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EFSA CONSOLIDATED ANNUAL ACTIVITY REPORT 2022

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Adopted on 23 March 2023
For EFSA's Management Board

[NOT SIGNED]

Aivars Bērziņš
Chair of the Management Board

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

(1) In case of indicators not measured in 2022, the most recent result is showed in the "ACTUAL 2022" column (specifying the year of the last measurement), and the most recent status is carried over to 2022.

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LIST OF ABBREVIATIONS

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

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

[3] The German Federal Institute for Risk Assessment

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

[4] Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural per-sons with regards to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC.

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

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FOREWORD

We are pleased to present the Annual Activity Report of the European Food Safety Authority (EFSA) for the year 2022. This report provides an overview of the key activities and achievements of EFSA over the past year, as well as the challenges the Authority has faced in fulfilling its mission to help ensure food safety in the EU and beyond.

Marking EFSA's 20th anniversary, 2022 also saw some new beginnings. With the easing of the SARS-CoV-2 pandemic, staff gradually returned to the office, and measures were adopted to support hybrid working. Based on the lessons learnt during the previous two years of mostly remote operations, the Authority has assessed how this experience can be used to make EFSA's ways of working more fit for future challenges.

2022 was also the first year of implementation of EFSA's new process architecture and new organisation as well as of its Strategy 2027. The strategy sets out how EFSA will respond to its changing environment, while continuing to serve its customers, partners, stakeholders and the public. It outlines three strategic objectives that guide EFSA in fulfilling its mandate, also considering the evolving EU priorities, in particular the European Green Deal and Farm to Fork Strategy.

In July 2022, a newly composed EFSA Management Board began its mandate. In line with the EU General Food Law, as amended by the Transparency Regulation, the Board now includes representatives of the Member States, European Parliament and European Commission, civil society and food chain interests, EFTA countries and the EFTA Surveillance Authority. At the operational level, a new decision-making framework has been piloted, focusing on simplification, delegation, and individual accountabilities.

Many of these enhancements were developed and implemented under the Architecture Transformation programme, which – together with the Expertise Management, Information Management, and Risk Assessment Methodologies programmes – closed in 2022. All of them have greatly contributed to leaning and innovating the ways we work. While there is still finetuning to be done, the new processes and IT tools will ultimately allow EFSA to deliver faster on science and communication.

While preparing for the future, the Authority's staff and external experts continued to focus on EFSA's core business: the delivery of high-quality, independent advice to risk managers in the EU. A total of 586 scientific questions were closed across all areas. This and other activities were also the result of strengthened collaboration with Member States via the Advisory Forum, National Focal Points, Art. 36 organisations and our Networks in the areas of science and communication, key achievements of which are listed in this report for the first time this year.

One highlight that stood out was certainly the ONE – Health, Environment, Society – Conference, organised together with EFSA's sister ENVI agencies and the European Commission's Joint Research Centre. The conference ended with a call to action for collaboration, commitment, and trust – the three ingredients enabling us to reach a goal that EFSA cannot achieve alone: sustainable food systems.

We would like to express our gratitude to EFSA's staff and experts for their hard work and dedication throughout the year. Together with our partners, we will continue to build a safer, more sustainable food system for Europe and beyond.

Aivars Bērziņš,
Chair of the EFSA Management Board

Bernhard Url,
Executive Director

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MANAGEMENT BOARD ASSESSMENT

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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[5] through a multitude of platforms and fora.

MISSION

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

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

VISION

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

GENERAL CONTEXT

2022 marked the first year of the implementation of the Strategy 2027. Designed as an evolution of the Strategy 2020, this Strategy is focused on the implementation of the Transparency Regulation (in the short term) and prepares EFSA to address new evolving EU policies (in the longer term).

In recent years EFSA has put considerable investment into addressing the requirements of the Transparency Regulation; namely the development of new processes, a reviewed organisational design and the leveraging of its technology and information management capabilities. As such, 2022 was a year of consolidation both for the Agency and its external stakeholders.

While the impact of the SARS-CoV-2 pandemic subsided, EFSA continued to operate in a "new normal" scenario, switching from a physical to a digital working environment implemented through "hybrid working" measures in view of the adoption of the new EC Decision on Working Time and Hybrid Working in January 2023.

[5] EFSA's stakeholders are representative organisations that have an interest in the Authority's work or in the wider food and feed sector. As per current Stakeholder Engagement Approach (SEA), EFSA divides stakeholders into seven major groups (more details here)

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EFSA's Strategy 2027 outlines three strategic objectives (SOs) that guide EFSA in fulfilling its mission while addressing the evolving EU priorities– particularly the European Green Deal and farm to fork strategy:

- SO1 - Deliver trustworthy scientific advice and communication of risks from farm to fork;
- SO2 - Ensure preparedness for future risk analysis needs;
- SO3 –Empower people and ensure organisational agility;

To implement its strategy, EFSA developed a multiannual work programme consisting of processes (operations) and projects (one-off development activities). The **processes represent the bulk of EFSA's work**, including risk assessment and communication as well as supporting processes. As envisaged in the strategy implementation plan, **projects** aim at delivering benefits to EFSA's core processes, such as preparedness, improved efficiency and quality.

In 2022 EFSA closed the four programmes coordinating the strategy 2020[6] development projects. The closure generated lessons learnt which helped the design of the three new Programmes[7] which will coordinate the development activities foreseen in the 2027 Strategy to answer to the transformation priorities of:

- Increased speed of risk assessment
- Increased risk assessment readiness for future risk assessment needs
- Increased digital collaboration within the EU Food safety eco-system

To ensure that EFSA's activities are focused on achieving the expected results defined in its strategy, EFSA has implemented an integrated performance framework connecting resources and activities to outputs and expected results, complemented by a set of Key performance indicators (KPIs) to monitor and drive performance.

PERFORMANCE OVERVIEW – THE YEAR IN BRIEF

Overall, EFSA performance is satisfactory, and in line with those registered in the past few years (fig. 1). In 2022 EFSA focused its efforts on 4 main areas:

- Execution of core business
- Improved functionality of IT tools & organisation Roll-out of new organisational structure, processes and roles
- Compliant & sound execution of budget

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[6] the Architecture Transformation programme (ART), the Information Management Programme (IMP), the Risk Assessment Methodologies Programme (RAMPRO) and the Expertise Management Programme (EMP)
[7] The Data and Evidence Exploitation programme (DEEP), the Innovation in Risk assessment Methods and Approaches programme (IRMA) and the Knowledge and Expertise programme (NEXT)

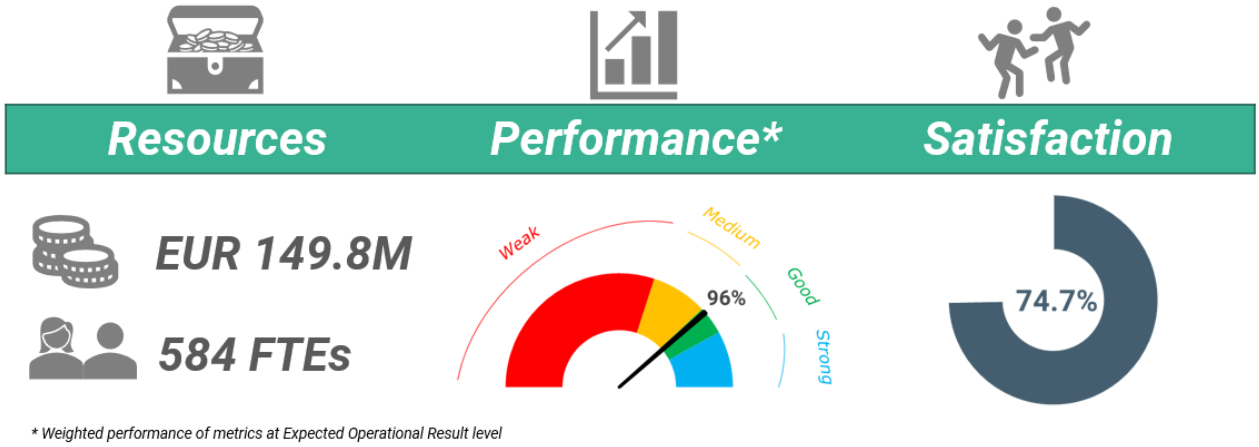

FIGURE 1. EFSA PERFORMANCE IN 2022EXECUTION OF CORE BUSINESS

Execution of core business

EFSA's main indexes in risk assessment registered performances below target, similar to that of 2020 and 2021.

In particular, **EFSA's number of questions closed** was below target (fig. 2), with deviations in the areas of *feed additives*, *novel foods*, and *plant health* caused by missing inputs (e.g. information/data from applicants and Member States) and the impact of the new tasks coming from the Transparency Regulation (high number of confidentiality requests, time needed to adapt to new tools and procedures). Highlights of scientific opinions or other important scientific outputs in the areas of regulated products and generic scientific advice are included under SO1 in Part I – Achievements of the Year.

