31.6	32.5	19%	30.1	18%	30.6	18%	31.1	18%	32.3	18%
Communication	7.9	8.1	5%	7.8	5%	8.1	5%	8.4	5%	8.6	5%
<b>SO2 Ensure preparedness for future risk analysis needs</b>	50.5	45.6	28%	48.5	29%	49.0	29%	49.9	29%	49.6	28%
<b>SO3 Empower people and ensure organisational agility</b>	44.0	48.7	30%	49.7	30%	50.2	29%	52.4	30%	54.0	30%
<b>Total EFSA</b>	<b>161.3</b>	<b>164.0</b>	<b>100%</b>	<b>167.0<sup>47</sup></b>	<b>100%</b>	<b>170.6<sup>48</sup></b>	<b>100%</b>	<b>174.0<sup>49</sup></b>	<b>100%</b>	<b>177.5<sup>50</sup></b>	<b>100%</b>

<sup>47</sup> Including EUR 851,580 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 830,000 EU subsidy + EFTA contribution of 2.6%)

<sup>48</sup> Including EUR 1,127,574 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,099,000 EU subsidy + EFTA contribution using proxy of 2.6%)

<sup>49</sup> 2028 not part of current MFF. Assumed 2027 estimated appropriations increased by 2%. It includes EUR 1,127,574 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,099,000 EU subsidy + EFTA contribution using proxy of 2.6%). Impact of extra 30 short term CAs requested to the budgetary authority yet to be considered in the internal allocation of resources (EFSA is not requesting extra budget to finance these CAs)

<sup>50</sup> 2029 not part of current MFF. Assumed 2027 estimated appropriations increased by 2%. It includes EUR 1,127,574 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,099,000 EU subsidy + EFTA contribution using proxy of 2.6%). Impact of extra 30 short term CAs requested to the budgetary authority yet to be considered in the internal allocation of resources (EFSA is not requesting extra budget to finance these CAs)



## 2. HUMAN RESOURCES PER STRATEGIC OBJECTIVE

TABLE 26. ANTICIPATED EVOLUTION OF STAFF ALLOCATIONS (% OF THE TOTAL OF EFSA'S FTES).

Strategic objectives	Executed 2024	Planned 2025		Forecast 2026		Forecast 2027		Forecast 2028		Forecast 2029	
	FTEs/posts	FTEs/posts	%								
<b>SO1_Deliver trustworthy scientific advice and communication of risks from farm to fork</b>	292	288	49%	297	50%	331	52%	292	49%	292	292
of which:											
Regulated products evaluation	156	155	26%	162	27%	194	31%	159	26%	159	26%
General risk assessment	114	111	19%	113	19%	115	18%	111	19%	111	19%
Communication	22	22	4%	22	4%	22	3%	22	4%	22	4%
<b>SO2_Ensure preparedness for future risk analysis needs</b>	117	123	21%	124	20%	126	20%	127	21%	126	21%
<b>SO3_Empower people and ensure organisational agility</b>	181	181	30%	182	30%	179	28%	177	30%	175	30%
<b>Total EFSA</b>	<b>590</b>	<b>592<sup>51</sup></b>	<b>100%</b>	<b>602<sup>52</sup></b>	<b>100%</b>	<b>636<sup>53</sup></b>	<b>100%</b>	<b>596<sup>54</sup></b>	<b>100%</b>	<b>593<sup>55</sup></b>	<b>100%</b>

<sup>51</sup> Changes (+2) connected to:

- +2 ADs linked to New Genome Techniques proposal. Positions in reserve as legislative proposal yet to be adopted at the time of writing (November 2025)
- +5 CAs linked to the support EFSA is expected to give to the Chemical Strategy for Sustainability. Legislative proposal adopted on 20/10/2025
- -5 CAs as EFSA has been granted the possibility to keep 10 out of the 15 short term CA positions given for years 2022-2024 by additional three years

<sup>52</sup> Changes (+10) connected to:

- +2 ADs and +1 AST linked to New Genome Techniques proposal. Positions in reserve as legislative proposal yet to be adopted at the time of writing (November 2025)
- +1 CA linked to the action on " Fighting Antimicrobial Resistance and Strengthening the One Health Workforce in Africa"
- +6 SNEs linked to permission granted from the budgetary Authority to hire up to 6 additional Seconded National Experts as of 01/01/2026

<sup>53</sup> Changes (+36) connected to:

- +4 SNEs linked to EFSA's ambition to attract additional Seconded National Experts, subject to agreement from the budgetary Authority
- Confirmation of 2 CAs for the second phase of the European Union Partnership on Animal Health and Welfare, subject to agreement from the budgetary Authority
- Confirmation of 1 SNE linked to the Pre-accession Programme funded by DG-NEAR, subject to agreement on prolongation of the programme beyond 2026
- EFSA is requesting to recruit 30 short term CAs to increase its risk assessment production

<sup>54</sup> Changes connected to:

- (-10) connected to the phasing out of the 10 short term contract agents initially granted in 2022
- Extra 30 short term CAs EFSA is requesting to the budgetary authority are not considered yet

<sup>55</sup> Change connected to:

- (-3) connected to the finalisation of the contribution agreement/SLA on the Chemical Strategy for Sustainability
- Extra 30 short term CAs EFSA is requesting to the budgetary authority are not considered yet



## ANNEX III. FINANCIAL RESOURCES FOR 2027 - 2029

### Revenues

TABLE 27. REVENUES

Revenues (EUR million)	2025 <sup>56</sup>	2026 <sup>57</sup>	2027 <sup>58</sup>
	Executed budget	Estimated revenues	Draft budget
EU contribution	146.9	157.8	166.5
Additional EU funding: ad hoc grants, service level and delegation agreements	0.1	p.m.	p.m.
Other revenue	5.0	4.1	4.3
<b>Total revenues</b>	<b>151.9</b>	<b>161.9</b>	<b>170.8</b>

Revenue	2025 Executed budget	2026 Estimated revenues	2027 As requested by the Agency	Budget forecast	VAR 2027/2026	Envisaged 2028 <sup>59</sup>	Envisaged 2029 <sup>60</sup>
<b>1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years' surplus)</b>							
<b>2 EU CONTRIBUTION</b>	<b>146,900,465</b>	<b>157,792,251</b>	<b>166,518,312</b>		<b>6%</b>	<b>178,968,762</b>	<b>172,199,110</b>
- of which assigned revenues deriving from previous years' surpluses	839,755	599,298	393,543		-34%	p.m.	p.m.
<b>3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)</b>	<b>4,016,669</b>	<b>4,087,017</b>	<b>4,319,244</b>		<b>6%</b>	<b>4,653,188</b>	<b>4,477,177</b>
- of which EEA/EFTA (excl. Switzerland)	4,016,669	4,087,017	4,319,244		6%	4,653,188	4,477,177
- of which candidate Countries							

<sup>56</sup> Excluding EUR 83,228 corresponding to payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 81,000 EU subsidy + EFTA contribution of 2.75%), as it was not yet adopted

<sup>57</sup> Including EUR 294,462 corresponding to payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 287,000 EU subsidy + EFTA contribution of 2.6%)

<sup>58</sup> Including EUR 2,017,116 corresponding to payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,966,000 EU subsidy + EFTA contribution using proxy of 2.6%). The overall of revenue amount increases due to higher needs for payment appropriations for 30 CAs.

<sup>59</sup> Including EUR 2,017,116 corresponding to payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,966,000 EU subsidy + EFTA contribution using proxy of 2.6%)

<sup>60</sup> Including EUR 2,017,116 corresponding to payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,966,000 EU subsidy + EFTA contribution using proxy of 2.6%)



Revenue	2025 Executed budget	2026 Estimated revenues	2027 As requested by the Agency	Budget forecast	VAR 2027/20 26	Envisaged 2028 <sup>59</sup>	Envisaged 2029 <sup>60</sup>
<b>4 OTHER CONTRIBUTIONS</b>	0	p.m.	p.m.			p.m.	p.m.
<b>5 ADMINISTRATIVE OPERATIONS</b>	<b>941,359</b>	p.m.	p.m.	.		p.m.	p.m.
- of which interest generated by funds paid by the Commission by way of EU contribution	941,359	p.m.	p.m.			p.m.	p.m.
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>	0	p.m.	p.m.			p.m.	p.m.
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>	0	p.m.	p.m.			p.m.	p.m.
<b>TOTAL REVENUES</b>	<b>151,858,494</b>	<b>161,879,268</b>	<b>170,837,556</b>	0	6%	<b>183,621,950</b>	<b>176,676,287</b>

Revenue	2025 Executed budget <sup>61</sup>	2026 Revenues estimated by the Agency <sup>62</sup>	2027 As requested by the Agency	Budget forecast	VAR 2027/2026	Envisaged 2028	Envisaged 2029
<b>ADDITIONAL EU FUNDING STEMMING FROM AD HOC GRANTS</b>	57,380	468,553	p.m.		-100.0%	p.m.	p.m.
<b>ADDITIONAL EU FUNDING STEMMING FROM DELEGATION AGREEMENTS</b>	0	p.m.	p.m.			p.m.	p.m.
<b>TOTAL REVENUES</b>	<b>57,380</b>	<b>468,553</b>	<b>0</b>	<b>0</b>	<b>-100%</b>	<b>0</b>	<b>0</b>

<sup>61</sup> Including EUR 57,380.00 corresponding to the 2nd Amending Budget 2025, integrating the second instalment for the Pre-Accession Programme 2023-26, adopted by written procedure to the Management Board in November 2025.

<sup>62</sup> EFSA expects to receive additional funds from the signature of two contribution agreements: (1) with DG ENV (Chemical Strategy for Sustainability, EUR 3.00 million), the amount EUR 468,553 corresponds to first payment instalment from the contribution agreement of EUR 625,635 with DG INTPA (for the Action on Fighting Antimicrobial Resistance and Strengthening the One Health Workforce in Africa). The agreement with DG ENV is still under negotiation, and the Management Board will be asked to approve the inclusion of funds stemming from these agreements in the EFSA 2026 Budget once the agreement once proposal finalised. Additionally, extension of the EFSA participation in the European Partnership on Animal Health & Welfare is expected, which might generate an additional grant **estimated** at EUR 0.5 – 0.6 million.



