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# EFSA CONSOLIDATED ANNUAL ACTIVITY REPORT 2025

Adopted on 26 March 2026  
For the EFSA Management Board

[to be signed]

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Chair of the Management Board



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



## FOREWORD

This Annual Activity Report highlights EFSA's work and achievements in 2025, a year marked by important developments for the European Food Safety Authority. As Europe faced new policy priorities, rising public expectations, and global challenges, EFSA continued to advance its core mission: delivering independent, high-quality science to protect public health while supporting innovation and competitiveness across the EU food system.

Throughout the year, EFSA paid close attention to the fast-moving forces shaping its work, from cutting-edge technological developments to evolving public attitudes toward science and public institutions, while continuing to invest in its internal capabilities.

Guided by the One Health approach, EFSA aligned its scientific efforts with Europe's ambitions for health, sustainability, and innovation. The Authority also contributed to major EU initiatives, including the Chemical Strategy for Sustainability, helping to advance safer and more sustainable food systems.

Cooperation remained a cornerstone of EFSA's work in 2025. EFSA deepened its collaboration with Member States, EU institutions, EU agencies, and international partners, while continuing to place strong emphasis on engagement with stakeholders. This collaborative approach will remain a vital pillar of EFSA's work, ensuring that diverse perspectives, needs and expectations are consistently reflected in its scientific and strategic activities. In a climate marked by misinformation and renewed scepticism about the value of international cooperation, EFSA reaffirmed its commitment to transparency, trust, and clear communication.

This commitment was further strengthened through the External Evaluation of EFSA, which offered an important opportunity for reflection and improvement. The evaluation's findings will help refine EFSA's strategic direction, validate its strengths, and identify areas where further innovation and collaboration can boost the Authority's long-term impact and credibility.

The year also brought sharper strategic focus. Three transformation priorities - Speed, Innovation, and Joining Forces - now guide EFSA's evolution. These priorities aim to accelerate scientific processes, embrace digital tools and innovative methods, and strengthen cooperation across the risk-assessment community. Early results already show steady progress. EFSA also ensured responsible use of public resources and maintained strong scientific performance, demonstrating resilience and reliability in a demanding environment.

As EFSA enters the final phase of the Strategy 2027 cycle, it does so with clarity and confidence. The progress made in 2025 shows that EFSA is ready for what comes next. Looking ahead to 2026, EFSA will build on this momentum, advance its transformation, and lay the foundations for the next strategic cycle moving with greater speed, stronger partnerships, and an unwavering commitment to science in the service of Europe's citizens.

A heartfelt thank you goes to EFSA's staff, external experts, and partners. Their dedication, professionalism, and commitment made the achievements of 2025 possible. Their work remains the engine behind EFSA's mission, today and in the years to come.

**Nikolaus Kriz**

*Executive Director, EFSA*

**Aivars Bērziņš**

*Chair, EFSA Management Board*



## MANAGEMENT BOARD ASSESSMENT

In 2025, the EFSA Management Board continued to fulfil its statutory role by providing strategic oversight and governance, ensuring the effective functioning of the Authority in line with its legal mandate. The Management Board's work focused on EFSA's leadership, strategic orientation, performance and productivity, as well as independence.

2025 was marked by the completion of the procedure for the appointment of the new Executive Director of EFSA. The Management Board adopted and endorsed key programming, reporting and budgetary documents, ensuring alignment between EFSA's priorities, resources and expected outputs. It monitored EFSA's performance, internal control systems, resource allocation and risk oversight, notably through the adoption of EFSA's updated Anti-Fraud Strategy.

The Management Board was supported throughout the year by its Audit Committee, which assisted the Board in its oversight by reviewing budgetary and programming documents, audit plans and findings, and by monitoring the implementation of audit recommendations. The Audit Committee's work contributed to reinforcing sound financial management and accountability.

Independence remained a central focus. With the support of its sub-group on independence, the Management Board reviewed key elements of EFSA's framework for managing interests, in particular the Executive Director's decision on Competing Interest Management. In addition, the independence sub-group discussed possible updates to the independence rules for staff.

The Management Board initiated preparatory work for EFSA's next strategic cycle (2028–2034) and established a dedicated Management Board sub-group to drive the strategic reflections.

### MB RECOMMENDATIONS

separate document, to be endorsed by the Audit Committee and then included here



DRAFT



## EXECUTIVE SUMMARY

### EFSA IN BRIEF

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

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

### MISSION

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

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

### VISION

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

### GENERAL CONTEXT

2025 was a transition year marked by the appointment of a new Executive Director and the evolution of the newly mandated Commission Policy plans. As of September 2025, under the leadership of the new Executive Director, EFSA has introduced a renewed strategic focus. Particular emphasis is put on Speed as a cross-cutting organisational priority. EFSA, contributing to the EU economy's innovation and competitiveness, has focused on accelerating the scientific risk assessment process and simplifying its procedures. An action plan for reducing re-work and streamlining processes is driving the activities in the area.

In parallel, Innovation and Joining Forces have been elevated to reinforce EFSA's capacity to anticipate emerging challenges, leverage new methodologies and technologies, and strengthen collaboration both internally and across the wider EU food safety ecosystem.

This updated focus provides a clear and coherent evolution of the transformational objectives suggested in 2024, by the Mid-Term review of the EFSA Strategy. It translates them into three interconnected priorities, achieving speed across all key processes, advancing innovation more prominently, and deepening cooperation within EFSA and with external partners. Framing the transformation through these priorities offers a refreshed strategic context that aligns the outcomes of the Mid-Term Strategy Review with EFSA's forward-looking direction towards the post-2027 strategy cycle.

The European Food Safety Authority (EFSA) plays a crucial role in supporting the European Commission's goals by ensuring public health and enhancing the competitiveness of the

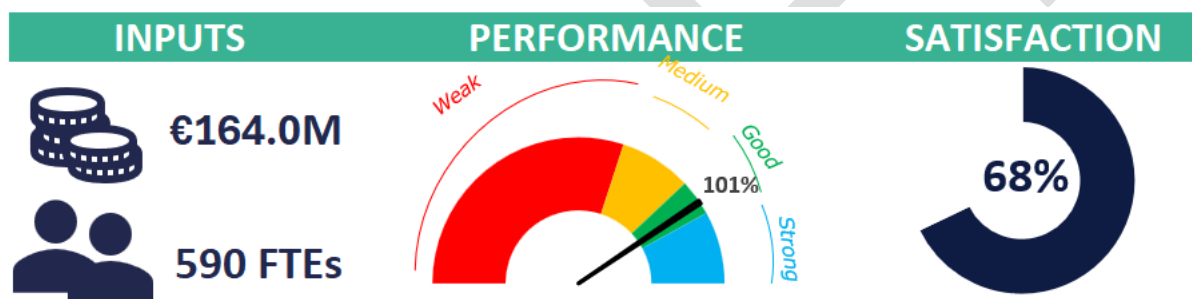


EU's food system. EFSA continually evaluates external drivers, such as innovation and evolving public expectations, and internal developments, like organisational improvement opportunities, to stay effective. EFSA continued to work towards joint preparedness and implementation of the One Health approach, leveraging the importance of assessing risks at the intersections across humans and the ecosystem. EFSA follows closely and supports the evolution of EU policies, such as the Chemical Strategy for Sustainability, to make the agri-food system more sustainable and innovative. EFSA has intensified its partnerships with Member States, EU bodies, and international entities, fostering greater involvement in EFSA's activities and collaboration on external projects. This includes strengthened cooperation with EU Agencies to optimise resources, competencies, tools and systems.

## PERFORMANCE OVERVIEW – THE YEAR IN BRIEF

EFSA's overall performance remained satisfactory.

Budgetary resources and full-time equivalents (FTEs<sup>1</sup>) remained stable compared to 2024, with only minor changes connected to nominal inflation.



**FIGURE 1. EFSA OVERALL PERFORMANCE IN 2025**

The index<sup>2</sup> measuring EFSA's performance across its three Strategic Objectives was in line with the targets set, and higher than 2024's performance (when it was 96%). The Annual Strategy Survey<sup>3</sup> recorded a 68% satisfaction rate, a decline from 2024 results, based on responses from more than 1,000 members of EFSA's audience. While Strategic Objective 1 showed slight improvement survey-on-survey, the other two Strategic Objectives declined across all sub-dimensions. Respondents highlighted both internal and external challenges, including data-related obstacles, limited human resources, bureaucratic processes and complex guidance documents. At the same time, they reaffirmed EFSA's strong methodological rigour, impartiality, clarity, and alignment with EU priorities.

### SCIENTIFIC PRODUCTION

EFSA's risk assessment metrics registered results in line with the plan and generally showing a performance increase Year-on-Year (figures 2 and 3).

EFSA closed 610 scientific questions in 2025, in line with the target of 613 and higher than the results registered in 2024 (550 questions closed). This result is also in line with the yearly average production since 2020 (611 questions closed/year).

This increase YoY is due to:

<sup>1</sup> the 2 posts from the legislative proposal on New Genomic Techniques that was not adopted in 2025 have been excluded (they were present in the 2025-2027 SPD)

<sup>2</sup> Weighted performance of all EFSA's indicators, measured against their targets. Results higher than 100% means that EFSA, on average, performed better than the targets set.

<sup>3</sup> Compared to the previous editions, a slightly different set of questions were used for the 2025 edition of the survey. This impacts Year-on-Year comparison, especially concerning the overall satisfaction, Strategic Objective 2 and Strategic Objective 3. Moreover, some dimensions of SO2 and SO3 were last investigated in 2022, as EFSA run a streamline version of the Survey in 2023 and 2024



- in July 2024 EFSA renewed the experts of its scientific panels to cover the 2024-2029 period, and this impacted the pace of adoption of scientific questions, with new members requiring the necessary onboarding. With the new panels having reached cruising speed in 2025, this translated into higher production,
- impact of efficiency initiatives that are being run in the scientific production processes, such as Feed additives, Enzymes, and Novel foods,
- increased investment made via Grants & Procurements to support the outsourcing of (part of) the risk assessment process.

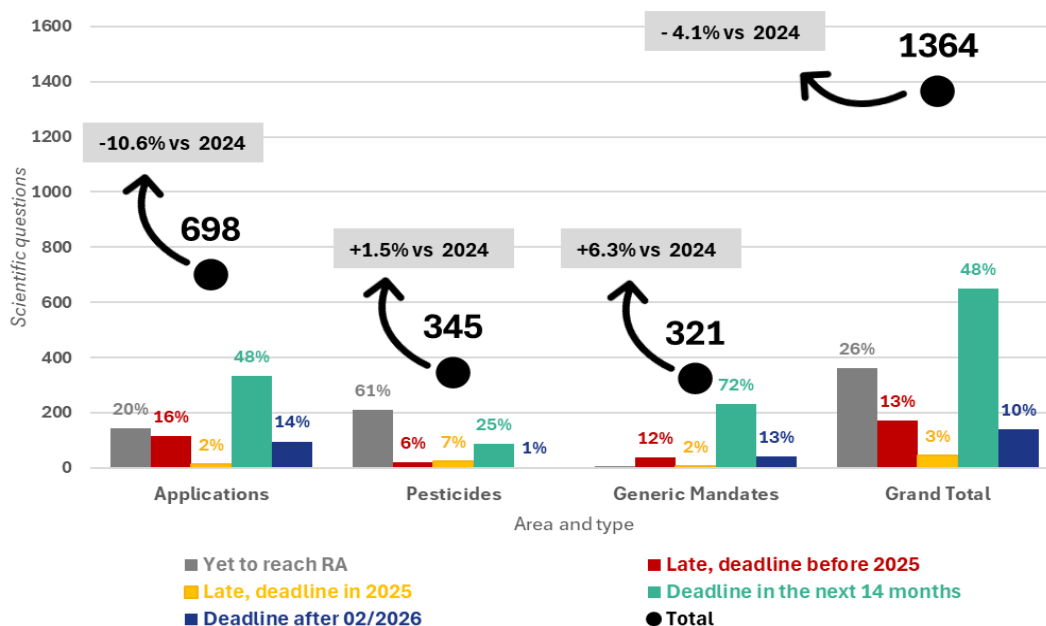
Examples of scientific opinions or other important scientific outputs finalised in 2025 in the areas of regulated products and generic scientific advice are included Annex I(b) - Highlights of EFSA Scientific Outputs.



**FIGURE 2. RISK ASSESSMENT PRODUCTION – QUESTIONS CLOSED & TIMELINESS OF ADOPTION (2020-2025)**

EFSA’s **timeliness of adoption**<sup>4</sup> remained stable at 89%. The index registered a small drop in the area of regulated products (88% vs a 2024 performance of 92%) but remained in line with the target (set at 90%), whilst in the area of generic risk Assessment the performance fractionally increased YoY (90%, vs a 2024 performance of 89%), but it remained below the target of 100%.

<sup>4</sup> A change in the calculation methodology was carried out in 2022 as part of the revision of EFSA’s Performance Framework. The figures from 2020 and 2021 have been adjusted to consider this change, hence they might differ from what presented in previous documents.



**FIGURE 3 - STOCK OF QUESTIONS IN 2025, BROKEN DOWN BY AREA AND TYPE**

The number of **questions in stock**<sup>5</sup>, which in 2024 registered a stable result compared to the previous year, saw an overall drop of around 4% year-on-year.

The area of applications registered a decrease of almost 11% compared to 2024, whilst a small increase (less than 2%) was registered by Pesticides over the same period. Overall, these two areas recorded a combined decrease of about 7% year-on-year, which is a positive outcome given that EFSA considers them priority areas (due to the stock being higher than the target<sup>6</sup> and the fact that extra-resources, also in the form of additional short term Contract Agents, were allocated in the area to support a progressive stock reduction).

The stock in Generic Mandates increased by 6%, to 321 questions. This area is not considered an area that requires immediate action, since 1) the stock remains close to the long-term target of a year of production, and 2) the stock profile is mostly composed of questions with a future deadline.

EFSA foresees stable scientific production for the next couple of years, as further work will be needed to **further enhance its production and make it faster**.

In 2025, EFSA focused on three interconnected transformation priorities designed to strengthen the Authority’s scientific performance and future readiness. These priorities revolve around **speed**, aimed at accelerating the delivery of high-quality scientific advice; **innovation**, targeting the modernization of the risk assessment, advancing digital transformation, and promoting agile, collaborative ways of working; and **joint forces**, enhancing collaboration, knowledge sharing, and EU-wide risk assessment productivity.

<sup>5</sup> Stock of questions: number of open questions referring to scientific processes in SO1 that EFSA has in its “warehouse”. Please note that minor adjustments of the figures presented in the previous years have taken place (cleaning of the database, reclassification of few questions across domains, ...).

<sup>6</sup> EFSA’s ambition is to reduce its stock of questions to approximately 1 average year of production



**FIGURE 4 - EFSA PRIORITIES**

### **SPEED**

Becoming faster was EFSA's primary focus in 2025, and it is expected to remain the priority until the end of the current strategic cycle.

A faster risk assessment will increase EFSA's responsiveness, will increase compliance with the timelines, and it will ultimately support EU competitiveness in food safety and innovation. This ambition is in line with the feedback received by its stakeholders, which highlighted EFSA's speed as the Authority's main area for improvement.

EFSA is targeting a significant reduction of the time needed to finalise its scientific questions, aiming at a 20% reduction<sup>7</sup> by end 2027.

EFSA has started working on procedural and structural aspects that are impacting on its scientific production, such as:

- reducing the number of "stop the clock" instances generated by low quality of application dossiers, also via investments made in support initiatives to applicants
- addressing the insufficient capacity (both at Member States and at EFSA level) for the assessment of Pesticides,
- increasing the resources allocated to scientific activities, obtained both via new hirings and via generating efficiencies through automatisisation and simplification,
- increasing the usage of outsourcing via Grants & Procurements, especially in the regulated products area.

Preliminary results gathered in 2025 are already showing a positive trend.

Focusing on speed is a corporate-wide objective that aims at improving EFSA's way of working in all areas, and this is being achieved by development activities aiming at simplifying and automatising procedures to generate efficiency gains, such as in the organisation and management of scientific meetings. Another example is the implementation of agile product management through the creation of *fusion teams*<sup>8</sup> to promote faster improvements to EFSA's key IT tools.

### **INNOVATION**

EFSA continued investing in the digitalisation of its processes, with its "Let's Go Beyond Digital" training programme running also in 2025, with sessions designed to equip EFSA staff with practical skills and in-depth knowledge in areas such as AI, digital trends,

<sup>7</sup> Versus 2023 baseline

<sup>8</sup> Fusion teams are multidisciplinary groups that integrate technology, analytics, and domain expertise to achieve business and customer outcomes. Unlike traditional departmental silos, Fusion teams unite experts from various domains, fostering collaboration and agility to deliver meaningful results. These teams are structured around achieving well-defined business goals, customer satisfaction, and organisational impact. EFSA's fusion teams use the Agile methodology, an iterative, collaborative approach to project delivery that focuses on delivering small, valuable increments of work quickly while continuously adapting to change.



collaboration tools and cloud essentials. Specifically on AI, EFSA ran a series of pilots to integrate AI and LLMs in its operations, and it has strengthened its AI governance, clarifying roles and responsibilities for what concerns monitoring, compliance, and innovation.

## **JOINING FORCES**

In 2025, EFSA continued expanding cooperation across the EU food safety system. More than EUR 35 million in Grants and Procurements supported collaboration with Member States, EU agencies, and scientific organisations, strengthening EFSA's capacity for both business-as-usual (BAU) and development activities.

EFSA deepened partnerships in key regulated product areas — including pesticides, enzymes, feed additives, and novel foods — and advanced joint methodological work through its Knowledge and Innovation Communities (KICs). Collaboration with major Horizon Europe projects such as PARC, and other innovation driven initiatives, helped accelerate methodological development and knowledge sharing. EFSA also continued supporting the European Partnership on Animal Health and Welfare and broadened its participation in external research ecosystems, taking part in a growing number of EU funded research projects.

Finally, EFSA strengthened cooperation within the European Union Agencies Network (EUAN), sharing good practices and pooling resources, especially through joint procurement initiatives.

## **KEY CONCLUSIONS (PART I, IIA AND IIB)**

EFSA's performance in 2025 was positive, registering an increase compared to the previous year.

The key metrics assessing scientific production all registered results in line with expectations, and particularly evident was the increase in scientific production under Strategic Objective 1, with 610 questions closed, up from 550 recorded last year. The timeliness of adoption remained stable YoY, whilst the stock registered a small decrease, and it was better than the 2024 result.

The communication of findings was successful, with a timely publication of EFSA's scientific output in the EFSA Journal, and the good performance of EFSA's communication campaigns. EFSA continued strengthening its cooperation with Member States, also via the increased support of Focal Points.

Positive results were registered in terms of average occupancy rate (99.9%). To note the high engagement rate registered by EFSA staff, at 89%.

Regarding the management of its funds, EFSA registered solid results, as demonstrated by the performance of its budgetary metrics, which were in line with the yearly targets both for commitments and for payments. The European Parliament granted EFSA Discharge for the implementation of its 2023 budget and the European Court of Auditors issued a clean audit opinion for the financial year 2024, thus confirming the sound financial management of funds carried out by the Authority.



## PART I. ACHIEVEMENTS OF THE YEAR

### SO1 - DELIVER TRUSTWORTHY SCIENTIFIC ADVICE AND COMMUNICATION OF RISKS FROM FARM TO FORK. EO 1.1 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S SCIENTIFIC ADVICE

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

Overall, EFSA's performance in the area of scientific Risk Assessment was in line with the targets set, as shown by the key performance indicators set in this area (table 1), as well as better than last year's performance. These results were achieved also thanks to an increased number of resources invested in the area (EUR 61.6M overall, in line with the plan and almost EUR 3M more compared to 2024).

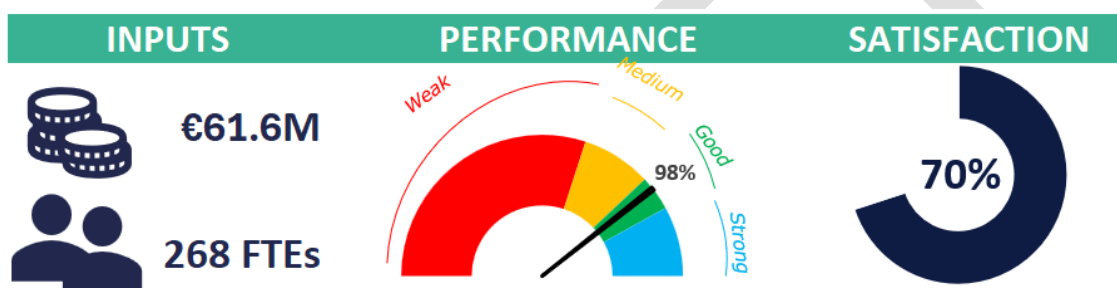


FIGURE 5. OVERALL PERFORMANCE IN EXPECTED OUTCOME 1.1

To gather input on its **reputation**, EFSA carried out the fourth edition of its **Annual Strategy Survey**<sup>9</sup>. The study targeted customers, partners, and stakeholders, and gave insights into their perceptions on EFSA's scientific opinions and risk assessment process. The survey registered more than 1,100 respondents, who gave an aggregated satisfaction rate of 70% in the Risk Assessment area. Despite being below the target of 80%, the result is higher than the results achieved in 2024 (65%) and 2023 (68%). There were notable differences among the three sub-groups, with partners scoring higher (in line with previous surveys), but all three groups registered an increase year-on-year (between +1 and +8 percentage points).

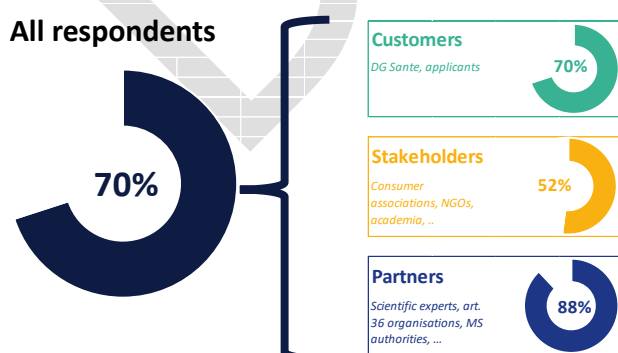


FIGURE 6. SATISFACTION IN RISK ASSESSMENT

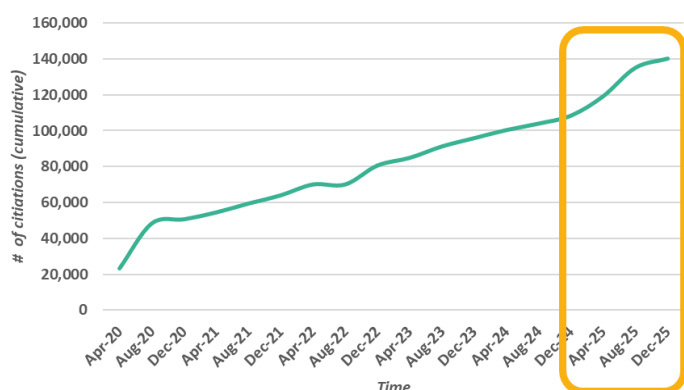
Respondents generally agreed on EFSA's methodological rigour (78% satisfaction), impartiality (76%), and consistency of scientific advances with evidence and methods in risk assessments (75%), in line with the results of the previous survey. Similarly, the lowest-scoring areas were in line with the 2024 results: the timeliness of EFSA's advice remains the dimensions respondents are less satisfied with, alongside EFSA's ability to promote an effective engagement

<sup>9</sup> The study is available on the [EFSA website](#)



with stakeholders. With regards to timeliness, EFSA started a series of actions to improve its end-to-end throughput time, targeting a significant reduction in the time needed to finalise its scientific questions in the next few years.

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



The **relevance** of EFSA's work is also gauged by the citation count of articles in the **EFSA Journal**. By December 2025, more than 140,000 citations were registered, significantly higher than the projections of reaching at least 180,000 citations by year end. The upward trend visible since the Journal's indexing in Scopus (2019) and the Expanded Science Citation Index and its inclusion in PubMed (2020) is then continuing.

**FIGURE 7. CITATIONS OF EFSA SCIENTIFIC OUTPUTS 2020-2025**

**TABLE 1. SO1 - EXPECTED OUTCOME 1.1 KEY PERFORMANCE INDICATORS--.**

E.O 1.1: Increased relevance and improved reputation of EFSA’s scientific advice				
KPI	Baseline	Target 2025	Execution 2025	Status
<b>Dimension: Reputation</b>				
Customers/Partners/Stakeholders’ satisfaction on RISK ASSESSMENT	80% <sup>10</sup> (2019-2020)	80%	70%	
<b>Dimension: Relevance</b>				
Citations of EFSA’s scientific outputs	50,738(2020)	118,000	140,377	

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

In 2025, EFSA directed approximately EUR 27.6 million towards generating scientific outputs in the **regulated products** domain, which encompasses pesticide and non-pesticides applications. This figure refers to the (direct and indirect) costs of the processes that are handling the regulated product questions during their reception-to-publication lifecycle, without considering supporting processes or parallel. This allocation is higher than the investment made in 2023 (EUR 22 million) and 2024 (EUR 27 million).

These investments were mainly composed of human resources, with around 154 full-time equivalents (FTEs) used in the production of scientific opinions and with an increased usage of article 36 organisations and external experts via the ISA<sup>11</sup> scheme to support its scientific production (which increased from EUR 2.2 million in 2024). The full impact of

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

<sup>11</sup> Individual Scientific Advisors



leveraging these external resources is anticipated to manifest in the following years, due to the nature of EFSA’s work and the cycle time to finalise a scientific question.

This led to a performance that was, overall, in line or better with the expected targets and the 2024 performance in most of the key metrics monitored:

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2025	Plan 2025	Actual 2024	Actual 2025	Plan 2025	Actual 2024	Actual 2025	Actual 2024
Regulated Products	358	363	338	88%	90%	92%	1043	1121
of which APPLICATIONS	300	274	285	92%	90%	93%	698	781
of which PESTICIDES	58	89	53	69%	90%	86%	345	340

**FIGURE 8. PERFORMANCE IN REGULATED PRODUCTS AREA IN 2025 - VOLUMES, TIMELINESS AND STOCK REDUCTION**

In 2025, EFSA recorded a lower number of incoming requests compared to the previous year), and this also supported a further increase in the ability to timely communicate the outcome of the completeness checks to the applicants concerning non-pesticides requests (around 98%, around 3 percentage points better than 2024 and 5 percentage points higher than 2023).

Concerning the number of questions closed, EFSA finalized 358 questions within the remit of regulated products, a figure in line with the annual target of 363 and better than the 338 questions closed in 2024. This figure is more in line with the average production EFSA has registered since 2021 (average of 353 questions closed/year between 2021 and 2024).

To note the particularly positive performance in the area of non-pesticides applications, with 300 questions closed (a figure higher than what was registered in the past 4 years), due to the positive performance in the area of Enzymes (93 questions closed, higher than the yearly target of 70 and better than last year’s result of 82), GMO (22 questions closed, vs a 2025 target of 10 and a 2024 performance of 8), and Novel Foods (25 questions closed, better than the 2025 target of 20 and the 2024 result of 13). The performance in the last two areas is also due to the improvement EFSA has carried out to increase its speed of RA (such as better handling of the stop-clock mechanism and improved guidance documents for applicants).

In the areas of Pesticides, instead, the performance in the various food domains was generally below the annual targets but in line with last year’s performance, due to the impact of stop-the-clocks and a reduced number of questions reaching EFSA’s risk assessment phase, especially in the area **Pesticides MRLs**. As things stand, and also considering the current resources available, EFSA expects to close around 65 questions/year in the next few years, until efficiency initiatives both at EFSA and at Member States level will support increased production.

In 2025, a sample of 18 studies included in applications for regulated products were selected for the EFSA’s GLP annual audit programme. Additionally, 3 ad hoc study audits were requested<sup>12</sup>. For 17 study audits that were finalised by the end of 2025, including those from previous years’ programmes, in one case the GLP claim could not be confirmed

<sup>12</sup> [EFSA GLP study audits](#)



by the national GLP monitoring authority and appropriate actions were taken during the risk assessment.

**Confidentiality assessment** is one of the main changes introduced by the Transparency Regulation in EFSA's risk assessment process. This activity strengthens the principle of transparency of the risk assessment process in the food chain, for example stipulating the proactive public disclosure of all information supporting any request for scientific output to be delivered by EFSA, except for duly justified confidential data. To this end, EFSA issued 518 **confidentiality decisions** in 2025, in line with the figures registered in 2024. The improvement measures introduced since 2023 (the new confidentiality operating model, a considerable number of process optimisation activities, and the onboarding of additional resources) supported the stabilisation of the process.