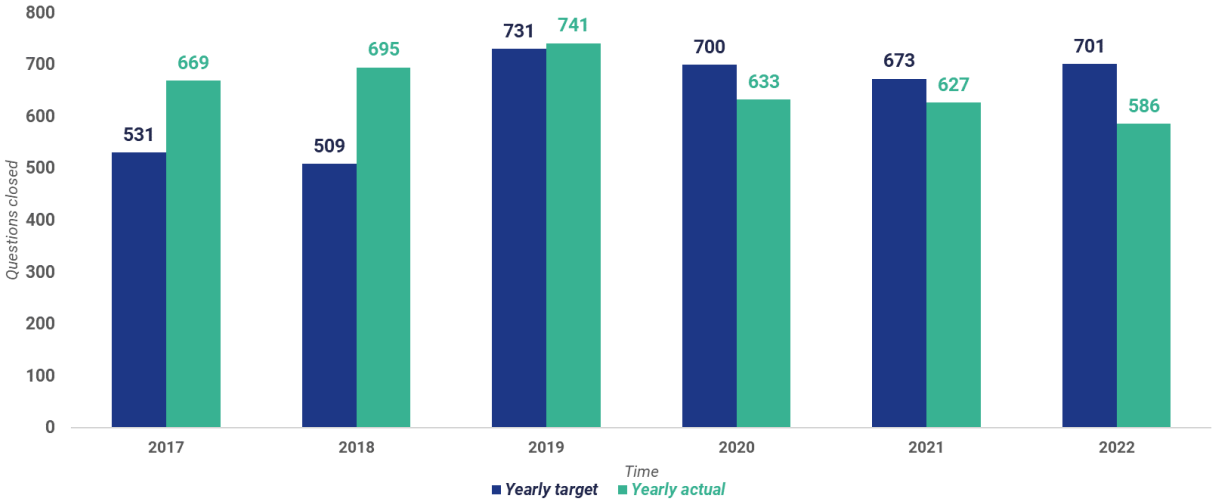

FIGURE 2. RISK ASSESSMENT PRODUCTION – QUESTIONS CLOSED (2017-2022)

A year-on-year increase was registered (84.3% vs 82.6) for the **timeliness of adoption**[8] (fig 3). The index remains below the pre-SARS-CoV-2 levels (around 88.5%) and below the overall targets (90% for Regulated Products and 100% for Generic

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

Advice) due to deviations in specific areas, for example *feed additives* and *MRL application.*

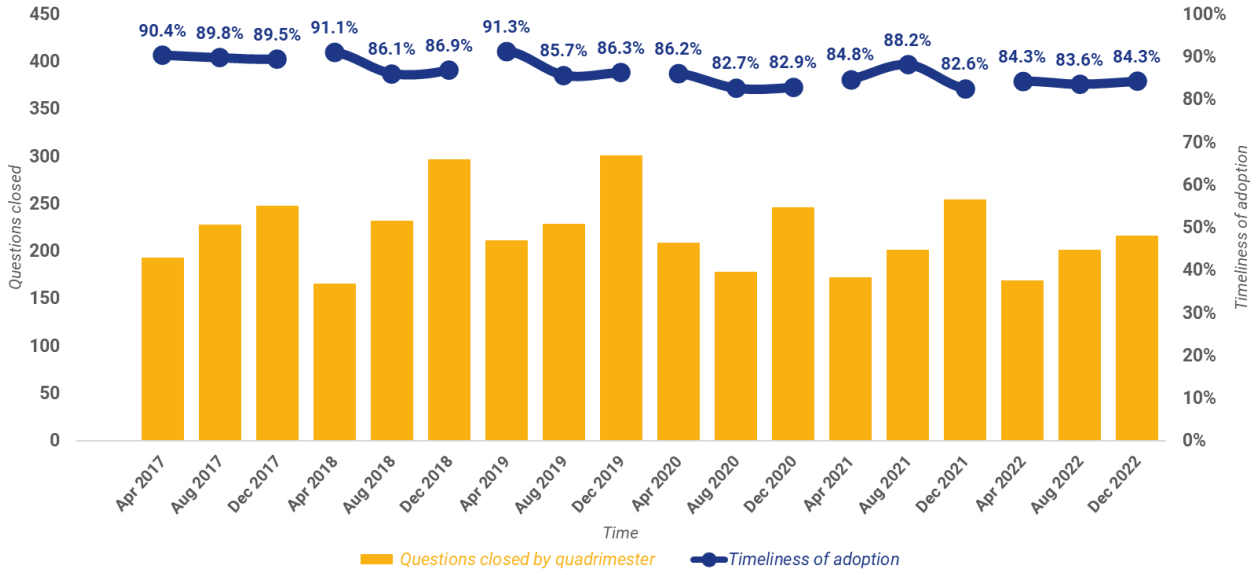

FIGURE 3. RISK ASSESSMENT PRODUCTION – TIMELINESS OF ADOPTION (2017-2022)

The index on stock of questions[9] is stable year-on-year (fig.4).

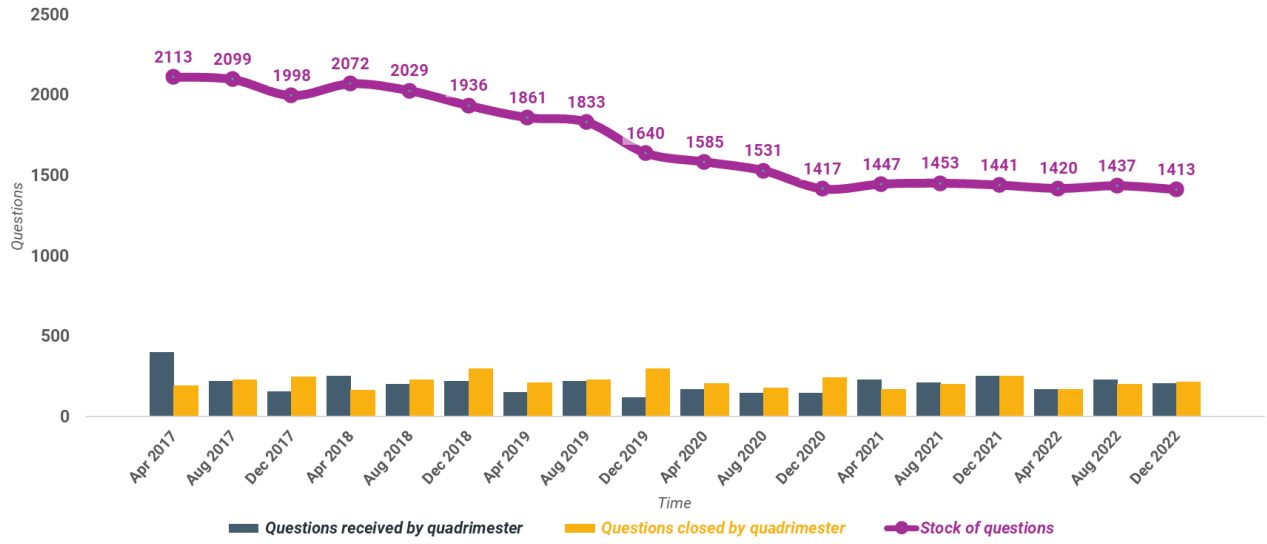

FIGURE 4. RISK ASSESSMENT PRODUCTION – STOCK OF QUESTIONS (2017-2022)

The three indexes are expected to improve in the coming years, with increased speed of Risk Assessment among EFSA's main transformation priorities for 2023 and the decrease of the stock being a long-term ambition of the Authority.

9. Stock of questions: the questions that EFSA has in its "*warehouse*". Overall stock figures slightly increased compared to the one presented in the Programming Document 2023-2025 due to reclassification of activities from Development to Business as Usual

Improved functionality of IT tools & organisation

Efforts were made to enhance the capabilities of the IT tools designed to implement the Transparency Regulation requirements. EFSA allocated an increased number of human and financial resources in the area of *transformation* (increase of the size of the Transformation Unit, investing additional EUR 5M for increased external support) and put in place the needed *governance* (creation of a dedicated project to handle the new changes, redefinition of IT processes and structure).This led to significant improvements on the new IT systems, which are expected to be crucial in supporting the generation of efficiency gains as of 2023.

Roll-out of new organisational structure, processes and roles

The new organisational structure designed to support the implementation of the Transparency Regulation and ambitions of the EFSA's Strategy 2027 was implemented as of 1 January 2022. During the course of the year the new processes were finalised and rolled-out, and the relative documentation (SOPs, WINs, metrics' scorecards) drafted to ensure compliance and clarity. The Decision-Making Framework was also revised in alignment with the new processes and to clarify accountability of decision-making structures and roles.