## Expenditures

TABLE 28. EXPENDITURES<sup>63</sup>

Expenditure (EUR million)/Title	2025		2026 <sup>64</sup>		2027 <sup>65</sup>	
	Executed commitments	Executed payments	Budget commitments	Budget payments	Draft budget commitments	Draft budget payments
Title I — Staff expenditure	72.1	70.0	76.2	76.2	79.2	79.2
Title II — Infrastructure and operating expenditure	16.9	12.5	15.4	15.4	15.6	15.6
Title III — Operational expenditure	75.1	60.1	75.4	70.3	75.8	76.0
<b>Total expenditure</b>	<b>164.0</b>	<b>142.6</b>	<b>167.0</b>	<b>161.9</b>	<b>170.6</b>	<b>170.8</b>

Expenditure	Executed commitments 2025	Budget 2026	Commitments				
			Draft budget 2027	Agency request	Budget forecast	VAR 2027/2026	Envisaged 2028 <sup>66</sup>
<b>Title 1 - Staff expenditure</b>	<b>72,053,540</b>	<b>76,183,852</b>	<b>79,201,500</b>			<b>4%</b>	<b>80,192,000</b>
Salaries & allowances	60,730,685	63,323,482	66,755,000			5%	66,950,000
- Of which establishment plan posts	46,296,991	47,950,000	49,473,000			3%	51,141,000
- Of which external personnel	14,433,694	15,373,482	17,282,000			12%	15,809,000
Expenditure relating to Staff recruitment	315,969	457,000	460,000			1%	477,000
							475,000

<sup>63</sup> Excluding external assigned revenues (additional EU funding: ad hoc grants, service level and delegation agreements)

<sup>64</sup> Including EUR 851,580.00 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 830,000 EU subsidy + EFTA contribution of 2.6%) and EUR 294,462.00 of related payment appropriations (EUR 287,000 EU subsidy + EFTA contribution of 2.6%)

<sup>65</sup> Including EUR 1,127,574 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,099,000 EU subsidy + EFTA contribution using proxy of 2.6%) and EUR 2,017,116 of related payment appropriations (EUR 1,966,000 + EFTA contribution using proxy of 2.6%)

<sup>66</sup> Including EUR 1,127,574 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,099,000 EU subsidy + EFTA contribution using proxy of 2.6%)

<sup>67</sup> Including EUR 1,127,574 of commitment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,099,000 EU subsidy + EFTA contribution using proxy of 2.6%)



Expenditure	Executed commitments 2025	Budget 2026	Commitments			Envisaged 2028 <sup>66</sup>	Envisaged 2029 <sup>67</sup>
			Agency request	Budget forecast	VAR 2027/2026		
Mission expenses	231,867	243,000	248,000		2%	251,000	254,000
Socio-medical infrastructure	344,298	404,000	406,500		1%	422,000	409,000
Training	1,338,948	1,232,370	1,000,000		-19%	1,000,000	1,000,000
External Services	6,683,928	7,918,000	7,666,000		-3%	8,376,000	8,538,000
Receptions, events and representation	0	0	0		0%	0	0
Social welfare	2,407,846	2,606,000	2,666,000		2%	2,716,000	2,766,000
Other staff-related expenditure	0	0	0		0%	0	0
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>16,920,069</b>	<b>15,425,926</b>	<b>15,601,146</b>		<b>1%</b>	<b>15,808,839</b>	<b>16,232,429</b>
Rental of buildings and associated costs	7,598,870	5,244,114	5,153,114		-2%	5,263,114	5,337,114
Information, communication technology and data processing	7,471,547	9,293,812	9,720,032		5%	9,777,225	10,116,315
Movable property and associated costs	1,498,592	445,000	285,000		-36%	285,000	295,000
Current administrative expenditure	149,214	144,500	142,500		-1%	142,500	142,500
Postage / Telecommunications	119,301	198,500	195,500		-2%	231,000	226,500
Meeting expenses	74,564	85,000	90,000		6%	95,000	100,000
Running costs in connection with operational activities	0	0	0		0%	0	0
Information and publishing	7,981	15,000	15,000		0%	15,000	15,000
Studies	0	0	0		0%	0	0
Other infrastructure and operating expenditure	0	0	0		0%	0	0
<b>Title 3 - Operational expenditure</b>	<b>75,056,567</b>	<b>75,362,614</b>	<b>75,773,510</b>		<b>1%</b>	<b>77,981,694</b>	<b>78,657,067</b>
Regulated Products	4,390,193	4,272,118	4,260,752		0%	4,280,752	4,315,903
Risk Assessment	4,088,542	3,801,929	3,801,929		0%	3,901,929	3,950,926
Scientific Cooperation & Procurement	35,210,097	30,950,521	30,670,986		-1%	31,505,807	32,178,613
Communication	6,201,711	6,204,000	6,235,000		0%	6,440,000	6,383,784



Expenditure	Executed commitments 2025	Budget 2026	Commitments				Envisaged 2028 <sup>66</sup>	Envisaged 2029 <sup>67</sup>
			Agency request	Budget forecast	VAR 2027/2026			
Operational support	25,166,024	30,134,046	30,804,843		2%	31,853,206	31,827,841	
<b>TOTAL</b>	<b>164,030,176</b>	<b>166,972,392</b>	<b>170,576,156</b>		<b>2%</b>	<b>173,982,533</b>	<b>177,462,496</b>	

Expenditure	Executed payments 2025	Budget 2026	Payments				Envisaged 2028 <sup>68</sup>	Envisaged 2029 <sup>69</sup>
			Agency request	Budget forecast	VAR 2027/2026			
<b>Title 1 - Staff expenditure</b>	<b>69,956,534</b>	<b>76,183,852</b>	<b>79,201,500</b>		<b>4%</b>	<b>80,192,000</b>	<b>82,573,000</b>	
Salaries & allowances	60,728,700	63,323,482	66,755,000		5%	66,950,000	69,131,000	
- Of which establishment plan posts	46,296,991	47,950,000	49,473,000		3%	51,141,000	52,841,000	
- Of which external personnel	14,431,710	15,373,482	17,282,000		12%	15,809,000	16,290,000	
Expenditure relating to Staff recruitment	300,925	457,000	460,000		1%	477,000	475,000	
Mission expenses	223,328	243,000	248,000		2%	251,000	254,000	
Socio-medical infrastructure	314,275	404,000	406,500		1%	422,000	409,000	
Training	782,390	1,232,370	1,000,000		-19%	1,000,000	1,000,000	
External Services	5,224,149	7,918,000	7,666,000		-3%	8,376,000	8,538,000	
Receptions, events and representation	0	0	0		0%	0	0	
Social welfare	2,382,767	2,606,000	2,666,000		2%	2,716,000	2,766,000	
Other staff-related expenditure	0	0	0		0%	0	0	
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>12,514,283</b>	<b>15,425,926</b>	<b>15,601,146</b>		<b>1%</b>	<b>15,808,839</b>	<b>16,232,429</b>	
Rental of buildings and associated costs	5,028,062	5,244,114	5,153,114		-2%	5,263,114	5,337,114	
Information, communication technology and data processing	6,184,546	9,293,812	9,720,032		5%	9,777,225	10,116,315	

<sup>68</sup> Including EUR 2,017,116 of payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,966,000 EU subsidy + EFTA contribution using proxy of 2.6%)

<sup>69</sup> Including EUR 2,017,116 of payment appropriations stemming from the legislative proposal on New Genomic Techniques (EUR 1,966,000 EU subsidy + EFTA contribution using proxy of 2.6%)



Expenditure	Executed payments 2025	Budget 2026	Payments			Envisaged 2028 <sup>68</sup>	Envisaged 2029 <sup>69</sup>
			Agency request	Draft budget 2027	Budget forecast		
Movable property and associated costs	1,034,912	445,000	285,000		-36%	285,000	295,000
Current administrative expenditure	113,970	144,500	142,500		-1%	142,500	142,500
Postage / Telecommunications	90,338	198,500	195,500		-2%	231,000	226,500
Meeting expenses	54,474	85,000	90,000		6%	95,000	100,000
Running costs in connection with operational activities	0	0	0		0%	0	0
Information and publishing	7,981	15,000	15,000		0%	15,000	15,000
Studies	0	0	0		0%	0	0
Other infrastructure and operating expenditure	0	0	0		0%	0	0
<b>Title 3 - Operational expenditure</b>	<b>60,132,916</b>	<b>70,269,490</b>	<b>76,034,910</b>		<b>8%</b>	<b>87,621,111</b>	<b>77,870,858</b>
Regulated Products	4,336,763	4,272,118	4,260,752		0%	4,280,752	4,315,903
Risk Assessment	4,048,084	3,801,929	3,801,929		0%	3,901,929	3,950,926
Scientific Cooperation & Procurement	30,107,347	32,094,708	34,965,920		9%	42,152,896	31,705,813
Communication	5,166,423	6,204,000	6,235,000		0%	6,440,000	6,383,784
Operational support	16,474,299	23,896,735	26,771,309		12%	30,845,534	31,514,432
<b>TOTAL</b>	<b>142,603,733</b>	<b>161,879,268</b>	<b>170,837,556</b>		<b>6%</b>	<b>183,621,950</b>	<b>176,676,287</b>



## Budget outturn and cancellation of appropriations 2025

**TABLE 29. BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS 2025**

Budget outturn	2023	2024	2025
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	149,772,114.29	155,354,031.93	152,989,629.56
Payments made (-)	-135,552,667.10	-142,057,570.51	-144,325,314.13
Carry-over of appropriations (-)	-14,604,746.96	-15,274,406.57	-10,491,990.88
Cancellation of appropriations carried over (+)	826,602.85	592,424.24	389,300.47
Exchange-rate differences (+/-)	-114.26	-281.26	-150.00
Adjustment for carry-over from previous years of assigned revenue	398,566.00	1,985,099.86	1,832,067.76
<b>Total</b>	<b>839,754.82</b>	<b>599,297.69</b>	<b>393,542.78</b>

## Cancellation of appropriations

### Cancellation of commitment appropriations

The budget execution reached 100%, only a minor amount of the voted budget (EUR 5 028) remained uncommitted and cancelled.

### Cancellation of payment appropriations for the year

Payment appropriations corresponding to unused non-differentiated commitment appropriations (EUR 5 028) were also cancelled. The budget execution of differentiated credits reached 100%; only a minor amount (EUR 512) remained unpaid and was cancelled.

### Cancellation of payment appropriations carried over

Out of EUR 13.4 million of non-differentiated payment appropriations carried forward (automatic carry-forward), EUR 0.4 million, corresponding to 3%, remained unpaid and cancelled. The assigned revenues carried over were fully committed.

### Justification

Cancellations of the commitment and payment appropriations for the year are mainly due to year-end de-commitments during the carry-forward procedure.

Cancellation of appropriations carried over was caused mainly by the provisional character (e.g. EFSA Journal publications, meetings, missions, energy supplies) but also due to a decrease in payments due to quality issues.

### Budget outturn

The budget outturn decreased by EUR 0.2 million to EUR 0.4 million (from EUR 0.6 million in 2024 and EUR 0.8 million in 2023). This is a result of the increased share of executed payments on total revenues following the higher share of differentiated payments on the overall payment budget and lower cancellation of funds carried forward.