The combined effect of a decreasing incoming of questions and an increasing scientific production led to an overall decrease (-7%) in the **stock of questions<sup>13</sup> in the Regulated Product area**. More in detail, in the area of applications the stock decreased by around 10%, to 698 questions, while the pesticides area registered a minor increase of around 2%, to 345 questions.

Reducing the stock of questions to an approximately year of production remains EFSA's long-term objective. To this end, dedicated improvement initiatives are being set up, focusing on enhancements of IT and procedural aspects, increased usage of outsourcing schemes, and increased FTEs availability for scientific tasks.

Concerning the **timeliness of adoption**, EFSA registered an overall rate of 88% in the Regulated Products area, a figure close to the target of 90% but slightly lower than last year's performance of 92%. Also in this regard, the performance of non-pesticides applications was positive, at 92% whilst the figures for pesticides applications were below target, at 69%.

Further increasing its compliance with timeliness requirement is another by-product that EFSA expects from its improvement actions under the umbrella of "increase speed of RA".

The **timeliness of publication** in the EFSA Journal kept improving, reaching 94% (higher than 2024 performance of 93% and the target of 87.5%), thus maintaining the good standards of performance achieved since 2019 (with the exception of 2022, when an index of 79.1% was registered), due to measures taken since the beginning of 2023 to streamline the workload, as well as the finalisation of the organizational restructuring that took place between 2021 and 2022, and the establishment of a new contract with a publishing company.

Details on risk assessments finalised per regulated products areas are provided in Annex I(a) (Questions Closed, Timeliness and Stock Reduction in 2025). Significant outputs in the Regulated products evaluation domain are highlighted in Annex I(b).

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<sup>13</sup> The stock includes only scientific questions referring to Strategic Objective 1 (processes related to Pesticides and non-Pesticides Applications, and Generic Mandates), irrespective of their status (being at MS level, doing completeness checks, being in the RA phase), deadline (past or future), and availability (idle due to stop-the-clock mechanism or workable by EFSA). 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

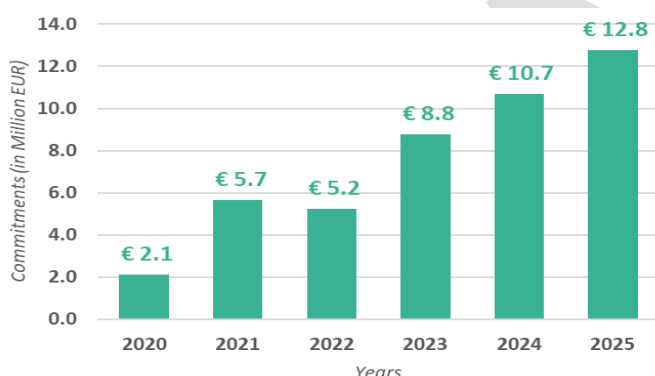


**TABLE 2. SO1 - EXPECTED OPERATIONAL RESULTS 1.1.1 - KEY PERFORMANCE INDICATORS.**

<b>EOR 1.1.1: Assessments for regulated products are delivered with quality and efficiently</b>					
KPI	Baseline	Target 2025	Execution 2025	Status	
<b>TIMELY DELIVERY</b>					
Dimension: Quality	Timeliness of adoption	70.2% (2017-2020)	90%	88%	
	Timeliness of publication	85.6% (2020)	88%	94%	
<b>DELIVERED VOLUMES</b>					
Dimension: Efficiency	Number of questions closed	490 (2017-2020)	363	358	
	Change in stock of questions	-15% (2017-2020)	0%	-7%	

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

In 2025, EFSA allocated approximately 20% of its total budget (same as last year), equating to approximately EUR 34M, to the area of **Generic Scientific Advice**. This expenditure was slightly higher than the plan of around EUR 32.5M, and higher than the previous year's spending of EUR 31.6 million, thus suggesting the need for greater investments to meet scientific advisory needs.



Despite the higher financial commitment, the human resources dedicated to Generic Scientific Advice (114 FTEs) were lower than those allocated for Regulated Products (154 FTEs). This indicates an increasing ability to leverage external support, sourced via Grants & Procurements (G&P).

**FIGURE 9 GRANTS AND PROCUREMENTS IN GENERIC RA (2020-2025)**

In fact, the spending on external support amounted to EUR 13.6 million, higher than the EUR 10.6 million spent in 2024 and in line with the growing trend of the past years. The areas that benefitted the most were animal health and welfare, plant health, and biological hazards (AMR, Zoonoses).

The overall performance in the Generic Scientific Advice area, as measured by various key metrics, was positive, especially if compared with 2024 results.

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2025	Plan 2025	Actual 2024	Actual 2025	Plan 2025	Actual 2024	Actual 2025	Actual 2024
Generic Risk Assessment	252	250	212	90%	100%	89%	321	302



**FIGURE 10 - PERFORMANCE IN GENERIC SCIENTIFIC ADVICE AREA IN 2025 - VOLUMES, TIMELINESS AND STOCK REDUCTION<sup>14</sup>**

In 2025, EFSA **closed 252 questions** in the area of Generic Scientific Advice. This is in line with the target of 250 and higher than 2024 performance (212), driven by high production in the area of plant and animal health.

Notwithstanding the achievement in the number of questions addressed, the **timeliness of adoption** was at 90%, below the target of 100% but better than the previous years' performance of 89% (2024), 81% (2023) and 87% (2022). The delays were concentrated in a few areas, such as plant health and the assessment of risks related to MRLs. Moreover, the average delay was of relatively minor entity (around 50 days<sup>15</sup>, and 66% of these questions had a delay of less than 15 calendar days).

Despite the number of questions closed during the year, the **stock of open questions** increased by 6%, to 321. This was due to a higher number of questions created in 2025 compared to the previous year. However, EFSA considers the current stock level in the area of Generic Risk Assessment to be manageable, as it is close to the desired level of one average year of production.

Also in this area, positive results were achieved in the **timeliness of publication** in the EFSA Journal, which posted an excellent 97% (versus a target of 87.5%).

Details on risk assessments finalised by generic scientific advice area are provided in Annex I(a) (Questions Closed, Timeliness and Stock Reduction in 2025). Significant outputs in the General scientific advice domain are highlighted in Annex I(b).

**TABLE 3. SO1 – EXPECTED OPERATIONAL RESULTS 1.1.2 – KEY PERFORMANCE INDICATORS**

<b>EOR 1.1.2: GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY</b>				
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>
<b>TIMELY DELIVERY</b>				
Dimension: Quality				
Timeliness of adoption	95.7% (2017-2020)	100%	90%	
Timeliness of publication	78.7% (2020)	88%	97%	
<b>DELIVERED VOLUMES</b>				
Dimension: Efficiency				
Number of questions closed <sup>16</sup>	195 (2017-2020)	250	252	
Change in stock of questions	-12% (2017-2020)	0%	6%	

<sup>14</sup> Figures adapted from 2022 AAR to consider changes in the EFSA process architecture, notably the move of existing MRLs questions from Pesticides to Generic Risk Assessment and reclassification of questions across Strategic objectives

<sup>15</sup> Calculation based on questions with deadline in 2025 only

<sup>16</sup> The baseline is higher than 2020 execution and next years' plans as in recent years some areas were moved from regulated products to general RA, therefore shifting questions closed. The numbers for 2022 and 2023 plans may be further technically adjusted in the next year in view of the shifting of areas of work between regulated products evaluation and general risk assessment to align to the new process architecture, e.g. the MRL Art. 12 backlog indicator might move under EOR 1.1.2 – general risk assessment



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

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

Clear, coherent, and timely risk communications are key to achieving these goals and EFSA’s performance in this area was very positive, with targets being met or surpassed and investing an overall number of resources in line with the initial plan and last year’s expenditures.

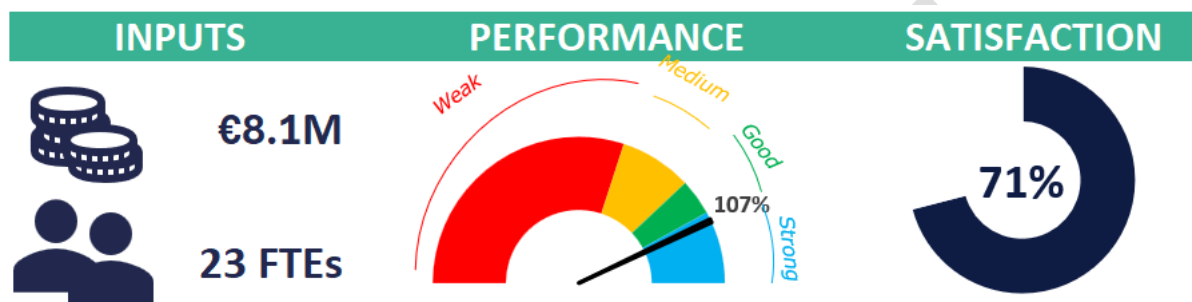


FIGURE 11. OVERALL PERFORMANCE IN EXPECTED OUTCOME 1.2

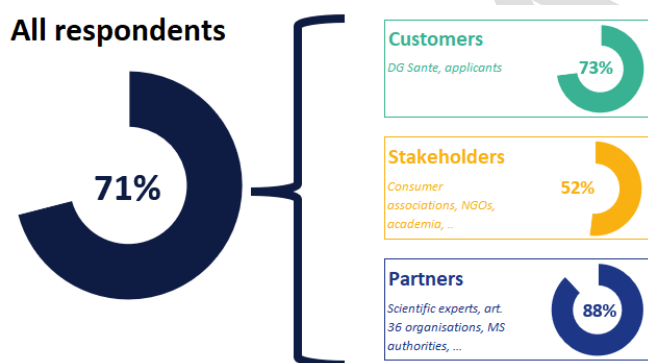


FIGURE 12. ANNUAL STRATEGY SATISFACTION SURVEY

The overall satisfaction rate in the area of risk communication coming from the 2025 Annual Strategy Survey was at 71%. This figure, despite being below the target of 80%, is unchanged since 2024 (also 71%), and in line with the results of the previous surveys (69% in 2024, and 74% in 2022). EFSA scored best in terms of **context provided about its scientific work (79%, +4 p.p. compared to 2024)**, ability to **accurately communicate risks (77%, +4 p.p. vs 2024)**, and

**alignment of EFSA’s risk communication with EU’s priorities (76%, +1 p.p. compared to 2024)**.

The **ability of EFSA to ultimately reach its target audiences** remained an area for improvement (66%, similar to 64% registered in 2024 and 63% registered in 2023), as well as the ability to timely deliver its risk communication (49%, and in line with the results registered by the same question regarding risk assessment). Partner organisations showed highest satisfaction among the groups surveyed, with scores averaging above 85%, in line with previous years.

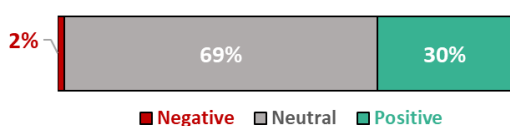


FIGURE 13. 2025 ARTICLE SENTIMENT

The metric for **social media interaction value**, a measurement of the engagement and interest generated by EFSA on its social media channels, closed the year at 67 impressions/post, a figure slightly below the target of 69 but better than the results registered in the past years (48 in



2024, 54 in 2023, and 53 in 2022). EFSA was most frequently mentioned in posts about biological hazards, food ingredients, pesticides, and animal feed. LinkedIn remains the platform in which EFSA generated the highest social interaction value, but other platforms, such as Instagram, are showing potential in generating trust in EFSA without using technically oriented communication.

Concerning traditional media, more than 6,000 articles mentioned EFSA, a higher coverage compared to 2024 (+12%). Among the most frequently mentioned topics, there were nutrition (risks of energy drinks and health claim on kiwis), novel foods (EU’s approval of a mealworm powder for human consumption), and animal health and welfare (avian influenza). The sentiment was largely neutral but rarely negative.

**TABLE 4. SO1 - EXPECTED OUTCOME 1.2 - KEY PERFORMANCE INDICATORS**

<b>E.O 1.2: Increased relevance and improved reputation of EFSA’s risk communication</b>				
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>
Dimension: Reputation				
Customers/Partners/Stakeholders’ satisfaction on RISK COMMUNICATION	80% <sup>17</sup> (2019-2020)	80%	71%	
Dimension: Relevance				
Social media interactions value	53 (2022)	69	67	

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

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

EFSA advanced social research and communication planning in four main areas:

- strengthening the evidence base with major insights like the social science roadmap review and Eurobarometer 2025 survey;
- deploying rapid research tools and targeted audience segmentation for agile communication;
- enhancing organizational monitoring and data sharing through surveys and dashboards; and
- driving innovation with updated procurement, new research methods, and advanced analytics to better address misinformation and risk communication.

Among the communication activities run by EFSA, there is the “Science on the Menu” podcast: launched in November 2022 and available on the most popular podcast hosting platforms, EFSA recorded 11 additional episodes in 2025. Each episode sees EFSA staff discuss science behind the assessment of risks from farm to fork, with topics ranging from food supplements to perceptions of and attitudes towards food safety.

EFSA also commissioned the 2025 edition of the Special Eurobarometer, which examined Europeans’ perceptions of and attitudes towards food safety, building upon previous surveys carried out in 2005, 2010, 2019, and 2022. The frequency of these surveys also

<sup>17</sup> Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards



shows EFSA’s commitment in actively generating and using insights from social research to fulfil its mandate. The survey was carried out in the 27 EU Member States and in seven EU Candidate Countries (Albania, Bosnia and Herzegovina, Kosovo<sup>18</sup>, Montenegro, North Macedonia, Serbia, and Türkiye), and a total of 32,025 respondents from different social and demographic groups were interviewed.

The survey highlighted how the vast majority EU citizens are interested in food safety, and they generally have a high awareness of the different aspects of the EU food safety system, among other findings. The results of the Special Eurobarometer will be used by EFSA to further tailor its communication activities, in line with the “audience-first approach” employed by the Authority.

In parallel, EFSA successfully enhanced digital channels by implementing audience-driven improvements, boosting website accessibility and refining digital platforms for greater clarity and transparency.

**TABLE 5. EXPECTED OPERATIONAL RESULTS 1.2.1 - KEY PERFORMANCE INDICATORS**

EOR 1.2.1: An audience-first approach ensures quality throughout risk communication					
KPI		Baseline	Target 2025	Execution 2025	Status
Dimension : Quality	APPROPRIATENESS OF COMMUNICATION				
	Performance of communication materials	N/A	75%	72%	

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

Through **coordinated efforts** with Member States and the European Commission, EFSA has enhanced coherence in food safety communication across the EU, and EFSA’s campaigns have reached millions of European citizens, fostering confidence in the EU food safety system. The results of the metrics in this area of work were above the targets set for the period.

**TABLE 6. SO1 - EXPECTED OPERATIONAL RESULTS 1.2.2 - KEY PERFORMANCE INDICATORS**

EOR 1.2.2: Coordinated risk communication is delivered with the European Commission, Member States and ENVI Agencies					
KPI		Baseline	Target 2025	Execution 2025	Status
Dimension: Quality	REACH OF COMMUNICATION				
	Performance of EFSA’s Campaigns	N/A	90%	100%	
	Performance of dissemination process	N/A	75%	100%	

EFSA focused a large proportion of its efforts and resources on communication campaigns in partnership with the European Commission and the Members States. Specifically, in

<sup>18</sup> This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.



2025 EFSA focused its efforts on the following three campaigns: PlantHealth4Life, #Safe2Eat, and #NoBirdFlu. Campaign materials across all three campaigns were viewed by tens of millions of EU citizens across the continent.



The **#PlantHealth4Life** campaign strengthened public understanding of plant health and its link to food security and the environment, reaching more than 100 million citizens, thanks to a varied communications plan, and activating 30 national partners. Qualitative evaluation shows increased awareness of how plant health is linked to daily life, food safety and the economy.

The **#Safe2Eat** campaign expanded its reach across participating Member States, generating over 1,000 media clippings, reaching over 2 million people via Influencers, and over 360 million impressions through paid social media. This led to an increase in awareness and trust indicators linked to food safety behaviours.

Finally, the **#NoBirdFlu** campaign was implemented in response to a mandate from the European Commission to support EU-level preparedness and prevention efforts through clear, science-based communication on biosecurity to fight avian influenza. By delivering a targeted communication toolkit to farmers, veterinarians and farm workers, the campaign achieved over 532K impressions and high engagement rates in poultry-intensive countries.

Alongside communication campaigns, EFSA produced infographics, interactive data visualizations, and short animated videos to simplify and clearly present complex food safety topics, risk assessment data, and public consultation processes for diverse audiences.



## SO2 - ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS

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

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

EFSA’s performance in this area was positive, with almost all metrics in the area meeting or surpassing their targets. This was achieved by investing almost EUR 47M in 2025, slightly higher than the initial plan of EUR 45.6M but lower than 2024’s expenditure by approximately EUR 2M.

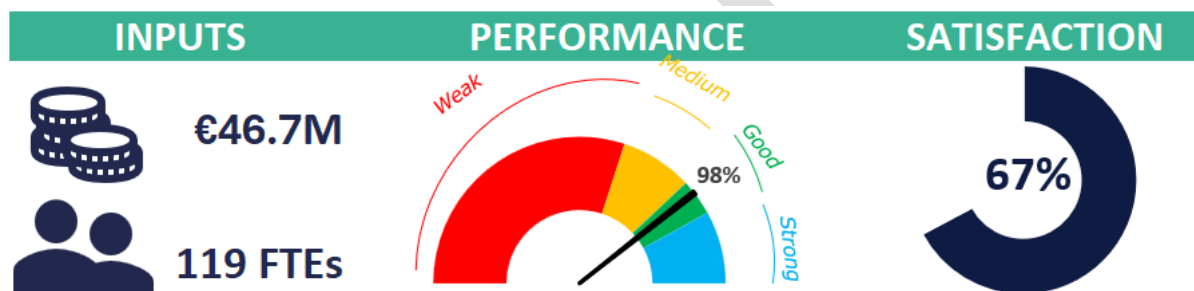


FIGURE 14. OVERALL PERFORMANCE IN STRATEGIC OBJECTIVE 2

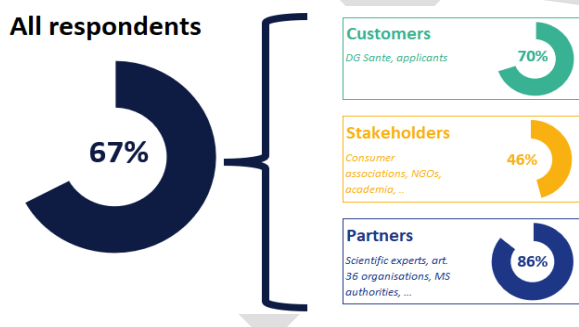


FIGURE 15 - SATISFACTION IN PREPAREDNESS

EFSA’s 2025 **Annual Strategy Survey** investigated the key aspects of EFSA’s Strategic Objective 2, asking customers, stakeholders, and partners about their perception on aspects like harmonisation of methodologies, EFSA’s capacity buildings activities, and the usefulness of the data EFSA makes available to the public.

Overall, 2025 results were around 7 percentage points lower than what was reported in 2024<sup>19</sup>, and they were generally lower than their targets, with the exception of the dimension of “capacity strengthening”.

Concerning the **relevance** of the work carried out in the context of Strategic Objective 2, EFSA looked at the extent to which the **scientific community uses EFSA’s guidance documents**. The index showing the number of times EFSA’s guidance documents were

<sup>19</sup> Some of the areas in SO2 were not investigated in the previous surveys, which were focused only on certain aspects of EFSA’s work. This means that in some comparisons are made with the results achieved in 2022, when the complete survey was administered. The decision of running a partial survey only in 2023 and 2024 was to reduce survey fatigue and avoid overlaps with other feedback collection mechanisms planned in the context of EFSA’s external evaluation



cited reached over 22,500 times in 2025, more than the target set at around 20,100 and better than 2024’s performance of around 18,500.

**TABLE 7. SO2 - EXPECTED OUTCOME 2.1 – KEY PERFORMANCE INDICATORS**

<b>E.O 2.1: Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future</b>				
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>
<b>Dimension: Reputation<sup>20</sup></b>				
Customers/Partners/Stakeholders’ satisfaction on PREPAREDNESS	75% (2019-2020)	75%	68%	
Customers/Partners/Stakeholders’ satisfaction on HARMONISATION	75% (2019-2020)	75%	68%	
Customers/Partners/Stakeholders’ satisfaction on DATA ACCESS AND EXPLOITATION	50% (2019-2020)	75%	65%	
Customers/Partners/Stakeholders’ satisfaction on CAPACITY STRENGTHENING	65% (2019-2020)	65%	68%	
<b>Dimension: Relevance</b>				
Citations of EFSA’s guidance documents	11,380 (2021)	20,825	22,705	

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

EFSA is advancing harmonised Risk Assessment by strengthening its cooperation at both European and international levels, broadening the pool of expertise through innovative and flexible sourcing. This strategic shift goes beyond relying solely on internal full-time equivalents (FTEs), allowing EFSA to accelerate risk assessment and address open questions more efficiently.

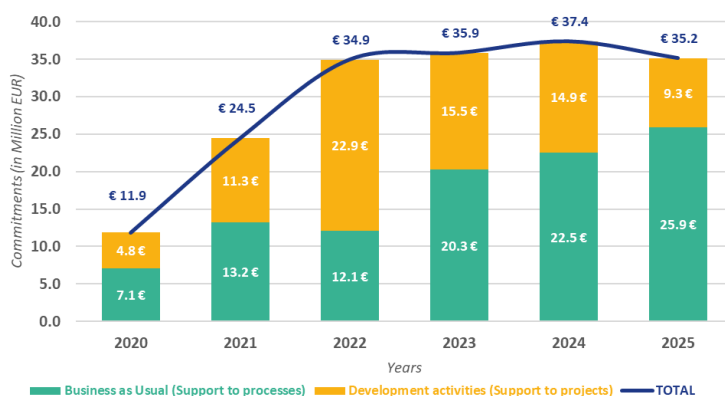
The strategic partnership and community management initiatives have focused on developing operational partnerships in key regulated product risk assessment (RA) areas, including pesticides, food enzymes, food and feed additives, novel foods, and animal by-products. These partnerships have also extended to generic RA and preparedness, reinforcing EFSA’s scientific work and enhancing its readiness for future challenges.

Key achievements include the delivery of additional internal support to enable the outsourcing of EFSA scientific work, with over 85% of calls successfully awarded. In parallel, the systematic mapping of operational bottlenecks in implementing scientific outsourcing has identified good practices and generated numerous actionable recommendations, strengthening how partnerships will translate into value in the future. Overall, partnership projects deliver tangible benefits; however, in particular for partnerships in the area of regulated products, further internal refinement is needed before outputs are ready for Panel consideration. Along these, it is positive to see that EFSA’s partnership approach is gaining visibility and recognition across Member States, supporting a broader and more robust partner ecosystem and fostering the identification of new sources of expertise.

<sup>20</sup> Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.



The progress made by EFSA in this area is visible by looking at the increased resources invested in Grants & Procurement, reaching EUR 35.2 million in 2025. Despite being lower than 2024 figures (when EUR 37.4 million were committed), it is an investment higher than what was initially planned (EUR 33.4M) and in line with the results of the past four years. This is also due to the continued support of EFSA Focal Points<sup>21</sup>, which facilitated scientific cooperation across the EU by promoting harmonised procedures, capacity building, and best practices in risk assessment. The new Focal Point operational framework, which started as a pilot during 2023, is intended, among other objectives, to facilitate closer cooperation among Focal Points, AF members, national representatives in EFSA scientific networks, MS Art.36 organisations and national experts.



**FIGURE 16. OVERVIEW OF OVERALL (ALL STRATEGIC OBJECTIVES) EXPENDITURE IN GRANTS AND PROCUREMENTS 2020-2025 IN BAU AND DEV ACTIVITIES**

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

The breakdown of the investments in G&P also shows an increased share invested in "business as usual" activities, to directly or indirectly boost the quality and the volume of EFSA's scientific outputs.

Even though the translation of these investments into an increased number of questions closed has generally been slower than initially envisaged, the support coming from G&P remains a crucial instrument for EFSA's scientific production. Specifically, in 2025 EFSA invested almost EUR 14.5 million (or 9% of its total budget) in G&P calls directly linked to its core scientific production processes, in line with the target set and more than 2024 (when it was around EUR 12 million).

Regarding development activities in this expected operational result, EFSA halted Sci-ASK, a project aiming at increasing the retrievability of useful pieces of knowledge created in EFSA's scientific work, due to low unsatisfactory results coming from the pilot run. The other projects in this area are in line with their plans, most notably an activity aiming at facilitating critical appraisal of evidence using automation tools.

**TABLE 8- SO2 – EXPECTED OPERATIONAL RESULTS 2.1.1 - KEY PERFORMANCE INDICATORS**

E.O.R 2.1.1: Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level					
KPI		Baseline	Target 2025	Execution 2025	Status
Dimension : Quality	EXPLOITATION OF INNOVATIVE SOURCING				
	Resources allocated to outsourcing RA activities	8.5% of total budget (2020-2021)	9% of total budget	9% of total budget	

<sup>21</sup> The Focal Point network comprises members from all 27 EU Member States, Iceland, and Norway, as well as observers from Switzerland and EU candidate countries. They act as an interface between EFSA and national food safety authorities, research institutes and other stakeholders



**E.O.R 2.1.1: Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level**

KPI		Baseline	Target 2025	Execution 2025	Status
Dimension : Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	83% (2021)	85%	65%	

EFSA’s activities in the Capacity Building, Knowledge Organisation, and Strategic Competencies development area are marked by several key achievements. Capacity Building introduced a new, inclusive approach to developing the annual Scientific Training Plan. In 2025, 25 courses were delivered, training 727 participants. The EU Academy hosted 12 self-paced digital courses, attracting 1389 registered learners, with an 18% completion rate. The satisfaction rate among EFSA staff for expert advice provided by ISA Scheme experts was 94%.

EFSA improved knowledge storage and retrieval using Copilot in Microsoft 365, piloted three KO<sup>22</sup> cases using internal EFSA knowledge material, and based on the experience of the Sci-ASK project aiming to support knowledge reuse in scientific processes, initiated enhanced AI-driven workflows.

Finally, EFSA advanced its Innovation & Transformation agenda by introducing a staff-driven process for proposing and developing new ideas and supporting proof-of-concept projects, including AI applications. The agency tested and adopted tools like Microsoft Copilot, brought key AI prototypes such as AutoCAT into production, and ensured safe, effective AI use through practical training, guidance, and the establishment of compliance frameworks.

All these activities are the result of EFSA’s efforts since 2017 to explore AI and investigate its potential in risk assessment (RA). Following a thematic paper, and a roadmap for actions on AI for evidence management in risk assessment, published in 2022, EFSA published in 2025 the [AI@EFSA paper](#) laying the ground of a strategic vision for using artificial intelligence to strengthen EFSA’s risk assessment and decision making. The document is the final output of the EFSA AI Taskforce (2024) and promotes innovation that enhances efficiency and transparency, while embedding ethics, governance and trust to support sound, evidence-based EU food safety policies. In addition, it presents EFSA’s institutional approach to the responsible use of artificial intelligence and supports internal alignment and external communication on AI@EFSA initiatives.

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

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

In 2025, EFSA met expectations by identifying 43 environmental signals through the Emerging Risk Exchange Network (EREN), a figure lower than the signals registered in the previous years (around 60/year on average between 2022 and 2024) but still higher than the baseline of approximately 30 signals/year. This surveillance led to the recognition of

<sup>22</sup> Knowledge organisation



25 emerging issues, with a follow-up rate of 59%, a figure in line with 2024 (also 59%) and higher than the target of 50% and the result of 2022 (48%) and 2023 (55%).

Focusing on crisis preparedness, on 10 June EFSA held an internal crisis preparedness exercise, with the aim to evaluate the implications of Article 20 of Regulation (EU) 2022/2371 on Serious Cross-Border Threats to Health for EFSA's crisis communication. The exercise focused on strengthening coordination of EFSA staff during a crisis, with specific attention to the tasks and obligations of the Incident Communication Team (ICT), as well as on identifying potential amendments to EFSA's procedures for crisis response related to our work with other agencies. Moreover, EFSA published in February 2025 the update of its procedure for crisis response.

Concerning development activities, EFSA finalised the launch of the Emerging Risk Analysis Platform (ERAP), supporting the emerging risks identification and analysis workflow and acting as a central structured environment for the identification, characterisation and analysis of emerging issues. The platform will also enhance the collaboration among EFSA units, Member States Competent Authorities, stakeholders, EU Institutions, and international partners.

EFSA also worked to enhance EFSA's and EU Agencies' strategic foresight capability through a collaborative horizon scanning exercise. The project, expected to be finalised in 2026, will deliver a proof of concept for sustainable multi-agency foresight exercises, thus strengthening exchanges of data, methodologies and practices. Finally, the *Predicting ciguatera risk in fish* project has seen its deliverables extended to mid-2026. Once finalised, the activity will strengthen EU preparedness for emerging food safety risks driven by climate change.