Notable change management efforts were carried out to accompany staff during this period of change. The activities aimed at reinforcing unit effectiveness by clarifying the processes, and the new Unit mission statements. 2022 also saw the successful onboarding of new senior and middle managers, as well as new staff members. The results of the 2022 Staff Engagement Survey were positive with excellent ratings in the areas of working environment and trust in the management, and an overall engagement index of 79%.

Compliant & sound execution of budget

With the Authority almost doubling its yearly budget in the past three years, EFSA continues to successfully adapt to the new financial landscape brought by the Transparency Regulation. In 2022 EFSA's budget was executed in full (commitment execution of 100%), with only a small deviation in payments (-2 p.p. below the target of 90%, but 1 p.p. better than 2021's results). In 2022 EFSA expenditure in the areas of *scientific production and scientific cooperation*, *IT*, and *communication* increased. In particular, investments in outsourcing for business as usual and development activities reached EUR 34.9M in 2022, compared to EUR 23.5M in 2021 and EUR 7.9M in 2019).

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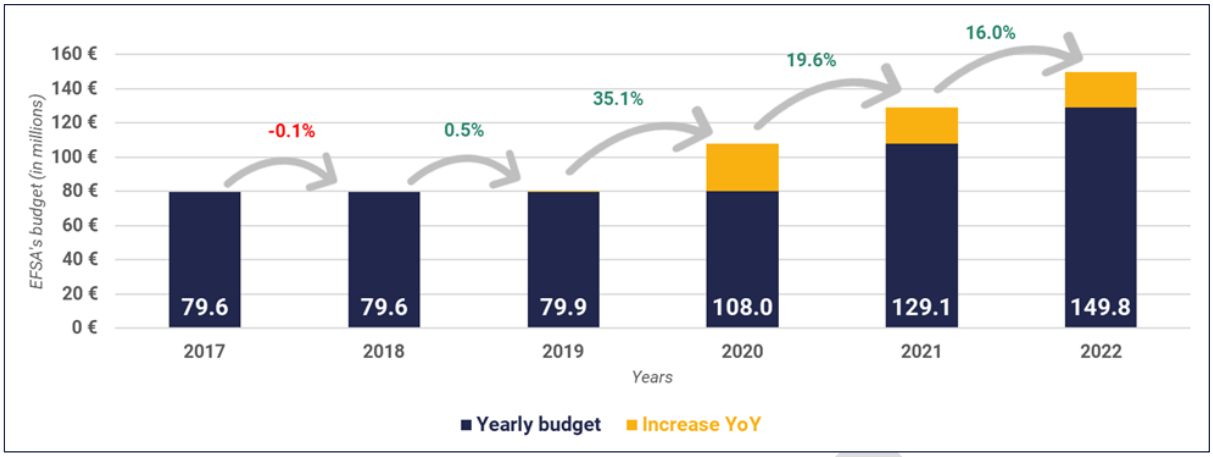

FIGURE 4. EFSA BUDGET INCREASE 2017-2022

On 4 May 2022 EFSA received a clean discharge from the European Parliament on the implementation of the 2020 budget.

KEY CONCLUSIONS (PART I, II AND III)

Overall, EFSA's performance was satisfactory with a total of 586 scientific questions closed across all areas, 115 less than the initial plan of 701. The area of communication of findings registered very positive results, with the timeliness of publication on the EFSA Journal maintaining the positive performance achieved over the past two years.

Budgetary implementation was overall very good, meeting the corporate budget execution targets for commitment and differentiated payments execution, but slightly below the year-end target for non-differentiated payments.

EFSA received clean audit opinions from the European Court of Auditors for the financial year 2021 on the reliability of its accounts and on the legality and regularity of its transactions. During the reporting year EFSA did not have to transmit or follow-up on any suspension of fraud cases to OLAF.

DRAFT

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.

EFSA's performance in the area of risk assessment registered a moderate deviation from the targets, as shown by the key performance indicators set in this area (table 1).

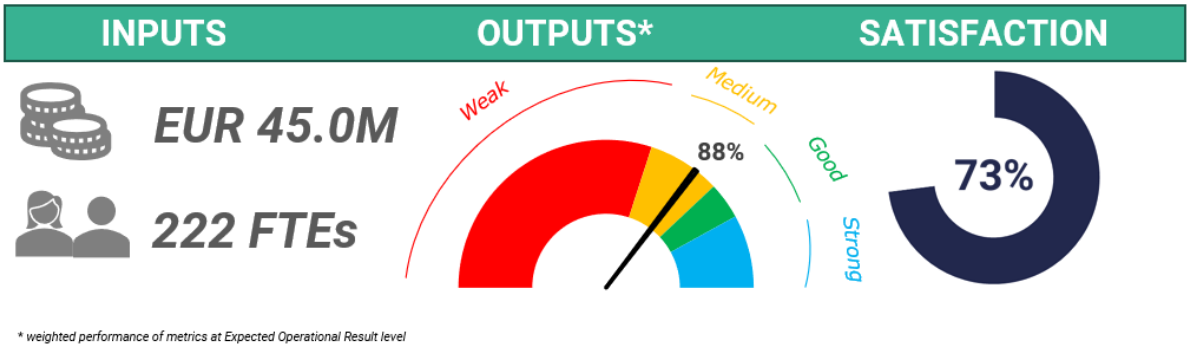

FIGURE 5. INPUTS-OUTPUTS AND STAKEHOLDERS SATISFACTION IN EFSA SCIENTIFIC RISK ASSESSMENT

EFSA measured its **reputation** in this area by launching in 2022 its **Annual Strategy Survey**[10], asking for feedback from its customers, partners, and stakeholders who are directly or indirectly involved in the delivery of EFSA's scientific opinions, in **partnership**, in **cooperation**, and **through open dialogue**.

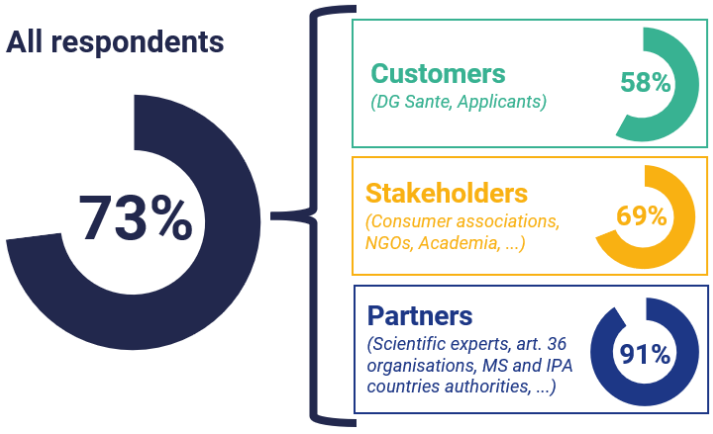

FIGURE 6. SATISFACTION IN RISK ASSESSMENT

Reaching almost 900 respondents the study showed a satisfaction rate of 73% in the dimension of Risk Assessment, with a high variability across the three main subgroups of respondents. All the three subgroups agreed (satisfaction rate in each subgroup higher than 60%) on EFSA's ability ***to provide a clear, coherent, and consistent Risk Assessment*** (79%), ***to deliver the mutually agreed "scientific value"*** (76%), and ***to provide fit-for-purpose scientific advice*** (74%). ***EFSA's ability to provide its advice in a timely manner*** remains a point of attention, with improvement expected in

[10] The study is available on the EFSA website

the coming years, including activities via the DEEP programme[11], which kicked off in the second half of 2022.

EFSA measures the **relevance** of its work through the number of **citations of EFSA's articles**. According to this EFSA's relevance remains positive and continues its steady growth, reaching almost 81,000 citations as of December 2022 and surpassing the target set (65,000). The figures show an upward trend since the EFSA Journal was accepted for indexing in Scopus and Expanded Science Citation Index (2019) and included in PubMed (April 2020), thus creating a good foundation for improving the visibility of EFSA's outputs.