## ANNEX IV. HUMAN RESOURCES FOR 2027 - 2029 — QUANTITATIVE

### 1. THE STAFF POPULATION AND ITS EVOLUTION

#### A. Statutory staff and SNE

TABLE 30. STAFF POPULATION AND ITS EVOLUTION; OVERVIEW OF ALL CATEGORIES OF STAFF

Staff ESTABLISHMENT PLAN POSTS	2025 Authorised staff					2026 Authorised staff					2027 Envisaged staff	2028 Envisaged staff	2029 Envisaged staff	
	Baseline	178 TR	TOTAL	Actually filled 31/12/202 5	Occupancy rate %	Baseline	178 TR	Total	Actually filled 31/12/2 026	Occupancy rate %				
Administrators (AD)	234	80	314	308	98.1%			316				318	319	320
Assistants (AST)	88	5	93	95	102.2%			94				92	91	90
Assistants/Secretaries (AST/SC)	n/a	n/a	n/a	n/a	n/a			n/a				n/a	n/a	n/a
<b>TOTAL ESTABLISHMENT PLAN POSTS</b>	<b>322</b>	<b>85</b>	<b>407</b>	<b>403</b>	<b>99.0%</b>			<b>410</b>				<b>410</b>	<b>410</b>	<b>410</b>
EXTERNAL STAFF <sup>70</sup>	FTEs corresponding to the authorised budget			Headcount as of 31/12/2025	Execution Rate %	FTE corresponding to the authorised budget			Actually filled 31/12/2026	Occupancy rate %	Envisaged FTE	Envisaged FTE	Envisaged FTE	
	Baseline	178 TR	TOTAL			Baseline	FTE 178 TR	TOTAL						
Contract Agents (CA)	143	21	164	165	100.6%			164				194 <sup>71</sup>	154	154
Seconded National Experts (SNE)	15	0	15	12	80.0%			21				25	25	25
<b>TOTAL EXTERNAL STAFF</b>	<b>158</b>	<b>21</b>	<b>179</b>	<b>177</b>	<b>98.9%</b>			<b>185</b>				<b>189</b>	<b>179</b>	<b>179</b>
<b>TOTAL STAFF</b>	<b>480</b>	<b>106</b>	<b>586</b>	<b>580</b>	<b>99.0%</b>			<b>595</b>				<b>629</b>	<b>589</b>	<b>589</b>

<sup>70</sup> Figures do not include CAs and SNEs financed by other sources (see relevant table)

<sup>71</sup> The overall budget request remains stable. The impacts to 2028 and 2029 will be calculated following the budgetary authority decision on the 30 CAs business case



B. Additional external staff expected to be financed from grant, contribution or service-level agreements

**TABLE 31. ADDITIONAL EXTERNAL STAFF EXPECTED TO BE FINANCED FROM GRANT, CONTRIBUTION OR SERVICE-LEVEL AGREEMENTS.**

Human Resources	2026	2027	2028	2029
	Authorised FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
<b>Contract Agents (CA)<sup>72</sup></b>	6.0	6.0	6.0	3.0
<b>Seconded National Experts (SNE)<sup>73</sup></b>	1.0	1.0	1.0	1.0
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>4.0</b>

C. OTHER HUMAN RESOURCES

**TABLE 32. OTHER HUMAN RESOURCES<sup>74</sup>**

Structural service providers	Actually in place as of 31/12/2025
Security	1
IT	22
Reception	2
Post Office	1
Office Supplies	1
Archive	2
Huissier	3
Outsourcing Service Manager	1
Maintenance	2
Building and H&S technical assistance	4
Medical Advisor	0.75
<b>Interim workers</b>	
<b>Total FTEs in year 2025</b>	
<b>Number</b>	<b>79.7</b>

<sup>72</sup> 2 CA FTEs related to the Partnership on Animal Health and Welfare funded by DG-RTD from 2024 until 2026; 3 CA FTEs related to New Chemical Data Platform funded by DG-ENV from 2025 onwards;

<sup>73</sup> 1 SNE FTE related to the Pre-accession Programme funded by DG-NEAR (planned end date 31/07/2026).

<sup>74</sup> Final number to be provided in January 2026



## 2. MULTIANNUAL STAFF POLICY PLAN FOR 2027-2029

TABLE 33. MULTI-ANNUAL STAFF POLICY PLAN YEAR 2027-2029

Function group and grade	2025										2026				2027				2028			
	Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Actually filled as of 31/12				Authorised Budget - TOTAL		Envisaged Budget - TOTAL		Envisaged budget		Envisaged budget		2029			
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Permanent posts	Temporary posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts
AD 16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	0	0	0	1	0	0	1	0	1	0	2	0	0	2	0
AD 14	0	3	0	0	0	3	0	1	0	3	0	0	4	0	4	0	4	0	4	0	4	5
AD 13	0	3	0	0	0	3	0	2	0	4	0	0	4	0	4	0	4	0	4	0	4	5
AD 12	0	6	0	0	0	6	0	4	0	7	0	0	9	0	9	0	11	0	13	0	13	0
AD 11	0	13	0	0	0	13	0	7	1	16	1	1	19	2	19	2	22	2	25	2	25	0
AD 10	1	33	0	0	1	33	1	24	2	36	3	3	38	2	38	2	41	3	43	0	43	0
AD 9	4	46	0	4	4	50	2	50	2	53	1	1	56	1	56	1	59	0	61	0	61	0
AD 8	0	60	0	9	0	69	2	65	0	71	0	0	72	0	72	0	71	0	70	0	70	0
AD 7	0	52	0	30	0	82	0	60	0	76	0	0	70	0	70	0	64	0	59	0	59	0
AD 6	0	8	0	31	0	39	0	75	0	36	0	0	33	0	33	0	30	0	27	0	27	0
AD 5	0	4	0	6	0	10	0	15	0	8	0	0	7	0	7	0	6	0	5	0	5	0
<b>AD TOTAL</b>	<b>5</b>	<b>229</b>	<b>0</b>	<b>80</b>	<b>5</b>	<b>309</b>	<b>5</b>	<b>303</b>	<b>5</b>	<b>311</b>	<b>5</b>	<b>313</b>	<b>5</b>	<b>314</b>	<b>5</b>	<b>315</b>						
AST 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
AST 8	0	3	0	0	0	3	0	2	0	3	0	0	3	0	3	0	4	0	4	0	4	0
AST 7	0	6	0	0	0	6	0	5	0	9	0	0	12	0	12	0	14	0	16	0	16	0
AST 6	0	16	0	0	0	16	0	13	0	17	0	0	18	0	18	0	19	0	20	0	20	0
AST 5	0	26	0	0	0	26	0	31	0	26	0	0	26	0	26	0	26	0	25	0	25	0
AST 4	0	22	0	2	0	24	0	27	0	24	0	0	23	0	23	0	21	0	19	0	19	0
AST 3	0	14	0	3	0	17	0	15	0	14	0	0	10	0	10	0	7	0	5	0	5	0
AST 2	0	1	0	0	0	1	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
AST 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Function group and grade	2025												2026				2027				2028			
	Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Actually filled as of 31/12				Authorised Budget - TOTAL		Envisaged Budget - TOTAL		Envisaged budget		Envisaged budget		2029					
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Permanent posts	Temporary posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts		
<b>AST TOTAL</b>	<b>0</b>	<b>88</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>93</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>94</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>91</b>	<b>0</b>	<b>90</b>								
<b>AST/SC 6</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>AST/SC 5</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>AST/SC 4</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>AST/SC 3</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>AST/SC 2</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>AST/SC 1</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>AST/SC TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>TOTAL</b>	<b>5</b>	<b>317</b>	<b>0</b>	<b>85</b>	<b>5</b>	<b>402</b>	<b>5</b>	<b>398</b>	<b>5</b>	<b>405</b>	<b>5</b>	<b>405</b>	<b>5</b>	<b>405</b>	<b>5</b>	<b>405</b>	<b>5</b>	<b>405</b>	<b>5</b>	<b>405</b>				
<b>GRAND TOTAL</b>	<b>322</b>		<b>85</b>		<b>407</b>		<b>403</b>		<b>410</b>		<b>410</b>		<b>410</b>		<b>410</b>		<b>410</b>		<b>410</b>		<b>410</b>			

- External personnel

TABLE 34. EXTERNAL PERSONNEL - CONTRACT AGENTS

Contract agents <sup>75</sup>	FTE corresponding to the authorised budget 2025	Executed FTE as of 31/12/2025	Headcount as of 31/12/2025	FTE corresponding to the authorised budget 2026*	FTE corresponding to the envisaged budget 2027*	FTE corresponding to the envisaged budget 2028	FTE corresponding to the envisaged budget 2029
<b>Function Group IV</b>	137	124.8	131	137	168 <sup>76</sup>	128	128
<b>Function Group III</b>	20	23.0	24	20	20	20	20
<b>Function Group II</b>	7	10.0	10	7	6	6	6
<b>Function Group I</b>	0	0.0	0	0	0	0	0
<b>TOTAL</b>	<b>164</b>	<b>157.8</b>	<b>165</b>	<b>164</b>	<b>194</b>	<b>154</b>	<b>154</b>

<sup>75</sup> Figures include 4 CAs utilised by ECHA as per EFSA-ECHA-EC agreement, from 2025 +2 CA FTE linked to the New Chemical Data Platform, from 2028 -10 Short-term CA FTE, do not include CAs financed by other sources (see relevant table)

<sup>76</sup> The overall budget request remains stable. The impacts to 2028 and 2029 will be calculated following the budgetary authority decision on the 30 CAs business case



TABLE 35. EXTERNAL PERSONNEL - SECONDED NATIONAL EXPERTS

Seconded National Experts <sup>77</sup>	FTE corresponding to the authorised budget 2025	Executed FTE as of 31/12/2025	Headcount as of 31/12/2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027	FTE corresponding to the envisaged budget 2028	FTE corresponding to the envisaged budget 2029
<b>TOTAL</b>	<b>15</b>	<b>9.8</b>	<b>12</b>	<b>21</b>	<b>25</b>	<b>25</b>	<b>25</b>

<sup>77</sup> Figures do not include 1 SNE financed by Pre-accession Programme (see relevant table)



### 3. RECRUITMENT FORECASTS 2027 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS

TABLE 36. RECRUITMENT FORECASTS 2027 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS (INFORMATION ON THE ENTRY LEVEL FOR EACH TYPE OF POSTS: INDICATIVE TABLE) (TO BE UPDATED IN DECEMBER 2026)

<u>Job title in the agency</u>	<u>Type of contract</u> <u>(Official, TA or CA)</u>		<u>TA/Official Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication</u>	<u>CA Recruitment Function Group (I, II, III and IV)</u>
	<u>Due to foreseen retirement/ mobility</u>	<u>New post requested due to additional tasks</u>		
Head of Unit (to be defined)	1			
Scientific Officer – Pesticides*		15		FGIV
Scientific Officer – Novel Food*		7		FGIV
Scientific Officer – Food Additives & Flavourings*		8		FGIV
Cheminformatics/ (IUCLID)	1			FGIV
Scientific Officer Dietary Exposure Assessment	1			
Communication officer	1		AD5-AD7	AD6
Coordinator Officer	1		AD5-AD7	AD6
Legal Officer	1		AD5-AD7	AD6
Research Coordinator	1		AD8-AD9	AD8
Scientific Officer Epidemiology	1		AD5-AD7	AD7
Technical Administrative Assistant	1			

\*profiles related to the business case for +30 CAs

Number of inter-agency mobility 2026 (Year N) from and to the Agency:

The Staff Exchange and External Mobility initiatives will be further strengthened by EFSA during 2026. In particular, exchanges with the European Commission and other EU Agencies are planned, to increase collaboration in various relevant areas/projects, including 'One Health' and Artificial Intelligence. Moreover, as already done in 2024 and in 2025, an exchange with AGES (Austrian Agency for Health and Food Safety) is also planned for 2026 to further enhance collaboration in the relevant scientific fields.