**TABLE 9. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.2 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 2.1.2: The quality and scale of crisis preparedness and the identification of emerging risks is improved</b>					
<b>KPI</b>		<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>
Dimension: Quality	<b>INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION</b>				
	Ensure identification of emerging issues	29 potential emerging issues (2016-2019)	30	43	
	<b>EMERGING RISKS PREPAREDNESS</b>				
	Ensure preparedness: % of signals that lead to an action	N/A	50%	58%	
Dimension: Efficiency	<b>DELIVERED VOLUMES</b>				
	Number of project deliverables finalised	80% (2021)	85%	79%	

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

EFSA continues strengthening its preparedness by strengthening scientific capabilities and supporting the development of future oriented methodologies contributing to the achievement of EFSA's strategic objectives.



To this end, in 2025, EFSA's Knowledge and Innovation Communities (KICs) continued to enhance scientific exchange, promoting methodological innovation and ensuring that EFSA remains positioned to effectively incorporate scientific advances into regulatory science. Across the four communities that were established in 2023, progress was recorded in several key areas:

- **KIC Biotechnology** reinforced international coherence by aligning its portfolio analysis with the FAO to identify thematic overlaps, engaged with EU agencies (EMA) and EU COST action projects to enhance cross-border collaboration, and advanced the implementation of roadmap recommendations on gut microbiome and omics—to facilitate regulatory uptake of these emerging areas.
- **KIC ERA** strengthened collaboration with key external partners through dedicated ecosystem meetings, deepening work with the EEA on networks, data and dataflows, and with the JRC on biodiversity evidence mapping and the FOODTURE initiative. It also engaged closely with several Horizon Europe projects—including FOODTURE, PARC, PollinERA, SPRINT, SYBERAC and WildPosh—to align research efforts and bring innovative approaches into EFSA's ERA work.
- **KIC Exposure** facilitated EU, cross agency (ECHA, EEA, EMA), EFSA, and the Scientific Committees SCCS <sup>23</sup> and SCHEER <sup>24</sup> engagement towards the establishment of a common EU methodological framework on aggregate exposure assessment.
- **KIC NAMs** engaged all units active in chemical risk assessment to map the key new approach methodologies (NAMs) currently used or under development, preparing EFSA for the regulatory uptake of NAMs and delivered a NAM course for EFSA staff thereby supporting innovation in risk assessment while reducing reliance on animal testing. Progress in 2025 focused on consolidating NAMs within hazard and risk characterisation processes for chemicals in food and feed and supporting the drafting of the EC road map for the phasing out of animal studies. The KIC NAM also engaged closely with the IRMA programme on NAMs and the PARC and ASPIS Horizon Europe projects to inform EFSA staff and integrate innovative NAM approaches including in silico and in vitro models into EFSA's BAU. Finally, regarding NAMs implementation on safety assessment of proteins in food and feed, KIC NAMs activities focus on enhancing the assessment framework for allergenicity and toxicological evaluation of proteins.

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

Another highlight of EFSA's activities in methodological preparedness in the area of pesticides, is the publication of the scientific opinion on "[Use and reporting of historical control data for regulatory studies](#)", on the interpretation of long term toxicity and carcinogenicity studies, changing and refining the way that historical control data should be considered.

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<sup>23</sup> Scientific Committee on Consumer Safety (SCCS)

<sup>24</sup> Scientific Committee on Health, Environmental and Emerging Risks



Finally, in 2025 EFSA continued with the re-organisation of its guidance documents. This activity, which started in the second half of 2024, and it is expected to finish in 2028, will deliver a new target operating model for EFSA guidance documents, and the creation of a new Catalogue of EFSA Guidance.

Specifically on guidance documents update, EFSA was on track with the activities planned. More in detail, in 2025 a few new cross-cutting (on the use of *read-across for chemical safety assessment in food and feed*, finalised in July) and sectorial guidance documents (for example on the *risk assessment considerations for RNAi-based genetically modified plants*, finalised in March) were published. Moreover, EFSA also carried out a revision of existing guidance documents, such as the one on *the submission of data for the evaluation of the safety and efficacy of substances for the removal of microbial surface contamination of foods of animal origin intended for human consumption* in the area of Food Contact Materials.

**TABLE 10. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.3 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 2.1.3: The quality of scientific guidance and methodologies is improved to address future challenges</b>						
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>		
<b>METHODOLOGICAL PREPAREDNESS</b>						
Dimension: Quality	Up-to-date scientific guidance documents	82% <i>(estimated, based on a sample)</i>	85%	85%		
	<b>COOPERATION</b>					
	Cooperation in methodology development	90% <i>(2020, estimated)</i>	100%	100%		
Dimension: Efficiency	<b>DELIVERED VOLUMES</b>					
	Number of project deliverables finalised	83% <i>(2021)</i>	85%	98%		

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

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

Since 2019, EFSA has supported the legislative process for preparing the **EU Chemicals Strategy for Sustainability (CSS)**, mainly through working on the “*One Substance, One Assessment*” (OSOA) initiative, together with ECHA and EMA. Since 2022 EFSA launched an internal project to align its activities with CSS and lay the groundwork for OSOA implementation. The regulation was adopted by the European Council in November 2025, and EFSA is actively participating, alongside other actors, in establishing a common data platform on chemicals, laying down rules to ensure that data contained in it are findable, accessible, interoperable and reusable, and establishing a monitoring and outlook framework for chemicals. A pilot study was carried out to test the applicability of the ECHA guidance on Substance identification (SID) and the feasibility for a harmonised approach.



The pilot includes pesticides, novel food, feed and food additives and food contact materials. The results showed that a harmonised approach is feasible and that the ECHA guidance is applicable for most of the chemical substance categories.

EFSA’s Strategic engagement activities continue further regarding other One Health Policy needs. The EU One Health Task Force<sup>25</sup> published a [Joint Statement with the European and Central Asia Quadripartite on One Health](#)<sup>26</sup> celebrating the 2025 World One Health Day by calling all stakeholders – governments, other institutions (including financial institutions), civil society, academia, and the private sector – to intensify their commitment to advancing One Health at all levels.

EFSA also supported topics related to the EU Green Deal priorities, building on the activities that were already running in the past years. For example, linked to bee health, for example, EFSA finalised the “MUST-B” project in mid-2025. Launched in 2015, this activity developed a holistic approach to the risk assessment of multiple stressors in honeybees. By gathering data and developing a methodology and tools, this project will enable a better understanding of the way multiple stressors may affect honeybee health and lead to colony weakening and losses. Ultimately, this will lead to remediation solutions by re-enforcing the risk management of those stressors. In 2025, EFSA published a report on the operationalisation of the EU Pollinator Hub, and released (in partnership with Aarhus University), the third version of the agent-based honeybee colony model for the risk assessment of pesticides, the ApisRAM.03.

EFSA continued participating in large scale EU partnerships, like the European Partnership on Animal Health and Welfare (which started in 2024), and the Partnership for the Assessment of Risks from Chemicals (PARC), highlighting EFSA’s focus on impactful external research projects.

Finally, in 2025 EFSA staff contributed to 72 research projects run by other bodies, such as the European Partnerships.

**TABLE 11. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.4 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 2.1.4: Preparedness for future regulatory and policy needs is ensured</b>					
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>	
Dimension: Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	100% (2021)	85%	80%	

<sup>25</sup> EU One Health Task Force: a joint initiative of five agencies of the European Union that have a technical and scientific mandate in the areas of environmental sustainability, public health and food safety. Members include European Centre for Disease Prevention and Control (ECDC), European Medicines Agency (EMA), European Food Safety Authority (EFSA), European Environment Agency (EEA) and European Chemicals Agency (ECHA) with the contribution of the European Commission/DG SANTE as observer

<sup>26</sup> Quadripartite: The Regional One Health Coordination Mechanism for Europe facilitates cooperation between the regional offices of Food and Agriculture Organization of the United Nations (FAO), United Nations Environment Programme (UNEP), World Organisation for Animal Health (WOAH) and World Health Organization (WHO) for the WHO European Region to address risks at the human-animal-ecosystem interface and mainstream the One Health approach.



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

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

With the sponsorship of the Advisory Group on Data (AgoD) EFSA conducted a “Member States’ Data Flow Mapping exercise” to better understand how data is collected and managed at Member State level. In October, EFSA published the individual country reports along with an EU level Summary Report<sup>27</sup>. Each country report applies EFSA’s data flow mapping methodology to analyse national data flows for each EFSA data collection. These reports identify where challenges exist and propose potential solutions, highlight specific “pain points” in national data flows and suggest improvements. All this information feeds into the European Summary Report, which provides a consolidated analysis of data flow mapping and related findings across the Member States.

Regarding the progresses in making available the data EFSA manages in the regulated products lifecycle in consistent, structured, computer-readable formats rather than PDFs, narrative documents, or inconsistent tables, EFSA is slightly behind the targets set at the beginning of this strategic cycle (41%, vs a target of 45%), also affected by the agreed postponement of the Data Outreach project, which was on hold for the entire 2025 and by focusing efforts on further aligning and structuring application dossier templates according to the IUCLID format, while actively contributing to the enhancement and refinement of the OECD Harmonised Templates. This work is particularly important in light of the entry into force of the Chemicals Strategy for Sustainability, which establishes the use of IUCLID for additional food and feed regulatory domains.

In general, the development activities referring to this EOR were in line with the plan. Most notably, EFSA finalised the activities related to the definition of the governance for Agile product management: after the successful pilot run in 2025 concerning the management of some modules of Customer Relationship Management (CRM) system, EFSA is moving towards a more agile development of additional IT tools, putting the stakeholder satisfaction at the center and aiming to increase the pace with which improvements are implemented in IT tools.

Good progress was also achieved by an activity (*CORSA* project) aimed at streamlining access to dossier data across the whole application process, thus supporting the collaborative opinion preparation between EFSA staff and scientific experts. Once the project is completed EFSA expects to enhance its data quality through better interoperability and usability.

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<sup>27</sup> [Data Flow Mapping Methodology European Summary Report - Kollaros - 2025 - EFSA Supporting Publications - Wiley Online Library](#) , [Country Report of Austria for Chemical Contaminants Occurrence business data collection - Kollaros - 2025 - EFSA Supporting Publications - Wiley Online Library](#)



**TABLE 12. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.5 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 2.1.5: Wider access to and broader exploitation of data and analytics is achieved</b>					
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>	
Dimension : Quality	<b>DATA ACCESSIBILITY</b>				
	Availability of structured data formats in Regulated products domains	41% (2021)	45%	41%	
Dimension : Efficiency	<b>DELIVERED VOLUMES</b>				
	Number of project deliverables finalised	71% (2021)	85%	100%	

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## PART II MANAGEMENT

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

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

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

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

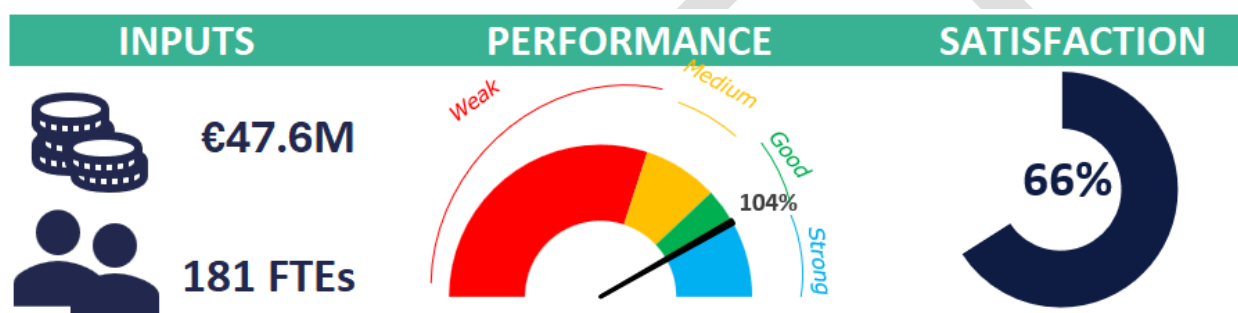


FIGURE 17. OVERALL PERFORMANCE IN STRATEGIC OBJECTIVE 3

Results coming from the 2025 edition of EFSA’s Annual Strategy Survey showed a decline in satisfaction compared to previous years. Overall, this was also impacted by a different question-mix employed in the 2025 survey compared to the previous editions, when three different dimensions (Governance, Coherence, and Organisational Efficiencies) were investigated, versus only one dimension in 2025 (Governance).

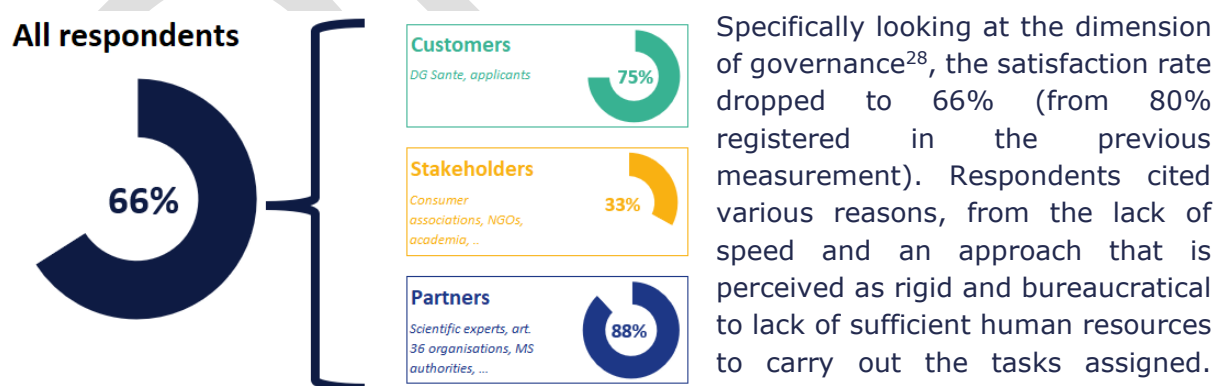


FIGURE 18. EFSA’S ANNUAL STRATEGY SURVEY

of appeal, to be invoked in instances where the outcomes of EFSA’s risk assessment are deemed unsatisfactory.

Specifically looking at the dimension of governance<sup>28</sup>, the satisfaction rate dropped to 66% (from 80% registered in the previous measurement). Respondents cited various reasons, from the lack of speed and an approach that is perceived as rigid and bureaucratic to lack of sufficient human resources to carry out the tasks assigned. Among the suggestions provided by respondents was the recommendation to establish a board

<sup>28</sup> Surveyed with the question “The suitability of EFSA’s governance and working practices for reaching its objectives”.



Looking at the satisfaction rate expressed by the three different subgroups of respondents, *stakeholders*<sup>29</sup> are the ones registering the biggest drop in satisfaction, from 75% to 33%. To note that most of the replies given by this group of respondents evaluated EFSA’s governance as “acceptable<sup>30</sup>”, and only 11% gave negative replies. The other two subgroups, customers (from 74% to 75%) and partners (from 92% to 88%), instead, saw more stable satisfaction rates survey-on-survey.

However, EFSA is also using feedback coming from external ISO certifications to gather insights into its governance, procedures, and way of working. In that regard, positive results came from the external ISO certifications conducted in 2025.

Concerning EFSA’s progress in its strategy implementation, work continued in 2025 guided by the updated Strategy implementation plan, defined in the mid-term Strategy review in 2024, reaching cumulatively 76% of the capabilities envisaged either embedded in business-as-usual activities or in progress to do so.

**TABLE 13. SO3 – EXPECTED OUTCOME 3.1 – KEY PERFORMANCE INDICATORS**

<b>E.O 3.1: Improved reputation of EFSA as an accountable institution and an attractive employer.</b>				
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>
Dimension: Reputation <sup>31</sup>				
Customers/Partners/Stakeholders’ satisfaction on GOVERNANCE	70% (2019-2020)	80%	66%	
Dimension: Relevance				
Strategy implementation plan achieved	N/A	75%	76%	

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

In 2025, EFSA also ran its annual Staff Engagement Survey. EFSA used the comprehensive version of the survey, last used in 2023, rather than the streamlined version used in 2024.

The **Staff Engagement Index** was at 89%, higher than the target of 80% and the 2024 result of 82%, but in line with the 2023 result of 88%. This index aggregates a selected set of critical drivers for monitoring individual engagement levels. Among the areas of strength, EFSA registered a high level of commitment from its staff, driven by a widespread appreciation for the content of their work. Also, the **working environment** ranked very high, due to several aspects such as the presence of supportive working relations, a good work/life balance supported by hybrid working arrangements, and its respectful and inclusive atmosphere. By contrast, and consistent with 2023 findings, participants highlighted IT tools and technology among the areas that could benefit from improvements to further boost efficiency (via AI integration, training, and new tools). This is in line with EFSA’s planned investment in the coming years, with greater emphasis on efficiency and innovation.

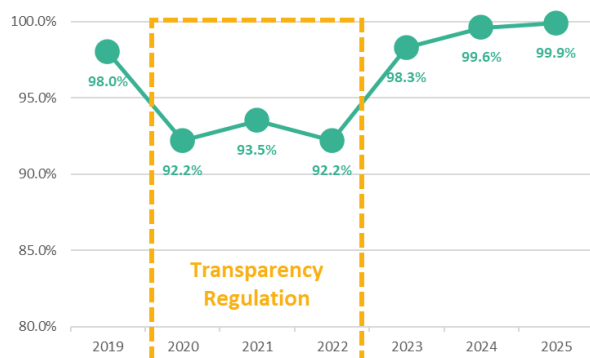
<sup>29</sup> The “stakeholders” sub-group is composed by the following types of respondents: Consumer organisations; NGOs and Advocacy groups; Business and food industry; Practitioners associations; Academia; Farmers and primary producers

<sup>30</sup> Middle point of a 7-point Likert scale, ranging from “Extremely poor” to “Extremely good”

<sup>31</sup> Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards



The metric on **Leadership and Management index**, at 63% of overall satisfaction, decreased compared to 2024 (68%), registering a result in line with 2023 results (also 63%) and not reaching the target of 75%.



**FIGURE 19 - OCCUPANCY RATE 2019-2025**

and its impact on the establishment plan between 2020 and 2022, EFSA anticipates maintaining these occupancy rates in the coming years, ensuring a high availability of human resources for operational requirements, in alignment with pre-Transparency Regulation levels.

Concerning occupancy rate, EFSA maximised the human resources at its disposal, posting an average result of 99.9% in 2025. This figure exceeded the target of 95% and the already positive results achieved in 2024 (99.6%) and 2023 (98.3%). This is the result of an enhanced process for reallocating empty posts, coupled with timely recruitment efforts and the presence of reserve lists coming from previous calls. Following the conclusion of the Transparency Regulation

In the area of **Talent management**, EFSA updated its Buy-Build-Borrow (BBB) sourcing strategy with insights from the Competency Foresight workshops organised during the year. The 2025 Learning Plan was fully delivered, together with advanced leadership and AI literacy development programmes. The Personal Leadership Programme (PLP<sup>3</sup>) was also redesigned to place greater emphasis on innovation, collaboration, and agile ways of working, reinforcing EFSA’s ambition to build forward-looking leadership capabilities (see Annex IV).

EFSA notably focused on its **Internal communication** activities (all staff meetings, timely dissemination of news, internal media campaigns) to maintain organisational alignment.

Structured collaboration with the Editorial Team and feedback exchange with the Internal Communication Ambassadors Network (iCAN) strengthened internal engagement and enabled improvements to formats and editorial choices.

**TABLE 14. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.1 – KEY PERFORMANCE INDICATORS**

E.O.R 3.1.1: Staff engagement is inspired by EFSA’s value system					
KPI	Baseline	Target 2025	Execution 2025	Status	
STAFF ENGAGEMENT					
Dimension: Quality	Staff engagement index	79% (2019)	80%	89%	
ATTRACTION AND RETENTION OF REQUIRED COMPETENCES					
Dimension: Quality	Average occupancy rate	92.2% (2020)	95%	100%	
Dimension: Quality	Leadership and management index	77% (2020)	75%	63%	



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

A positive performance was registered in enabling services, which aims at making EFSA more efficient by investing in technological infrastructure, methods for digital collaboration, and initiatives to lean processes and make services more fit for purpose for users. The internal user satisfaction rate, as measured by Service Desk feedback for the assessed processes, achieved a score of 98%. This result exceeded both the target threshold of 80% and the 2024 outcome of 95%. Business services owners recorded an 88% favourable satisfaction score, surpassing the target of 80% and improving upon the 2024 score (74%).

EFSA measures its digital maturity via the **digitalisation index**<sup>32</sup>. In 2025, the index<sup>33</sup> performed better than the target set. Five out of the six dimensions investigated, registered improvements year-on-year (the 6<sup>th</sup> dimension, integration, remain stable at 40%). These improvements are exemplified by a series of actions and initiatives, such as the continuous enhancements of IT tools, the progressive introduction of the Agile methodology, and the increased usage of Business Analytics systems and dashboards. Progress was also made in the use of AI, with a series of training initiatives and pilots launched to improve productivity. EFSA will review the findings of the assessment to agree on specific actions to step up the maturity level in the coming years, in line with the multiannual targets set (72% by 2027).

**TABLE 15. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.2 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 3.1.2: User satisfaction and efficiency of enabling services is enhanced</b>				
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>
<b>USER SATISFACTION</b>				
Dimension: Quality	User satisfaction on enabling services	80% (2020)	98%	
	<b>DIGITAL MATURITY</b>			
	Digitalisation Index	28% (2021)	53%	

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

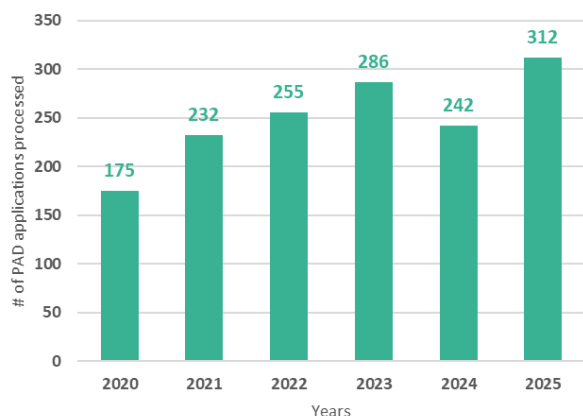
After the endorsement of the independence sub-group recommendations on the revision of **EFSA’s Independence Policy** by EFSA’s Management Board in December 2023, the new policy was adopted in July 2024. The updated EFSA Policy on Independence entered into force in March 2025, upon the adoption of the updated Decision of the EFSA Executive Director on competing interests’ management. This new set of rules further strengthens the way in which the Authority manages the interests of its scientific experts and all professionals with whom it works. The updated regulatory framework builds on EFSA’s experience of managing interests over the last 20 years, further sharpening EFSA’s commitment to ensure the independence of all people involved in its activities.

<sup>32</sup> The Digitalisation Index used is an adaptation of the Digital Economy and Society Index (DESI) e-government, public services thematic chapters (<https://digital-strategy.ec.europa.eu/en/policies/desi>).

<sup>33</sup> The six dimensions monitored by the index are: Automation; Integration; Visualisation, Availability; Administrative Efficiency; Interactivity



Specifically for **litigation and pre-litigation**, EFSA handled 128 instances in 2025 (with a distinct increase over 2024), which included complaints, court cases, European Ombudsman (EO) inquiries and confirmatory applications. However, several of these concerned interventions to support the European Commission in pending litigation as well as instances not falling under EFSA's remit.



**FIGURE 20 - NUMBER OF PAD APPLICATIONS PROCESSED (2020-2025)**

In 2025, EFSA demonstrated its commitment to reactive transparency by ensuring the effect of the right of **public access to documents (PAD)**<sup>34</sup>. In 2025, EFSA processed a total of 312 applications for access to documents (the highest number of PAD applications in the last ten years). Nine confirmatory applications, challenging EFSA's initial decision on accessibility, were registered in 2025. The primary reason for protection when documents are not fully disclosed is the safeguarding of personal data under Article 4(1)(b) of the PAD Regulation. The secondary reason is the protection of

commercial interests, including intellectual property, as per Article 4(2) first indent of the PAD Regulation. The PAD process was also improved in 2025, by completing the simplification of the MSs consultation/notifications and a consolidation of the workflow for the processing.

In the area of **Logistics services** and **Risk Assessment Logistics services**, EFSA through the HOME Project progressed to the first release of meeting and event organisation tool (MEET) and application of revised process foreseen in Feb 2026. This new approach on meetings organisation is supported by a simplified budget structure, a simplified and harmonised expert compensation guide and reimbursement scheme, implemented as of Jan2026.

Finally, in the area of **Site & Facility services**, the refurbishment of the building tower floor offices, ground floor spaces, and external premises, to facilitate hybrid working modalities and enhance staff wellbeing, has been successfully completed as planned.

### EOR 3.1.3 – OPERATIONAL PERFORMANCE IS ENSURED

EFSA's operational performance in 2025 was underpinned by a fully integrated management approach that aligns quality, performance, assurance, health and safety, environment, business continuity and information security within a single, coherent Integrated Management System (IMS). This system-wide model reinforces transparency, accountability and continuous improvement across all EFSA processes, supported by the ongoing evolution of EFSA's Process Architecture and strengthened governance mechanisms.

### Quality, Performance and Continuous Improvement

In 2025, EFSA successfully achieved ISO 9001:2015 re-certification, demonstrating its sustained commitment to high-quality services, customer satisfaction and operational

<sup>34</sup> in the context of the implementation of Regulation (EC) No 1049/2001 on public access to documents



excellence. Progress continued on the integration of management systems, with enhancements to EFSA's Process Architecture, a more streamlined decision-making framework, and further harmonisation of the Hierarchy of Documents and related process documentation.

A major milestone was the full roll-out of the IMS tool, providing a centralised platform for reporting, monitoring and managing non-compliances, performance deviations and improvement opportunities. This tool improves visibility, supports consistent follow-up actions, and strengthens EFSA's evidence base for performance monitoring.

The final year of the three-year Internal Quality Audit Plan also concluded successfully, covering more than 90% of EFSA's processes, to verify conformity with the ISO 9001 quality management standard. Stakeholder and customer feedback continued to inform improvements, with the Strategy Feedback Survey, bilateral exchanges, and targeted analytical exercises offering valuable insights into quality and usability of outputs. Stakeholder and customer feedback continued to inform improvements, with the Strategy Feedback Survey, bilateral exchanges, and targeted analytical exercises offering valuable insights into quality and usability of outputs. Process performance reached 91% in 2025, an improvement over 87% in 2024 and in line with EFSA's targets. Performance deviations were more evenly distributed across processes compared to the previous year, signalling a more balanced and resilient system. Continuous improvement efforts progressed through Product Management practices, Process Improvement Initiatives (PIIs) and 20 Kaizen actions, which delivered measurable benefits across administrative, scientific and technical areas. These improvements supported simplified workflows, reduced duplication, and more consistent process execution. Ongoing digitalisation and automation continued to generate measurable efficiency gains, with cumulative benefits of approximately 9 FTEs since 2023. EFSA will continue leveraging digital tools, including AI, and outsourcing where appropriate to enhance efficiency and organisational agility.

**Health, Safety, and Environment (HSE)** HSE remains a central pillar of EFSA's Integrated Management System, supported by a risk-based approach that embeds health, safety and environmental considerations across the organisation. EFSA's ISO 45001-certified Health and Safety Management System ensures the continuous identification, monitoring and mitigation of occupational risks, supported by structured assessments, drills, preventive maintenance and targeted training programmes throughout the year. Environmental performance is managed within the ISO 14001 and EMAS-certified Environmental Management System. In 2025, EFSA continued to reduce its environmental footprint by expanding energy monitoring, reducing travel-related impacts, strengthening sustainable procurement criteria, and updating the carbon footprint assessment. Regular monitoring of consumption indicators and emissions supports transparent and data driven environmental management.

### **Converged Security (Business Continuity and Information Security)**

In 2025, EFSA strengthened its Converged Security framework, which integrates Information Security and Business Continuity into a single organisational process. Continued progress was supported by having an active role and participation to the various established governance bodies, providing a unified oversight of security-related activities and reinforcing cross-organisational preparedness and the effectiveness of EFSA's security management.

As part of this integrated framework, EFSA also maintained its ISO 22301 certification and further enhanced its business continuity capability. The annual Business Impact Analysis



refined the understanding of critical risks, such as staff availability and supply-chain dependencies, with 49 risks consolidated within the IMS tool. Disaster recovery testing was expanded to address a broader range of potential disruption scenarios, enhancing organisational resilience

Information security activities, also embedded within the Converged Security process, supported EFSA’s continued compliance with ISO/IEC 27001 and maintained its certification against this standard. Improvements to authentication mechanisms, additional infrastructure safeguards and targeted security exercises reinforced EFSA’s protection of information assets. These efforts contributed to maintaining the confidentiality, integrity and availability of EFSA’s information, while preventing any successful cyberattacks during the year.