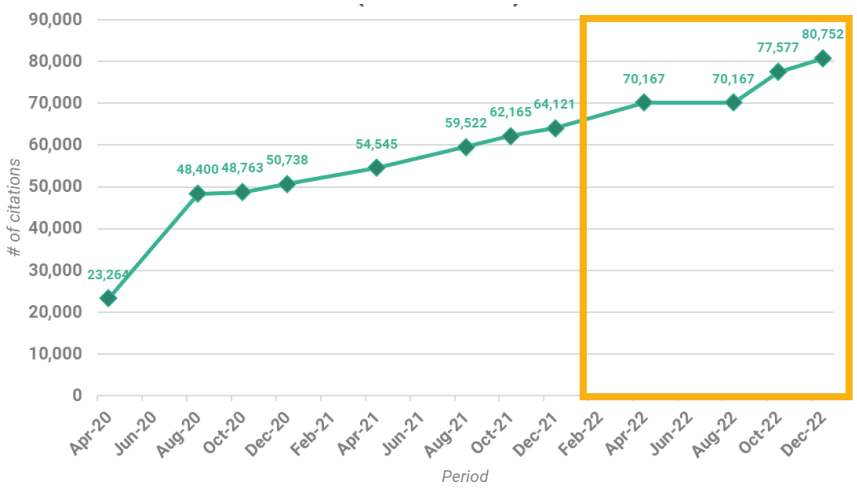

FIGURE 7. CITATIONS OF EFSA SCIENTIFIC OUTPUTS 2020-2022

Also, the performance of EFSA Journal as measured by the **H-Index** (a metric used to estimate the importance, significance, and broad impact of research contributions) registered a very positive result (132), exceeding the target set for 2022 (123).

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

E.O 1.1: Increased relevance and improved reputation of EFSA's scientific advice				
KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Reputation				
Customers/Partners/Stakeholders' satisfaction on RISK ASSESSMENT	80%[12] *(2019-2020)*	80%	73%	⊙
Dimension: Relevance				
Citations of EFSA's scientific outputs	50,738 *(2020)*	65,000	80,752	⊙
EFSA Journal's H-index	122 *(2021)*	123	132	⊙

[11] Data and Evidence Programme

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

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

In 2022, EFSA invested around 15% of its annual resources (EUR 22.3M) in the production of scientific outputs in the regulated products area, in line with the plan set out at the beginning of the year.

The majority of the resources used were EFSA's employees (around 144 FTEs) but there also was an increased share of work delivered by external parties, and EFSA's capacity to support the Risk Assessment process through outsourcing (Article 36 organisations, external experts via the ISA[13] scheme) will further increase in the coming years. Due to the nature of EFSA's work and the cycle time to finalise a scientific question, the benefits of the increased use of this lever are expected to bear fruit in full as of next year. his led to a performance that was below the expected targets but not dissimilar to the one registered in the previous year in most of the key metrics monitored:

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2022	Plan	YoY	Actual 2022	Plan	YoY	Actual	YoY
Regulated Products	364	412	383	81%	90%	71%	1233	1241
of which APPLICATIONS	298	295	259	82%	90%	78%	858	872
of which PESTICIDES	66	117	124	74%	90%	49%	375	369

FIGURE 8. PERFORMANCE IN REGULATED PRODUCTS AREA IN 2022 - VOLUMES, TIMELINESS AND STOCK REDUCTION

In 2022, **410 new questions** in the area of Regulated Products were registered in EFSA's Risk Assessment tool, a figure in line with the one from 2021 (also 410) and slightly higher than the figure in 2020 (almost 400). EFSA was able to communicate to the requestors the outcome of the completeness check for **around 80% of these questions within the agreed deadline**, with delays mainly caused by the adaptation to the new procedures and requirements put in place by the Transparency Regulation. In fact, for around 90% of the questions received in 2022 EFSA made at least 1 request for information, meaning that EFSA needed more information from the applicant before proceeding with the validation of the application.

In terms of scientific production, EFSA **closed 364 questions in regulated products** (see Table 2 and Figure 9), which is a figure below the target of 412 questions and the 2021 performance of 383. The decrease in production is mainly caused by the sub-area of pesticides (66 questions closed vs a target of 117), whilst the performance in the sub-area of applications was in line with the plan (298 vs 295). Note that 54 questions were withdrawn by the applicants, thus not contributing to the achievement of the 'closed questions' target. This represents 15% of the closed questions. In several cases, the withdrawal occurs when EFSA requests additional data to investigate an identified risk area, as a last step before concluding the assessment.

The deviation in pesticides, which spans across almost all areas, is mainly explained by a combination of incidence of clock stops (questions put on hold awaiting additional

[13] Individual Scientific Advisors

information to complete the assessment, e.g. Endocrine Disruption data requirements) and delays in the intake phase mentioned above (including contributions from Member States and EFSA's confidentiality assessment).

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

To this end, EFSA issued 90 confidentiality decisions in 2022, and registered positive indications in terms of the quality of these decisions (resulting in only 5 confirmatory applications revising the first decisions in 2022). The amount of confidentiality requests EFSA has received since the entry into force of the process has greatly surpassed the expectations, and actions (such as increased workforce) have been put in place to increase the speed of assessment of confidentiality requests.

Despite the performance below the target, EFSA's overall **stock of questions** (the questions pending EFSA's assessment) registered a small improvement year-on-year, even if it remained below the target set at the beginning of the year. The reason of this decrease is mainly due to a proportion higher than expected (54, almost 15% of EFSA's yearly production in the area) of questions that were withdrawn during the scientific assessment.

Stock reduction is a long-term objective of EFSA, and a bigger decrease is expected to be registered in the next few years, thanks to the combination of extra temporary resources granted to EFSA and the efficiencies generated by the implementation of the new IT tools.

A positive performance was registered in terms of **timeliness of adoption**: despite remaining below the target of 90%, the metric showed an improvement compared to 2021 (70.5%, +15% YoY), with almost no food sector area registering a decrease compared to 2021. Particularly noteworthy is the increase in pesticides, by almost 50% YoY, also due to the improvement initiatives put in place in the area. This dimension remains one of the three key priorities in 2023, and EFSA will roll out further improvement actions.

Finally, the index on the timeliness of publication in the EFSA Journal registered a deviation compared to the target of 87.5% and to the excellent standards set in the past 3 years (consistently above 90%), due to a mix of increased volume of work (376 questions published, against less than 300 in 2021), the impact of the reorganisation that EFSA carried out in 2021/2022, and the awarding of a new contract to the publishing company. These issues emerged since the first quarter and EFSA has already put in place mitigating actions.

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

EOR 1.1.1: Assessments for regulated products are delivered with quality and efficiently					
	KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
DIMENSION	TIMELY DELIVERY				
	Timeliness of adoption	70.2% *(2017-2020)*	90.0%	81.1%	⊙
	Reduction of backlogs and bulk evaluations	N/A	90.0%[14]	80.9%	⊙
	Of which questions to be closed for MRL Art. 12 bulk evaluation	N/A	20[15]	16[16]	⊙
	Timeliness of publication	85.6% *(2020)*	87.5%	79.1%	⊙
	Dimension: ENGAGEMENT				
	Impact of public consultations	*Under definition in 2022*			⊙
DIMENSION	USE OF RESOURCES				
	Amount of resources used	16.7% of total budget *(2020-2021)*	15.9%[17]	14.9%	⊙
	DELIVERED VOLUMES				
	Number of questions closed[18]	490 *(2017-2020)*	412	364	⊙
	Change in stock of questions	-15% *(2017-2020)*	-15%	-0.6%	⊙

Details on volumes delivered per regulated products areas are provided in Annex Ia (Questions Closed, Timeliness and Stock Reduction in 2022). Highlights of outputs per area are included in table 3.

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

Regulated products evaluation	
Food sector area	**Highlights of outputs**
FEED ADDITIVES	Botanically defined flavourings from Botanical Group 08 - Sapindales for all animal species and categories: Buchu leaf oil (EFSA-Q-2021-00597)

[14] 90% of the planned stock reduction
[15] Of which: 11 questions closed as reasoned opinion, 5 as conclusion on pesticides peer review, 4 as statement of EFSA
[16] All closed as reasoned opinion
[17] Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items
[18] The baseline is higher than 2020 execution and next years' plans as in recent years some areas were moved from regulated products to generic RA, therefore shifting questions closed. The numbers for 2022 and 2023 plans may be further technically adjusted in the next year in view of the shifting of areas of work between regulated products evaluation and general risk assessment to align to the new process architecture, e.g. the MRL Art. 12 backlog indicator might move under EOR 1.1.2 – generic risk assessment