## ANNEX V. HUMAN RESOURCES FOR 2027 – 2029 QUALITATIVE

### A. RECRUITMENT POLICY

Implementing rules in place:

TABLE 37. RECRUITMENT IMPLEMENTING RULES

Implementing rules		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	Y		
Engagement of TA	Model Decision C(2015)1509	Y		
Middle management	Model decision C(2018)2542	Y		
Type of posts	Model Decision C(2018)8800	Y		

Statutory staff (officials, temporary agents, contract agents)

At EFSA, Temporary Agents (TAs) and Contract Agents (CAs) are typically offered a 5-year renewable contract. Renewals are contingent on performance, budgetary availability, and organisational needs. The grade ranges and post title equivalences for TAs and Officials are detailed in the Management Board decision available online.

A state-of-the-art recruitment system enables a fully digital, end-to-end selection process, integrating a branded career site, job dissemination tools, referrals, and candidate analytics. The platform also supports the recruitment of experts, trainees, and seconded national experts (SNEs).

To ensure optimal staffing, EFSA carefully targets the recruitment plan making use of provisions that allow offsetting FTE savings through additional appointments, as stipulated in the Financial and Staff Regulations (Art. 53/2; CEOS Art. 3a).

EFSA is committed to positioning itself as an employer of choice, enhancing both the visibility and attractiveness of its vacancies to a diverse talent pool through a data-driven and targeted approach, with a special focus on underrepresented Member States.

EFSA remains committed to diversity and inclusion, further embedding gender balance and disability inclusion throughout recruitment processes.

Non-statutory staff

#### ***Seconded national experts (SNE)***

The SNE programme fosters the exchange of knowledge and expertise in food safety assessment, reinforcing EFSA's scientific cooperation network. Experts may be seconded for 6 months to 4 years, providing reciprocal benefits to EFSA and National Administrations and contributing to the EU's collective risk assessment capacity.



### **Traineeships**

EFSA's 12-month traineeship programme offers approximately 120 positions annually, enhancing EFSA's visibility among young professionals across Europe as well as developing a talent pool to nurture EFSA's future recruitment pipeline.

### **Interims**

EFSA maintains a framework contract with an interim agency, procured through public tender, to ensure continuity of operations during long-term absences (e.g. maternity, illness, or personal leave) and to address temporary workload peaks. Deployment durations comply with national legislation.

### **Guest Programme**

The Guest Programme offers Master's and PhD students, as well as professionals from public administrations, research institutes, and international organisations, the opportunity to collaborate with EFSA for a limited period on areas of mutual interest. Guests are not remunerated by EFSA.

### **Structural service providers**

All services are procured through open calls for tenders in full compliance with:

- Council Regulation (EC) No 178/2002 (EFSA's founding act)
- Regulation (EU, Euratom) 2024/2509 on the financial rules applicable to the general budget of the Union (recast).

## **B. APPRAISAL AND RECLASSIFICATION/PROMOTIONS**

### **Implementing rules in place:**

**TABLE 38. IMPLEMENTING RULES**

<b>Implementing rules in place:</b>		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560		Y	
Reclassification of CA	Model Decision C(2015)9561		Y	

EFSA's Performance Management cycle underpins its integrated Talent Management approach, ensuring each step contributes to developing and managing talent while enhancing overall organisational performance.

A culture of continuous feedback is promoted through structured performance dialogues, including goal setting and development discussions, a mandatory mid-year review, and a formal annual appraisal.

EFSA regularly monitors its appraisal and its promotion/reclassification exercises to ensure the processes remain equitable, transparent, and performance-based.

EFSA has progressively increased promotion and reclassification rates, from 16.0% in 2021 to 19.9% in 2025, resulting in 90 staff members being promoted or reclassified—one in five eligible employees.



To identify and address competency gaps, EFSA combines formal and informal learning solutions, including on-the-job development and project assignments. To accelerate growth of high-potential staff, EFSA launched the Personal Leadership Programme, preparing individuals for leadership, expert and coordination roles. The programme is currently being updated to integrate skills and mindsets essential for success in the post-digital era.

**TABLE 39. RECLASSIFICATION OF TA/PROMOTION OF OFFICIALS**

Grades	Average seniority in the grade among reclassified staff					Actual average over 5 years*	Average over 5 years (According to decision C(2015)9563)
	Year N-4 (2022)	Year N-3 (2023)	Year N -2 (2024)	Year N-1 (2025)	Year N (2026)		
<b>AD05</b>	4.46	2.17	2.87	3.48			<b>2.8</b>
<b>AD06</b>	4.67	5.01	3.26	4.41			<b>2.8</b>
<b>AD07</b>	8.12	4.79	7.85	7.53			<b>2.8</b>
<b>AD08</b>	9.04	6.37	8.39	7.36			<b>3</b>
<b>AD09</b>	9.7	6.84	8.03	6.14			
<b>AD10</b>	4.84	5.42	7.84	5.5			<b>4</b>
<b>AD11</b>	18.77		5				<b>4</b>
<b>AD12</b>	5.51		4				<b>6.7</b>
<b>AD13</b>							<b>6.7</b>
<b>AST1</b>			15.01				<b>3</b>
<b>AST2</b>	8.85	9.14	16.43				<b>3</b>
<b>AST3</b>	5.34	4.67	6.84	6.59			<b>3</b>
<b>AST4</b>	5.65	8.09	6.04	7.38			<b>3</b>
<b>AST5</b>	4	5.37	7.9	5			<b>4</b>
<b>AST6</b>		5	4.62	8.84			
<b>AST7</b>	18.77			7.01			<b>4</b>
<b>AST8</b>	na	na	na	na	na	na	<b>4</b>
<b>AST9</b>	na	na	na	na	na	na	<b>N/A</b>
<b>AST10</b> (Senior assistant)	na	na	na	na		na	<b>5</b>
<b>AST/SC1</b>	na	na	na			na	<b>4</b>
<b>AST/SC2</b>	na	na	na			na	<b>5</b>
<b>AST/SC3</b>	na	na	na			na	<b>5.9</b>
<b>AST/SC4</b>	na	na	na			na	<b>6.7</b>
<b>AST/SC5</b>	na	na	na			na	<b>8.3</b>



TABLE 40. RECLASSIFICATION OF CONTRACT STAFF

Function Group	Grade	Staff in activity at 1.01.2024 (N-2)	How many staff members were reclassified in Year 2025 (N-1)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	4	0	0.00	Between 6 and 10 years
	16	15	3	4.98	Between 5 and 7 years
	15	21	2	4.50	Between 4 and 6 years
	14	70	20	3.85	Between 3 and 5 years
	13	21	3	3.03	Between 3 and 5 years
CA III	11	1	0	0.00	Between 6 and 10 years
	10	13	0	0.00	Between 5 and 7 years
	9	9	2	2.67	Between 4 and 6 years
	8	0	0	0.00	Between 3 and 5 years
CA II	7	1	0	0.00	n/a
	6	2	0	0.00	Between 6 and 10 years
	5	7	2	4.56	Between 5 and 7 years
	4	1	0	0.00	Between 3 and 5 years
CA I	2	0	0	0.00	Between 6 and 10 years
	1	0	0	0.00	Between 3 and 5 years

## C. GENDER REPRESENTATION

### Gender Balance and Equal Opportunities

EFSA's workforce shows an overall gender balance composition, with a female prevalence, particularly among TA/AST and CA categories.

Targeted measures have been implemented to strengthen female representation in senior management, including employer branding, inclusive recruitment practices (e.g. gender-neutral job descriptions, balanced selection panels), and Diversity & Inclusion initiatives promoting awareness and equity.

In 2025, women represented 40% of senior management, the same percentage applies when combining senior and middle management, in line with 2024. Including Team Leaders, the overall gender balance reached 55% women and 45% men in 2025 (vs 53% in 2024).

TABLE 41. DATA ON 31/12/2025 /STATUTORY STAFF (ONLY OFFICIALS, AT AND AC)

		Official		Temporary		Contract Agents		Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	2	40.0%	161	40.4%	87	52.4%	250	43.9%
	Assistant level (AST & AST/SC)	0	0.0%	76	19.0%	25	15.1%	101	17.7%
	<b>Total</b>	<b>2</b>	<b>40.0%</b>	<b>237</b>	<b>59.4%</b>	<b>112</b>	<b>67.5%</b>	<b>351</b>	<b>61.6%</b>
Male	Administrator level	3	60.0%	143	35.8%	45	27.1%	191	33.5%
	Assistant level (AST & AST/SC)	0	0.0%	19	4.8%	9	5.4%	28	4.9%
	<b>Total</b>	<b>3</b>	<b>60.0%</b>	<b>166</b>	<b>41.5%</b>	<b>57</b>	<b>33.5%</b>	<b>226</b>	<b>39.3%</b>
<b>Total</b>		<b>5</b>	<b>100.0%</b>	<b>399</b>	<b>100.0%</b>	<b>166<sup>78</sup></b>	<b>100.0%</b>	<b>570</b>	<b>100.0%</b>

<sup>78</sup> Includes 2 CAs covered by grant on EU AHAW Partnership

TABLE 42. DATA REGARDING GENDER EVOLUTION OVER 5 YEARS OF THE MIDDLE AND SENIOR MANAGEMENT<sup>79</sup>

	2021		2025	
	Number	%	Number	%
Female Managers	10	41.7%	8	40.0%
Male Managers	14	58.3%	12	60.0%

## D. GEOGRAPHICAL BALANCE

### Nationality Balance and Attractiveness

Achieving a more balanced representation of nationalities remains one of EFSA's key ambitions. This goal is challenged by factors such as geographical location, limited international connectivity, a difficult local labour market for spouses, issues with the *Scuola per l'Europa*, high living costs and rental scarcity, restricted remote working options, and the ongoing decline of Italy's salary correction coefficient, which affects competitiveness.