**BUDGET AND FINANCIAL MANAGEMENT**

EFSA’s budget management has shown improvement compared to previous years, particularly in non-differentiated payment execution and carry forward cancellation, which is one of the focus areas of EFSA management. EFSA’s 2025 budget was subject to two budget amendments. Moreover, EFSA’s financial indexes on the execution of commitment and differentiated credits closed the year with excellent performances, fully meeting the targets of 100% execution. The payment execution of non-differentiated credits was at 92%, better than the target of 90% and the 2024 and 2023 performance (both 89%). Further details are available in Annex II.

**TABLE 16. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.3 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 3.1.3: Operational performance is ensured</b>					
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>	
Dimension : Quality	<b>COMPLIANCE WITH AUDITING BODIES</b>				
	Efficacy of Assurance mechanisms	96.7% (2020-2021)	95%	99%	
	<b>PROCESS PERFORMANCE</b>				
	Process status health	85.8% (2021)	90%	91%	
Dimension : Efficiency	<b>MANAGEMENT OF RESOURCES</b>				
	Budget execution	95.7% (2020)	97%	101%	
	<b>EFFICIENCY GAINS</b>				
	Efficiency gains achieved	N/A	9 FTEs	9 FTEs	

**EOR 3.1.4 – ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED**

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

**Institutional relations and EU Agencies Network activities**

EFSA engaged in continuous advocacy and interaction efforts to advance its strategic goals, as shown by the dedicated metric. In 2025, EFSA saw the high-profile visits of EU Commissioner for Health and Animal Welfare, a delegation of DG ENVI, the Italian Ministry



of Health, DG SANTE's Director for the Directorate Food Safety, Sustainability and Innovation, and FAO Director of the Animal Production and Health Division. Alongside these visits, EFSA continued keeping a close relationship with its sister agencies, also in connection with the cross-agency One Health Task Force.

EFSA also took part to four National Awareness Events on “*EFSA’s role and its contribution to the integration of IPA countries into the EU food safety system*” in Montenegro, Bosnia and Herzegovina, Türkiye, and North Macedonia, which all took place in the first half of the year.

Finally, the appointment of EFSA’s new Executive Director in September 2025 also coincided with visits in Austria, Denmark, and Malta (for the launch of the Malta Food Safety and Security Authority) in the last quarter of 2025.

EFSA also continued playing an active role in the EU Agencies Network, focusing on shared services and foresight.

**TABLE 17. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.4 – KEY PERFORMANCE INDICATORS**

<b>E.O.R 3.1.4: Alignment with EU strategies and policies is ensured</b>					
<b>KPI</b>	<b>Baseline</b>	<b>Target 2025</b>	<b>Execution 2025</b>	<b>Status</b>	
Dimension: Quality	ADVOCACY AND INSTITUTIONAL ENGAGEMENT				
	Advocacy and engagement activities with EU governing bodies	N/A	50%	50%	

## PART II(B). RESULTS OF THE INTERNAL CONTROL SYSTEMS

### 1. INTERNAL CONTROL

EFSA has specific controls in place that are part of its Internal Control Framework aiming to provide reasonable assurance regarding value for money of its operations, reliability of reporting, safeguarding information, preventing fraud, and mitigating risks relating to legality and regularity.

#### 1.1 CONTROL ACTIVITIES

**TABLE 18. CONTROL RESULTS 2025**

Area	Scope	Frequency	Monitoring Criteria	Control results
<b>Budget</b>	Budget Execution	Monthly	Legality and Regularity	Monitoring of commitment and payment actuals against the monthly cumulative plan
	Budget Execution	Quarterly	Legality and Regularity	Review and revise of the budget execution forecast, risks identified and mitigated
<b>Planning</b>	Process charters review	Yearly	Quality and Performance	Process documentation up-to-date for all EPA processes
<b>Projects</b>	Ex-ante Project controls	Continuous	Legality and Regularity	10 projects reviewed
<b>Process &amp; Procedures</b>	Hierarchy and repository – EFSA administrative guidance documents review	Yearly	Quality and Performance	Documents in Repository 94 % up-to date.
	Internal ISO preparatory audits	Yearly	Quality and Performance	32 processes/products reviewed against ISO requirements
<b>Finance</b>	Procurement Procedures	Continuous	Legality & Regularity	9 Procurement procedures and resulting contracts legal and regular
	Scientific meetings	Yearly	Legality and Regularity	Outcome of the ex-post financial verification mass payments within monitoring criteria (<1% paid)
	Delegation and sub-delegation of powers of budget implementation	Yearly	Legality & Regularity	ABAC Access Rights in line with Financial Delegations
<b>Human resources</b>	Outside activities	Ex-ante Continuous Ex-post Yearly	Legality & Regularity	No cases of unauthorised outside activities. No breaches of the annual remuneration ceiling
<b>Independence</b>	Competing Interest Compliance and Veracity checks	Twice pro year	Legality & Regularity	No cases leading to a conflict of interest.
<b>Information</b>	Access Rights management Document Management System	Yearly	Security	No cases of unauthorized access. No cases of incorrect permissions.

## 1.2 EVALUATIONS

### **EFSA's Anti-Fraud Strategy (AFS)**

EFSA's Anti-Fraud Strategy (AFS) adopted by EFSA's Management Board in 2021 required a review following a mid-term evaluation to be started by end of 2024. The mid-term evaluation was conducted from the second half of 2024 to March 2025 with the support of an external contractor. The evaluation report assessed EFSA's performance by verifying its compliance with OLAF's 2024 guidelines, the European Medicines Agency and the European Chemicals Agency's respective Anti-Fraud Strategies, while taking into account the lessons learnt in the context of the implementation of the action plan for years 2022 to 2024.

The report confirmed the validity of EFSA's AFS, and it identified opportunities for improvement to expand its scope, taking specifically into account the proportionality principle, enhancing transparency of resource allocation for combating fraud, inclusion of red flags, key risk indicators and target values to its action plan.

The evaluation report provided the blueprint for the revised Anti-Fraud Strategy, which was adopted by EFSA's Management Board in December 2025.

## 1.3 EXCEPTION REPORTING

EFSA has implemented a process for the registration and approval of exceptions to rules and regulations, including the analysis of the root cause, the assessment of the risks and the definition of mitigating actions. In 2025, EFSA recorded 89 deviations, 17 exceptions approved ex-ante and 72 non-compliances noted ex-post. The exceptions mainly relate to the meetings organisation for the scientific risk assessment and the republication of scientific outputs. There were also 71 scientific outputs<sup>35</sup> not meeting legal deadlines. The financial value of these exceptions is within materiality criteria, totalling EUR 38,655.

## 1.4 COST AND BENEFITS OF CONTROLS

EFSA's controls aim to optimise the balance between the benefits of the controls, in terms of the legality and regularity of the underlying transactions, and their effectiveness and efficiency, taking into account the risks involved. The benefits of its controls have been demonstrated through:

- The ECA issuing an unqualified opinion on the reliability of the accounts and an unqualified opinion on the legality and regularity of the underlying transactions.
- The few observations reported by the IAS in recent years and the adequate action EFSA has taken in addressing these observations, thereby reducing the risks.
- The EFSA timely payment of its suppliers.
- The EFSA very high budget execution in recent years.

The estimated cost of controls for EFSA in 2025 are outlined in Table 19 below.

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<sup>35</sup> Concerned Scientific areas are: Feed additives (30), Enzymes (2), Novel Foods (2), GMO (8), and Pesticides (29).

**TABLE 19. ESTIMATED COSTS OF CONTROLS 2025**

Type of cost	Funds managed (€)	Estimated costs of controls (€) <sup>36</sup>	Ratio (%)
<b>Salaries and allowances<sup>37</sup></b>	60,963,998	210,000	0,34
<b>Meetings and travel<sup>38</sup></b>	11,524,002	90,000	0,78
<b>Procurements<sup>39</sup></b>	71,202,349	1,120,045	1,57
<b>Grants<sup>40</sup></b>	20,339,827	319,955	1,57
<b>TOTAL</b>	<b>164,030,176</b>	<b>1,740,000</b>	<b>1,06</b>

## 2. ASSESSMENT OF AUDIT AND EVALUATION RESULTS AND FOLLOW-UP ON RECOMMENDATIONS DURING THE REPORTING YEAR

### 2.1 INTERNAL AUDIT SERVICE (IAS)

The work of the Internal Audit Service (IAS) in EFSA is based on a Strategic Internal Audit plan that originates from an in-depth risk assessment. The purpose of this exercise is to review all administrative, financial, operational and IT processes to constitute risk-based plans and determine the priorities of the internal audit activity. This analysis serves as the basis for preparing the IAS Strategic Internal Audit Plan 2026-2028 for EFSA, whereby the IAS presents the key risks identified and proposes topics for future IAS audits. The shortlist of prospective audit topics to support the planning of the IAS audits during the three years is the following:

- IT governance
- Outsourcing of scientific activities
- Human Resources planning, allocation and recruitment

In October 2025, the IAS issued the audit report on the evaluation of regulated products in the areas of feed, nutrition and GMO for new approvals and renewals in EFSA. The IAS concluded that, although the process for the evaluation of regulated products in the areas of feed, nutrition and GMO for new approvals and renewals is overall designed and effective, there is one weakness that affects an efficient and timely completion of scientific opinions. In this context, the IAS issued one very important audit recommendation on the manual processes and controls impacting data quality and delivery times of risk assessments. EFSA prepared an action plan that was accepted by the IAS.

### 2.2 EUROPEAN COURT OF AUDITORS (ECA)

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

<sup>36</sup> The estimated costs of control include estimated salary costs (EUR 100,000/FTE) of staff involved in the relevant control system. These staff include those working in Finance and Accounting (procurement and contract management), staff managing salaries in HuCap, planning and monitoring activities in GPS, declaration of interest activities in LA and access right management in CORSER. As a proxy 30% of the resources allocated to these activities are considered here.

<sup>37</sup> Includes salaries and allowance of EFSA staff, trainees and seconded national experts and special assistance grants for staff

<sup>38</sup> Includes cost of experts' indemnities, travel, daily and accommodation allowances, staff missions and other services linked to organisation of meetings

<sup>39</sup> Includes all procured products, services and energy supplies

<sup>40</sup> Amount of grants committed under Article 36 of EFSA Founding Regulation

The European Court of Auditors conducted its annual financial and regulatory audit of the Authority's 2024 accounts and adopted its report on 30 October 2025. In the report, the ECA expressed the following audit opinions:

#### OPINION ON THE RELIABILITY OF THE ACCOUNTS

In the Court's opinion, the accounts of the Authority for the year ended 31 December 2024 present fairly, in all material respects, the financial position of the Authority at 31 December 2024, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted standards for the public sector.

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

In the Court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2024 are legal and regular in all material respects.

The European Court of Auditors did not issue any audit observations for EFSA and did not report any outstanding audit recommendations from previous years. At the time of preparing this report, EFSA had not received an opinion on the EFSA 2025 annual accounts.

### 2.3 EXTERNAL ISO CERTIFICATIONS

In 2025, all ISO certifications covering Quality Management (ISO 9001:2015), Business Continuity (ISO 22301:2019), Information Security (ISO 27001:2022), Health & Safety (ISO 45001:2028), Environmental (ISO14001:2015) and EMAS were confirmed for EFSA with no major non-conformities reported.

### 2.4 EFSA'S EXTERNAL EVALUATION

The 4<sup>th</sup> EFSA External Evaluation managed by DG SANTE continued in 2025 with the implementation of the evaluation study, which was outsourced to an external contractor. Throughout 2025, EFSA contributed to the external evaluation by providing relevant data, documentation, and clarifications needed for the assessment. The EFSA 4<sup>th</sup> External Evaluation will be finalised in 2026.

### 2.5 FOLLOW-UP OF RECOMMENDATIONS AND ACTION PLANS FOR AUDITS

There were no European Court of Auditors (ECA) audit recommendations to be addressed.

During the reporting year the IAS performed follow-up audits on the implementation of the action plans for the audit recommendations with status "ready for review" from the audit on the assessment and adoption of scientific outputs in the food ingredients and packaging domain. The follow-up audits concluded that all reviewed audit recommendations had been adequately and effectively implemented by EFSA. There were no IAS critical or very important audit recommendations from previous years outstanding at year-end.

### 2.6 FOLLOW UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

On 7 May 2025, the European Parliament granted EFSA discharge for the implementation of its 2023 budget, marking the final approval of the budget execution and the closure of the 2023

accounts. For the first time, the Parliament issued a single report with cross-cutting observations accompanying the discharge decisions for all EU Agencies. As a result, several observations and recommendations in the final Resolution applied to EFSA, requiring the Authority to provide follow-up responses to the budgetary authorities, notably on gender balance, geographical diversity, and organisational attractiveness.

**TABLE 20. SUMMARY TABLE ON STATUS OBSERVATIONS FROM THE DISCHARGE AUTHORITY**

	DISCHARGE OBSERVATION	STATUS
<b>Gender balance and geographical diversity</b>	1. Highlights that geographical balance is still a challenge for several agencies for which considerable percentages of their overall staff are nationals of the Member State where the agencies are located;	Ongoing
	2. Recognises the progress made within the agencies towards gender balance among their staff; calls for intensified efforts to ensure gender balance at the senior management level and to integrate gender equality systematically into all agency policies, procedures and activities; Notes that gender distribution has improved in 2023 compared to 2022 at the level of senior and middle management and amongst the management board members; notes that the gender balance reported for staff overall did not change; encourages ACER, BEREK Office, Cedefop, ECDC, ECHA, <b>EFSA</b> , EIOPA, EMCDDA, EMSA, ENISA, ERA, eu-LISA, ELA, Europol, EUAA, EUSPA and Frontex to support women in applying for management positions; calls on the agencies to keep taking these aspects into consideration with regard to all future recruitment of staff and to work towards the further improvement of gender balance at senior management level;  Calls on Agencies to set clear targets and timetables to achieve gender balance and <i>geographical diversity</i> in senior management and decision-making bodies, and to systematically report on progress;	Ongoing
<b>Attractiveness</b>	3. Acknowledges that <i>attracting talent</i> and ensuring a geographically diverse work force are linked to agencies' individual specificities (e.g. location, infrastructure, schooling, policy area), as well as to external limiting factors (e.g. competition with the private sector, job uncertainty due to short term contracts, low correction coefficients);... Recalls that the agencies located in countries with relatively <i>low correction coefficient</i> are facing continuous challenges in attracting skilled and geographically diverse staff; calls on the Commission to analyse together with the respective Member State this matter and consider the use of economic incentives to help mitigate the problem; recalls, moreover, that the correction coefficient puts the general principle of equal treatment into practice	Ongoing

**2.7 FOLLOW-UP OF RECOMMENDATIONS ISSUED FOLLOWING INVESTIGATIONS BY THE EUROPEAN ANTI-FRAUD OFFICE (OLAF)**

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

### 3. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

#### 1. INTERNAL CONTROL MONITORING CRITERIA

The EFSA Internal Control Framework, based on the equivalent standards laid down by the European Commission and international best practice, was adopted by EFSA's Management Board in December 2017. The Internal Control Framework consists of five internal control components and 17 principles.

EFSA has assessed the effectiveness of the internal control system for the reporting year by assessing the internal control monitoring criteria and by evaluating the findings identified by EFSA itself or reported by the Internal Audit Service and the European Court of Auditors. EFSA has concluded that its internal control system is effective, and the components and principles are present and functioning well overall. However, some improvements are needed as deficiencies were identified in relation to the speed and efficiency of risk assessment in EFSA.

**TABLE 21. INTERNAL CONTROL MONITORING CRITERIA IN 2025**

Internal Control Principle	Monitoring Criteria	Baseline 2021	Target 2025	Actual 2025	Target 2026
<b>1. Control Environment</b>					
1. EFSA demonstrates a commitment to integrity and ethical values.	Overall staff satisfaction in the following area: Staff engagement survey questions related to management leading by example.	59% (2019)	≥68%	63%	≥68%
	% of EFSA staff participating in mandatory training on ethics and integrity.	100%	≥96%	96%	≥96%
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.	(Y/N) European Court of Auditors clean audit opinions on reliability of accounts and legality & regularity of transactions.	Yes	Yes	Yes	Yes
	Number of new audit observations reported by the European Court of Auditors (ECA) and the Internal Audit Services (IAS) during reporting year.	2	< 5	1	< 5
	(Y/N) EFSA's MB formally endorses the main planning and reporting documents (SPD, AAR).	Yes	Yes	Yes	Yes
	(Y/N) Regular reporting to the MB on the IMS findings and activities (including audit outcomes).	Yes	Yes	Yes	Yes
	(Y/N) Discharge granted by the European Parliament.	Yes	Yes	Yes	Yes
3. Management establishes, with oversight, structures, reporting lines and	(Y/N) EFSA has defined and implemented its Accountability Policy.	Yes	Yes	Yes	Yes

Internal Control Principle	Monitoring Criteria	Baseline 2021	Target 2025	Actual 2025	Target 2026
appropriate authorities and responsibilities in the pursuit of objectives.	(Y/N) EFSA has defined and implemented its Decision-Making Framework.	Yes	Yes	Yes	Yes
4. EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives.	Overall staff satisfaction in the following area: Staff engagement survey questions related to discussions on career development (e.g., career aspirations, learning needs, involvement in projects, etc.).	68% (2019)	≥72%	73%	≥78%
	Occupancy rate on 31/12.	93.50%	97%	99.5%	97%
5. EFSA holds individuals accountable for their internal control responsibilities in the pursuit of objectives.	Overall staff satisfaction in the following area: Staff engagement survey questions related to accountability at work.	55% (2019)	≥88%	91%	≥89%
	(Y/N) Individual job profiles/objectives are clearly defined, in job profiles and objectives and are discussed performance dialogue.	Yes	Yes	Yes	Yes
<b>2. Risk Assessment</b>					
6. EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.	% of KPIs and Process metrics measured over total applicable for the EFSA Performance Framework.	-	≥96%	92%	≥91%
	(Y/N) EFSA reports on risks related to the achievement of objectives at process, project and corporate level (as evidenced in the process and project charters, in the SPD, and CAAR, and in the quarterly reporting at workplan and performance reports level).	Yes	Yes	Yes	Yes
7. EFSA identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.	(Y/N) Risk management is embedded in the process management methodology and is integrated in both the corporate level analysis and in EFSA's annual planning cycle.	Yes	Yes	Yes	Yes
8. EFSA considers the potential for fraud in assessing risks to the achievement of objectives.	(Y/N) EFSA has an up-to-date anti-fraud strategy in accordance with the European Anti-Fraud Office (OLAF) methodology and guidance.	Yes	Yes	Yes	Yes
9. EFSA identifies and assesses changes that could significantly impact the internal control system.	(Y/N) EFSA processes are reviewed at least once/year, and validated by the relevant actors, as part of the planning cycle.	Yes	Yes	Yes	Yes
	(Y/N) EFSA performs an annual review of the changing external and internal context and assesses their implications on its internal control system.	Yes	Yes	Yes	Yes

Internal Control Principle	Monitoring Criteria	Baseline 2021	Target 2025	Actual 2025	Target 2026
<b>3. Control Activities</b>					
10. EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.	(Y/N) EFSA updates its control activities annually in line with the evolution of its risk map.	Yes	Yes	Yes	Yes
	(Y/N) EFSA has defined and implements a performance framework at the level of strategy and operations.	Yes	Yes	Yes	Yes
	(Y/N) Evaluations 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
11. EFSA selects and develops general control activities over technology to support the achievement of objectives.	Financial circuits   Number of findings from ABAC Access Rights checks not in line with Financial Delegations.	0	0	0	0
	(Y/N) Control activities over technology are in place (IT plan).	Yes	Yes	Yes	Yes
	(Y/N) Targeted governance is in place for overseeing the performance of technology - Accountability Councils and development technology Preparedness.	Yes	Yes	Yes	Yes
	(Y/N) Indicators are in place to measure the satisfaction on technology.	Yes	Yes	Yes	Yes
12. EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.	Exception reporting   Number of non-compliances/ exceptions/financial impact.	<120 / <90 / <150K	< 120 / <90 / <150K	72 / 17 / EUR 38,655	<120 / <90 / <150K
<b>4. Information And Communication</b>					
13. EFSA obtains or generates and uses relevant quality information to support the functioning of internal control.	(Y/N) EFSA adopted and implemented the Information Management Policy defining its approach to information management and security.	Yes	Yes	Yes	Yes
	Number of non-conformities reported by the external ISO certification bodies against EFSA various ISO certifications.	5	<8	1	<8
	(Y/N) EFSA has defined a Hierarchy of documents which is reviewed annually.	Yes	Yes	Yes	Yes

Internal Control Principle	Monitoring Criteria	Baseline 2021	Target 2025	Actual 2025	Target 2026
14. EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.	(Y/N) Objectives and results of internal control are communicated through annual IMS review to senior management and all staff via the Quality Circle.	Yes	Yes	Yes	Yes
	(Y/N) Existence of whistleblowing, harassment and disciplinary procedures.	Yes	Yes	Yes	Yes
15. EFSA communicates with external parties about matters affecting the functioning of internal control.	(Y/N) EFSA publishes its Annual Report with a dedicated chapter on the assessment of the internal control systems in EFSA.	Yes	Yes	Yes	Yes
<b>5. Monitoring Activities</b>					
16. EFSA selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.	(Y/N) The SPD provides the overview of risks, ICMC and audit plans.	Yes	Yes	Yes	Yes
	(Y/N) Annual IMS review successfully completed.	Yes	Yes	Yes	Yes
	(Y/N) Completion of all planned internal and external audits.	Yes	Yes	Yes	Yes
	% of authorizing officers that have followed the mandatory training on the Internal Control Framework, being aware of their responsibilities/accountability towards it.	100%	100%	100%	98%
17. EFSA assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the Management Board, as appropriate.	(Y/N) Outcomes of (internal/external/ISO certification) audits and the state of play of all outstanding recommendations are presented and discussed with the Accountability Council during the IMS planning and review phases (and ad hoc as necessary) and presented to the Audit Committee of the EFSA Management Board twice a year.	Yes	Yes	Yes	Yes

## 2. MANAGEMENT ASSURANCE – REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

The information reported in sections IIB and III stems from the results of the work undertaken by management and audits. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in exhaustive scrutiny of the budget delegated to the Executive Director.

Given the control system in place, the outcome of the assessment of the elements supporting assurance and the lack of critical findings from the Court of Auditors and the Internal Audit Service at the time of the declaration, EFSA concludes that there are no control weaknesses affecting the assurance.

In conclusion, based on the elements reported above, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements are being implemented.

### RESERVATIONS

None<sup>41</sup>

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<sup>41</sup> The concept of materiality provides the authorising officer with a basis for determining if an identified weakness should be subject to a formal reservation in the declaration of assurance considering both qualitative (critical observations made by ECA or IAS) and quantitative (error rate above 2%) aspects.

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

I, the undersigned,

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

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

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

Parma, 27 February 2026

Dirk Detken

SIGNED

## PART III. DECLARATION OF ASSURANCE

I, the undersigned, Director of EFSA,

In my capacity as authorising officer,

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

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.

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

Parma, 2 March 2026

Nikolaus Kriz

SIGNED

## ANNEXES

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## ANNEX I. CORE BUSINESS STATISTICS

### (A). KEY STATISTICS IN 2025 - QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION

#### REGULATED PRODUCTS EVALUATION

**TABLE 22. REGULATED PRODUCTS EVALUATION - QUESTIONS CLOSED, TIMELINESS<sup>42</sup> AND STOCK REDUCTION**

Unit	Area	Questions closed	Timeliness of adoption	Stock of questions
		Actual P4 2025	Actual P4 2025	Actual P4 2025
BIOHAW	Animal by-products	2	100%	0
	AMT-Decontamination dossiers	0	-	1
FEED	Feed Additives applications	121	86%	169
	Particular Nutritional Purposes	0	-	4
FIP	Flavourings applications	0	-	0
	Flavourings re-evaluation	1	100%	8
	Food Additives applications	9	100%	14
	Food Additives re-evaluation	9	100%	102
	Food Contact Material	12	100%	31
	Enzymes	93	100%	170
	Decontamination substances evaluation	0	-	0
NIF	Novel Foods	25	92%	165
	Genetically Modified Organisms	22	83%	30
	Health Claims	5	100%	4
	Foods for special medical purposes and allergens	0	-	0
	Infant nutrition applications	1	100%	0
PREV	Approval of new active substances	7	50%	59
	Approval of basic substances	2	50%	3
	Confirmatory information on active substances	6	100%	17
	Amendments of condition of approval of active substances	1	100%	6
	Renewal of the Approval of active substances	11	56%	165
	MRL applications	31	79%	95

<sup>42</sup> Regulated Product Timeliness calculation: (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). Questions adopted within 30 calendar days from their most updated deadline are considered on track for the purpose of this metric. Backlog (questions with deadline before the beginning of year N) is always excluded.

## GENERIC SCIENTIFIC ADVICE

**TABLE 23. QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION IN GENERIC SCIENTIFIC ADVICE PER AREA**

Unit	Area	Questions closed	Timeliness of adoption	Stock of questions
		Actual P4 2025	Actual P4 2025	Actual P4 2025
BIOHAW	Animal Health	30	100%	34
	Animal Welfare	8	100%	5
	Biological Hazards	9	100%	9
	Multinational Foodborne outbreaks	3	100%	0
	Annual Report on AMR	1	100%	1
	Annual Report on Zoonoses	1	100%	1
FEEDCO	Contaminants Generic Advice	4	100%	18
	Feed additives Generic Advice	3	100%	7
FIP	Food improvements agents	1	100%	1
	Food contact Materials Generic Advice	4	100%	4
IDATA	Annual Report on Veterinary Drugs Residues	1	100%	1
	Annual Report on pesticides residues	1	100%	2
MESE	MESE General Scientific and Technical Assistance	3	100%	3
NIF	Nutrition Generic Advice	7	100%	7
	GMO Generic Advice	5	80%	5
PLANTS	Plant Health Risk Assessment	34	93%	28
	Plant Health Monitoring	107	100%	143
	Environment/ecotoxicology guidance documents	6	100%	1
PREV	Preparation of the annual CCPR meeting	2	50%	0
	Assessment of the risks related to MRLs	7	75%	8
	Assessment of existing MRLs	0	-	30
	Approval of active substances	12	90%	10
	PREV Guidance documents	3	67%	3
<b>TOTAL</b>		<b>610</b>	<b>89%</b>	<b>1364</b>

## BACKLOGS AND BULK EVALUATIONS

In some scientific areas the delays on timeliness registered with respect to the initial deadline led to an increased backlog. These questions are part of the ongoing work programme and efforts are made to reduce their number during the actual year. It should be noted that questions received in bulk and pending future evaluation are not part of this backlog. For these cases, called "bulk evaluations", a work plan is agreed or pends agreement with the risk managers. Details on the actual backlog and its reduction per food sector area during 2024 are presented in table 24, while current status of bulk evaluations is included in table 25.

**TABLE 24. BACKLOG REDUCTION IN 2025**

Area	Questions in backlog as of 31/12/2024	Questions in backlog as of 31/12/2025*
<b>FEEDCO</b>	<b>29</b>	<b>23</b>
Feed additives applications	29	23
Feed additives Generic Advice	0	0
<b>FIP</b>	<b>8</b>	<b>8</b>
Food additives applications	2	0
Food additives re-evaluation	5	8
Food contact material	1	0
<b>NIF</b>	<b>13</b>	<b>2</b>
Novel foods	6	1
Genetically Modified Organisms	5	1
Nutrition Generic Advice	1	0
GMO Generic Advice	1	0
<b>PLANTS</b>	<b>4</b>	<b>2</b>
Plant Health	4	2
<b>PREV</b>	<b>54</b>	<b>22</b>
Approval of new active substances	5	7
Confirmatory information on active substances	1	1
Renewal of the approval of active substances	25	10
Assessment of the risks related to MRLs	1	0
MRL Applications	22	4
<b>TOTAL</b>	<b>108</b>	<b>57</b>

**TABLE 25. BULK EVALUATIONS IN 2025**

Status	Area	Questions in bulk as of 01/01/2024	Questions in bulk as of 31/12/2025
<b>Deadlines agreed with Risk Manager</b>	<b>FIP</b>	<b>192</b>	<b>149</b>
	Flavourings <sup>43</sup> re-evaluations	5	5
	Enzymes <sup>44</sup>	94	57
	Food additives – re-evaluation	93	87
<b>Pending Risk Manager decision</b>	<b>PREV</b>	<b>29</b>	<b>29</b>
	Assessment of existing MRLs	29	29
<b>Pending Risk Manager decision</b>	<b>NIF</b>	<b>1548</b>	<b>1548</b>
	Health Claims (Art.13.2) - botanicals	1548	1548

<sup>43</sup> Evaluation of flavouring substances included in the Union list with a footnote, according to Regulation (EC) 1565/2000 and Implementing Regulation (EU) 872/2012. The plan for addressing the remaining evaluations is influenced by the timing of submission of information from applicants. The number of on-going questions might be increased because of potential future FGEs (flavouring group evaluations) (confirmed only if no safety concerns are identified), or newly received requests.