Regulated products evaluation	
Food sector area	**Highlights of outputs**
	Ethoxyquin (6-ethoxy-1,2-dihydro-2,2,4-trimethylquinoline) for all animal species
	Stakeholder meetings, one on the guidance on the user safety and the info session on applications for feed additives.
FOOD FLAVOURINGS and ADDITIVES	Re-evaluation of already permitted food additives: the follow-up assessments to previously authorised food additives, including some used in foods intended for use in infants below 16 weeks of age.
	Opinion on sulfur dioxide and sulfites (E 220-228) in close collaboration with ECHA.
	Scientific Guidance on the data required for the risk assessment of flavourings to be used in or on foods | EFSA (europa.eu)
ENZYMES	Safety evaluation of the food enzyme endo-polygalacturonase from the genetically modified Aspergillus luchuensis strain FLYSC
FOOD CONTACT MATERIALS	Decontamination efficiency of the various recycling processes: Safety assessment of the process EcoBlue, based on PET direct iV+ technology, used to recycle post - consumer PET into food contact materials | EFSA (europa.eu)
	Safety assessment of the process Polyfab Plastics, based on Starlinger deCON technology, used to recycle post - consumer PET into food contact materials | EFSA (europa.eu)
NOVEL FOODS	Risk assessment opinions on insects used as novel food.
	The NDA panel adopted a statement on safety of cannabidiol as a novel food: data gaps and uncertainties.
GENETICALLY MODIFIED ORGANISMS	EFSA has strengthened its stakeholders interaction promoting two industry meetings, two webinars on the available tools for applicants and a series of clarification teleconferences.
	Considerable progress in reducing the backlog on GMO applications risk assessment was achieved in 2022. Currently only one GMO application is beyond the legal deadline. Post transparency regulation dossiers were submitted through the ESFC system and validation is ongoing.
	GMO panel statement on animal dietary exposure assessment (in consultation with EFSA stakeholders, MS and applicants).
MRL APPLICATIONS	Evaluation of confirmatory data following the Article 12 MRL review for thiabendazole
	Support to development of OECD Guidance at OECD level, such as the one on Honey.
ASSESSMENT OF EXISTING MRLs	Reasoned Opinion on the review of the existing maximum residue levels for cypermethrins adopted in December[19]
	Full implementation of the complexity calculator for the upfront discussion and agreement with SANTE and RMS on the expectations from the MRL review, the complexity and the timelines for the assessment;
	New GAP (Good Agricultural Practices) overview file allowing the RMS to import automatically the most critical GAPs in the Pesticide Residues Overview File (PROFile). This tool is also supported by a video tutorial ….

[19] Link to be provided in March

Regulated products evaluation	
Food sector area	**Highlights of outputs**
PESTICIDES PEER REVIEW	Regular update of the assessment of Endocrine Disrupting properties of active substances is provided in a dedicated section in the EFSA website.
HORIZONTAL SUPPORT TO APPLICANTS AND STAKEHOLDERS	9th EFSA Roundtable with Industry Associations
	Technical group on the Tools related to the application of the Transparency Regulation (TG TOOLS)

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

The amount of resources used in the area of Generic Scientific Advice (EUR 22.7M, around 15% of EFSA's total budget for the year) was slightly above the initial plan and very similar to the one invested in Regulated Products. The amount of human resources spent in this area (78 FTEs), however, was lower than the ones planned for Regulated Products (144 FTEs), as a consistent part of the work was carried out via the support of grants & procurements (EUR 5.2M, in line with 2021 figure).

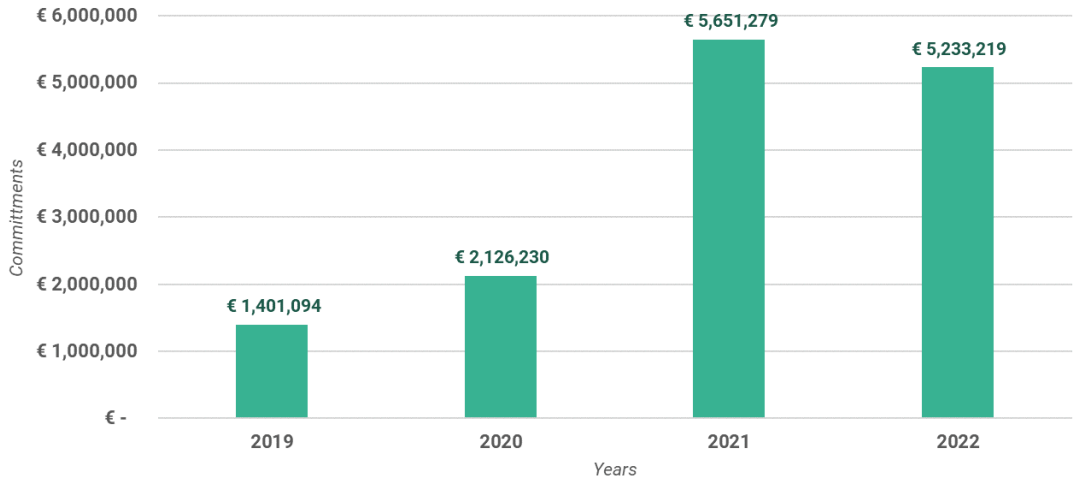


FIGURE 9. OUTSOURCING OF BUSINESS AS USUAL ACTIVITIES IN THE GENERIC SCIENTIFIC ADVICE AREA 2019-2022

Performance was below the expected targets and below the results registered in the previous year in most of the key metrics monitored:

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2022	Plan	YoY	Actual 2022	Plan	YoY	Actual	YoY
Generic Scientific Advice	222	289	244	87%	100%	100%	180	200

FIGURE 10. PERFORMANCE IN GENERIC SCIENTIFIC ADVICE AREA IN 2022 - VOLUMES, TIMELINESS AND STOCK REDUCTION

EFSA **closed 222 questions** throughout 2022, a figure below the 289 planned for 2022 and below the 244 closed in the previous year. Also, the timeliness of adoption (86.5%) was lower than the target of 100%.

In both cases, deviations were coming from few selected areas, with the main ones registered in plant health, with 91 questions closed versus 137 questions initially planned. This deviation is partially explained by an overestimation of questions planned (accounting for around 20 questions). Moreover, since the production plan of pest survey cards is distributed over the duration of the mandate (end in 2026-27), deviations at this stage are not considered worrisome for the finalization of the mandate.

The under-execution in plant health is also impacting the overall **timeliness of adoption** in the Generic Risk Assessment area, albeit delays were registered also in a few other areas (such as contaminants). It must be noted that these delays were relatively small (around 50 calendar days on average) compared to the typical duration of such mandates.

However, and despite this underproduction, the overall **stock of question** registered a decrease of almost 10% year-on-year, in line with the target. The main reason for this result is the number of questions received (around 200, less than the 265 received in the previous year).

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

EOR 1.1.2: GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	TIMELY DELIVERY				
	Timeliness of adoption	95.7% *(2017-2020)*	100%	86.5%	
	Timeliness of publication	78.7% *(2020)*	87.5%	86.3%	
	DATA DISSEMINATION				
	Knowledge junction data set uploads	39% *(2020)*	N/A[20]	N/A	
	ENGAGEMENT				
	Impact of public consultations	N/A	N/A[17]	N/A	
Dimension: Efficiency	USE OF RESOURCES				
	Amount of resources used	12.9% of total budget *(2020-2021)*	12.2%[21]	15.2%	
	DELIVERED VOLUMES				
	Number of questions closed[22]	195 (*2017-2020*)	289	222	

[20] Indicator part of the framework but still under definition

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

[22] 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

EOR 1.1.2: GENERIC SCIENTIFIC ADVICE IS DELIVERED WITH QUALITY AND EFFICIENCY					
	KPI	Baseline	Target 2022	Execution 2022	Status
	Change in stock of questions	-12% *(2017-2020)*	-10%	-9.5%	

Details on volumes delivered per generic scientific advice area are provided in Annex Ia (Questions Closed, Timeliness and Stock Reduction in 2022). Highlights of outputs per area are included in table 5.

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

General scientific advice	
Food sector area	**Highlights of outputs**
PLANT HEALTH	Quantitative pest risk assessment for *Amyelois transitella*
	Quantitative pest risk assessment with climate change scenarios for Xanthomonas citri pv. Viticola
	Pest categorisation for *Xylella taiwanensis*
ANIMAL HEALTH	Scientific report supporting the EC on negotiations with WOAH in terms of the length of the waiting period, subsequent to rabies testing in dogs, and before importation of dogs from third countries
	Support to the drafting of the Animal Health Law (AHL) by providing two series of opinions on the listing and categorisation of antimicrobial resistant bacteria and on the control measures for Category A diseases in terrestrial animals
	Epidemiological report on African Swine Fever
	Monitoring reports and Annual surveillance report on Avian Influenza
	Dashboard to visualise cases of HPAI in poultry and wild birds
ANIMAL WELFARE	Methodological guidance for the development of animal welfare mandates in the context of Farm to Fork Strategy
	Scientific opinions of animal welfare during transport & related communication: pigs, cattle, small ruminants, equidae, domestic birds and rabbits
	Welfare of pigs on farm
	Public event: EFSA findings on animal welfare for transported animals & pig welfare
BIOLOGICAL HAZARDS	Transmission of antimicrobial resistance (AMR) during animal transport
	Microbiological safety of aged meat
BIOLOGICAL MONITORING	Guidelines for reporting Whole Genome Sequencing-based typing data through the EFSA One Health WGS System
	The European Union One Health 2021 Zoonoses Report

the shifting of areas of work between regulated products evaluation and general risk assessment to align to the new process architecture, e.g. the MRL Art. 12 backlog indicator might move under EOR 1.1.2 – general risk assessment.