To address these challenges, EFSA has launched targeted initiatives to enhance its attractiveness and improve nationality balance. Actions include a renewed employer branding strategy, targeting campaigns in under-represented Member States, participation in EU-wide career events, and closer cooperation with the Focal Point Network of national food safety authorities. EFSA also continues to build diverse talent pipelines through initiatives such as its successful traineeship programme.

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant/CA FG I, II, III).

TABLE 43. DATA ON 31/12/2025 - STATUTORY STAFF ONLY (OFFICIALS, AT AND AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FG I/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	8	1.8%	1	0.8%	9	1.6%
Belgium	24	5.4%	8	6.2%	32	5.6%
Bulgaria	2	0.5%	2	1.6%	4	0.7%
Croatia	3	0.7%	0	0.0%	3	0.5%
Cyprus	0	0.0%	0	0.0%	0	0.0%
Czech Republic	1	0.2%	1	0.8%	2	0.4%
Denmark	0	0.0%	0	0.0%	0	0.0%
Estonia	0	0.0%	0	0.0%	0	0.0%
Finland	1	0.2%	0	0.0%	1	0.2%
France	28	6.3%	4	3.1%	32	5.6%
Germany	18	4.1%	1	0.8%	19	3.3%
Greece	37	8.4%	2	1.6%	39	6.8%
Hungary	6	1.4%	2	1.6%	8	1.4%
Ireland	6	1.4%	3	2.3%	9	1.6%

<sup>79</sup> Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.



Nationality	AD + CA FG IV		AST/SC- AST + CA FG I/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Italy	208	47.2%	82	63.6%	290	50.9%
Latvia	0	0.0%	0	0.0%	0	0.0%
Lithuania	1	0.2%	1	0.8%	2	0.4%
Luxembourg	1	0.2%	0	0.0%	1	0.2%
Malta	0	0.0%	1	0.8%	1	0.2%
Netherlands	4	0.9%	0	0.0%	4	0.7%
Poland	9	2.0%	4	3.1%	13	2.3%
Portugal	14	3.2%	3	2.3%	17	3.0%
Romania	9	2.0%	3	2.3%	12	2.1%
Slovakia	5	1.1%	1	0.8%	6	1.1%
Slovenia	0	0.0%	0	0.0%	0	0.0%
Spain	53	12.0%	8	6.2%	61	10.7%
Sweden	1	0.2%	0	0.0%	1	0.2%
United Kingdom	2	0.5%	2	1.6%	4	0.7%
<b>TOTAL</b>	<b>441</b>	<b>100.0%</b>	<b>129</b>	<b>100.0%</b>	<b>570</b>	<b>100%</b>

TABLE 44. EVOLUTION OVER 5 YEARS OF THE MOST REPRESENTED NATIONALITY IN THE AGENCY

Most represented nationality	2021		2025	
	Number	%	Number	%
Italy	237	47.0%	290	50.9%

## E. SCHOOLING

EFSA considers schooling to be an essential part of its staff policy. For this purpose a European School type II (Scuola per l'Europa) was established in 2004 and accredited in 2008 under the European Schools system. The new school facilities were completed in 2017.

A contribution to the EU-accredited European School in Parma worth around EUR 2.22 million were paid from EFSA's 2025 budget for the 2025-2026 school year. At the beginning of the school year 2025-2026, 191 EFSA pupils - out of a total 710 pupils - were enrolled at the "Scuola per l'Europa" in Parma.

TABLE 45. SCHOOLING

Agreement in place with the European School of Parma				
Contribution agreements signed with the EC on type I European schools	Yes	No	X	
Contribution agreements signed with the EC on type II European schools	Yes	X	No	
Number of service contracts in place with international schools:	n/a			
<b>Description of any other solutions or actions in place:</b> Procurement contract for 5 Early Childhood Day-care Centres in cascade in Parma Area				



## ANNEX VI. ENVIRONMENT MANAGEMENT

This annex summarises EFSA's approach to environmental management and demonstrates compliance with Annex VI requirements, ISO 14001:2015, and EMAS regulation.

### Certification Status

EFSA is ISO 14001 certified since 2016 and EMAS registered since 2017, demonstrating its commitment to sustainable development and environmental responsibility. As part of its Integrated Management System (IMS), EFSA regularly monitors and communicates its environmental performance, implements its environmental policy, and plans continuous improvements.

### Key Measures and Actions

#### Energy and Water Efficiency

EFSA's building is energy class "A" certified, equipped with geothermal and solar thermal systems, photovoltaic panels, and rainwater harvesting for toilets and irrigation. Meters enable monthly monitoring of energy and water consumption, with data analysis used to identify anomalies and improvement opportunities.

#### Electricity Use

Since 2020, EFSA has used 100% renewable electricity under a contract renewed until 2027. Additional measures to reduce consumption include optimised lighting, screen standby settings, and temperature adjustments. In 2025 another photovoltaic system was installed in addition to the two already in place.

#### Carbon Footprint and Offsetting

EFSA conducts carbon footprint assessments using the GHG Protocol. In 2024, emissions from maintenance activities were offset through tree planting.

#### Green Public Procurement (GPP)

Environmental criteria are integrated into tenders for services such as catering, cleaning, maintenance, security, and transport, in line with Decision (EU) 2019/61.

#### Mobility and Events

Hybrid meeting options and improved videoconferencing reduce travel-related emissions. A mobility plan update in 2024 supports sustainable commuting. In 2025, EFSA was certified as a bike-friendly organisation.

#### Staff Engagement and Communication

The internal platform ThinkGreenThinkEMAS promotes awareness, and an energy-saving campaign is planned for 2025.

#### Biodiversity and Landscaping

A garden revamp completed in 2024 includes drought-tolerant turf, pollinator-friendly zones, and water-efficient irrigation.



## ANNEX VII. BUILDING POLICY

### 1. Current building

TABLE 46. CURRENT BUILDING.

#	Building Name and type	Location	SURFACE AREA (in m <sup>2</sup> )			RENT (€/year)	RENTAL CONTRACT			Conditions attached to the breakout clause (if applicable)	Host country (grant or support)
			Office space sqm	Non-office sqm	Total sqm		Duration of the contract	Type	Breakout clause Y/N		
1	EFSA seat	Parma	14,200	13,300	27,500	EFSA seat was acquired on 19.12.2011	NA	NA	NA	NA	NO
2	EFSA representative office	Brussels	44	NA	44	39,037 all services included	1 year	Renewable	NA	NA	NO
3	Shared Services Office	Brussels	79	NA	79	72,000 all services included	4 years	Renewable	NA	NA	NO
<b>TOTAL</b>			<b>14,329</b>	<b>13,300</b>	<b>27,623</b>	<b>111,037</b>					

### 2. Building projects in the planning phase

Through the building revamp project EFSA is optimising the building spaces to facilitate hybrid working modalities (onsite and homeworking). This entails mainly the creation of increased collaboration zones, quiet and confidential spaces for tele-meetings and the renovated garden to enhance wellbeing and provide additional informal working spaces. The building revamp project covers 3 years, it has been launched in 2023 and was completed in 2025. The scope of the project was expanded by adding the modernisation of the canteen, free flow and bar, to adapt these spaces to the new needs.

### 3. Building projects submitted to the European Parliament and the Council

Not applicable.



## ANNEX VIII. PRIVILEGES AND IMMUNITIES

TABLE 47. PRIVILEGES AND IMMUNITIES.

Agency privileges	Privileges granted to staff Protocol of privileges and immunities/diplomatic status	Education/day care
In the seat agreement, the Italian government committed to applying to the Authority the privileges and immunities provided for in the Protocol on the Privileges and Immunities of the European Communities, signed in Brussels on 8 April 1965	The executive director of the Authority and members of the senior management team, their spouses and dependent family members are granted the privileges and immunities, facilities and concessions that are granted by the Italian government to members of equivalent rank in the diplomatic corps in Italy	
The Authority, its assets and funds, wherever they may be, are immune — during the performance of their official activities — from any form of legal proceedings and are not the subject of any administrative or legal measure of constraint	Staff are exempt from national taxes on salaries, wages and emoluments paid by the Authority	
The premises and the buildings used by the Authority, as well as the archives, are inviolable	Staff are immune from legal proceedings in respect of acts performed by them in the exercise of their official duties	
The Authority, its funds, assets and income are, within the limits of their official activities, exempt from all the taxes and direct duties due to the state, regions, provinces and municipalities	Staff are, in respect of exchange regulations, accorded the same facilities as those accorded to officials of equal rank on foreign diplomatic missions in Italy and receive the same assistance with repatriation as is granted to diplomats in the event of international crises	
The Authority is exempt from VAT for substantial purchases of goods and services relating to its official tasks and the exercise of its duties	Staff benefit, within a period of 2 years starting from the official move of the Authority to its permanent seat or appointment by the Authority, whichever is later, from a tax installation benefit — VAT exemption — on the purchase of furniture and other household goods necessary for their installation	
The Authority is exempt from any customs duty, tax, prohibition or restriction on goods of any type imported or exported in the exercise of its own official activities	Members of staff who are not permanent residents in Italy on taking up their functions with the Authority, or staff members employed by the Authority prior to the move to Parma, may acquire one motor vehicle duty and tax free during their period of residence in Italy; the vehicle is registered in a special series	
The Authority is exempt from taxes, duties and any other fees, as well as from any prohibition or restriction on importing vehicles intended 'for official activities' and on the relevant spare parts		



## ANNEX IX. EVALUATIONS

### **External evaluation**

**The 4<sup>th</sup> EFSA external evaluation**, as required by the Transparency Regulation (Art.61), was kicked-off by the European Commission in 2024 with the launching of a "[Call for Evidence for the evaluation of EFSA's operation \(2017-2024\)](#)" and with the outsourcing of an evaluation study to an external contractor. The evaluation study final report was delivered in 2025 and the external evaluation shall be finalised by 2026 <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32019R1381>.

### **Internal evaluations**

The EFSA Financial regulations (Art.29) and the EFSA's Internal Control Framework require EFSA to conduct ex-ante and ex-post evaluations of projects and activities entailing a significant budget spending. EFSA conducts:

- ex-ante evaluations of new activities/projects via the drafting of project charters
- annual ex-post evaluations of a selected sample of completed development activities (projects) in line with the EC Better regulation guidelines

These ex-post evaluations will be carried out by external service providers to ensure objectivity, methodological rigor, and impartial analysis. The findings will enhance the overall effectiveness and impact of EFSA's interventions.