<sup>44</sup> The number takes into account the questions closed for food enzymes applications until end 2021, and 47 additional question received during the year.

## (B) HIGHLIGHTS OF EFSA SCIENTIFIC OUTPUTS

### Regulated products evaluation

Food sector area	Highlights of Outputs	Output Description
<b>Feed Additives - Multi-sectorial risk assessment</b>	<a href="#">Technical assistance on existing processes to remove recombinant DNA from fermentation products produced with genetically modified microorganisms</a>	Technical report on existing processes to remove recombinant DNA from fermentation products produced with genetically modified microorganisms (GMMs) based on an analysis of past applications representing products obtained by fermentation using GMMs from different regulatory frameworks.
<b>Food Additives re-evaluation</b>	Re-evaluation of already permitted sweeteners: <a href="#">acesulfame K (E 950)</a> , <a href="#">neotame (E 951)</a> and <a href="#">sucralose (E 955)</a> <sup>45</sup>	EFSA completed the re-evaluation of three sweeteners, following a rigorous systematic review methodology and successfully integrating data from animal, human and in vitro testing in a transparently documented weight-of-the evidence approach and also taking into account considerations on the environment.
<b>Food contact materials</b>	<a href="#">Re - assessment of the risks to public health related to the genotoxicity of styrene present in plastic food contact materials</a>	Re-assessment of the risks to public health related to the genotoxicity of styrene present in plastic food contact materials. The opinion is a re-evaluation of the potential genotoxicity of styrene after oral exposure and its safety for use in plastic FCM with a specific migration limit. No evidence that styrene is genotoxic following oral exposure was found.
<b>Food enzymes</b>	Opinions on papain	Group of scientific opinions on the safety evaluation of the food enzyme papain from the latex of <i>Carica papaya</i> L. The assessment made use of the botanical repository, ad hoc literature search and existing scientific opinions from the pesticide and FEEDCO units (e.g., mycotoxins). The work demonstrated scrutiny of assessment regarding concerns associated with the source of the food enzyme, as well as vigilance in terms of purity of the raw materials which came from non-EU countries and were subject to different than EU GMP rules. In addition, it also highlighted the importance of introducing GMP rules in the legislative framework and not only being the recommendations in the non-legally binding guidance documents.
<b>Novel Foods</b>	Opinions on novel proteins and vitamins, Food innovation	<ul style="list-style-type: none"> <li>• Application for authorisation of Fungi protein as a novel food</li> <li>• Application for authorisation of Vitamin D3 containing UV-treated mealworm oil as a novel food</li> <li>• Application for authorisation of cRG-I, a rhamnogalacturonan-rich fraction derived from carrot pomace as a novel food</li> <li>• Rapeseed protein-fibre concentrate as a novel food</li> </ul>
<b>Assessment of the risks related to pesticides residues</b>	Repository of data on co-formulants present in plant protection products	EFSA published a repository of data on co-formulants present in plant protection products, and a reference guide for using the repository: this is partially filling a gap at EU level for the assessment of formulations; the repository is public for all stakeholders

<sup>45</sup> Under publication

Food sector area	Highlights of Outputs	Output Description
<b>Regulated products dossier intake</b>	<a href="#">Transfer of selected food domains dossier structure to IUCLID</a>	Table of Content (ToC) for Plastic FCM was completed and is now available in IUCLID for future dossiers submission. Work initiated to integrate IUCLID and ESFC to ensure the functioning of the current application workflow, <u>in view of the newly approved chemical regulation and preparation for the Common Data Platform.</u>
<b>Tools and structured data development</b>	<p><b>Development of new portals and templates</b> to improve and manage regulated product assessments</p> <p><b>New IUCLID dashboards</b> (for PPP pesticide metabolites and OFT physicochemical properties) and templates/OHT revisions and IUCLID crosswalks</p> <p><b>ESFC improvements</b> aimed at simplifying and making ESFC more fit-for-purpose</p>	<p>New portal to analyze microbial genome of regulated products (MoPS); new portal to develop, maintain and administer bioinformatic pipelines (Gandalf) and a new pipeline to cover a new microalgal class of regulated products</p> <p>The new dashboards and templates improve the accessibility and the quality of the data we receive in the dossiers for risk assessment. The crosswalks are tables that help mapping the format changes across IUCLID versions and are published when a new IUCLID version with format changes is published</p> <p>In close collaboration with DG SANTE 15 ESFC change requests have been implemented in 2025</p>
<b>Support to Applicants</b>	Increased support to applicants: in pre-submission advice, dossier suitability/completeness check, and risk assessment phases.	<p>To facilitate the preparation of good quality applications and to support applicants in replying to requests during the processing of their application, increased support to applicants has been provided throughout the year. Major updates on the Administrative Guidance have been provided during the year. 99 requests for general pre-submission advice and 25 renewal pre-submission advice were addressed.</p> <p>During the processing of the applications, 198 clarification teleconferences were organised to help applicants reply to the request for information during the suitability/completeness check (58) and during the risk assessment (140). EFSA organised 23 applicant's technical hearings to receive clarifications on the additional information received during the risk assessment or the peer review of pesticide applications and clarify outstanding issues. Continuous support was provided on the e-submission tools and platforms used by applicants.</p>
<b>Support to Member States in pesticides area Stakeholders Outreach</b>	<p>Clarifications to Rapporteur member states</p> <p>Stakeholder Community on applications for food and feed products established</p>	<p>EFSA held 12 teleconferences with Rapporteur Member States to clarify issues during the admissibility check and to support them on general issues related to processing of pesticide applications.</p> <p>To increase the outreach with industry and especially SMEs, 22 informative sessions on applications were organised during conferences and events, EFSA's open plenaries and in trainings organised by industry associations for their members. The Stakeholder Community on applications for food and feed products was established to support discussions and share proposals around the procedural aspects, digital tools, support initiatives and general aspects of guidance documents.</p>

## General scientific advice



Food sector area	Highlights of Outputs	Output Description
<b>Animal Health</b>	Biosecurity in poultry	Continuation with preparedness against HPAI <sup>46</sup> with a <a href="#">communication campaign</a> to enhance biosecurity in poultry, enlargement of the capacity for testing and sampling for HPAI in Europe ( two new nodes), and <a href="#">release of an EFSA statement</a> to raise alert among poultry keepers, on top of regular epidemiological updates
	Vector born diseases	EFSA receives a mandate to work on VBDs, due to recent events, the topic has raised large interests. This year EFSA also launched the <a href="#">Vector Data portal</a> in GBIF
<b>Biological Hazards</b>	<a href="#">Microbiological safety of ungulates meat intended to be frozen and defrosting of frozen ungulates meat</a>	The BIOHAZ Panel assessed how storage conditions – such as temperature, vacuum-packaging and time – affect microbial growth between slaughter and freezing as well as during subsequent defrosting and storage. The European Commission asked EFSA to carry out this risk assessment to address gaps and inconsistencies in some of the EU rules on the microbiological safety of meat intended to be frozen. Based on these findings, the European Commission may propose changes to EU legislation.
<b>Contaminants</b>	<a href="#">Findings of not authorised substances in food and feed certified as organic</a>	Technical report on findings of not authorised substances in food and feed of plant origin certified as organic detected most frequently in organic food/feed products according to notifications in the EU Organic Farming Information System. The report includes an assessment of possible reasons behind the findings based on a range of data sources including technical input from JRC, EEA and ECHA.
	<a href="#">Derivation of a health-based guidance value for <math>\Delta</math>8-tetrahydrocannabinol (<math>\Delta</math>8-THC) and its occurrence in food</a>	The $\Delta$ 8-THC shows similar potency and effects to $\Delta$ 9-THC, leading scientists to conclude that the existing ARfD of 1 $\mu$ g/kg body weight for $\Delta$ 9-THC should also apply to the combined intake of $\Delta$ 8-THC and $\Delta$ 9-THC. $\Delta$ 8-THC is sporadically detected in hemp and hemp-derived foods, where levels are generally low, and the scientific opinion therefore also provides an overview of its occurrence and co-occurrence with $\Delta$ 9-THC in food products.
	<a href="#">Update of the Scientific Opinion on the risks for human health related to the presence of perchlorate in food</a>	Experts concluded that at current levels of exposure there are no health risks for the general population but recommended that more information on perchlorate in human milk in the European population be generated.
<b>Food additives</b>	<a href="#">Risks for human health related to the presence of plant lectins in food</a>	Adequate food processing, such as soaking and boiling beans, effectively deactivates lectins, so that they pose no health concerns in humans
	<a href="#">Guidance on the scientific data requirements for an application for authorisation of a food additive submitted under Regulation (EC) No 1331/2008</a>	Update of the previous guidance from 2012, based on the experience accrued over the past years with the evaluation of new food additives application.
<b>Food contact materials</b>	<a href="#">Literature review on micro- and nano plastic release from food contact materials during their use.</a>	Technical report on the evidence of micro- and nanoplastics (MNP) release during the uses of food contact materials (FCM), assessing from a scientific point of view the relevance of this issue for the FCM sector. Methodological shortcomings and data gaps were identified, and there


<sup>46</sup> High pathogenic avian influenza

Food sector area	Highlights of Outputs	Output Description
	<a href="#">Guidance document on the submission of data for the evaluation of the safety and efficacy of substances for the removal of microbial surface contamination of foods of animal origin intended for human consumption</a>	<p>is no sufficient basis for estimating MNP exposure from FCM during their use. A new literature search to update the findings will be performed in 5 years.</p> <p>Guidance document on the submission of data for the evaluation of the safety and efficacy of substances for the removal of microbial surface contamination of foods of animal origin intended for human consumption. The guidance on decontamination substances was drafted in cooperation with BIOHAW Unit. Approach aligned with the Food Additives guidance.</p>
<b>Nutrition</b>	<p>Scientific Opinion on the tolerable upper intake level for supplemental docosahexaenoic acid</p>	<p>EFSA concluded that supplemental DHA intakes up to about 1g/day do not raise safety concerns for the general population, while higher intakes may exceed previously established safe levels and therefore require reassessment in light of new data.</p>
	<a href="#">Scientific Opinion on additional scientific data related to the safety of monacolins from red yeast rice (RYR) submitted pursuant to Article 8(4) of Regulation (EC) No 1925/2006</a>	<p>Based on the new nutriviigilance data provided, the NDA Panel reiterates the concerns of the ANS Panel (EFSA ANS Panel, 2018) that exposure to monacolin K from RYR at intake levels as low as 3 mg/day could lead to severe adverse effects on the musculoskeletal system, including rhabdomyolysis, and on the liver.</p>
<b>Genetically modified organisms</b>	<a href="#">New developments in biotechnology applied to animals: An assessment of the adequacy and sufficiency of current EFSA guidance for animal risk assessment</a>	<p>Scientific opinion on new developments in biotechnology applied to animals: an assessment of the adequacy and sufficiency of current EFSA guidance for animal risk assessment</p>
<b>New Genome techniques</b>	<a href="#">Literature horizon scan for new scientific data on plants and their products obtained by new genomic techniques (January 2022 to May 2025)</a>	<p>Horizon scanning to assess new scientific data on plants, animals, microorganisms and products thereof obtained by new genomic techniques</p>
<b>Pesticides</b>	<a href="#">Scientific support for preparing an EU position in the 56th Session of the Codex Committee on Pesticide Residues (CCPR)</a> <a href="#">Impact of the use of azole fungicides, other than as human medicines, on the development of azole-resistant Aspergillus spp.</a>	<p>Scientific support for preparing an EU position in the 56th Session of the Codex Committee on Pesticide Residues (CCPR)</p> <p>EU agencies, with the support of JRC, re-viewed the evidence and provided conclusions and recommendations on the impact of the use of azole fungicides, other than as human medicines, on the development of azole-resistant Aspergillus spp.</p>

## (C) STATUS OF PROGRAMME AND PROJECTS

**TABLE 26. EFSA PROGRAMMES STATUS AND PROJECTS – ONGOING AND CLOSED IN 2025**

EFSA Programme		Status
<b>Data &amp; Evidence Programme (DEEP)</b>		
DEEP focuses on delivering fast and open EFSA risk assessments by acquiring, exploiting, and disseminating fit-for-purpose data. These goals will be accomplished by building and making available new, innovative, and interoperable data services in collaboration with EFSA's partners and through collaborative and decentralised data platforms		
<b>EOR</b>	<b>Projects</b>	
2.1.1 Harmonised RA culture is ensured at EU level	Microorganisms' pipelines services (MOPS) & WGS (Whole Genome sequencing) enhancement	open
2.1.3 The quality of scientific guidance & methodologies	OPEN MCRA (Monte Carlo Risk Assessment tool)	open
	Creation of Open Access EU Food Composition Database	open
	Comparative multi-omics study	open
	Monitoring and surveillance data for chemicals	open
	Exposure from food supplements	open
	EU efforts towards the development of a holistic approach for the risk assessment of Multiple STressor in Bees	closed
2.1.4 Preparedness for regulatory and policy needs addressing the EU Green deal	Data Outreach	open
2.1.5 Wider access to and broader exploitation of data and analytics is achieved	BIKE 2-Plan to procure	open
	Integrated spatial analysis for biological RA	open
	Harmonized Organization of Meeting & Events	open
	Rebuild Data Framework	open
	Collaborative Secure Risk Assessment Production (CORSA)	open
	Secure Endpoints for Back-end Services	open
	Identity Management (IDM)	open
	HDI - Harmonized Dossier Ingestion	open
	Open Food Tox 3	open
	Generate data on food consumption of bees	open
Implementation of the SUMMA system	open	
<b>Innovative Risk Assessment Methodologies Programme (IRMA)</b>		
IRMA ensures preparedness and up-to-date scientific approaches with respect to methodological developments in risk assessment (RA) and new scientific challenges in food, feed, and environmental safety		

EFSA Programme		
EOR	Projects	
2.1.2 The quality & scale of crisis preparedness & ER identification is improved	Predicting ciguatera in fish	open
2.1.3 The quality of scientific guidance & methodologies	Inter-human variability in toxicodynamics	open
	EFSA NAMs roadmap data integration nanomaterials	open
	Advancing ERA of non-target arthropods for PPPs	open
	Practical implementation NAMs - RA of pesticide metabolites	open
	Protein Safety	open
	Aggregated exposure assessment	open
	Environmental Neurotoxicants	open
	Adverse Outcome Pathways- endocrine disruptors	open
	Use and reporting of historical control data (HCD)	open
	Integrating new approaches in chemical risk assessment	open
2.1.4 Preparedness for regulatory and policy needs addressing the EU Green deal	Brain Health	open
	Translational quantitative Toxicogenomics mechanism-based AOP mapping (TXF-MAP)	open
<b>Knowledge, Expertise &amp; Technology Programme (NEXT)</b>		<b>Status</b>
NEXT focuses on knowledge exchange, organisation and automation to provide knowledge management solutions that help derive maximum value from knowledge. The programme also aims at enhancing digital collaboration for preparedness and partnership building, enabling and applying trustworthy Artificial Intelligence (AI), and increasing scientific assessment capacity and expertise at EU level		
EOR	Projects	Status
2.1.1 Harmonised RA culture is ensured at EU level	Digital collaboration	open
	AI@EFSA	open
	RA Training Support Framework MS partners/EU Agencies	open
	Communication roadmap implementation	open
	Scientific Assessment Knowledge Modularity (Sci-ASK)	closed
2.1.2 The quality & scale of crisis preparedness & ER identification is improved	Multi-agency horizon scanning for preparedness	open
	Emerging Risks Analysis Platform	closed
2.1.5 Wider access to and broader exploitation of data and analytics is achieved	Agile Product Management	closed

DRAFT

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

**TABLE 272729. CORPORATE INDICATORS (KPIs) – SOURCE OF DATA**

SO	Type	KPI	Frequency	Tool /Source of data
SO1	Outcome	Citations of EFSA's scientific outputs	Quarterly	Web of Science
SO1	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on RISK ASSESSMENT	Yearly	EFSA Strategy Reputation Survey
SO1	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on RISK COMMUNICATION	Yearly	EFSA Strategy Reputation Survey
SO1	Outcome	Social media interactions value	Yearly	Web analytics
SO1	Output	Change in stock of questions (EOR 1.1.1, 1.1.2)	Quarterly	APPIAN
SO1	Output	Number of questions closed (EOR 1.1.1, 1.1.2)	Quarterly	APPIAN
SO1	Output	Increased Productivity (EOR 1.1.1, 1.1.2)	TBD	Metric under definition
SO1	Output	Decrease Throughput Time (EOR 1.1.1, 1.1.2)	TBD	Metric under definition
SO1	Output	Timeliness of adoption (for all EORs)	Quarterly	APPIAN
SO1	Output	Timeliness of publication (for all EORs)	Quarterly	Wiley
SO1	Output	Performance of communication materials	Quarterly	Web-based surveys
SO1	Output	Performance of dissemination process	Quarterly	Coordinated Communication PPIs tables (Hyperion workplan)
SO1	Output	Performance of EFSA's Campaigns	Yearly	EFSA Campaign Comms and Monitoring plan
SO2	Outcome	Citations of EFSA's guidances	Quarterly	Web of Science
SO2	Outcome	Readiness index	TBD	Metric under definition
SO2	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on CAPACITY STRENGTHENING	Yearly	EFSA Strategy Reputation Survey
SO2	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on DATA ACCESS AND EXPLOITATION	Yearly	EFSA Strategy Reputation Survey
SO2	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on HARMONISATION	Yearly	EFSA Strategy Reputation Survey
SO2	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on PREPAREDNESS	Yearly	EFSA Strategy Reputation Survey
SO2	Output	Number of project deliverables finalised (for all EORs)	Quarterly	Hyperion

SO	Type	KPI	Frequency	Tool /Source of data
S02	Output	Resources allocated to outsourcing RA activities	Quarterly	Hyperion
S02	Output	Cooperation in Crisis Preparedness	Yearly	External reports on crisis exercises
S02	Output	% of signals that lead to an action	Yearly	Annual technical report on "EFSA's activities on emerging risks" and EFSA's portfolio
S02	Output	Cooperation in methodology development	Yearly	Public consultation register (SALESFORCE)
S02	Output	Expertise preparedness to address crisis response incidents	TBD	Metric under definition
S02	Output	Updated scientific guidances	Yearly	APPIAN
S02	Output	Availability of structured data formats in Regulated Products domains	Yearly	IUCLID
S03	Outcome	Annual strategy implementation plan achieved	Quarterly	Hyperion
S03	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on GOVERNANCE	Yearly	EFSA Strategy Reputation Survey
S03	Output	Leadership and management index	Yearly	Staff Engagement Survey
S03	Output	Occupancy rate	Quarterly	Sysper/Fusion
S03	Output	Staff engagement index	Yearly	Staff Engagement Survey
S03	Output	Digitalisation Index	Yearly	Internal assessment
S03	Output	User satisfaction on enabling services	Quarterly	Service Now
S03	Output	Budget execution	Quarterly	Hyperion
S03	Output	Efficacy of Assurance mechanisms	Quarterly	External audit reports
S03	Output	Efficiency gains achieved	Yearly	Hyperion
S03	Output	Process status health	Quarterly	Hyperion
S03	Output	Advocacy and engagement activities with EU governing bodies	Yearly	Internal register

## ANNEX II. BUDGET AND FINANCIAL MANAGEMENT

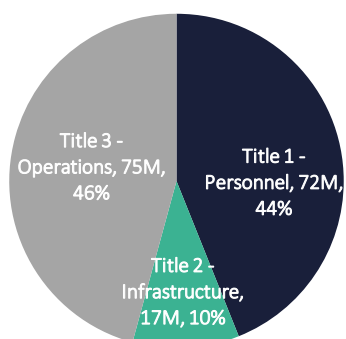
### BUDGET EXECUTION

The EFSA's initial voted budget for the year 2025 was EUR 163.1 million in commitment and EUR 150.9 million in payment appropriations<sup>47</sup>. The budget increased with EUR 0.94 million from 2024 bank interest and EUR 0.06 million from the Instrument for Pre-Accession Assistance (IPA) contribution agreement.

#### BUDGET EXECUTION C1 CREDITS

In 2025, EUR 164.0 million were committed and EUR 142.6 million were paid, respectively corresponding to 100% and 94% of available appropriations, therefore meeting corporate targets<sup>48</sup>.

Commitment execution by Title - C1 funds



The expenditure in Title 1 (44%) was related primarily to staff salaries and allowances, interim services, European School, outsourced services and training. The commitments in Title 2 (10%), covered primarily IT and building cost<sup>49</sup>. In Title 3, the funds were used to support EFSA's core business (46%), covering scientific procurement, grants, IT tools and projects supporting operational activities, risk communications, scientific meetings, missions and related services.

FIGURE 21 – EXECUTION BY TITLE – C1 CREDITS

#### BUDGET TRANSFERS

Nine budget transfer decisions resulted in an overall reallocation of nearly EUR 1.0 million from Title 1 to Title 2 (EUR 0.2 million) and Title 3 (EUR 0.8 million). The transfers reflected surpluses in Title 1, due to lower-than-expected staff-related expenditure, redirected mainly to refurbishment of premises under Title 2, and to scientific cooperation and procurement under Title 3<sup>50</sup>.

Payment execution by credit type

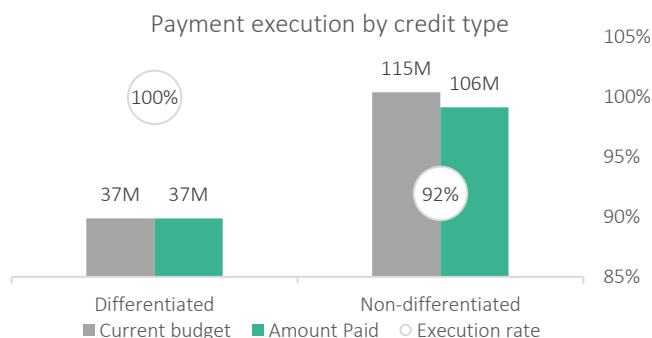


FIGURE 22 – PAYMENT EXECUTION BY CREDIT TYPE

<sup>47</sup> Excluding the funds from the legislative proposal on New Genomic Techniques that was not adopted in 2025

<sup>48</sup> Corporate budget targets 2025: commitment execution 100%, execution of differentiated payments 100%, execution of non-differentiated payments 90%

<sup>49</sup> Detailed budget execution of C1 credits in Table 31

<sup>50</sup> Details of transfers in table 32 and 2025 Performance Reports

## DEBIT NOTES

During 2025, 69 debit notes were issued and 68 effectively recovered for an amount of EUR 152.1 million. One debit note of EUR 0.06 was yet to be recovered at the end of the year. Amount corresponding to the EU budget contribution was EUR 150.9 million.

## PROCUREMENT

The types of procurement procedures which were carried out during the year are presented in table 28.

**TABLE 28 PROPORTION OF PROCUREMENT PROCEDURE TYPES USED**

Procurement types	Number	% of procurement procedure types used
Open procedure (FR 164(1)(a))	16	11%
Two-step procedure based on a call for expressions of interest - Vendors' list (Annex 1 - 13.3 (b) (ii))	1	1%
Negotiated procedure middle value contract (Annex 1 - 14.2)	6	4%
Negotiated procedure low value contract (Annex 1 - 14.3)	5	3%
Negotiated procedure very low value contract (Annex 1 - 14.4)	111	77%
Negotiated procedure without prior publication (Annex 1 - 11.1)	1	1%
Payment against invoice not exceeding EUR 1000 (Annex 1 - 14.5)	5	3%
<b>Total</b>	<b>145</b>	<b>100%</b>

## INTEREST CHARGED BY SUPPLIERS THROUGH LATE PAYMENTS.

In 2025, three invoices payment generated late interests for an amount of EUR 2,685.81.

## GRANT, CONTRIBUTION AND SERVICE LEVEL AGREEMENTS.

In July 2023, a contribution agreement was signed with DG NEAR to provide a financial contribution to fund the implementation of the action "Preparatory measures for the participation of IPA beneficiaries in the European Food Safety Authority 2023-2026". With the additional funds, EFSA intends to continue to involve IPA beneficiaries in its work and to provide opportunities to strengthen the capacities for risk assessment and communication through the promotion of networking and joint activities between EFSA IPA and Member States. One Seconded National Expert is financed under this contribution agreement. The agreement has a total estimated budget of EUR 1,150,000, starting from the 1<sup>st</sup> of August 2023 for a period of three years. EUR 1,092,500 received as pre-financing payment was integrated into the EFSA budget in 2023. In November 2025, the second prefinancing instalment of EUR 57,380 was integrated into EFSA Budget 2025.

In November 2023, a Service Level Agreement was signed with DG AGRI for a total amount of EUR 370,301 to provide technical assistance and prepare a Technical Report on substances that are currently not authorised for EU organic farming and are most frequently found in food and feed products certified as organic. The activity was completed in 2025.

In 2024, EFSA was awarded a grant from European Research Executive Agency as part of a Consortium led by University of Ghent. A maximum of EUR 620,601 will be received over a period of 6 years and 2 contract agent posts are covered by this agreement. In 2025, EFSA, along with the Consortium, submitted an application for EUPAHW 2.0 which will implement

substantial additional activities to the current European Partnership on Animal Health & Welfare. The evaluation report confirming the award of the grant amendment to the Consortium was signed 19.12.2025 and the amendment to formalize the additional tasks will be signed in early 2026 with retrospective effect to 01/01/2026 and value EUR 565,553.13.

In December 2025, a Contribution Agreement was signed between Directorate-General for International Partnerships (DG-INTPA), ECDC and EFSA on the topic of fighting antimicrobial resistance and strengthening the One Health workforce in Africa. The value of the Contribution Agreement is EUR 625,635 for a duration of 58 months starting 1<sup>st</sup> February 2026.

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

### TIME-LIMIT OF THE DELEGATION-SUB-DELEGATIONS

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

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

The HoDs and Chief Scientist are delegated on the related BLs of competence with defined ceilings, lower than the ones of the ED. The Management Services HoD has received delegation with defined ceilings on all BLs in order to be the proper back-up in case of unforeseen absence/urgent need. The Heads of Departments and Chief Scientist have further sub-delegated financial powers to the Heads of Units and in some cases Team Leaders of their Departments.

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

For the purposes of the budget implementation, and in line with Article 41(1) of EFSA's Financial Regulation, the Executive Director as the Authorising Officer of the Agency has delegated financial powers to the Heads of Departments and Chief Scientist for the budget lines they are responsible for in line with their activities. In accordance with Article 41(2), the Heads of Departments and Chief Scientist have further sub-delegated financial powers to the Heads of Units and in some cases Team Leaders of their Departments. For efficiency reasons, the Executive Director has also delegated financial powers to few staff members for lower amounts. Control of the rights in ABAC against delegations and sub-delegations in force is done by the neutral verifier (EFSA Assurance Adviser) who is supported by the Finance unit. The ABAC access rights are implemented by the CORSER unit, based on the documents signed by the Executive Director. Report on ABAC access rights is monitored by Finance and by the European Court of Auditors at least twice a year.