General scientific advice	
Food sector area	**Highlights of outputs**
	Multi-country outbreak of monophasic Salmonella Typhimurium sequence type (ST) 34 linked to chocolate products
CONTAMINANTS	Evaluation of the risks for animal health related to the presence of hydroxymethylfurfural (HMF) in feed for honey bees
	Assessment of the genotoxicity of acrylamide
	A series of three Opinions on the assessment of the toxicity of mycotoxin contaminants in feed for farm animals (Deoxynivalenol, Fumonisins and T2 and HT2 toxins).
	EFSA Special session on Mycotoxin Risk Assessment at the 2022 World Mycotoxin Forum 13th Conference in Parma.
FOOD CONTACT MATERIALS	Scientific Opinion on the Identification and prioritisation for risk assessment of phthalates, structurally similar substances and replacement substances potentially used as plasticisers in materials and articles intended to come into contact with food in collaboration with ECHA
NUTRITION	Scientific opinion on the tolerable upper intake level for selenium
	Scientific advice related to nutrient profiling for the development of harmonised mandatory front-of-pack nutrition labelling and the setting of nutrient profiles for restricting nutrition and health claims on foods
	Tolerable upper intake level for dietary sugars
GMO	Criteria for risk assessment of plants produced by targeted mutagenesis, cisgenesis and intragenesis
	Updated scientific opinion on plants developed through cisgenesis and intragenesis
	Evaluation of existing guidelines for their adequacy for the food and feed risk assessment of genetically modified plants obtained through synthetic biology
PESTICIDES	EFSA finalised the revision of the Guidance on the risk assessment for birds and mammals, to perform risk assessment for birds and mammals from plant protection products, containing pesticide active substances, in accordance with Regulation (EU) 1107/2009. The guidance document is an update of EFSA's existing guidance published in 2009.
	The PPR Panel finalised the opinion on the Development of Adverse Outcome Pathways (AOPs) for the identification of ED substances
	A data collection was published on co-formulants used in representative plant protection product formulations in the context of the EFSA peer review process for approval/renewal of approval of active substances.
	Technical assistance to support discussions on national risk management measures to address possible shortages of food and feed supply as a consequence of the Russian invasion of Ukraine)
	Scientific report on Retrospective cumulative dietary risk assessment of craniofacial alterations by residues of pesticides
	2020 Annual Report on Pesticides Residues, published together with browsable charts and graphs, making the data more accessible to non-specialists.

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

In partnership with EU risk managers, Member States risk assessors and managers, and other EU agencies, EFSA aims at ensuring that its Risk Assessment advice is useful and understandable.

Clear, coherent, and timely communication will benefit partners and stakeholders, improving the organization's reputation. It will also increase the relevance of EFSA's work with the public at large.

EFSA's performance in the area of risk communication was largely positive, with almost all metrics in the area meeting or surpassing their targets.

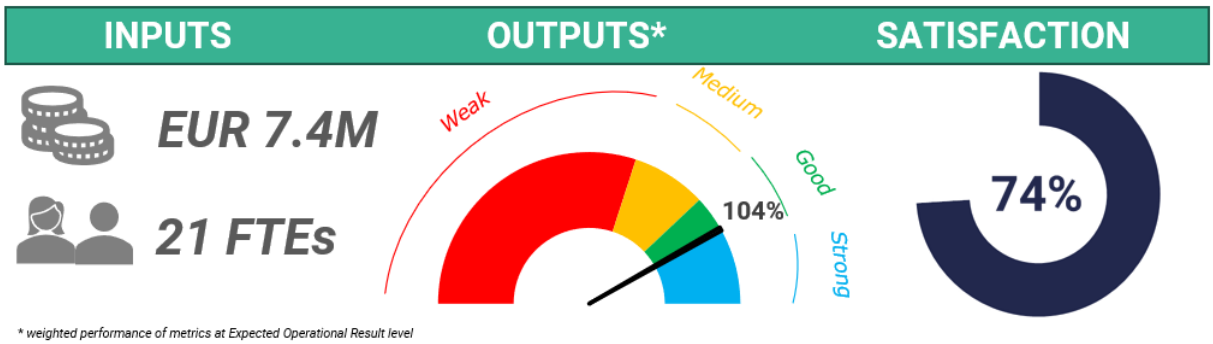


FIGURE 11. INPUTS-OUTPUTS AND STAKEHOLDERS SATISFACTION IN EFSA RISK COMMUNICATION

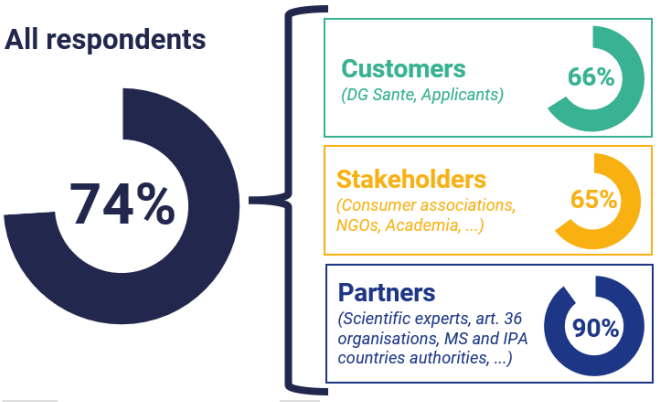


FIGURE 12. SATISFACTION IN RISK COMMUNICATION

EFSA measured its **reputation** in this area in 2022 through its Annual Strategy Survey (described in 1.1.) The overall satisfaction rate (74%) is considered positive even overall slightly below the target. Diving more deeply into the results of the survey, partners showed a higher satisfaction than the other two groups. One particularly positive area is ***EFSA's ability to deliver a mutually agreed communication value***, especially in ensuring that its communication activities are aligned with those of the European Commission. The ***fitness for purpose of EFSA's risk communication*** is noted as an area for improvement, particularly for what concerns EFSA's ability to clearly communicate and to target the right audience. This last element is confirmed by the performance of the metric on **social media interaction value**, a measurement of the engagement and interest generated by EFSA on its social media channels, indicating the **relevance** of EFSA's risk communication. The index closed the year at 53 impressions/post, a figure below the target and also below the result of 2021 (both at 63 impressions/post). In the survey, respondents highlighted the need for EFSA to communicate more with the general public and improving the engagement value of its social media channel would help in bridging this gap.

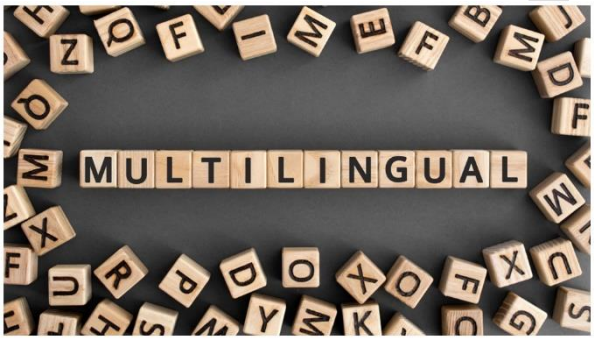
TABLE 6. SO1 - EXPECTED OUTCOME 1.2 - INCREASED RELEVANCE AND IMPROVED REPUTATION OF EFSA'S RISK COMMUNICATION.

E.O 1.2: Increased relevance and improved reputation of EFSA's risk communication				
KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Reputation				
Customers/Partners/Stakeholders' satisfaction on RISK COMMUNICATION	80%[23] *(2019-2020)*	80%	74%	⊙
Dimension: Relevance				
Social media interactions value	TBD	63[24]	53	⊙

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

By using insights from social research and focusing on personalising user experience across its communication tools, EFSA aims at producing clear, timely, and appropriate communication. At the same time, it is expanding its role in providing technical assistance and promoting research in the area of communication.

The metrics in this area show very good results, reaching or surpassing all the targets set for 2022.



One highlight is the positive performance of the KPI on **translation outreach**, the index that measures the number of visits to EFSA's non-English web pages. The figures show EFSA's commitment to making its digital content accessible to more European citizens and stakeholders. This is in line with the requests coming from the Transparency Regulation, which called on EFSA to be as accessible and inclusive as possible when communicating food risks to EU citizens. Building on efforts already started in 2020 (adding a Spanish language version of its website to those in English, French, German and Italian), EFSA first added 5 additional language versions in March 2022 and then expanded coverage further to another 14 European languages in November 2022, thus ensuring the website is available all 24 official languages of the European Union.