For the 2026 evaluation plan, the following two projects have been selected for **ex-post evaluation** via outsourcing:

- EU efforts towards the development of a holistic approach for the risk assessment of Multiple Stressor in Bees (EPA13.02-SCER-01)
- Develop and implement 3 pipelines to analyse whole genome sequence (WGS) data provided in technical dossiers of applications for regulated products dealing with microorganisms (MoPs) (EPA13.02-FEED-08).

Upon request of the EFSA Executive Director, evaluations of **urgent requests for scientific advice** may be conducted as foreseen by the "*EFSA Procedures for responding to urgent advice needs*" ([link](#)).



## ANNEX X. STRATEGY FOR THE ORGANISATIONAL MANAGEMENT AND INTERNAL CONTROL SYSTEMS

### INTEGRATED MANAGEMENT SYSTEM STRATEGY

EFSA has put in place an Integrated Management System (IMS), which provides a structured approach for ensuring that the organisation is meeting its intended objectives. The IMS addresses the requirements and provisions of EU legislation and international standards and is comprised of the following key components (i) the overarching governance and decision making, and the three management objectives of (ii) legality and regularity against legislation and standards, (iii) quality and performance, against customer and stakeholder expectations and iv) safety and security of people, the environment and assets.

### EFSA'S INTERNAL CONTROL FRAMEWORK

EFSA has adopted its Internal Control Framework (ICF), based on the equivalent standards laid down by the European Commission and international best practice, aimed to provide reasonable assurance regarding the achievement of the objectives defined in the EFSA Financial Regulations (Art. 30): (i) effectiveness, efficiency and economy of operations; (ii) reliability of reporting; (iii) safeguarding of assets and information; (iv) prevention, detection, correction and follow-up of fraud and irregularities; and (v) adequate management of risks relating to the legality and regularity of the underlying transactions.

**TABLE 48. INTERNAL CONTROL MONITORING CRITERIA (ICMC).**

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2024	TARGET 2025	TARGET 2026
<b>CONTROL ENVIRONMENT</b>					
<b>1. EFSA DEMONSTRATES A COMMITMENT TO INTEGRITY AND ETHICAL VALUES.</b>	Overall staff satisfaction in the following area: - Staff engagement survey questions related to management leading by example.  % of EFSA staff participating in mandatory training on ethics and integrity. (Y/N) European Court of Auditors clean audit opinions on reliability of accounts and legality & regularity of transactions.	59% (2019)	68%	≥68%	≥68%
<b>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 RESULTS AND THE OUTCOME OF THE DISCHARGE PROCEDURE.</b>	Number of new audit observations reported by the European Court of Auditors (ECA) and the Internal Audit Services (IAS) during reporting year. (Y/N) Discharge granted by the European Parliament.	100%	96%	≥96%	≥96%
<b>3. MANAGEMENT ESTABLISHES, WITH OVERSIGHT, STRUCTURES, REPORTING LINES AND APPROPRIATE AUTHORITIES</b>	(Y/N) EFSA has defined and implemented its Decision-Making Framework (DMF).	2	2	<5	<5
		Yes	Yes	Yes	Yes
		Yes	Yes	Yes	Yes



INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2024	TARGET 2025	TARGET 2026
<b>AND RESPONSIBILITIES IN THE PURSUIT OF OBJECTIVES.</b> <b>4. EFSA DEMONSTRATES A COMMITMENT TO ATTRACT, DEVELOP AND RETAIN COMPETENT INDIVIDUALS IN ALIGNMENT WITH OBJECTIVES</b>	Overall staff satisfaction in the following area: - Staff engagement survey questions related to discussions on career development. Occupancy rate.	68% (2019) 93.50%	78% 99.60%	≥78% ≥97%	≥78% ≥97%
<b>5. EFSA HOLDS INDIVIDUALS ACCOUNTABLE FOR THEIR INTERNAL CONTROL RESPONSIBILITIES IN THE PURSUIT OF OBJECTIVES.</b>	Overall staff satisfaction in the following area: - Staff engagement survey questions related to accountability at work.	55% (2019)	89%	≥89%	≥89%
	<b>RISK ASSESSMENT</b>				
<b>6. EFSA SPECIFIES OBJECTIVES WITH SUFFICIENT CLARITY TO ENABLE THE IDENTIFICATION AND ASSESSMENT OF RISKS RELATING TO OBJECTIVES.</b>	% of KPIs and Process metrics measured over total applicable for the EFSA Performance Framework.	-	91%	≥91%	≥91%
<b>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.</b>	(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
<b>8. EFSA CONSIDERS THE POTENTIAL FOR FRAUD IN ASSESSING RISKS TO THE ACHIEVEMENT OF OBJECTIVES.</b>	(Y/N) EFSA has an up-to-date anti-fraud strategy in accordance with the European Anti-Fraud Office (OLAF) methodology and guidance.	Yes	Yes	Yes	Yes
<b>9. EFSA IDENTIFIES AND ASSESSES CHANGES THAT COULD SIGNIFICANTLY IMPACT THE INTERNAL CONTROL SYSTEM.</b>	(Y/N) EFSA processes are reviewed at least once/year, and validated by the relevant actors, as part of the annual planning cycle.	Yes	Yes	Yes	Yes
	<b>CONTROL ACTIVITIES</b>				
<b>10. EFSA SELECTS AND DEVELOPS CONTROL ACTIVITIES THAT CONTRIBUTE TO THE MITIGATION OF RISKS TO THE ACHIEVEMENT OF OBJECTIVES TO ACCEPTABLE LEVELS</b>	(Y/N) Evaluations of activities entailing significant budget spending are performed as per Financial Regulations.	Yes	Yes	Yes	Yes
	Competing Interest   Number of findings from Compliance and Veracity checks leading to a conflict of interest.	0	0	0	0
	(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
<b>11. EFSA SELECTS AND DEVELOPS GENERAL CONTROL ACTIVITIES OVER TECHNOLOGY TO SUPPORT THE ACHIEVEMENT OF OBJECTIVES.</b>	Financial circuits   Number of findings from ABAC Access Rights checks not in line with Financial Delegations	0	0	0	0



INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2024	TARGET 2025	TARGET 2026
<b>12. EFSA DEPLOYS CONTROL ACTIVITIES THROUGH CORPORATE POLICIES THAT ESTABLISH WHAT IS EXPECTED AND IN PROCEDURES THAT PUT POLICIES INTO ACTION.</b>	Exception reporting, number of non-compliances/exceptions/financial impact.	<120/<90/ <EUR 150K	56/27/ EUR 69.545	<120/<90/ <EUR 150K	<120/<90/ <EUR 150K
<b>13. EFSA OBTAINS OR GENERATES AND USES RELEVANT QUALITY INFORMATION TO SUPPORT THE FUNCTIONING OF INTERNAL CONTROL.</b>	<b>INFORMATION AND COMMUNICATION</b>  (Y/N) EFSA adopted and implements the Information Management Policy defining its approach to information security and classification of sensitive information.  Number of non-conformities reported by the external ISO certification bodies against EFSA's various ISO certifications.  (Y/N) EFSA has defined a Hierarchy of Documents which is reviewed annually.	Yes  5  Roll out of new hierarchy	Yes  4  Yes	Yes  <6  Yes	Yes  <6  Yes
<b>14. EFSA INTERNALLY COMMUNICATES INFORMATION, INCLUDING OBJECTIVES AND RESPONSIBILITIES FOR INTERNAL CONTROL, NECESSARY TO SUPPORT THE FUNCTIONING OF INTERNAL CONTROL.</b> <b>15. EFSA COMMUNICATES WITH EXTERNAL PARTIES ABOUT MATTERS AFFECTING THE FUNCTIONING OF INTERNAL CONTROL.</b>	(Y/N) Existence of the whistleblowing, harassment and disciplinary procedures.  (Y/N) EFSA publishes its AAR with a dedicated chapter on the assessment of the internal control systems.	Yes  Yes	Yes  Yes	Yes  Yes	Yes  Yes
<b>16. EFSA SELECTS, DEVELOPS AND PERFORMS ONGOING AND/OR SEPARATE ASSESSMENTS TO ASCERTAIN WHETHER THE COMPONENTS OF INTERNAL CONTROL ARE PRESENT AND FUNCTIONING.</b> <b>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.</b>	<b>MONITORING ACTIVITIES</b>  % of authorizing officers that have followed the mandatory training on Internal Control and thus are aware of their responsibilities.  (Y/N) Outcomes of audits and the follow-up of outstanding audit recommendations are reported to the EFSA Management Team and presented to the Audit Committee of the EFSA Management Board.	100%  Yes	100%  Yes	≥98%  Yes	≥98%  Yes

## RISK MANAGEMENT IN EFSA

Risk management is a continuous, proactive and systematic process of identifying, assessing and managing risks that could affect the execution of EFSA's activities and the achievement of its objectives. The intensity of mitigating actions and controls should be proportionate



to the significance of the risk. As part of EFSA's planning cycle, risks and mitigating actions are identified at the process level and captured in the EPA process templates. These are complemented by a top-down view of corporate risks, with insights stemming also from the peer review exercise within the relevant policy cluster of agencies and commission services. The critical and cross-cutting risks that could potentially impact the achievement of EFSA's objectives, and respective mitigating actions and controls that reduce the risks to acceptable levels, are outlined in the table below.

**TABLE 49. RISKS AND MITIGATING ACTIONS.**

Objective	Risk Description	Mitigating actions	Risk type
<b>SO1 to SO3</b>	<b>Transparency and Confidentiality</b>	EFSA continues to ensure the effective implementation of the new tasks coming from the Transparency Regulation with increased focus on the capacity & streamlining of the management of confidentiality assessment and more effective pre-submission advice to applicants.	Risks related to the external environment
<b>All EPA processes</b> <b>Confidentiality Assessment</b>	The need to ensure openness and transparency while being compatible with the protection of confidentiality data as established by the Transparency Regulation.		
<b>SO1 to SO3</b>	<b>Scientific Expertise and Capacity</b>	EFSA developed a comprehensive approach to coordinate planning, sourcing, selection and competency management for staff and experts. There are guidelines to govern the process of selection of external experts. EFSA staff policies and guidelines are laid down in respective implementing rules and serve as terms of reference for all actions and decisions regarding human resources management.	
<b>Staff and Expert Management</b>	Inadequate selection and/or talent management of scientific experts and staff may have an impact on achieving quality of scientific outputs due to a lack of required competences and expertise, and geographical balance.		
<b>Capacity Building</b>	Inadequate resourcing of new tasks/increased volume of work. Constraints and obstacles for the development of a long-term and structured cooperation with other EU and international agencies as well as with competent authorities in Member States might impact EFSA's objective to further outsource its operations.	EFSA, in close cooperation with DG SANTE, is following developments of the new legislative proposals and financial fiches to discuss fluctuations in workload and changing priorities.	Risks related to people and the organisation
<b>Partnerships</b>		Increased resources (budget and FTEs) in co-developing partnership grant agreements with Member States.	
<b>Strategic engagement</b>	The expected increased productivity of the EU food safety ecosystem through digitalisation is proving to be an expensive, complex and long-term endeavour.	Digital readiness through collaboration via digital partnerships within the EU food safety ecosystem. In parallel EFSA is continuing to invest in a dedicated Learning and Development scheme for its staff on "Let's go beyond Digital" promoting innovation and agility.	