## (A) BUDGET EXECUTION

**TABLE 29. EXPENDITURES**

C1 credits

Title Chapter Article Item	Heading 2025	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
<b>1</b>	<b>STAFF</b>										
<b>11</b>	<b>STAFF EXPENDITURE</b>										
<b>110</b>	<b>Salaries and allowances</b>										
1100	Salaries and allowances of staff provided for in establishment plan	46,676,000.00	46,676,000.00	46,296,990.66	46,296,990.66	100%	46,676,000.00	46,676,000.00	46,296,990.66	46,296,990.66	100%
1104	Entitlements on Entering and Leaving the Service	300,000.00	300,000.00	150,609.60	150,609.60	100%	300,000.00	300,000.00	150,609.60	150,609.60	100%
	<b>Article 110 - Total</b>	<b>46,976,000.00</b>	<b>46,976,000.00</b>	<b>46,447,600.26</b>	<b>46,447,600.26</b>	<b>100%</b>	<b>46,976,000.00</b>	<b>46,976,000.00</b>	<b>46,447,600.26</b>	<b>46,447,600.26</b>	<b>100%</b>
<b>111</b>	<b>Other staff</b>										
1113	Stagiaires	2,140,000.00	2,140,000.00	2,073,581.68	2,073,581.68	100%	2,140,000.00	2,140,000.00	2,073,581.68	2,073,581.68	100%
1115	Contract staff	11,960,482.00	11,960,482.00	11,735,628.88	11,735,628.88	100%	11,960,482.00	11,960,482.00	11,735,628.88	11,735,628.88	100%
1116	Visiting experts, National Experts on Detachment	851,000.00	851,000.00	624,483.88	624,483.88	100%	851,000.00	851,000.00	624,483.88	622,498.96	100%
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%
	<b>Article 111 - Total</b>	<b>14,951,482.00</b>	<b>14,951,482.00</b>	<b>14,433,694.44</b>	<b>14,433,694.44</b>	<b>100%</b>	<b>14,951,482.00</b>	<b>14,951,482.00</b>	<b>14,433,694.44</b>	<b>14,431,709.52</b>	<b>100%</b>
<b>112</b>	<b>Interim staff</b>										
1120	Interim services	4,900,000.00	4,900,000.00	4,808,000.00	4,808,000.00	100%	4,900,000.00	4,900,000.00	4,808,000.00	3,582,362.38	75%
	<b>Article 112 - Total</b>	<b>4,900,000.00</b>	<b>4,900,000.00</b>	<b>4,808,000.00</b>	<b>4,808,000.00</b>	<b>100%</b>	<b>4,900,000.00</b>	<b>4,900,000.00</b>	<b>4,808,000.00</b>	<b>3,582,362.38</b>	<b>75%</b>
<b>113</b>	<b>Establishment or maintenance of pension rights for temporary staff</b>										
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%
	<b>Article 113 - Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>
	<b>CHAPTER 11 - TOTAL</b>	<b>66,827,482.00</b>	<b>66,827,482.00</b>	<b>65,689,294.70</b>	<b>65,689,294.70</b>	<b>100%</b>	<b>66,827,482.00</b>	<b>66,827,482.00</b>	<b>65,689,294.70</b>	<b>64,461,672.16</b>	<b>98%</b>
<b>CHAPTER 12</b>	<b>EXPENDITURE RELATING TO STAFF RECRUITMENT</b>										
<b>120</b>	<b>EXPENDITURE RELATING TO STAFF RECRUITMENT</b>										
1200	Miscellaneous expenditure on recruitment	150,000.00	150,000.00	165,359.09	165,359.09	100%	150,000.00	150,000.00	165,359.09	150,315.85	91%
	<b>Article 120 - Total</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>165,359.09</b>	<b>165,359.09</b>	<b>100%</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>165,359.09</b>	<b>150,315.85</b>	<b>91%</b>

Title Chapter Article Item	Heading 2025	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
	CHAPTER 12 - TOTAL	150,000.00	150,000.00	165,359.09	165,359.09	100%	150,000.00	150,000.00	165,359.09	150,315.85	91%
CHAPTER 13	MISSIONS AND DUTY TRAVEL										
<b>130</b>	<b>Missions and travel expenses</b>										
1300	Missions and travel expenses	160,000.00	160,000.00	174,866.69	174,866.69	100%	160,000.00	160,000.00	174,866.69	170,372.46	97%
1301	Shuttles for missions and duty	60,000.00	60,000.00	57,000.00	57,000.00	100%	60,000.00	60,000.00	57,000.00	52,955.90	93%
	Article 130 - Total	220,000.00	220,000.00	231,866.69	231,866.69	100%	220,000.00	220,000.00	231,866.69	223,328.36	96%
	CHAPTER 13 - TOTAL	220,000.00	220,000.00	231,866.69	231,866.69	100%	220,000.00	220,000.00	231,866.69	223,328.36	96%
CHAPTER 14	SOCIOMEDICAL INFRASTRUCTURE										
<b>141</b>	<b>Medical service</b>										
1410	Medical service	359,155.00	359,155.00	344,298.42	344,298.42	100%	359,155.00	359,155.00	344,298.42	314,274.57	91%
	Article 141 - Total	359,155.00	359,155.00	344,298.42	344,298.42	100%	359,155.00	359,155.00	344,298.42	314,274.57	91%
	CHAPTER 14 - TOTAL	359,155.00	359,155.00	344,298.42	344,298.42	100%	359,155.00	359,155.00	344,298.42	314,274.57	91%
CHAPTER 15	TRAINING										
<b>150</b>	<b>Training, language courses and retraining for staff</b>										
1500	Further training, language courses and retraining for staff	1,340,600.00	1,340,600.00	1,338,947.52	1,338,947.52	100%	1,340,600.00	1,340,600.00	1,338,947.52	782,389.75	58%
	Article 150 - Total	1,340,600.00	1,340,600.00	1,338,947.52	1,338,947.52	100%	1,340,600.00	1,340,600.00	1,338,947.52	782,389.75	58%
	CHAPTER 15 - TOTAL	1,340,600.00	1,340,600.00	1,338,947.52	1,338,947.52	100%	1,340,600.00	1,340,600.00	1,338,947.52	782,389.75	58%
CHAPTER 16	SOCIAL WELFARE										
<b>160</b>	<b>Special assistance grants, other interventions and complementary aid for disabled</b>										
1600	Special assistance grants, other interventions and complementary aid for disabled	160,000.00	160,000.00	82,703.63	82,703.63	100%	160,000.00	160,000.00	82,703.63	73,734.74	89%
	Article 160 - Total	160,000.00	160,000.00	82,703.63	82,703.63	100%	160,000.00	160,000.00	82,703.63	73,734.74	89%
<b>161</b>	<b>Social contacts between staff</b>										
1610	Social contacts between staff	66,000.00	66,000.00	83,872.29	83,872.29	100%	66,000.00	66,000.00	83,872.29	67,762.29	81%
	Article 161 - Total	66,000.00	66,000.00	83,872.29	83,872.29	100%	66,000.00	66,000.00	83,872.29	67,762.29	81%
<b>161</b>	<b>Early childhood centres and other creches</b>										
1630	Early childhood centres, creches and EU school contribution	2,080,000.00	2,080,000.00	2,241,269.78	2,241,269.78	100%	2,080,000.00	2,080,000.00	2,241,269.78	2,241,269.78	100%
	Article 161 - Total	2,080,000.00	2,080,000.00	2,241,269.78	2,241,269.78	100%	2,080,000.00	2,080,000.00	2,241,269.78	2,241,269.78	100%
	CHAPTER 16 - TOTAL	2,306,000.00	2,306,000.00	2,407,845.70	2,407,845.70	100%	2,306,000.00	2,306,000.00	2,407,845.70	2,382,766.81	99%

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EXTERNAL SERVICES

Title Chapter Article Item	Heading 2025	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
<b>180</b>	<b>EXTERNAL SERVICES</b>										
1800	Translation and interpretation	15,000.00	15,000.00	12,479.00	12,479.00	100%	15,000.00	15,000.00	12,479.00	8,823.25	71%
1801	Payment for administrative assistance from the Community institutions	563,068.00	563,068.00	442,385.90	442,385.90	100%	563,068.00	563,068.00	442,385.90	442,385.90	100%
1802	Consultancy and HR services	425,850.00	425,850.00	534,420.70	534,420.70	100%	425,850.00	425,850.00	534,420.70	325,339.98	61%
1803	Other services	842,279.00	842,279.00	886,642.74	886,642.74	100%	842,279.00	842,279.00	886,642.74	865,237.56	98%
	Article 180 - Total	1,846,197.00	1,846,197.00	1,875,928.34	1,875,928.34	100%	1,846,197.00	1,846,197.00	1,875,928.34	1,641,786.69	88%
	CHAPTER 18 - TOTAL	1,846,197.00	1,846,197.00	1,875,928.34	1,875,928.34	100%	1,846,197.00	1,846,197.00	1,875,928.34	1,641,786.69	88%
	TITLE 1 - TOTAL	73,049,434.00	73,049,434.00	72,053,540.46	72,053,540.46	100%	73,049,434.00	73,049,434.00	72,053,540.46	69,956,534.19	97%
<b>2</b>	<b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY</b>										
<b>20</b>	<b>INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS</b>										
<b>200</b>	<b>Building</b>										
2000	Rent	74,018.00	74,018.00	69,558.20	69,558.20	100%	74,018.00	74,018.00	69,558.20	69,558.20	100%
2001	Acquisition	1,591,631.00	1,991,991.75	2,075,795.46	2,075,795.46	100%	1,591,631.00	1,991,991.75	2,075,795.46	2,075,795.46	100%
2002	Studies and technical assistance in connection with building projects	458,000.00	458,000.00	447,914.12	447,914.12	100%	458,000.00	458,000.00	447,914.12	196,135.67	44%
2003	Refurbishment of premises/fitting out	1,275,000.00	1,275,000.00	2,075,530.96	2,075,530.96	100%	1,275,000.00	1,275,000.00	2,075,530.96	480,357.16	23%
	Article 200 - Total	3,398,649.00	3,799,009.75	4,668,798.74	4,668,798.74	100%	3,398,649.00	3,799,009.75	4,668,798.74	2,821,846.49	60%
<b>202</b>	<b>Expenditure on buildings</b>										
2020	Water, gas, electricity and heating	900,000.00	900,000.00	748,388.55	748,388.55	100%	900,000.00	900,000.00	748,388.55	578,402.31	77%
2021	Cleaning and maintenance	685,000.00	685,000.00	668,378.81	668,378.81	100%	685,000.00	685,000.00	668,378.81	597,999.58	89%
2023	Security and surveillance of buildings	721,000.00	721,000.00	715,803.60	715,803.60	100%	721,000.00	721,000.00	715,803.60	501,201.87	70%
2024	Insurance	45,000.00	45,000.00	31,700.80	31,700.80	100%	45,000.00	45,000.00	31,700.80	31,700.80	100%
2025	Other expenditure on buildings	830,000.00	830,000.00	765,799.80	765,799.80	100%	830,000.00	830,000.00	765,799.80	496,910.74	65%
	Article 202 - Total	3,181,000.00	3,181,000.00	2,930,071.56	2,930,071.56	100%	3,181,000.00	3,181,000.00	2,930,071.56	2,206,215.30	75%
	CHAPTER 20 - TOTAL	6,579,649.00	6,980,009.75	7,598,870.30	7,598,870.30	100%	6,579,649.00	6,980,009.75	7,598,870.30	5,028,061.79	66%
<b>21</b>	<b>INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING</b>										
<b>210</b>	<b>Purchase and maintenance of IT for administration and non-operational</b>										
2100	Purchase and maintenance of IT equipment and standard software	3,594,453.00	3,594,453.00	3,771,952.05	3,771,652.05	100%	3,594,453.00	3,594,453.00	3,771,952.05	3,323,054.82	88%
2103	External services for the operation, implementation and maintenance of software and user support	3,968,630.00	3,968,630.00	3,699,894.53	3,699,894.53	100%	3,968,630.00	3,968,630.00	3,699,894.53	2,861,490.74	77%

Title Chapter Article Item	Heading 2025	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
	Article 210 - Total	7,563,083.00	7,563,083.00	7,471,846.58	7,471,546.58	100%	7,563,083.00	7,563,083.00	7,471,846.58	6,184,545.56	83%
	CHAPTER 21 - TOTAL	7,563,083.00	7,563,083.00	7,471,846.58	7,471,546.58	100%	7,563,083.00	7,563,083.00	7,471,846.58	6,184,545.56	83%
22	MOVABLE PROPERTY AND ASSOCIATED COSTS										
<b>220</b>	<b>Technical equipment and installations</b>										
2200	Technical equipment and installations	240,000.00	240,000.00	212,915.28	212,915.28	100%	240,000.00	240,000.00	212,915.28	172,900.28	81%
	Article 220 - Total	240,000.00	240,000.00	212,915.28	212,915.28	100%	240,000.00	240,000.00	212,915.28	172,900.28	81%
<b>221</b>	<b>Furniture</b>										
2210	Furniture	1,032,000.00	1,573,000.00	1,285,676.33	1,285,676.33	100%	1,032,000.00	1,573,000.00	1,285,676.33	862,011.95	67%
	Article 221 - Total	1,032,000.00	1,573,000.00	1,285,676.33	1,285,676.33	100%	1,032,000.00	1,573,000.00	1,285,676.33	862,011.95	67%
	CHAPTER 22 - TOTAL	1,272,000.00	1,813,000.00	1,498,591.61	1,498,591.61	100%	1,272,000.00	1,813,000.00	1,498,591.61	1,034,912.23	69%
23	CURRENT ADMINISTRATIVE EXPENDITURE										
<b>230</b>	<b>Stationery and office supplies</b>										
2300	Stationery and office supplies	41,500.00	41,500.00	40,986.36	40,361.81	98%	41,500.00	41,500.00	40,986.36	16,164.68	39%
	Article 230 - Total	41,500.00	41,500.00	40,986.36	40,361.81	98%	41,500.00	41,500.00	40,986.36	16,164.68	39%
<b>232</b>	<b>Financial charges</b>										
2320	Bank and other financial charges	1,000.00	1,000.00	250.00	250.00	100%	1,000.00	1,000.00	250.00	155.07	62%
	Article 232 - Total	1,000.00	1,000.00	250.00	250.00	100%	1,000.00	1,000.00	250.00	155.07	62%
<b>233</b>	<b>Legal expenses</b>										
2330	Legal expenses and damages	60,000.00	60,000.00	98,702.65	98,702.65	100%	60,000.00	60,000.00	98,702.65	94,753.65	96%
	Article 233 - Total	60,000.00	60,000.00	98,702.65	98,702.65	100%	60,000.00	60,000.00	98,702.65	94,753.65	96%
<b>235</b>	<b>Other operating expenditure</b>										
2350	Miscellaneous insurance	5,000.00	5,000.00	9,900.00	9,900.00	100%	5,000.00	5,000.00	9,900.00	2,896.75	29%
	Article 235 - Total	5,000.00	5,000.00	9,900.00	9,900.00	100%	5,000.00	5,000.00	9,900.00	2,896.75	29%
<b>239</b>	<b>Publications</b>										
2390	Publications	15,000.00	15,000.00	7,981.00	7,981.00	100%	15,000.00	15,000.00	7,981.00	7,981.00	100%
	Article 239 - Total	15,000.00	15,000.00	7,981.00	7,981.00	100%	15,000.00	15,000.00	7,981.00	7,981.00	100%
	CHAPTER 23 - TOTAL	122,500.00	122,500.00	157,820.01	157,195.46	100%	122,500.00	122,500.00	157,820.01	121,951.15	77%
24	Postal charges and telecommunications										
<b>240</b>	<b>Postal charges and telecommunications</b>										
2400	Postal charges and telecommunications	128,750.00	128,750.00	119,701.14	119,301.14	100%	128,750.00	128,750.00	119,701.14	90,338.05	75%
	Article 240 - Total	128,750.00	128,750.00	119,701.14	119,301.14	100%	128,750.00	128,750.00	119,701.14	90,338.05	75%

Title Chapter Article Item	Heading 2025	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
	CHAPTER 24 - TOTAL	128,750.00	128,750.00	119,701.14	119,301.14	100%	128,750.00	128,750.00	119,701.14	90,338.05	75%
25	GOVERNANCE EXPENDITURES										
250	<b>GOVERNANCE EXPENDITURES</b>										
2500	Management Board meetings	82,500.00	82,500.00	74,564.24	74,564.24	100%	82,500.00	82,500.00	74,564.24	54,473.78	73%
	Article 250 - Total	82,500.00	82,500.00	74,564.24	74,564.24	100%	82,500.00	82,500.00	74,564.24	54,473.78	73%
	CHAPTER 25 - TOTAL	82,500.00	82,500.00	74,564.24	74,564.24	100%	82,500.00	82,500.00	74,564.24	54,473.78	73%
	TITLE 2 - TOTAL	15,748,482.00	16,689,842.75	16,921,393.88	16,920,069.33	100%	15,748,482.00	16,689,842.75	16,921,393.88	12,514,282.56	74%
3	<b>OPERATING EXPENDITURE LINKED TO AUTHORITY</b>										
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS										
300	<b>Risk Assessment Production experts meetings - Generic Risk Assessment and Risk Assessment of Regulated products</b>										
3000	Risk Assessment Production experts meetings - Generic Risk Assessment and Risk Assessment of Regulated products	8,930,000.00	8,930,000.00	8,478,734.93	8,478,734.93	100%	8,930,000.00	8,930,000.00	8,478,734.93	8,384,846.82	99%
	<i>Of which Generic Risk Assessment</i>	4,082,007.00	4,082,007.00	4,088,541.93	4,088,541.93	100%	4,082,007.00	4,082,007.00	4,088,541.93	4,048,083.67	99%
	<i>Of which Risk Assessment of Regulated Products</i>	4,847,993.00	4,847,993.00	4,390,193.00	4,390,193.00	100%	4,847,993.00	4,847,993.00	4,390,193.00	4,336,763.15	99%
	Article 300 - Total	8,930,000.00	8,930,000.00	8,478,734.93	8,478,734.93	100%	8,930,000.00	8,930,000.00	8,478,734.93	8,384,846.82	99%
301	<b>Crisis support</b>										
3011	Crisis support	0.00	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%
	Article 301 - Total	0.00	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%
	CHAPTER 30 - TOTAL	8,930,000.00	8,930,000.00	8,478,734.93	8,478,734.93		8,930,000.00	8,930,000.00	8,478,734.93	8,384,846.82	
32	EFSA SCIENTIFIC COOPERATION										
321	<b>EFSA Grants &amp; Procurement</b>										
3210	EFSA Grants & Procurement	33,427,197.00	33,427,197.00	35,151,931.26	35,150,962.89	100%	27,831,319.00	27,831,319.00	30,053,394.03	30,052,882.52	100%
	Article 321 - Total	33,427,197.00	33,427,197.00	35,151,931.26	35,150,962.89	100%	27,831,319.00	27,831,319.00	30,053,394.03	30,052,882.52	100%
322	<b>Scientific Cooperation meetings</b>										
3220	Scientific Cooperation meetings	40,000.00	40,000.00	59,134.20	59,134.20	100%	40,000.00	40,000.00	59,134.20	54,464.30	92%
	Article 322 - Total	40,000.00	40,000.00	59,134.20	59,134.20	100%	40,000.00	40,000.00	59,134.20	54,464.30	92%
	CHAPTER 32 - TOTAL	33,467,197.00	33,467,197.00	35,211,065.46	35,210,097.09	100%	27,871,319.00	27,871,319.00	30,112,528.23	30,107,346.82	100%
34	COMMUNICATIONS										
341	<b>Risk Communication</b>										
3410	Risk Communication, Web management, communication activities and materials	6,140,000.00	6,140,000.00	5,919,722.96	5,919,722.96	100%	6,140,000.00	6,140,000.00	5,919,722.96	4,998,650.64	84%
	Article 341 - Total	6,140,000.00	6,140,000.00	5,919,722.96	5,919,722.96	100%	6,140,000.00	6,140,000.00	5,919,722.96	4,998,650.64	84%
342	<b>External Relations</b>										
3420	External Relations and representation	410,000.00	410,000.00	283,973.07	281,987.63	99%	410,000.00	410,000.00	283,973.07	167,772.61	59%

Title Chapter Article Item	Heading 2025	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
	Article 342 - Total	410,000.00	410,000.00	283,973.07	281,987.63	99%	410,000.00	410,000.00	283,973.07	167,772.61	59%
	CHAPTER 34 - TOTAL	6,550,000.00	6,550,000.00	6,203,696.03	6,201,710.59	100%	6,550,000.00	6,550,000.00	6,203,696.03	5,166,423.25	83%
35	HORIZONTAL OPERATIONAL SUPPORT										
350	<i>Operational IT Systems</i>										
3500	Operational IT Systems	7,781,796.00	7,781,796.00	7,322,811.37	7,322,811.37	100%	7,781,796.00	7,781,796.00	7,322,811.37	6,246,740.72	85%
3501	Multiannual operational IT projects	10,760,962.00	10,760,962.00	11,537,199.35	11,537,199.35	100%	5,620,592.00	5,620,592.00	5,748,942.81	5,748,942.01	100%
	Article 350 - Total	18,542,758.00	18,542,758.00	18,860,010.72	18,860,010.72	100%	13,402,388.00	13,402,388.00	13,071,754.18	11,995,682.73	92%
351	<i>Operational support</i>										
3511	Translation, Interpretation, Linguistic Proofreading and Editing	250,000.00	250,000.00	324,665.00	324,665.00	100%	250,000.00	250,000.00	324,665.00	317,385.88	98%
3512	Library	861,000.00	861,000.00	860,195.53	860,195.53	100%	861,000.00	861,000.00	860,195.53	810,627.78	94%
3513	Mission of staff related to operational duties	650,000.00	650,000.00	578,200.00	578,200.00	100%	650,000.00	650,000.00	578,200.00	511,070.55	88%
3514	Scientific meetings services	1,420,500.00	1,420,500.00	1,452,235.46	1,452,235.46	100%	1,420,500.00	1,420,500.00	1,452,235.46	1,286,820.72	89%
3515	Catering	30,000.00	30,000.00	41,920.83	41,920.83	100%	30,000.00	30,000.00	41,920.83	27,520.83	66%
	Article 351 - Total	3,211,500.00	3,211,500.00	3,257,216.82	3,257,216.82	100%	3,211,500.00	3,211,500.00	3,257,216.82	2,953,425.76	91%
352	<i>Conference &amp; outreach</i>										
3520	Conferences and outreach	695,000.00	695,000.00	434,908.01	434,158.01	100%	695,000.00	695,000.00	434,908.01	319,094.56	73%
	Article 352 - Total	695,000.00	695,000.00	434,908.01	434,158.01	100%	695,000.00	695,000.00	434,908.01	319,094.56	73%
353	<i>Operational development, control and quality</i>										
3530	Operational development, control and quality	635,000.00	635,000.00	598,502.11	598,502.10	100%	635,000.00	635,000.00	598,502.11	479,876.99	80%
3531	Project management and project consulting support linked to multiannual projects	2,264,473.00	2,264,473.00	2,016,136.33	2,016,136.33	100%	824,010.00	824,010.00	726,219.10	726,219.10	100%
	Article 353 - Total	2,899,473.00	2,899,473.00	2,614,638.44	2,614,638.43	100%	1,459,010.00	1,459,010.00	1,324,721.21	1,206,096.09	91%
	CHAPTER 35 - TOTAL	25,348,731.00	25,348,731.00	25,166,773.99	25,166,023.98	100%	18,767,898.00	18,767,898.00	18,088,600.22	16,474,299.14	91%
	TITLE 3 - TOTAL	74,295,928.00	74,295,928.00	75,060,270.41	75,056,566.59	100%	62,119,217.00	62,119,217.00	62,883,559.41	60,132,916.03	96%
GRAND TOTAL		163,093,844.00	164,035,204.75	164,035,204.75	164,030,176.38	100%	150,917,133.00	151,858,493.75	151,858,493.75	142,603,732.78	94%

## (B) NUMBER AND VALUE OF BUDGET TRANSFERS

**TABLE 30. BUDGET TRANSFERS JANUARY – DECEMBER 2025**

Title Chapt er Article Item	Budget Heading 2025	Commitment and payment appropriations 2025			
		Initial	Amended budget	Transfers	Current
1	<b>STAFF</b>				
11	STAFF EXPENDITURE				
<b>110</b>	<b>Salaries and allowances</b>				
1100	Salaries and allowances of staff provided for in establishment plan	46,676,000.00	46,676,000.00	-379,009.34	46,296,990.66
1104	Entitlements on Entering and Leaving the Service	300,000.00	300,000.00	-149,390.40	150,609.60
	<b>tot. of 110</b>	<b>46,976,000.00</b>	<b>46,976,000.00</b>	<b>-528,399.74</b>	<b>46,447,600.26</b>
<b>111</b>	<b>Other staff</b>				
1113	Stagiaires	2,140,000.00	2,140,000.00	-66,418.32	2,073,581.68
1115	Contract staff	11,960,482.00	11,960,482.00	-224,853.12	11,735,628.88
1116	Visiting experts, National Experts on Detachment	851,000.00	851,000.00	-226,516.12	624,483.88
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00
	<b>tot. of 111</b>	<b>14,951,482.00</b>	<b>14,951,482.00</b>	<b>-517,787.56</b>	<b>14,433,694.44</b>
<b>112</b>	<b>Interim staff</b>				
1120	Interim services	4,900,000.00	4,900,000.00	-92,000.00	4,808,000.00
	<b>tot. of 112</b>	<b>4,900,000.00</b>	<b>4,900,000.00</b>	<b>-92,000.00</b>	<b>4,808,000.00</b>
<b>113</b>	<b>Establishment or maintenance of pension rights for temporary staff</b>				
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00
	<b>tot. of 113</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>tot. of 11</b>	<b>66,827,482.00</b>	<b>66,827,482.00</b>	<b>-1,138,187.30</b>	<b>65,689,294.70</b>
12	EXPENDITURE RELATING TO STAFF RECRUITMENT				
<b>120</b>	<b>Expenditure relating to Staff recruitment</b>				
1200	Miscellaneous expenditure on recruitment	150,000.00	150,000.00	15,359.09	165,359.09
	<b>tot. of 120</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>15,359.09</b>	<b>165,359.09</b>
	<b>tot. of 12</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>15,359.09</b>	<b>165,359.09</b>
13	MISSIONS AND DUTY TRAVEL				
<b>130</b>	<b>Missions and travel expenses</b>				
1300	Missions and travel expenses	160,000.00	160,000.00	14,866.69	174,866.69
1301	Shuttles for missions and duty	60,000.00	60,000.00	-3,000.00	57,000.00
	<b>tot. of 130</b>	<b>220,000.00</b>	<b>220,000.00</b>	<b>11,866.69</b>	<b>231,866.69</b>
	<b>tot. of 13</b>	<b>220,000.00</b>	<b>220,000.00</b>	<b>11,866.69</b>	<b>231,866.69</b>
14	SOCIOMEDICAL INFRASTRUCTURE				
<b>141</b>	<b>Medical service</b>				
1410	Medical service	359,155.00	359,155.00	-14,856.58	344,298.42
	<b>tot. of 141</b>	<b>359,155.00</b>	<b>359,155.00</b>	<b>-14,856.58</b>	<b>344,298.42</b>
	<b>tot. of 14</b>	<b>359,155.00</b>	<b>359,155.00</b>	<b>-14,856.58</b>	<b>344,298.42</b>
15	TRAINING				
<b>150</b>	<b>Training, language courses and retraining for staff</b>				
1500	Further training, language courses and retraining for staff	1,340,600.00	1,340,600.00	-1,652.48	1,338,947.52
	<b>tot. of 150</b>	<b>1,340,600.00</b>	<b>1,340,600.00</b>	<b>-1,652.48</b>	<b>1,338,947.52</b>
	<b>tot. of 15</b>	<b>1,340,600.00</b>	<b>1,340,600.00</b>	<b>-1,652.48</b>	<b>1,338,947.52</b>

Title Chapter Article Item	Budget Heading 2025	Commitment and payment appropriations 2025			
		Initial	Amended budget	Transfers	Current
16	SOCIAL WELFARE				
<b>160</b>	<b>Special assistance grants, other interventions and complementary aid for disabled</b>				
1600	Special assistance grants, other interventions and complementary aid for disabled	160,000.00	160,000.00	-77,296.37	82,703.63
	tot. of 160	160,000.00	160,000.00	-77,296.37	82,703.63
<b>161</b>	<b>Social contacts between staff</b>				
1610	Social contacts between staff	66,000.00	66,000.00	17,872.29	83,872.29
	tot. of 161	66,000.00	66,000.00	17,872.29	83,872.29
<b>163</b>	<b>Early childhood centres and other creches</b>				
1630	Early childhood centres, creches and EU school contribution	2,080,000.00	2,080,000.00	161,269.78	2,241,269.78
	tot. of 163	2,080,000.00	2,080,000.00	161,269.78	2,241,269.78
	tot. of 16	2,306,000.00	2,306,000.00	101,845.70	2,407,845.70
18	EXTERNAL SERVICES				
<b>180</b>	<b>External services</b>				
1800	Translation and interpretation	15,000.00	15,000.00	-2,521.00	12,479.00
1801	Payment for administrative assistance from the Community institutions	563,068.00	563,068.00	-120,682.10	442,385.90
1802	Consultancy and HR services	425,850.00	425,850.00	108,570.70	534,420.70
1803	Other services	842,279.00	842,279.00	44,363.74	886,642.74
	tot. of 180	1,846,197.00	1,846,197.00	29,731.34	1,875,928.34
	tot. of 18	1,846,197.00	1,846,197.00	29,731.34	1,875,928.34
	tot. of 1	73,049,434.00	73,049,434.00	-995,893.54	72,053,540.46