Another important initiative to increase the reach of EFSA's risk communication was the launch of **EFSA's podcast "*Science on the Menu*"** in November. Each episode sees experts discuss the science behind the assessment of risks from farm to fork, adding another channel to EFSA's communication portfolio.

[23] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.
[24] Target finalised in 2022

In 2022, EFSA commissioned a Special Eurobarometer, which examined Europeans' perceptions of and attitudes towards food safety. Carried out with more than 26,000 respondents from the 27 Member States, the survey provided insights on several areas within EFSA's remit, such as **Europeans' interest in food safety-related topics**, the **factors affecting food-related decisions**, and **awareness of and main concerns about food safety topics**. Looking at the main results of the study, 70% of the respondents said they are **interested in the topic of food safety**, and **food safety** (46%) was mentioned as one of the top three most important factors affecting Europeans' food-purchasing decisions, alongside **cost** (54%) and **taste** (51%).

FIGURE 13. SPECIAL EUROBAROMETER, - EUROPEANS' PERCEPTIONS OF AND ATTITUDES TOWARDS FOOD SAFETY

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

EOR 1.2.1: An audience-first approach ensures quality throughout risk communication					
KPI		**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Quality	APPROPRIATENESS OF COMMUNICATION				
	Performance of communication materials	N/A	75%	81%	⊙
	REACH OF COMMUNICATION				
	Translation outreach	22% *(2021)*	22%	26%	⊙
	SOCIAL RESEARCH IS APPLIED				
	Leverage of social science	66% *(2021)*	100%	100%	⊙
Dimension: Efficiency	USE OF RESOURCES				
	Amount of resources used	1.5% of total budget *(2020-2021)*	1.2%[25]	0.9%	⊙

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

EOR 1.2.2 - Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies.

EFSA aims at supporting the European Commission in development of the future General Plan for Risk Communication and invests accordingly in its communication channels and digital platforms, ranging from the evolution of the EFSA Journal to campaigns delivered to EU citizens, through **strengthened EU coordination**.

This aspect of EFSA's communications also registered positive results in all metrics, with the increase in the resources spent in this area consistent with the plan to increase reach via targeted communication campaigns.

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

EOR 1.2.2: Coordinated risk communication is delivered with the European Commission, Member States and ENVI Agencies					
KPI		**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Quality	REACH OF COMMUNICATION				
	Performance of EFSA's Campaigns	N/A	90%	100%	⊙
	Performance of dissemination process	N/A	90%	100%	⊙
	COORDINATED COMMUNICATION				
	Joint communication content production	75% *(2021)*	100%	95%	⊙
Dimension: Efficiency	USE OF RESOURCES				
	Amount of resources used	2.7% of total budget *(2020-2021)*)	4.3%[26]	4.1%	⊙

In 2022, EFSA focused its efforts on the communication campaign on African Swine Fewer (ASF), running for the third consecutive year. In partnership with local authorities in eighteen countries (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czechia, Estonia, Greece, Hungary, Kosovo [27], Latvia, Lithuania, Montenegro, North Macedonia, Poland, Romania, Serbia, Slovakia, Slovenia), the campaign aimed to raise awareness about how to prevent the spread of ASF. This initiative was part of ongoing

> *"The spread of African swine fever continues at an alarming rate, with recent outbreaks in Italy and two sporadic outbreaks in Germany, close to the borders of France and the Netherlands respectively. African swine fever is not confined to wild boar in Eastern and Central Europe. It is a global issue that poses a significant threat to pigs, farmers and the pork industry and needs to be tackled by all of us together"*
>
> ***Bernhard Url,***
> ***EFSA Executive Director***

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

[27] this designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

efforts by EFSA, the European Commission and other international bodies to halt the spread of ASF in the EU and neighboring countries.

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

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

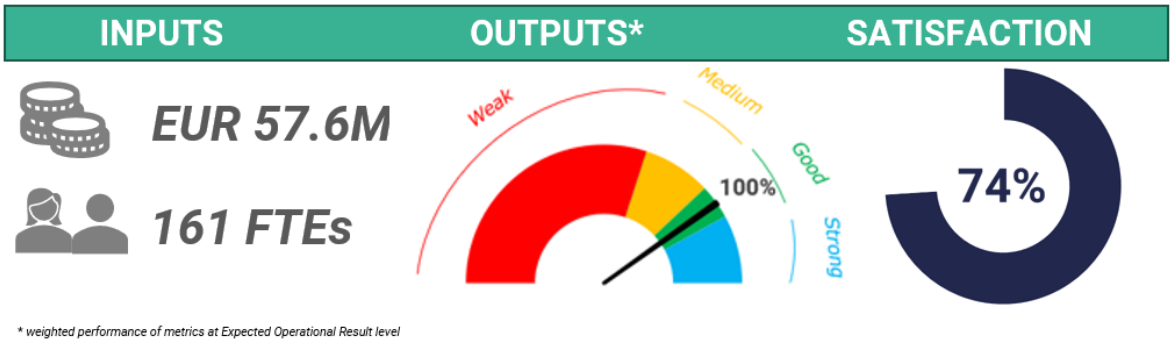


FIGURE 14. INPUTS-OUTPUTS AND STAKEHOLDERS SATISFACTION IN EFSA'S PREPAREDNESS

EFSA measured its **reputation** in this area in 2022 through its Annual Strategy Survey with stakeholders expressing a level of satisfaction in line (or higher) to EFSA's targets in the five areas of analysis (*preparedness*, *harmonisation*, *data access and exploitation*, *capacity strengthening*, and *ecosystem efficiency*). Looking deeper, EFSA's ability to ***build capacity at EU & international level*** scored high across all respondent groups, whilst areas for improvement are ***EFSA's ability to increase the Risk Assessment capacity via flexible and innovative sourcing*** and the ***appropriateness of the data used by EFSA for its Risk Assessment***.

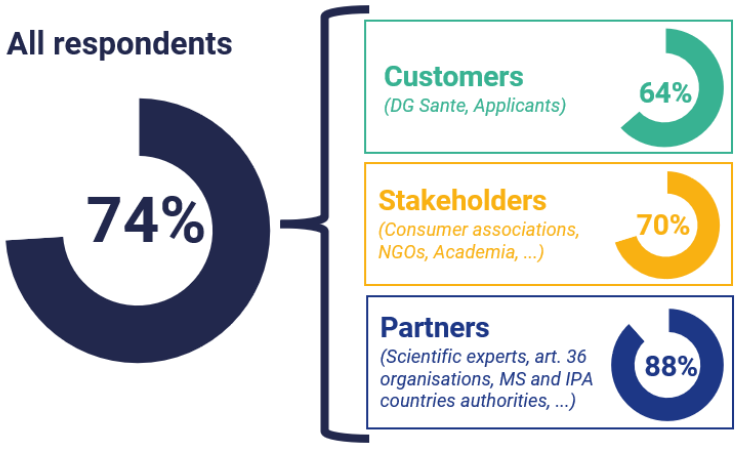


FIGURE 15. SATISFACTION IN PREPAREDNESS

EFSA uses as a proxy of the **relevance** of its methods within the scientific community the **number of citations of EFSA's guidance documents**. The metric used to track relevance, is on track.

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

E.O 2.1: Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future				
KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Reputation[28]				
Customers/Partners/Stakeholders' satisfaction on PREPAREDNESS	75% *(2019-2020)*	75%	74%	
Customers/Partners/Stakeholders' satisfaction on HARMONISATION	75% *(2019-2020)*	75%	77%	
Customers/Partners/Stakeholders' satisfaction on DATA ACCESS AND EXPLOITATION	50% *(2019-2020)*	50%	73%	
Customers/Partners/Stakeholders' satisfaction on CAPACITY STRENGTHENING	65% *(2019-2020)*	65%	73%	
Customers/Partners/Stakeholders' satisfaction on ECOSYSTEM EFFICIENCY	N/A	60%	73%	
Dimension: Relevance				
Citations of EFSA's guidance documents	11,380 *(2021)*	13,000	13,230	
Use of EFSA models	N/A	N/A[29]	N/A	
Use of EFSA datasets	N/A	N/A[25]	N/A	
Users in EFSA's platforms	N/A	N/A[25]	N/A	

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

EFSA aims at achieving harmonisation of Risk Assessment by further developing its cooperation channels at European and international level. This will increase the availability of expertise to be used for the Risk Assessment, also via a flexible and innovative sourcing.

In 2022 EFSA reached an important milestone for food and feed safety in the EU coinciding with the 20th anniversary of EFSA's creation. The **ONE – Health, Environment, Society – Conference 2022**[30] took place in Brussels and online from 21

[28] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards.
[29] Indicator part of the framework but still under definition
[30] Outcomes and recommendations in the conference report article here: https://www.sciencedirect.com/science/article/pii/S0924224422003934?via%3Dihub and in the EFSA Journal here: https://efsa.onlinelibrary.wiley.com/doi/abs/10.2903/j.efsa.2022.e201101

to 24 June 2022, and whose scientific programme was shaped in partnership with the other ENVI Agencies[31] and the European Commission's Joint Research Centre.