Objective	Risk Description	Mitigating actions	Risk type
<b>SO1</b> <b>E2E Science</b>	<p><b>Speed and efficiency of risk assessment</b> Failure to improve the throughput time of the E2E science process may have an impact on the ability to comply with the legal deadlines, volume and stock of scientific questions.</p>	To improve the speed and efficiency of risk assessment for regulated products, while maintaining quality and transparency is one of the strategic priorities for EFSA. The recommendations from a root cause analysis on the E2E science process are being translated into action, including four types of measures: (i) improving the quality of incoming dossiers, (ii) improving the fit for purpose of EFSA Guidance Documents and Opinions, (iii) improving the efficiency of the risk assessment process, and (iv) improving the efficiency of other processes to release capacity for risk assessment.	Risks related to planning, processes and systems
<b>SO1</b> <b>E2E Science</b>	<p><b>Quality of risk assessment</b> EFSA's scientific advice might fail to be a clear basis for regulatory action, due to the potential inconclusiveness/inconsistency and/or unclarity of the opinions issued.</p>	EFSA continues safeguarding quality via constructive exchanges with the European Commission during the mandate dialogue process to ensure the scope and terms of reference of the mandate are well defined and leading to fit-for-purpose outputs that facilitate risk management decisions.	Risks related to planning, processes and systems
<b>SO2</b> <b>E2E Science</b>	<p><b>Crisis Preparedness &amp; Response</b> Inadequate preparation to respond to situations requiring urgent advice may have an impact on the quality and efficiency of crisis response.</p>	EFSA organises crisis preparedness trainings on a regular basis and participates in crisis preparedness events to improve incident response collaboration between public health authorities from multiple countries. EFSA launched in 2025 a new 4-year training cycle to rehearse crisis response capacity of the European Commission, EU Agencies, Member States, and IPA countries.	Risks related to the external environment
<b>SO2</b> <b>Transformation, Implementation and Programmes</b>	<p><b>Preparedness for scientific and regulatory developments</b> Inadequate preparation to be able to carry out a risk assessment addressing new regulatory requirements or relevant scientific developments. The evolution of policy developments to regulatory changes (e.g. on CSS/1S1A, NGT) affect the tasks assigned to EFSA as well as EFSA operations and capacity needs.</p>	EFSA has strengthened its capability in managing preparedness via a set of processes including environment scanning, capacity building and a set of three programmes implementing development projects. Under its strategic planning process, EFSA is strengthening the approach to manage the planning and monitoring of new capability development under the three transformation priorities.	Risks related to planning, processes and systems
<b>SO3</b> <b>All EPA processes</b>	<p><b>Fraud consideration</b> EFSA considers possible incentives, pressures, opportunities and attitudes which may lead to any type of fraud, notably fraudulent reporting, loss of assets, disclosure of sensitive information and corruption.</p>	EFSA set up and implemented measures to counter fraud and any illegal activities affecting the interests of the EFSA by putting in place a sound anti-fraud strategy and implementing rules to improve the prevention, detection and conditions for investigating fraud, and to set out reparation and deterrence actions, with proportionate and dissuasive measures.	Risks related to legality and regularity aspects
<b>SO3</b> <b>Grants, Procurement</b>	<p><b>Grants &amp; Procurement</b> Inadequate grants and procurement management may lead to non-compliant grants and procurement</p>	EFSA grants and procurement policies and guidelines are defined and serve as terms of reference for all actions and decisions regarding grants and procurement management. EFSA organises dedicated trainings on	Risks related to legality and



Objective	Risk Description	Mitigating actions	Risk type
<b>SO3 and Contract Management</b>	<p>procedures and/or failure to obtain value for money. The increase in grants and procurements expenditure may put pressure on maintaining sufficient control activities.</p> <p><b>Independence</b></p> <p>Inadequate conflict of interest management for staff and experts may lead to the involvement of staff and experts in a potential conflict of interest situation, which may, in reality or perception, affect their independence and influences their opinion.</p>	<p>grants and procurement processes. Risk-based control activities are in place for grant agreements, procurement procedures and mass payments. Annual financial, legality and regularity audits are performed by the European Court of Auditors.</p> <p>The EFSA Independence Policy provides a clear framework for the way in which the Authority manages the interests of its scientific experts and others with whom it works in the course of its activities. There are implementing rules, processes and guidelines that detail how to declare, assess and publish relevant interests. A committee on conflict of interest advises on issues related to competing interests. A mandatory training on ethics and integrity is in place. Annual compliance and veracity checks are carried out by EFSA on a sample of declarations of interest.</p>	regularity aspects
<b>SO3 Competing Interest Management</b>		<p>Following an ex-post evaluation on EFSA's Policy on Independence EFSA adopted the updated Executive Director Decision on Competing Interest management in March 2025. The updated rules imposed an increased scrutiny and transparency when it comes to independence requirements in outsourcing procedures, in particular when Article 36 grant beneficiaries perform risk assessment work equivalent to that performed by EFSA's working groups, such as preparing scientific opinions to be peer reviewed by EFSA's Scientific Panels. Further the updated rules foresee an increased level of transparency requiring informing the public in the published minutes on the review by the EFSA's scientific group(s) of the outsourced work.</p> <p>As regards EFSA Implementing rules on independence for staff EFSA plans in 2026, following an inter-service Consultation with DG HR, to present the final draft of independence rules for staff to the EFSA Management Board for their possible adoption.</p>	Risks related to people and the organisation
<b>SO3 Security Management</b>	<p><b>Cybersecurity</b></p> <p>Due to the everchanging cybersecurity landscape, there is a risk that external cyber-attacks might lead to potential operational damage, loss of data, unauthorised disclosure of information, breach of GDPR and consequently reputational damage. The introduction of new EU cybersecurity regulations emphasises the need for enhanced readiness.</p>	<p>EFSA's business continuity plan is based on a business impact analysis defining dependencies and recovery times for IT systems. The business continuity project fully implemented the IT disaster recovery solutions documented in the disaster recovery plan. The Information Management Policy details EFSA's approach to information security management. EFSA organises dedicated trainings on Information Security awareness. EFSA is maintaining the guidance of the 10% of the agencies IT budget for cybersecurity.</p>	Risks related to planning, processes and systems



## ANNEX XI. PLAN FOR GRANT, CONTRIBUTION AND SERVICE-LEVEL AGREEMENTS

TABLE 50. PLAN FOR GRANT, CONTRIBUTION AND SERVICE-LEVEL AGREEMENTS

Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Financial and HR impacts			
					2026 (N)	2027 (N+1)	2028 (N+2)	2029 (N+3)
<b>Grant agreements</b>								
Project 101136346 – EUP_AHW <sup>80</sup>	21/03/2024 € <sup>81</sup>	1,200,445 80 months	European Research Executive Agency	European Partnership Animal Health & Welfare (EUP AH&W)	Amount <sup>82</sup>	579,844 €		
					Number of CAs	2	2	2
					Number of SNEs			
					Amount	579,844 €		
					Number of CAs	2	2	2
					Number of SNEs			
<b>Total grant agreements: 1</b>								
<b>Contribution agreements</b>								
ECDC and EFSA Fighting Antimicrobial Resistance and Strengthening the One Health Workforce in Africa (not yet signed)	Late 2025	625,635 €	58 months	European Commission	This Action is part of the regional Team Europe Initiative with Africa on Sustainable Health Security, using a One Health approach.	Amount <sup>83</sup>	468,555 €	39,270 €
						Number of CAs	1	1
						Number of SNEs		
Chemical Strategy for Sustainability (not yet signed)	Early 2026	3,000,000 €	36 months	European Commission	Additional funds stemming from the legislative proposal for Chemical Strategy for	Amount <sup>84</sup>	1,500,000 €	1,000,000 €
						Number of CAs	3	3
							500,000€	0

<sup>80</sup> Extension of the agreement expected to be signed in 2026, subject to the outcome of an ongoing procedure

<sup>81</sup> Estimated amount, of which 602,601 adopted by the Management Board and integrated into 2024 Budget

<sup>82</sup> Extension of the agreement expected to be signed in 2026, subject to the outcome of an ongoing procedure

<sup>83</sup> Estimated amounts

<sup>84</sup> Estimated amounts



Actual or expected date of signature	Total amount	Duration	Counterpart	General information		Financial and HR impacts			
				Short description	Number of SNEs	2026 (N)	2027 (N+1)	2028 (N+2)	2029 (N+3)
				sustainability (One Substance One Assessment)	Number of SNEs	0	0	0	0
2023/444-820	07/06/2023	1,150,000 €	36 months	European Commission	Preparatory measures for the participation of the IPA beneficiaries in the European Food Safety Authority 2023-2026 <sup>85</sup>	Amount			
					Number of CAs	0	0	0	0
					Number of SNEs	1	0	0	0
					Amount	1,968,555 €	1,039,270 €	539,270 €	39,270 €
					Number of CAs	4	4	4	1
					Number of SNEs	1	0	0	0
<b>Total contribution agreements: 3</b>									
<b>Service-level agreements</b>					Amount	0	0	0	0
<b>Total service-level agreement agreements: 0</b>					Number of CAs				
<b>TOTAL</b>					Number of SNEs				
					Amount	2,548,399 €	1,039,270 €	539,270 €	39,270 €
					Number of CAs	6	6	6	3
					Number of SNEs	1	0	0	0

<sup>85</sup> Negotiations ongoing to prolong the Pre-accession programme funded by DG-NEAR beyond 2026, consequently keeping the current SNE post allocated



## ANNEX XII. DRAFT WORK PROGRAMME FOR GRANTS, OPERATIONAL PROCUREMENTS AND OTHER OPERATIONAL ACTIONS FOR 2027

### 1. Operational expenditure by Strategic Objective

TABLE 51. OPERATIONAL EXPENDITURE BY SO.