Title Chapter Article Item	Budget Heading	Commitment and payment appropriations 2025			
		Initial	Amended budget	Transfers	Current
<b>2</b>	<b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY</b>				
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS				
<b>200</b>	<b>Building</b>				
2000	Rent	74,018.00	74,018.00	-4,459.80	69,558.20
2001	Acquisition	1,591,631.00	1,991,991.75	83,803.71	2,075,795.46
2002	Studies and technical assistance in connection with building projects	458,000.00	458,000.00	-10,085.88	447,914.12
2003	Refurbishment of premises/fitting out	1,275,000.00	1,275,000.00	800,530.96	2,075,530.96
	tot. of 200	3,398,649.00	3,799,009.75	869,788.99	4,668,798.74
<b>202</b>	<b>Expenditure on buildings</b>				
2020	Water, gas, electricity and heating	900,000.00	900,000.00	-151,611.45	748,388.55
2021	Cleaning and maintenance	685,000.00	685,000.00	-16,621.19	668,378.81
2023	Security and surveillance of buildings	721,000.00	721,000.00	-5,196.40	715,803.60
2024	Insurance	45,000.00	45,000.00	-13,299.20	31,700.80
2025	Other expenditure on buildings	830,000.00	830,000.00	-64,200.20	765,799.80
	tot. of 202	3,181,000.00	3,181,000.00	-250,928.44	2,930,071.56
	tot. of 20	6,579,649.00	6,980,009.75	618,860.55	7,598,870.30
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING				
<b>210</b>	<b>Purchase and maintenance of IT for administration and non-operational</b>				
2100	Purchase and maintenance of IT equipment and standard software	3,594,453.00	3,594,453.00	177,499.05	3,771,952.05
2103	External services for the operation, implementation and maintenance of software and user support	3,968,630.00	3,968,630.00	-268,735.47	3,699,894.53
	tot. of 210	7,563,083.00	7,563,083.00	-91,236.42	7,471,846.58
	tot. of 21	7,563,083.00	7,563,083.00	-91,236.42	7,471,846.58

Title Chapter Article Item	Budget Heading	Commitment and payment appropriations 2025			
		Initial	Amended budget	Transfers	Current
22	MOVABLE PROPERTY AND ASSOCIATED COSTS				
<b>220</b>	<b>Technical equipment and installations</b>				
2200	Technical equipment and installations	240,000.00	240,000.00	-27,084.72	212,915.28
	tot. of 220	240,000.00	240,000.00	-27,084.72	212,915.28
<b>221</b>	<b>Furniture</b>				
2210	Furniture	1,032,000.00	1,573,000.00	-287,323.67	1,285,676.33
	tot. of 221	1,032,000.00	1,573,000.00	-287,323.67	1,285,676.33
	tot. of 22	1,272,000.00	1,813,000.00	-314,408.39	1,498,591.61
23	CURRENT ADMINISTRATIVE EXPENDITURE				
<b>230</b>	<b>Stationery and office supplies</b>				
2300	Stationery and office supplies	41,500.00	41,500.00	-513.64	40,986.36
	tot. of 230	41,500.00	41,500.00	-513.64	40,986.36
<b>232</b>	<b>Financial charges</b>				
2320	Bank and other financial charges	1,000.00	1,000.00	-750.00	250.00
	tot. of 232	1,000.00	1,000.00	-750.00	250.00
<b>233</b>	<b>Legal expenses</b>				
2330	Legal expenses and damages	60,000.00	60,000.00	38,702.65	98,702.65
	tot. of 233	60,000.00	60,000.00	38,702.65	98,702.65
<b>235</b>	<b>Other operating expenditure</b>				
2350	Miscellaneous insurance	5,000.00	5,000.00	4,900.00	9,900.00
	tot. of 235	5,000.00	5,000.00	4,900.00	9,900.00
<b>239</b>	<b>Publications</b>				
2390	Publications	15,000.00	15,000.00	-7,019.00	7,981.00
	tot. of 239	15,000.00	15,000.00	-7,019.00	7,981.00
	tot. of 23	122,500.00	122,500.00	35,320.01	157,820.01
24	POSTAL CHARGES AND TELECOMMUNICATIONS				
<b>240</b>	<b>Postal charges and telecommunications</b>				
2400	Postal charges and telecommunications	128,750.00	128,750.00	-9,048.86	119,701.14
	tot. of 240	128,750.00	128,750.00	-9,048.86	119,701.14
	tot. of 24	128,750.00	128,750.00	-9,048.86	119,701.14
25	GOVERNANCE EXPENDITURES				
<b>250</b>	<b>Governance expenditures</b>				
2500	Management Board meetings	82,500.00	82,500.00	-7,935.76	74,564.24
	tot. of 250	82,500.00	82,500.00	-7,935.76	74,564.24
	tot. of 25	82,500.00	82,500.00	-7,935.76	74,564.24
	tot. of 2	15,748,482.00	16,689,842.75	231,551.13	16,921,393.88

Title Chapter Article Item	Budget Heading	Commitment appropriations 2025				Payment appropriations 2025			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
<b>3</b>	<b>OPERATING EXPENDITURE LINKED TO AUTHORITY</b>								
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS								
<b>300</b>	<b>Risk Assessment Production experts meetings - Generic Risk Assessment and Risk Assessment of Regulated products</b>								
3000	Risk Assessment Production experts meetings - Generic Risk Assessment and Risk Assessment of Regulated products	8,930,000.00	8,930,000.00	-451,265.07	8,478,734.93	8,930,000.00	8,930,000.00	-451,265.07	8,478,734.93
	tot. of 300	8,930,000.00	8,930,000.00	-451,265.07	8,478,734.93	8,930,000.00	8,930,000.00	-451,265.07	8,478,734.93
<b>301</b>	<b>Risk Assessment Production experts meetings - Generic Risk Assessment and Risk Assessment of Regulated products</b>								
3011	Crisis support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 301	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 30	8,930,000.00	8,930,000.00	-451,265.07	8,478,734.93	8,930,000.00	8,930,000.00	-451,265.07	8,478,734.93
32	EFSA SCIENTIFIC COOPERATION								
<b>321</b>	<b>EFSA Grants &amp; Procurement</b>								
3210	EFSA Grants & Procurement	33,427,197.00	33,427,197.00	1,724,734.26	35,151,931.26	27,831,319.00	27,831,319.00	2,222,075.03	30,053,394.03
	tot. of 321	33,427,197.00	33,427,197.00	1,724,734.26	35,151,931.26	27,831,319.00	27,831,319.00	2,222,075.03	30,053,394.03
<b>322</b>	<b>Scientific Cooperation meetings</b>								
3220	Scientific Cooperation meetings	40,000.00	40,000.00	19,134.20	59,134.20	40,000.00	40,000.00	19,134.20	59,134.20
	tot. of 322	40,000.00	40,000.00	19,134.20	59,134.20	40,000.00	40,000.00	19,134.20	59,134.20
<b>323</b>	<b>Pre-accession and ENP Programmes</b>								
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENPI (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 323	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 32	33,467,197.00	33,467,197.00	1,743,868.46	35,211,065.46	27,871,319.00	27,871,319.00	2,241,209.23	30,112,528.23
34	COMMUNICATIONS								
<b>341</b>	<b>Risk Communication</b>								
3410	Risk Communication, Web management, communication activities and materials	6,140,000.00	6,140,000.00	-220,277.04	5,919,722.96	6,140,000.00	6,140,000.00	-220,277.04	5,919,722.96
	tot. of 341	6,140,000.00	6,140,000.00	-220,277.04	5,919,722.96	6,140,000.00	6,140,000.00	-220,277.04	5,919,722.96
<b>342</b>	<b>External Relations</b>								
3420	External Relations and representation	410,000.00	410,000.00	-126,026.93	283,973.07	410,000.00	410,000.00	-126,026.93	283,973.07
	tot. of 342	410,000.00	410,000.00	-126,026.93	283,973.07	410,000.00	410,000.00	-126,026.93	283,973.07
	tot. of 34	6,550,000.00	6,550,000.00	-346,303.97	6,203,696.03	6,550,000.00	6,550,000.00	-346,303.97	6,203,696.03
35	HORIZONTAL OPERATIONS								
<b>350</b>	<b>Operational IT Systems</b>								
3500	Operational IT Systems	7,781,796.00	7,781,796.00	-458,984.63	7,322,811.37	7,781,796.00	7,781,796.00	-458,984.63	7,322,811.37
3501	Multiannual IT projects	10,760,962.00	10,760,962.00	776,237.35	11,537,199.35	5,620,592.00	5,620,592.00	128,350.81	5,748,942.81
	tot. of 350	18,542,758.00	18,542,758.00	317,252.72	18,860,010.72	13,402,388.00	13,402,388.00	-330,633.82	13,071,754.18
<b>351</b>	<b>Operational support</b>								
3511	Translation, Interpretation, Linguistic Proofreading and Editing	250,000.00	250,000.00	74,665.00	324,665.00	250,000.00	250,000.00	74,665.00	324,665.00

Title Chapter Article Item	Budget Heading	Commitment appropriations 2025				Payment appropriations 2025			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3512	Library	861,000.00	861,000.00	-804.47	860,195.53	861,000.00	861,000.00	-804.47	860,195.53
3513	Mission of staff related to operational duties	650,000.00	650,000.00	-71,800.00	578,200.00	650,000.00	650,000.00	-71,800.00	578,200.00
3514	Scientific meetings and missions services	1,420,500.00	1,420,500.00	31,735.46	1,452,235.46	1,420,500.00	1,420,500.00	31,735.46	1,452,235.46
3515	Catering	30,000.00	30,000.00	11,920.83	41,920.83	30,000.00	30,000.00	11,920.83	41,920.83
	<b>tot. of 351</b>	<b>3,211,500.00</b>	<b>3,211,500.00</b>	<b>45,716.82</b>	<b>3,257,216.82</b>	<b>3,211,500.00</b>	<b>3,211,500.00</b>	<b>45,716.82</b>	<b>3,257,216.82</b>
<b>352</b>	<b>Conference &amp; outreach</b>								
3520	Conferences, outreach and representation cost	695,000.00	695,000.00	-260,091.99	434,908.01	695,000.00	695,000.00	-260,091.99	434,908.01
	<b>tot. of 352</b>	<b>695,000.00</b>	<b>695,000.00</b>	<b>-260,091.99</b>	<b>434,908.01</b>	<b>695,000.00</b>	<b>695,000.00</b>	<b>-260,091.99</b>	<b>434,908.01</b>
<b>353</b>	<b>Operational development, control and quality</b>								
3530	Operational development and support, control and quality	635,000.00	635,000.00	-36,497.89	598,502.11	635,000.00	635,000.00	-36,497.89	598,502.11
3531	Project management and project consulting support linked to multiannual projects	2,264,473.00	2,264,473.00	-248,336.67	2,016,136.33	824,010.00	824,010.00	-97,790.90	726,219.10
	<b>tot. of 353</b>	<b>2,899,473.00</b>	<b>2,899,473.00</b>	<b>-284,834.56</b>	<b>2,614,638.44</b>	<b>1,459,010.00</b>	<b>1,459,010.00</b>	<b>-134,288.79</b>	<b>1,324,721.21</b>
	<b>tot. of 35</b>	<b>25,348,731.00</b>	<b>25,348,731.00</b>	<b>-181,957.01</b>	<b>25,166,773.99</b>	<b>18,767,898.00</b>	<b>18,767,898.00</b>	<b>-679,297.78</b>	<b>18,088,600.22</b>
	<b>tot. of 3</b>	<b>74,295,928.00</b>	<b>74,295,928.00</b>	<b>764,342.41</b>	<b>75,060,270.41</b>	<b>62,119,217.00</b>	<b>62,119,217.00</b>	<b>764,342.41</b>	<b>62,883,559.41</b>

## (C) BUDGET OUTFURN AND CANCELLATION OF APPROPRIATIONS

**TABLE 31. CALCULATION BUDGET OUTFURN**

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.

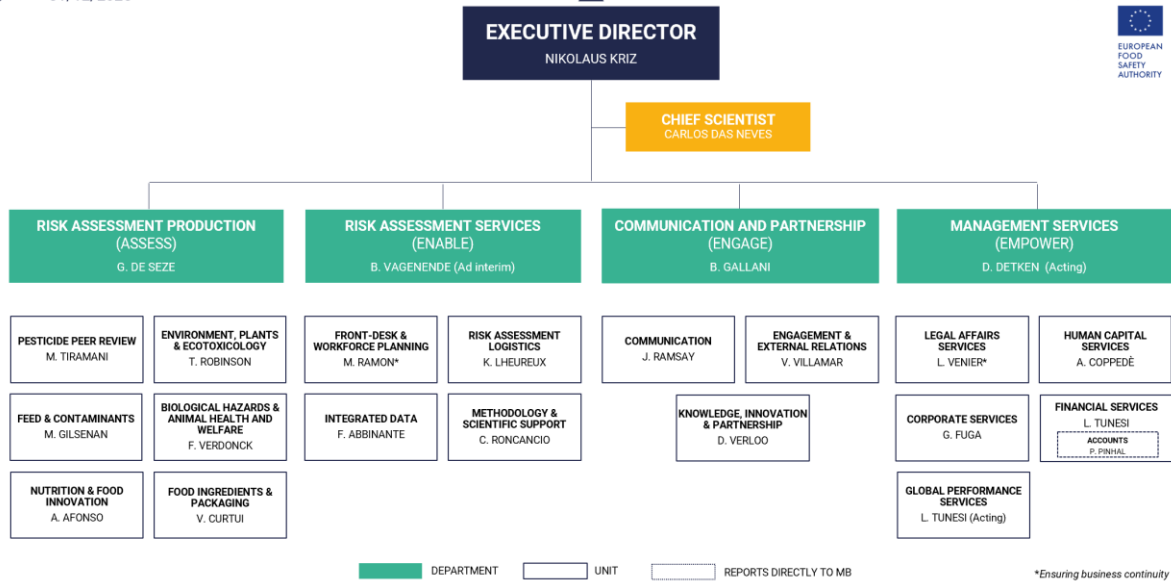
Cancellation of appropriations carried over was caused mainly by the provisional character (e.g. EFSA Journal publications, meetings, missions, energy supplies) but also due to a decrease in payments due to quality issues.

#### Budget outturn

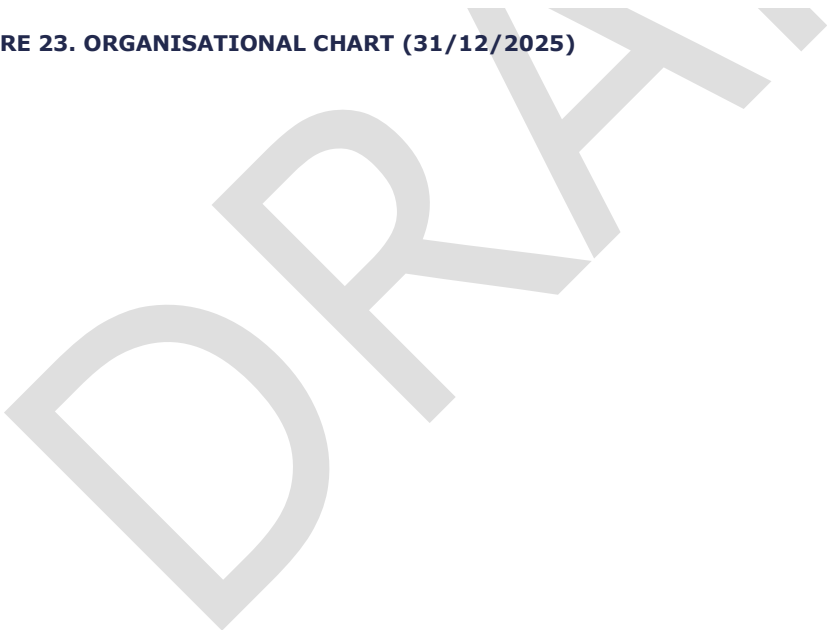
The budget outturn decreased by EUR 0.2 million to EUR 0.4 million (from EUR 0.6 million in 2024 and EUR 0.8 million in 2023). This is a result of the increased share of executed payments on total revenues following the higher share of differentiated payments on the overall payment budget and lower cancellation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

# ANNEX III. ORGANISATIONAL CHART

**ORGANISATIONAL STRUCTURE**  
31/12/2025



**FIGURE 23. ORGANISATIONAL CHART (31/12/2025)**



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

### TALENT ACQUISITION

In 2025, EFSA adopted a more targeted and data-driven multi-channel dissemination approach, with a strong focus on under-represented EU Member States. Dedicated campaigns were developed, combining digital outreach, and selected career initiatives.

The traineeship programme continued to play a strategic role in attracting early-career talent and increasing EFSA's visibility among young professionals. Diversity, inclusion and geographical balance remained core priorities, alongside strengthened cooperation with the European Commission and EU agencies. These efforts further enhanced EFSA's external visibility, surpassing 230 000 LinkedIn followers. EFSA continued to sustain a high interest in vacancies, with an average of over 200 applications per post and over 4,000 applications for the traineeship programme. Throughout 2025, EFSA has welcomed 17 new statutory staff members, 7 Seconded National Experts, around 120 young professionals (trainees) from 35 different nationalities, and around 55 new interims. Overall efforts in post management allocation have delivered a statutory staff occupancy rate of 99.5% on 31 December.

### LEARNING & DEVELOPMENT

In 2025, EFSA delivered a broad portfolio of learning opportunities to strengthen staff capabilities and advance its mission. A total of 117 in-house and 150 external individual training courses were offered, with many scientific courses also extended to external experts, enhancing their contribution to EFSA's work.

The Personal Leadership Programme (PLP), EFSA's flagship leadership initiative continued with its fifth edition, bringing the total number of graduates to 93. A dedicated learning event celebrated this milestone and the programme's organisational impact. To stay aligned with EFSA's strategic priorities, PLP was redesigned and will relaunch as PLP3 in January 2026. The updated programme strengthens focus on innovation, collaboration, and agile ways of working, supporting EFSA's goal of building forward-looking leadership capabilities.

The Fit to Lead Leadership Development Programme was strengthened with an expanded curriculum aligned to strategic priorities, supporting leaders of teams and communities. With a stronger focus on agile practices, it integrated targeted modules, the All Managers' Forum, coaching, mentoring, and themes like personal mastery and storytelling to foster adaptive, collaborative, and resilient leadership.

The "Let's Go Beyond Digital" programme advanced EFSA's digital and cultural transformation by combining cultural-enabler training with tailored learning on digital literacy, AI and data basics. Supported by the AI Driving License rollout, it also piloted interdisciplinary Fusion Teams and organised an AI Lab Day for hands-on experimentation. These activities fostered a shared digital mindset and strengthened organisational readiness and an innovation-oriented culture.

The Competency Foresight workshops led by HUCAP in 2025 supported defining EFSA's future capability needs using the 'Build, Buy, Borrow' (BBB) model. Learning Advisors worked with Heads of Unit and Department to identify current and emerging competency gaps and align

them with strategic objectives. Building on a Q1 2025 analysis of AI and science-related skills, the workshops provided evidence-based recommendations on prioritising internal development, external sourcing, and partnerships, shaping targeted learning solutions and ensuring a proactive, future-ready skills approach.

## STAFF EXPERIENCE AND ENGAGEMENT

### Performance Management

In 2025, EFSA put a strong focus on effective goal setting as a key enabler of performance, engagement and alignment with organisational priorities. Training for both staff and managers supported a common understanding of how to set clear and meaningful objectives and use them as a reference throughout the year. Talent Review Meetings remained an important moment in the performance management cycle, with emphasis on the core competencies needed for organisational success and on introducing the concept of Experience Pathways to develop internal talent. The internal selection process has been redesigned and simplified to further promote internal mobility and provide more opportunities for professional growth.

### Staff Engagement Survey (SES) 2025

The EFSA 2025 Staff Engagement Survey, conducted in October 2025, gathered feedback from 489 staff members out of 573 invited, achieving a very high response rate of 85%. The results confirm a strong level of staff engagement, with a People Engagement Index of 89% and an overall 70% Total Favourable score. Key strengths continue to be identified in Line Management, Meaningful and Rewarding Job, and Wellbeing, confirming a solid and supportive working environment. At the same time, the survey highlights areas requiring continued attention, notably Efficient Working Environment, Transparency, and Leadership. While results in some of these dimensions compare positively to external benchmarks, they remain priorities for organisational improvement. The 2025 survey results provide a robust evidence base to guide follow up actions aimed at strengthening organisational effectiveness and further enhancing the staff experience at EFSA.

### Staff Recognition

In 2025 EFSA continued implementing its first Recognition and Appreciation Plan, delivering impactful initiatives that fostered a culture of appreciation and inclusivity. In particular, the launch of the Values Award, celebrating teams exemplifying EFSA's core values, together with the recognition of colleagues reaching the 20-year milestone at EFSA, made for high-profile corporate moments during the end-of-year party. The dedicated get-together event for colleagues on their second contract renewal was also a highlight. These initiatives reinforced EFSA's commitment to valuing its people while aligning with organisational objectives.

### Diversity & Inclusion

In 2025, HUCAP continued to advance Diversity and Inclusion by promoting an inclusive workplace culture through target engagement activities. This included the organisation of expert talks and on mental health, intercultural communication, unconscious bias, alongside a range of complementary initiatives designed to promote psychological safety, respect, and employee engagement.

## MOBILITY WITH OTHER EU AGENCIES AND NATIONAL AGENCIES

In 2025, EFSA continued to build on its External Mobility Policy, further strengthening staff mobility, secondments, and exchanges with EU and national agencies. These efforts supported closer cooperation in areas of mutual interest, enhanced skills development, and knowledge sharing across the EU institutional landscape.

Building on the European Commission Staff Exchange Pilot, EFSA further leveraged the existing staff exchange framework, which had enabled eight exchanges between the European Commission and EFSA. In this context, EFSA facilitated two additional staff exchanges, one from AGES (Austrian Agency for Health and Food Safety) to EFSA and one from EFSA to AGES, as well as a three-month exchange with the European Environment Agency (EEA). In parallel, EFSA supported longer-term mobility through a one-year secondment to the European Banking Authority (EBA) and formalised a one-year secondment to the European Chemicals Agency (ECHA), scheduled to commence in February 2026.

EFSA also played an important role in fostering staff exchanges through the One Health Initiative, promoting collaboration and capacity building across the five participating agencies. The first “one health” exchanges will be agreed in March 2026. In addition, EFSA is an active member of the EUAN/AI taskforce, which is exploring staff exchange opportunities to share and further develop knowledge and expertise in the area of artificial intelligence. EFSA will participate in this initiative as it progresses towards implementation. EFSA has continued to shape the Women Development Programme, endorsed by the Heads of Agencies in Q4 2025.

## MANAGEMENT OF STAFF RIGHTS & OBLIGATIONS

In 2025, the People Services team further consolidated its role as a strategic partner to the organisation by combining operational excellence with people-centered leadership, continuous improvement, and preparedness for future challenges.

Staff engagement was strengthened through a dedicated engagement task force embedded in the People Services workplan and meeting cycle, enabling continuous listening, systematic follow-up, and transparent communication. Operational reliability remained a core focus, with People Services ensuring full compliance with staff regulations and institutional deadlines, delivering on time, on cost, and on quality. The team achieved 100% budget execution, reflecting strong financial planning and disciplined resource management. Using a structured, agile approach, they leveraged the status quo to deliver ongoing process improvements across key HR areas—including sub-delegation, contract management, and staff mobility procedures—resulting in greater efficiency, clearer accountability, and stronger risk mitigation.

Aligned with corporate priorities under the ‘Buy Build Borrow’ (BBB) framework, several major deliverables were completed. Further outsourcing enabled clerical administrative tasks for Contract Management, internal mobility, and Trainee offers to be consolidated under a single contract spanning the HoU Office, People Services, and Talent. HR legal readiness was reinforced through regular coordination with Legal Affairs and systematic reporting to HuCap leadership.

TABLE 32. ESTABLISHMENT PLAN 2025

Function Group and Grade	Authorised under the EU Budget		Filled as of 31.12.2025	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD16				
AD15		1		
AD14		3		1
AD13		3		2
AD12		6		4
AD11		13		7
AD10	1	33	1	24
AD9	4	50	2	50
AD8		69	2	65
AD7		82		60
AD6		39		75
AD5		10		16
<b>Total AD</b>	<b>5</b>	<b>309</b>	<b>5</b>	<b>303</b>
AST11				
AST10				
AST9				
AST8		3		2
AST7		6		5
AST6		16		13
AST5		26		31
AST4		24		27
AST3		17		15
AST2		1		2
AST1		0		
<b>Total AST</b>	<b>0</b>	<b>93</b>	<b>0</b>	<b>95</b>
<b>Total</b>	<b>5</b>	<b>402</b>	<b>5</b>	<b>398</b>
<b>Grand total</b>		<b>407</b>		<b>403</b>

TABLE 33. INFORMATION ON RECRUITMENT GRADE/FUNCTION GROUP FOR EACH TYPE OF POST

Key functions (examples – terminology should be adjusted to each agency’s job titles)	Type of contract (official, TA or CA)	Function group, grade of recruitment	Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]
<b>CORE FUNCTIONS</b>			
Executive Director (Senior Manager)	TA	AD 14	Coordination
Adviser/Senior Expert	TA	AD 13	Operational
Head of Department (Manager)	TA	AD 12	Coordination/Operational
Head of Unit (Manager)	Official/TA	AD 9-10	Coordination/Operational/Administration
Senior Scientific Officer	Official/TA	AD 8	Operational/Administration

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

Number of days of leave authorised to each grade under flexi-time and compensatory leave schemes (in accordance with the para. 28 Parliaments Discharge Report "2011 discharge: performance, financial management and control of EU agencies" (P7\_TA(2013)0134)):

**TABLE 34. NUMBER OF DAYS OF LEAVE AUTHORISED IN 2025 TO EACH GRADE UNDER FLEXTIME AND COMPENSATORY LEAVE SCHEMES<sup>51</sup>**

Grade	Nr of staff	Total nr of Leave Days (Flexi-time scheme)
AD5	5	12.5
AD6	30	68.5
AD7	18	63.0
AD8	20	71.0
AD9	24	79.5
AD10	6	15.0
AD11	2	7.0
AD12	1	1.0
AST3	3	9.0
AST4	7	15.0
AST5	7	20.5

<sup>51</sup> (in accordance with the para. 28 Parliaments Discharge Report "2011 discharge: performance, financial management and control of EU agencies" (P7\_TA(2013)0134))

Grade	Nr of staff	Total nr of Leave Days (Flexi-time scheme)
AST6	6	25.0
AST7	2	8.5
FGII4	1	2.5
FGII5	2	7.0
FGII6	1	4.5
FGIII9	3	7.0
FGIII10	2	8.5
FGIV13	5	3.0
FGIV14	12	33.0
FGIV15	16	43.5
FGIV16	4	4.0
FGIV17	2	3.0
<b>Total</b>	<b>179</b>	<b>511.5</b>

On 31<sup>st</sup> of December 2025, 580 of the available 586 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents, and contract agents), 568 posts out of the 571 available were occupied, thus leading to a punctual occupancy rate of 99.5%. In terms of average occupancy rate of statutory staff, around 570.2 out of the available 571 posts (99.9%) were occupied throughout the year 2025 (vs the yearly target of 95.0%).

**TABLE 35. HUMAN RESOURCE OVERVIEW (31/12/2025)**

Human resources	2024 budget approved	2025 budget approved	2025 (31/12/2025)
Temporary Agents and Officials Executives, Managers & Officers (AD)	312	314	308
Temporary Agents and Officials Assistant functions (AST)	93	93	95
<b>Total TAs+Off</b>	<b>405</b>	<b>407</b>	<b>403</b>
Contract Agents officer functions (CA FGIV)*	140	137	131
Contract Agents assistant functions (CA FG I, II, III)	27	27	34
<b>Total CAs</b>	<b>167</b>	<b>164</b>	<b>165</b>
Seconded National Experts*	<b>15</b>	<b>15</b>	<b>12</b>
<b>TOTAL STAFF ALL CATEGORIES</b>	<b>587</b>	<b>586</b>	<b>580</b>

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

## IMPLEMENTING RULES

In 2025, the following Implementing Rule on staff matters was adopted by the EFSA Management Board.

**TABLE 36. IMPLEMENTING RULE ON STAFF MATTERS ADOPTED IN 2025****DECISION ON THE ADOPTION BY ANALOGY OF THE COMMISSION DECISION ON THE GENERAL PROVISIONS FOR IMPLEMENTING ARTICLES 11, 12 AND 13 OF ANNEX VII TO THE STAFF REGULATIONS OF OFFICIALS AND ON AUTHORISED TRAVEL (DECISION NR: MB-251211-A6)**

The Decision lays down the revised Guide to missions and authorised travel. On 14 May 2025, the Commission notified agencies of the adoption of Decision on the general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations of Officials and on authorised travel - C(2025)2495 final. Pursuant to Article 110 of the Staff Regulations, by means of the above Management Board Decision (dated 11 December 2025), EFSA has adopted such rules by analogy.