Strategic objective	Indicative 2027 budget
<b>SO1 — Deliver trustworthy scientific advice and communication of risks farm to fork</b>	<b>EUR 27,223,911</b>
<b>Main areas</b>	
Generating, collecting, collating, synthesizing, and analysing evidence supporting preparatory work for evidence-based scientific assessment at EFSA, including literature review in the areas of animal health and welfare, plant health, biological hazards, contaminants, pesticides, novel foods	
Implementation of tasking grant for high-risk plants	
Expert assistance in drafting the One Health Zoonoses report, TSE EU Summary Reports, other EU summary reports, including analysis of antimicrobial resistance (AMR) data	
Tasking grant on priority pest	
Partnership in the Risk Assessment of Food Enzymes, Food additives & flavourings, Feed additives	
Call for expression of interest in the areas of residue Activities, approval of active substances, novel foods, nutrient sources, feed additive applications, GMO, Animal and plant Health	
Support for Flavourings Completion of the evaluation	
Support for Food contact materials (FCM)	
Support for food additives re-evaluations	
Support for safety evaluation of food enzymes	
Implementation of tasking grant for approval of active substances of pesticides	
Activities relating to the assessment of GMO applications (statistical & toxicological support and literature searches)	
Partnership for contribution to the Risk Assessment of Novel Foods and Nutrient Sources in the EU.	
Expert support and literature review in assessing feed additive dossiers	
Development of integrated communication campaigns and development of multimedia and online communications- related services as stand-alone products	
Development of static & interactive information and storytelling products	
EFSA Journal	
Experts' indemnities	
<b>SO2 — Ensure preparedness for future risk analysis needs</b>	<b>EUR 33,789,648</b>
<b>Main areas</b>	
Focal point agreements with EU/EEA Member States	
Fellowship programme	
Capacity Building	
Specialised training courses on certain aspects of food safety RA	
Implementation of artificial intelligence approaches	
Plant Health emerging risks identification	
Environmental scan	
Partnership on Pesticides Environmental Risk Assessment (PERA)	
Support for Arthropod vectors	
Wildlife surveillance	
Wild Bird data collection	
Benchmark Dose Model (BMD)	



Strategic objective	Indicative 2027 budget
Data collection and analysis on animal disease outbreaks	
Integrating new approaches in chemical risk assessment	
Library management services	
Consultancy costs relating to the projects	
Institutional and stakeholders' relations	
Experts' indemnities	
<b>SO 3 – Empower people and ensure organisational agility</b>	<b>EUR 15,754,601</b>
Main areas	
Technical support for operational IT systems	
Consultancy costs related to EFSA Programmes	
Consultancy costs relating to quality and change management	
Logistical support for experts' meetings and missions	
Design and rollout of multi-actor engagement plans	
Translations	

## 2. Science programme: procurements and grants

### Introduction

The relevant EU regulations governing EFSA's public procurement and grant procedures are:

- Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast).
- Article 110(1) sets out requirements for budgetary commitments to be preceded by an annual or multiannual financing decision adopted by the Authority but does not apply in the case of appropriations for the operations under the Authorities administrative autonomy that can be implemented without a basic act in accordance with point (e) of Article 58(2), of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71'.
- Article 110(2) states that the financing decision shall constitute the annual or multiannual work programme and be adopted as soon as possible after the adoption of the draft budget and no later than 31 March of the year of implementation. The work programme shall be published on the website of the Authority immediately after its adoption and prior to its implementation.' Elements of a financing decision are set out in Article 110(2) and 110(3).

### Basic act and financing source

Regulation (EC) No 178/2002<sup>86</sup>, amended by Regulation (EU) 2019/1381<sup>87</sup> establishing the European Food Safety Authority and laying down procedures in matters of food safety, referred to hereafter as 'EFSA's founding regulation'.

The following refer specifically to grants:

- Article 36 of EFSA's founding regulation.

<sup>86</sup> Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002

<sup>87</sup> Regulation (EU) 2019/1381 of the European Parliament and of the Council of 20 June 2019



- Article 5(2) of Commission Regulation (EC) No 2230/2004<sup>88</sup> laying down rules on the financial support, in the form of subsidies (*grants*), for tasks entrusted to organisations on the Article 36 list, awarded in accordance with EFSA's financial regulation and implementing rules.

### **Budget lines: 3210**

Scientific cooperation between EFSA and Member States is a key priority for EFSA as it helps support the development of RA capacity within the Authority's remit by building on scientific expertise in Member States. To ensure the contribution of organisations from Member States and non-EU countries in the carrying out of scientific cooperation projects EFSA has implemented grant and procurement schemes.

The 2027 work programme on science grants and procurements will be directly linked to the EFSA strategy 2027, implementing its strategic objectives.

### **Forms of grants to be used by EFSA:**

Financing not linked to the costs in accordance with Art. 125.1.a of the EU Financial Regulation 2024/2509:

- Financing not linked to the costs of the relevant operations based on:
  - Fulfilment of conditions set out in sector-specific rules of Commission decisions; or
  - Achievement of results measured by reference to previously set milestones or through performance indicators
- According to Art. 183 (3) of the EU Financial Regulation, the principles and requirements listed in articles, 193, 194(3), 195(3)(d), 185, 189(2), 189(3), 189(4) and 206(4) are NOT applicable to this form of grant.

### **Other forms of grants as per Art. 125.1b, c, d, e and f of EU Financial Regulation:**

#### **Maximum rate of co-financing:**

- Up to 99 % of the eligible costs; however, the call for proposals may specify lower co-financing rates. EFSA's grant schemes will support actions defined in Article 4 Regulation (EC) No 2230/2004 and / or Article 1, point 5e of Regulation (EU) 2019/1381, covering risk assessment support tasks and/or capacity building tasks.
- Co-financing may be provided through direct grant agreements or, for long-term cooperation projects with Article 36 organisations, through a framework partnership agreement (FPA). The FPA are implemented via Specific Agreements using one or more of the forms of grant financing listed in Article 125 of EU Financial Regulation.
- The Focal Point agreements (FPAs), signed with each Member State foresee the co-financing rate of 70 % embedded in the lump sum for principal activities. Specific Agreements for tailor made activities will be based on financing not linked to the costs.

#### **Eligibility and exclusion criteria**

- For all forms of grants:

Applicants must be on the Article 36 list adopted by the EFSA MB on 19 December 2006, which is updated regularly, implying fulfilment of the criteria laid down in Commission

<sup>88</sup> Commission Regulation (EC) No 2230/2004 of 23 December 2004



Regulation (EC) No 2230/2004; and shall not be in one of the exclusion situations referred to in Articles 138 and Article 143 of the EU Financial Regulation.

- For procurement:

The rules for participating in EFSA's procurement procedures are detailed in the EFSA guidance for tenderers available on the EFSA website. Tenderers shall not be in one of the exclusion situations referred to in Articles 138 and Article 143 of the EU Financial Regulation.

### **Selection and award criteria**

The eligible proposals/tenders will be evaluated against the selection criteria and award criteria indicated in each call. In general, there are two sets of selection criteria to be assessed:

- economic and financial capacity (e.g. annual turnover);
- technical and professional capacity.

Each call will specify in detail the relevant award criteria.

### **Monitoring the added value of science programme implementation**

KPIs for measuring the impact of the science programme in 2027 are defined within the new performance monitoring framework of the Strategy 2027.

### **Indicative amounts available for calls for proposals/tenders for 2027 and indicative list of scientific activities to be outsourced**

The indicative budget of EUR 30.9 million for scientific projects in 2027 is in line with the 2026 budget of EUR 30.9 million but lower than the 2025 budget of EUR 33.5 million for scientific activities. The scientific activities to be outsourced in 2027 will ensure the continuation of the projects initiated in 2026 and will comprise new initiatives directly linked to the implementation of EFSA's Strategy 2027 and to EFSA's entry into force of the Transparency Regulation in 2021. During 2027 the indicative list of scientific activities to be outsourced in 2028 will be defined.

## **3. Communication programme**

For the basic act and legislation, eligibility, exclusion, selection and award criteria see Section 2 of this annex.

**Budget lines:** 3410, 3420

### **Indicative amounts available for calls for tenders for 2027 and indicative list of operational activities to be outsourced**

The indicative budget of EUR 6.2 million for operational support in 2027 in support of EFSA's SOs, as an indication, will cover processes and projects such as communications content development, content dissemination, EFSA Journal, social media, social science, media relations, institutional and stakeholder relations, organisation of communication events relating to specific scientific topics and the EU Agencies Network. During 2027 the indicative list of activities to be outsourced in 2028 will be defined.

## **4. Operational support**

Basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria: see Section 2 of this annex.

**Budget lines:** 3000, 3220, 3500, 3501, 3511, 3512, 3513, 3514, 3530, 3531



## **Indicative amounts available for calls for tenders for 2027 and indicative list of operational activities to be outsourced.**

The indicative budget of EUR 39.7 million for operational support in 2027 in support of EFSA's SOs, as an indication, will cover logistical support for operational experts' meetings and missions, experts' indemnities, translations, operational IT system running costs, various business transformation projects, consultancy costs relating to quality management, consultancy costs related to the Programmes, strategy support and library management services. During 2027 the indicative list of activities to be outsourced in 2028 will be defined.

### **General provisions**

#### **Synergies with interagency and interinstitutional procurements**

EFSA is systematically exploring possibilities to join inter-institutional framework contracts and to share resources by launching or joining inter-agency calls.

#### **Indicative schedule of calls for proposals and of calls for tenders for 2027**

It is expected that the majority of the calls will be launched during the first half of 2027 and will be published on the EFSA website.



## ANNEX XIII. STRATEGY FOR COOPERATION WITH THIRD COUNTRIES AND/OR INTERNATIONAL ORGANISATIONS

EFSA's strategy for international cooperation is designed to enhance its role as a global player in the field of risk assessment and risk communication, related to food and feed safety, animal health and welfare, nutrition, plant protection, and plant health. The strategy is structured around several core objectives which includes support to the European Commission (EC) to uphold its international commitments and promote a unified European stance. The strategy also looks to:

- expand EFSA's evidence base and optimise access to data from international sources;
- increase international scientific assessment capacity and foster a global knowledge community;
- contribute to international initiatives that aim to develop, validate, implement, and harmonise methodologies, tools, and approaches in risk assessment and communication;
- enhance EFSA's global presence and reputation as a competent and innovative regulatory risk assessment agency.

EFSA, through its Engagement and External Relations Unit (ENREL), implements its International Cooperation Strategy via:

- regular contact with DG SANTE to ensure the alignment of activities and EU priorities involving third countries and international organisations.
- collaboration with international organisations and authorities in third countries to share expertise, methodologies, and data for risk assessment. Exchanges with agencies in North America and multilaterals such as WHO and FAO are prominent in EFSA's international engagement activities.
- Memoranda of Cooperation (MoC), Memoranda of Understanding (MoU) or EoL (Exchange of Letters) which provide a framework for cooperation, addressing the handling of confidential information, and allowing for joint activity planning. This is done with advice from the EC.

By following this strategy, EFSA aims to strengthen its global partnerships, enhance scientific exchange, and contribute to the global harmonisation of risk assessment standards and practices, while ensuring alignment with European Commission priorities and policies.



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