**RESULTS FROM SCREENING / BENCHMARKING EXERCISE**

In 2025, the share of jobs allocated to the 'operational' role showed an increase, from 83.2% to 83.8%, which was offset by a decrease in the share of 'administration and coordination' roles (from 13.3% to 13.0%) and a decrease in the share of 'neutral' roles (from 3.5% to 3.2%).

The trajectory of these figures when compared to the previous year shows that EFSA has maintained its strategic realignment towards core activities, and consequently its more efficient corporate model, continuing to inject additional jobs in the areas of programme implementation in 2025.

**TABLE 373739. RESULTS OF THE BENCHMARKING EXERCISE IN ACCORDANCE WITH PROVISION OF ART. 29 (3) FRAMEWORK FINANCIAL REGULATION AND METHODOLOGY FOR AGENCIES JOB SCREENING**

Job Type (sub) category	2024	2025
<b>Administrative support and Coordination</b>	<b>13.3%</b>	<b>13.0%</b>
Administrative Support	11.1%	10.7%
Coordination	2.2%	2.3%
<b>Operational</b>	<b>83.2%</b>	<b>83.8%</b>
Top level Operational Coordination	2.0%	2.1%
Programme management and Implementation	66.8%	67.6%
Evaluation & Impact assessment	0.9%	0.9%
General operational	13.5%	13.2%
<b>Neutral</b>	<b>3.5%</b>	<b>3.2%</b>
Finance/ Control	3.3%	3.0%
Linguistics	0.2%	<b>0.2%</b>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>

## ANNEX V. HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

### 1. FINANCIAL RESOURCES PER STRATEGIC OBJECTIVE

**TABLE 38. BUDGET ALLOCATIONS PER STRATEGIC OBJECTIVE (% OF THE TOTAL EFSA BUDGET)**

EFSA'S strategic objective	Executed 2024	Budget 2025 <sup>52</sup>		Executed 2025 <sup>53</sup>	
	EUR million	EUR million	%	EUR million	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	67.7	68.3	42%	69.7	43%
SO2. Ensure preparedness for future risk analysis needs	49.9	46.3	28%	46.7	28%
SO3. Empower people and ensure organisational agility	43.7	48.5	30%	47.6	29%
<b>Total EFSA</b>	<b>161.3</b>	<b>163.1</b>	<b>100%</b>	<b>164.0</b>	<b>100%</b>

### 2. FTES AND BUDGET INDICATORS PER STRATEGIC OBJECTIVE

**TABLE 39. INPUT INDICATORS FOR SO1 (FTES AND BUDGET AS FULL COST OF ALL TITLES)**

Input Indicators			
Total SO1	Resources invested per year	Target 2025 <sup>54</sup>	Execution 2025
	FTEs	285	290
	Budget (EUR million)	68.3	69.7
<b>Scientific – Regulated Products evaluation</b>			
<b>Input sub-indicator</b>	FTEs	152	154
	Budget (EUR million)	29.6	27.6
<b>Scientific – Generic scientific advice</b>			
<b>Input sub-indicator</b>	FTEs	111	114
	Budget (EUR million)	30.7	34.0
<b>Communication &amp; engagement</b>			
<b>Input sub-indicator</b>	FTEs	22	22
	Budget (EUR million)	8.0	8.1

<sup>52</sup> EUR 0.4M from the legislative proposal on New Genomic Techniques that was not adopted in 2025 have been excluded (they were present in the 2025-2027 SPD)

<sup>53</sup> The initial 2025 budget increased with EUR 0.94 million from 2024 bank interest and EUR 0.06 million from the Instrument for Pre-Accession Assistance (IPA) contribution agreement.

<sup>54</sup> the 2 posts from the legislative proposal on New Genomic Techniques that was not adopted in 2025 have been excluded (they were present in the 2025-2027 SPD)

**TABLE 40. INPUT INDICATORS FOR SO2 (FTES AND BUDGET AS FULL COST OF ALL TITLES)**

Input Indicators			
Total SO2	Resources invested per year	Target 2025	Execution 2025
	FTEs	118	119
	Budget (EUR million)	46.3	46.7

**TABLE 41. INPUT INDICATORS FOR SO3 (FTES AND BUDGET AS FULL COST OF ALL TITLES)**

Input Indicators			
Total SO3	Resources invested per year	Target 2025	Execution 2025
	FTEs	186	181
	Budget (EUR million)	48.5	47.6

### 3. HUMAN RESOURCES PER STRATEGIC OBJECTIVE

**TABLE 42. FTE ALLOCATIONS PER STRATEGIC OBJECTIVE**

EFSA'S strategic objective	Executed 2024	Plan 2025		Executed 2025	
	FTE/ posts	FTE/ posts	%	FTE	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	293	285	48%	290	49%
SO2. Ensure preparedness for future risk analysis needs	116	118	20%	119	20%
SO3. Empower people and ensure organisational agility	181	186	32%	181	31%
<b>Total EFSA</b>	<b>590</b>	<b>590<sup>55</sup></b>	<b>100%</b>	<b>590<sup>56</sup></b>	<b>100%</b>

<sup>55</sup> the 2 posts from the legislative proposal on New Genomic Techniques that was not adopted in 2025 have been excluded (they were present in the 2025-2027 SPD)

<sup>56</sup> the 2 posts from the legislative proposal on New Genomic Techniques that was not adopted in 2025 have been excluded (they were present in the 2025-2027 SPD)

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

**TABLE 43. CONTRIBUTION, GRANT AND SERVICE LEVEL AGREEMENTS**

	General information					Financial and HR impacts				
	Date of signature	Total amount	Duration	Counterpart	Short description	N-1		N		
						CA	PA	CA	PA	
<b>Grant agreements</b>										
1. Project 101136346 – EUP_AHW	21/03/2024	1,200,445 €	84 months	European Research Executive Agency (REA)	European Partnership Animal Health and Welfare (EUP AH&W European)	Amount	299,936 €	299,936 €		
						Number of CAs		2		2
						Number of SNEs				
<b>Total grant agreements: 1</b>						Amount	299,936 €	299,936 €		
						Number of CAs		2		2
						Number of SNEs				
<b>Contribution agreements</b>										
1. ECDC and EFSA Fighting Antimicrobial Resistance and Strengthening the One Health Workforce in Africa (not yet signed)	04/12/2025	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>57</sup>				
						Number of CAs <sup>58</sup>				
						Number of SNEs				

<sup>57</sup> The activities linked to this agreement start in February 2026, the first pre-financing payment of EUR 468,553 was integrated into EFSA Budget in January 2026.

<sup>58</sup> 1 CA post will be covered by this agreement

	General information					Financial and HR impacts				
	Date of signature	Total amount	Duration	Counterpart	Short description		N-1		N	
							CA	PA	CA	PA
2. 2023/444-820	16/10/2023	1,150,000 €	36 months	European Commission	Preparatory measures for the participation of the IPA beneficiaries in the European Food Safety Authority 2023-2026	Amount			57,380 €	57,380 €
						Number of CAs				
						Number of SNEs		1		1
<b>Total contribution agreements: 2</b>						Amount			57,380 €	57,380 €
						Number of CAs				
						Number of SNEs		1		1
<b>Service level agreements</b>										
1. SLA with DG AGRI	14/12/2023	370,301 €	18 months	European Commission	Technical assistance to the European Commission (DG AGRI) by preparing detailed scientific and technical information regarding food and feed products certified as organic	Amount				
						Number of CAs		1		1
						Number of SNEs				
<b>Total service-level agreements: 1</b>						Amount				
						Number of CAs		1		1
						Number of SNEs				
<b>TOTAL: 4</b>						<b>Amount</b>	<b>299,936 €</b>	<b>299,936 €</b>	<b>57,380 €</b>	<b>57,380 €</b>
						<b>Number of CAs</b>		<b>3</b>		<b>3</b>
						<b>Number of SNEs</b>		<b>1</b>		<b>1</b>

## ANNEX VII. ENVIRONMENT MANAGEMENT

Through the implementation of this ISO 14001 and EMAS certified management system, the environmental impacts of EFSA's activities are identified, managed and monitored. EFSA continues its commitment to sustainability by carrying out specific activities, establishing improvement objectives and planning actions to meet them.

The environmental objectives established in 2025 include:

- purchase of electricity produced 100% from renewable sources, as already done since 2020
- update of the carbon footprint assessment of EFSA (reference year 2024)
- reduction of environmental impacts due to transport of people for meetings and scientific conferences (shuttle services)
- implementation by the travel agency of the green criteria included in the contract
- continuous awareness campaign on environmental sustainability through the "Think green Think EMAS" microsite, built in 2020
- planning and organising events based on sustainability criteria
- installation of additional multimeters to measure specific electricity consumption and identify energy saving measures
- installation of a new photovoltaic system
- certification as a 'bike friendly' organization.

EFSA continuously measures the following environmental aspects:

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

Starting from these measured values, EFSA calculates its environmental performance indicators to produce objective, verifiable and reproducible results. In this regard, in 2025 EFSA adopted a carbon emission report detailing footprint calculation methodology to guide the Agency towards carbon neutrality

In 2025, the following energy-saving and CO<sub>2</sub> emission provisions were maintained:

- optimisation of lighting settings in manual and automatic modes for common areas
- switching screens in meeting rooms to stand by every evening
- switching screens for internal communication in corridors and common areas switched to standby mode as of 5:30 p.m. instead 7:30 p.m.

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

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

# ANNEX VIII. (DRAFT/FINAL) ANNUAL ACCOUNTS

The Final Annual Accounts will be published [here](#), once adopted in June 2026.

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

Reporting period: 1 January – 31 December 2025

## 1. Executive Summary

Independence is a core value for EFSA, which ensures impartial scientific processes free from conflicts of interest. This annual report summarises EFSA's work in implementing its Policy on Independence, the Executive Director's Decision on Competing Interests Management (CIM Rules) and related conflict of interest procedures.

During the reporting period, EFSA:

- Adopted the revised CIM Rules.
- Processed 3,089 annual Declarations of Interest (DoIs) from scientific experts, identifying and preventing eight conflicts of interest; 38 DoIs from Management Board members; seven DoIs of former members of its Management Board; 469 DoIs from staff members, including Seconded National Experts (SNEs) and participants in the Guest Programme; 38 DoIs from members of recruitment Selection Boards; 65 DoIs of candidates preselected in the context of recruitment procedures, applying preventive or mitigation measures where needed; 46 Institutional DoIs and 928 Individual DoIs in procurement and grant procedures, identifying two conflicts of interest.
- Conducted two ex-post compliance and veracity checks, identifying 24 non-conformities, none of which require remedial actions.
- Assessed the applications of 17 former staff members wishing to engage in occupational activities.
- Classified 26 organisations and updated the list of "Public Institutions" published on the EFSA website.
- Delivered two training sessions to staff responsible for assessing DoIs submitted in the context of grants and procurement awarding procedures and developed practical guidance for scientific experts on how to complete their DoIs.

Overall, this report confirms that EFSA's current regulatory system remains effective in safeguarding the independence of its scientific work.

## 2. Background

Regulation (EC) No 178/2002<sup>59</sup> establishes EFSA as an independent reference point for food-chain risk assessment. Independence and high professional standards are crucial to securing trust in EFSA's scientific outputs. Aligned with the EFSA Strategy 2027<sup>60</sup>, independence, ethics and integrity are essential to providing transparent and trustworthy scientific advice. Effective management of conflicts of interest is central to EFSA's accountability.

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<sup>59</sup> Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, OJ L 031, 01/02/2002, 2-24 as last amended.

<sup>60</sup> EFSA Strategy 2027. Science Safe food Sustainability, available at <https://www.efsa.europa.eu/sites/default/files/2021-07/efsa-strategy-2027.pdf>.

EFSA's Policy on Independence<sup>61</sup> requires that EFSA publishes a report on independence-related activities on an annual basis. The CIM Rules<sup>62</sup> define the regulatory framework to manage the interests of the EFSA scientific experts, staff members, Management Board, Advisory Forum, Focal Points, Network members, hearing experts, observers, participants in procurement and grant procedures, as well as staff of EU institutions, bodies or other agencies taking an active role in EFSA's meetings.

### 3. Regulatory developments

Following the adoption of the Independence Policy by the Management Board in 2024, the Management Board sub-group on independence reviewed the CIM Rules for experts, strengthening them to enhance transparency and coherence in independence management. In March 2025, the Management Board endorsed the updated CIM Rules, which were subsequently adopted by the EFSA acting Executive Director and became applicable as of 28 March 2025.

With the oversight of the Management Board sub-group on Independence, EFSA continued developing a regulatory framework to implement Articles 11 and 11a of the EU Staff Regulations on the prevention of conflicts of interest for EFSA employees and candidates applying for EFSA vacant positions<sup>63</sup>. As these rules fall under the implementation of the EU Staff Regulations, EFSA initiated the procedure requiring the European Commission's ex-ante approval in application of Article 110 of the EU Staff Regulations.

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

EFSA processed:

- 3,089 DoIs submitted by its scientific experts, identifying and preventing eight conflicts of interests. This resulted in the exclusion of the concerned experts from the relevant EFSA scientific groups. The sectoral breakdown of the prevented conflicts of interests is as follows:
  - Animal Health and Welfare: 1
  - Biological Hazards: 1
  - Feed Additives: 1
  - Integrated Data: 1
  - Pesticides: 4
- 38 DoIs submitted by Management Board members and seven from former members.
- 46 Institutional DoIs and 928 Individual DoIs in procurement and grant awarding procedures, identifying and preventing two conflicts of interests.
- 469 statutory staff DoIs, including SNEs and participants in the Guest Programme, 38 DoIs from members of recruitment Selection Boards, and 65 DoIs from candidates shortlisted

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<sup>61</sup> EFSA's Policy on Independence. How the European Food Safety Authority assures the impartiality of professionals contributing to its operations, mb240620-a3, available at <http://www.efsa.europa.eu/en/corporate/pub/policyonindependence>.

<sup>62</sup> EFSA (European Food Safety Authority), 2025 EFSA rules on Competing Interest Management, available at <https://www.efsa.europa.eu/en/corporate/pub/policyonindependence>

<sup>63</sup> Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community, OJ P 045 14.6.1962, p. 1385

for engagement as contract agents, temporary agents, SNEs, and participants in the Guest Programme.

For six staff candidates, mitigating measures were applied to prevent any potential conflict of interest could arise due to certain interests held by candidates selected for statutory positions, SNE roles, or Guest Programme participation.

The application of ordinary mitigating measures<sup>64</sup> generally implies the exclusion of concerned individuals from processes or projects related to their previous private-sector employer, such as for example: the review of scientific outputs they produced during their previous jobs, participation in the evaluation of tender proposals presented by the former employers.

## **5. Ex post controls: compliance and veracity checks**

### **5.1. Background and aggregated results**

Twice a year, EFSA reviews a sample of DoIs submitted by experts taking part in meetings of the Scientific Committee, Scientific Panels, Working Groups, and Pesticides Peer Review meetings. As well, EFSA reviews a sample of DoIs linked to outsourcing procedures and a sample of DoIs submitted by EFSA statutory staff members, including SNEs and participants in the Guest Programme (hereinafter broadly referred to as the “staff members”).

For each reporting period, EFSA reviews the relevant documentation for 1

experts, 15 staff members and 15 tenderers, Individual Scientific Advisors (ISAs) or grant beneficiaries, all randomly selected. The checks verify whether DoIs were assessed in compliance with the applicable rules, and whether the information provided was accurate.

Experts who take part in EFSA meetings solely as observers or hearing experts, as well as members of scientific Networks, the Advisory Forum or Focal Points, together with individuals joining preparatory meetings without risk assessment discus

ions or representing EFSA at conferences or workshops, are not included in the roster of experts for the ex-post check because they do not contribute to the development of EFSA’s scientific outputs.

In 2025, these checks led to 24 findings. None of them resulted in non-compliance requiring the adoption of corrective measures.

### **5.2. Findings of compliance and veracity checks**

The compliance check confirmed that the assessment of the DoIs of all selected experts (30 in total) was carried out in compliance with the CIM Rules. Likewise, the veracity check demonstrated that the DoIs submitted by all experts were complete.

In the context of outsourcing procedures, 25 of the 30 Institutional and Individual DoIs reviewed were fully compliant. The remaining five DoIs involved minor issues, mainly the use of an incorrect form or inconsistent information. After the concerned individuals submitted updated declarations, EFSA re-evaluated them and confirmed that none gave rise to conflicts of interests.

The veracity check carried out for scientific grants, procurement, and ISAs schemes showed that 14 of the 28 Individual DoIs (Institutional DoIs are not subject to veracity checks) examined were complete. For the other 14, omissions were identified relating to activities such as

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<sup>64</sup> Definition of “Ordinary mitigating measure” is retrievable on SOP 039 on management of competing interests available at [https://www.efsa.europa.eu/sites/default/files/corporate\\_publications/files/SOP-039\\_A.pdf](https://www.efsa.europa.eu/sites/default/files/corporate_publications/files/SOP-039_A.pdf).

participation in scientific advisory entities, employment, occasional consultancy, involvement in research projects, or membership in learned societies. Following a new declaration or clarifications, EFSA concluded that these cases did not result in conflicts of interests or concerned interests that were either already past at the time of submission or unrelated to the specific EFSA call.

For staff members, 29 out of 30 DoIs were found to be fully compliant with EFSA's independence rules. One case of non-compliance related to a staff member who declared that the current EFSA employment impacts 0% in the individual's annual earning was resolved through an updated declaration, which was assessed as not giving rise to a conflict of interest. Regarding the veracity, 29 of the 30 DoIs checked were complete. In the remaining case, an incorrect end date for past employment was clarified and evaluated as not leading to a conflict of interest.

## **6. Assurance Working Group on Independence**

Pursuant to Article 22 of the CIM Rules, the Assurance Working Group on Independence (AWGI) provides advice to EFSA's Legal Affairs Services and reports to the Assurance Council, which subsequently informs the Audit Committee of the EFSA Management Board.

In 2025, the AWGI convened twice, focussing on interpretative issues. In addition, meetings were held with the EFSA Management Team during which the revised CIM Rules applicable to experts, as well the independence provisions governing staff, were addressed.

## **7. Activities undertaken by former EFSA staff members**

### **7.1 Background**

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

In the case of former senior officials<sup>65</sup> as defined in implementing measures of the EU Staff Regulations, the Appointing Authority/Authority empowered to conclude contracts shall, in principle, prohibit them, during the 12 months after leaving the service, from engaging in lobbying or advocacy *vis-à-vis* staff of their former institution for their business, clients or employers on matters for which they were responsible during the last three years in the service. Each institution shall publish annually information on its implementation, including a list of the cases assessed, in compliance with Regulation (EC) 2018/1725 of the European Parliament and of the Council<sup>66</sup>.

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<sup>65</sup> The term 'senior officials' refers to officials occupying functions corresponding to the basic post of Director-General in grades AD16 or AD15 as well as those occupying functions corresponding to the basic post of Director in grades AD15 or AD14. Basic post in this context, and in accordance with Annex 1 of the Staff Regulations, means all positions falling within the function group of Director-General or Director, as the case may be. At EFSA, the only position relevant in this context is the one of Executive Director.

<sup>66</sup> Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC, OJ L 295, 21.11.2018, p. 39–98.

## 7.2 Overview

One former staff member, Bernhard Url, occupying a position corresponding to senior official as Executive Director of EFSA left the organisation on 31 August 2025. On 27 October 2025, he informed the Authority of his intention to engage in an occupational activity pursuant to Article 16 of EU Staff Regulations. This activity entailed being a guest speaker for a lecture and public debate on the topic "EU risk regulation and EU agencies" organised by the Maastricht University.

In the reference year, EFSA processed 17 applications of six staff members having left the Authority. Five of these requests were submitted for the private sector (see Table 44).

Two of the activities related to these 17 requests were deemed to be overlapping with EFSA's tasks, whereas no restrictions were applied since no conflict of interest was identified.

**TABLE 44. OVERVIEW OF DOSSIERS ASSESSED UNDER ARTICLE 16 OF THE EU STAFF REGULATIONS**

Reference year	Total number of cases	Of which to the private sector	Of which overlapping with EFSA's tasks	Restrictions applied
2025	17	5	2	0

## 8. Awareness raising and training

EFSA continues to promote a strong organisational culture grounded in ethics, integrity, and transparency, and strives to ensure that it is recognised as a workplace that does not tolerate situations potentially conducive to conflicts of interest.

During the reference period, EFSA delivered two dedicated training sessions for staff involved in the assessment of DoIs linked to outsourcing procedures, further reinforcing the consistent and correct application of the independence rules. In addition, EFSA developed new guidance for experts providing practical instructions on how to complete their DoIs.

## 9. IT developments

In 2025, EFSA continued to advance the establishment of a comprehensive, automated IT solution for managing DoIs through the further development of the DoI2 project charter. The updated project scope foresees enhancements to the DoI tool to ensure full alignment with the revised CIM Rules and to enable the electronic processing of DoIs in outsourcing procedures, as well as for additional populations and processes requiring DoI handling. Implementation is foreseen for 2026.

These developments strengthen the long-term sustainability of the DoI tool while improving its availability, usability and overall efficiency.

## 10. Transparency

EFSA remains highly committed to meeting the highest standards of transparency by ensuring that independence-related processes are accessible to citizens and interested parties.

In accordance with EFSA's Independence Policy, EFSA made publicly available on its website the list of "Public Institutions"<sup>67</sup>. This list serves as an essential tool for the screening of DoIs

<sup>67</sup> The list is publicly available at [https://www.efsa.europa.eu/sites/default/files/documents/institutional\\_fellows\\_list.pdf](https://www.efsa.europa.eu/sites/default/files/documents/institutional_fellows_list.pdf)

submitted by concerned individuals under the EFSA's Independence Policy and CIM Rules. In 2025, EFSA classified 26 organisations.

EFSA also continued to ensure transparency by publishing on its website the DoIs of the members of its Scientific Committee, Scientific Panels and their Working Groups, of participant in Pesticides Peer Review meetings, of the members of the Management Board and its former members<sup>68</sup>, of the members of the Advisory Forum, and of members of the operational management team, comprising EFSA's Heads of Departments and Heads of Units<sup>69</sup>.

## 11. Conclusions

The quantitative and qualitative assessment of the activities carried out in the reference period confirms the effectiveness of the current regulatory system and highlights progress made in awareness raising and in the development of supporting IT solutions.

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<sup>68</sup> The registry of post mandate activities in which former MB members engage is available at <https://www.efsa.europa.eu/en/people/mbmembers>

<sup>69</sup> The DoIs of the Heads of departments and of the Heads of units are publicly available at this address: <https://www.efsa.europa.eu/en/people/operationalmanagement>

## LIST OF ABBREVIATIONS

<b>A</b>		<b>ENABLE</b>	EFSA Risk Assessment Services Department
<b>AF</b>	EFSA Advisory Forum	<b>ENREL</b>	Engagement & External Relations Unit
<b>AI</b>	Artificial Intelligence	<b>ENP</b>	European Neighborhood Policy
<b>AMR</b>	Antimicrobial Resistance	<b>EO</b>	Expected Outcomes
<b>ANSES</b>	Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail <sup>70</sup>	<b>EOR</b>	Expected Operational results
<b>APPIAN</b>	Risk Assessment Case Management Solution	<b>EPA</b>	EFSA Process Architecture
<b>ASSESS</b>	EFSA Risk Assessment Production Department	<b>ERA</b>	Environmental Risk Assessment
<b>ART</b>	Architecture Transformation Programme	<b>ERAP</b>	Emerging Risks Analysis Platform
<b>ASF</b>	African Swine Fever	<b>ERI</b>	Emerging Risks Identification system
<b>B</b>		<b>EU</b>	European Union
<b>BCO</b>	Business Continuity Officer	<b>EUAN</b>	EU Agencies Network
<b>BfR</b>	Bundesinstitut für Risikobewertung <sup>71</sup>	<b>EUDPR</b>	EU Data Protection Regulation <sup>72</sup>
<b>BIOHAW</b>	EFSA Biological Hazards & Animal health and Welfare Unit	<b>F</b>	
<b>BPA</b>	Bisphenol A	<b>F2F</b>	European Commission's Farm to Fork Strategy
<b>BSE</b>	Bovine Spongiform Encephalopathy	<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>C</b>		<b>FCM</b>	Food Contact Materials
<b>CoI</b>	Conflict of Interest	<b>FEEDCO</b>	EFSA Feed and Contaminants Unit
<b>CORSER</b>	EFSA Corporate Services Unit	<b>FIN</b>	EFSA Finance Unit
<b>COM</b>	EFSA Communications Unit	<b>FIP</b>	EFSA Food Ingredients and Packaging Unit
<b>CRA</b>	Cumulative Risk Assessment	<b>FTE</b>	full-time staff equivalent
<b>CRM</b>	Customer Relationship Management	<b>G-H</b>	
<b>D</b>		<b>GLP</b>	Good Laboratory Practice
<b>IDATA</b>	EFSA Integrated Data Unit	<b>GMO</b>	Genetically Modified Organism
<b>DEEP</b>	Data & Evidence Programme	<b>GPS</b>	Global Performance Services Unit
<b>DG DIGIT</b>	Directorate-General for Digital Services	<b>HUCAP</b>	Human Capital Unit
<b>DG SANTE</b>	Directorate-General for Health and Food Safety	<b>I</b>	
<b>DoI</b>	Declaration of Interest	<b>IARC</b>	International Agency for Research on Cancer
<b>Doi</b>	digital object identifier	<b>IAS</b>	Internal Audit Service of the European Commission
<b>E</b>		<b>IMS</b>	Integrated Management System
<b>EC</b>	European Commission	<b>IPChEM</b>	European commission Information Platform for Chemical Monitoring
<b>ECDC</b>	European Centre for Disease Prevention and Control	<b>IPA</b>	Instrument for pre-accession assistance (abbreviation used for the "pre-accession" countries)
<b>ECHA</b>	European Chemicals Agency	<b>IRMA</b>	Innovative Risk Assessment Methodologies Programme
<b>EEA</b>	European Environment Agency	<b>IUCLID</b>	International Uniform Chemical Information Database
<b>EFSA</b>	European Food Safety Authority	<b>J-L</b>	
<b>EMA</b>	European Medicines Agency	<b>JRC</b>	Joint Research Centre
<b>EMAS</b>	Eco-Management Audit Scheme certification	<b>KIC</b>	Knowledge and Innovation Communities
<b>EMP</b>	Expertise Management Programme	<b>KNOW</b>	Knowledge, Innovation and Partnership Management Unit
<b>EMPOWER</b>	Management Services Department	<b>KPIs</b>	Key Performance Indicators
<b>ENGAGE</b>	EFSA Communications and Partnership Department	<b>LA</b>	EFSA Legal Affairs Services

<sup>70</sup> The French Agency for Food, Environmental and Occupational Health & Safety

<sup>71</sup> The German Federal Institute for Risk Assessment

<sup>72</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32018R1725&from=EN>

<b>LLM</b>	Large language model
<b>M</b>	
<b>MB</b>	EFSA Management Board
<b>MESE</b>	Methodology and Scientific support Unit
<b>MFF</b>	Multiannual Financial Framework
<b>MRL</b>	Maximum Residue Level
<b>MS</b>	Member States
<b>N-O</b>	
<b>NEXT</b>	Knowledge, Expertise & Technology Programme
<b>NIF</b>	EFSA Nutrition and Food Innovation Unit
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OSOA</b>	One Substance One Assessment
<b>P</b>	
<b>PAD</b>	Public Access to Documents
<b>PII</b>	Process improvement initiative
<b>PPIs</b>	Process Performance Indicators
<b>PPPs</b>	Plant Protection Products
<b>PREV</b>	Pesticide peer review Unit
<b>R-S</b>	
<b>RA</b>	Risk assessment
<b>RAL</b>	EFSA Risk Assessment Logistics Unit
<b>SC</b>	EFSA Scientific Committee
<b>SO</b>	Strategic Objectives
<b>SEA</b>	Stakeholder Engagement Approach
<b>SNE</b>	Seconded National Expert
<b>SPIDO</b>	Science Studies and Project Identification and Development Office
<b>SOP</b>	Standard Operating Procedure
<b>SPG</b>	Specific Protection Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats analysis
<b>T-W</b>	
<b>TBC</b>	To be confirmed
<b>TBD</b>	To be defined
<b>TR</b>	Transparency Regulation
<b>TS</b>	EFSA Transformation Services Unit
<b>TSE</b>	Transmissible Spongiform Encephalopathy
<b>TTC</b>	Threshold of Toxicological Concern
<b>UK</b>	United Kingdom
<b>WG</b>	Working Group
<b>WHO</b>	World Health Organisation
<b>WOAH</b>	World Organization for Animal Health

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