FIGURE 16. ONE – HEALTH, ENVIRONMENT, SOCIETY – CONFERENCE 2022

With food systems lying at the intersection of many critical challenges, from fighting climate change, to halting biodiversity loss to reducing waste, there is growing evidence that human, animal, and environmental health are inextricably linked. This means that risk assessment science cannot limit itself to food/feed safety but it needs to take a broader perspective, to pivot towards a "one health-one environment" approach. The conference followed the set up (in May 2022) of a joint ENVI Agencies social media account on **One Health.**

Increase EFSA's Risk Assessment capacity using means other than internal FTEs is pivotal to increase the long-term goals of increasing the speed of the risk assessment and the reduction of the stock of questions[32]. A positive result is the increase in the number of organisations actively cooperating with EFSA for the execution of its scientific work programme (106 unique organisations being awarded a call in 2022, including the organisations part of consortia). The increased number of organisations can be attributed to the increased promotion of EFSA's outsourcing initiatives, the increased budget available, and the outreach of the EFSA Focal Points[33] for the update of the Art.36 List in 2022. The support of the Focal Points network will be key to increase the EFSA's capacity, via a new Operational Framework 2023-2027 and with an increase of the financial investment envisaged (up to EUR 10M in 2027).

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[31] European Centre for Disease Prevention and Control (ECDC), the European Chemicals Agency (ECHA), the European Environment Agency (EEA), the European Food Safety Agency (EFSA), and the European Medicines Agency (EMA)

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

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

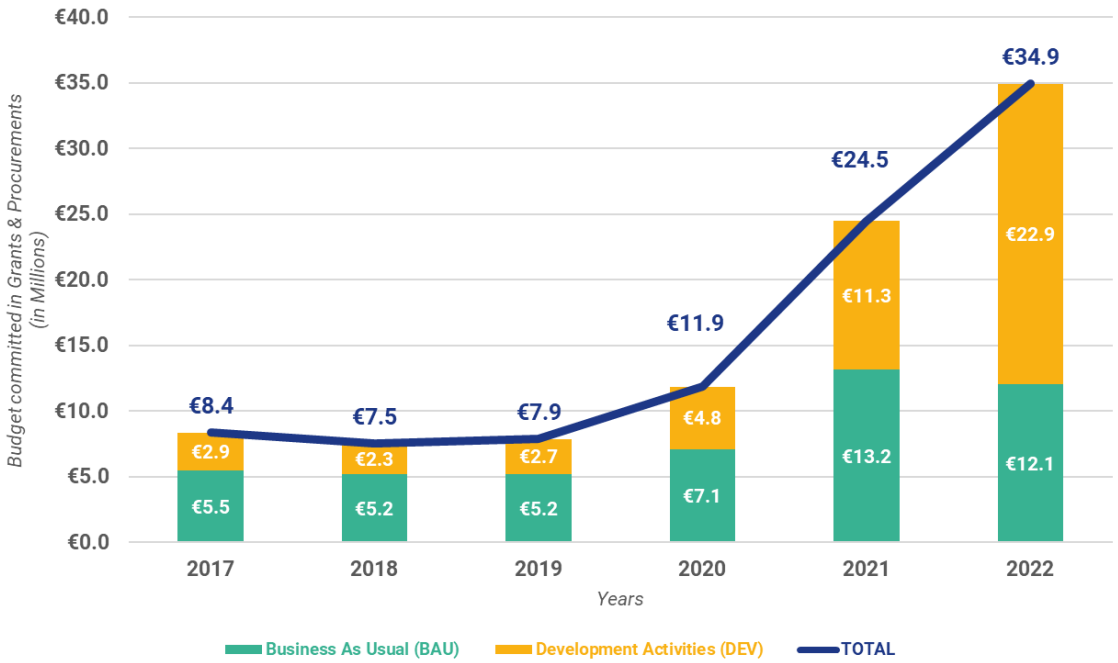

FIGURE 17. OVERVIEW OF OVERALL (ALL STRATEGIC OBJECTIVES) EXPENDITURE IN GRANTS AND PROCUREMENTS 2017-2022 IN BAU AND DEV

The increased participation of national organisations in EFSA's calls translated in an increased amount of budget invested in grants & procurements that, despite being below the target set (27%), almost doubled year-on-year. In 2022, EFSA took actions (in form of increase monitoring of the yearly phases of the launch of the contracts) to improve the overall process and to adapt it to the changes in the portfolio composition of the calls (with bigger and longer calls being launched compared to previous years). These increases, however, did not directly translate into an increase of the expertise availability to address request coming from the risk managers, which was below the target and the results coming from the previous years.

Finally, in the area of stakeholder engagement, EFSA carried out more activities than initially foreseen. Among the most relevant activities, there are the ones carried out on bee health (an exchange of views with the ENVI Committee, a joint EFSA / SANTE workshop on the new bee guidance, a meeting with the EU Bees Partnership Discussion Group, and a workshop on the prototype of new database for bee health data), on animal welfare (online stakeholder event on EFSA's findings on the animal welfare of transported animals), on new genomic techniques (a stakeholder event on future risk assessment challenges in relation to plants derived from new genomic techniques) and on circular economy (a foresight workshop on novel sources of feed from circular economy and a consultation with core project partners (Scientific Committee, EEA, JRC, DG SANTE) on the prioritization of circular economy practices).

Focal Points actively supported scientific cooperation through the promotion of harmonized procedures, supporting capacity building activities and sharing of best practices to raise awareness on risk assessment needs throughout EU and aiming to ensure a consistent approach to risk assessment at EU level. Focal Points assured regular liaison with Advisory Forum members, exchanging relevant information concerning scientific network activities, highlighting a steady growth in different and new scientific domains. Focal Points supported the identification of national representatives for EFSA's scientific networks and for other ad-hoc occasions ensuring the relevant

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expertise needed. A new Focal Point operational framework was developed during 2022, envisaging, among other objectives, to facilitate an even closer cooperation among Focal Points, AF members, national representatives in EFSA scientific networks and national experts. The list of the active EFSA Networks and their main achievements in 2022 are presented in table 11.

The deviation in the resources spent in the area (around EUR 8M more than expected) is due to the need to increase the IT capacity in project management, business analysis, and technical analysis that emerged already in the first quarter of 2022. This was needed to cover the growth of IT component of scientific projects, the ambitious targets of Strategy 2027, and request for changes on IT tools linked to the implementation of Transparency Regulation.

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

E.O.R 2.1.1: Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	EXPLOITATION OF INNOVATIVE SOURCING				
	Number of unique organisations/entities in unique consortia contributing to EFSA's work programme	43 *(2017-2020)*	60	106	
	Resources allocated to outsourcing RA activities	13.6% of total budget *(2020-2021)*	27%	23%	
	Share of EFSA's [34] outputs delivered with outsourcers' contribution	N/A	N/A[35]	N/A	
	EXPERTISE PREPAREDNESS				
	Expertise preparedness to address RM's requests	94% *(2020)*	95%	87%	
	ENGAGEMENT				
	Engagement activities	N/A	20	24	
Dimension: Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	83% *(2021)*	85%	67%	
	USE OF RESOURCES				
	Amount of resources used	16.0% of total budget *(2020-2021)*	7.5%[36]	12.4%	

[34] Frozen in 2022, as the needed APPIAN module is not in use yet
[35] Indicator part of the framework but still under definition
[36] Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items

TABLE 11. EFSA NETWORKS ACHIEVEMENT HIGHLIGHTS IN 2022[37]

EFSA Networks	Highlights of achievements 2022
Communication Expert network (CEN)	• Coordinated communication on 23 of EFSA's scientific outputs including three pre-publication teleconferences and use of a shared working space with the CEN. • Coordinated communication to support implementation of the Transparency Regulation – including the #EUChoosesafeFood campaign and the co-creation with Member States of infographics tailored to different national audiences to illustrate the difference between the concepts of 'hazard versus risk'..
Pesticide Steering Network	• Practical experience of Member States with regard to implementation of Transparency Regulation (TR); discussion and consolidation of the Good Agricultural Practice-table (list of uses) in the assessment reports ;assessment of co-formulants: presentation of the EFSA technical report and Risk assessment of second active substance contained in the product for representative uses: way forward
Pesticide Steering Network IUCLID Subgroup	• Admissibility checklist for pesticide applications, new IUCLID validation and filtering rules, endorsement of the new approach to Personal Data from 01 January 2023. • Document "Process and responsibilities for study notification of pesticide dossiers". • Publication of video tutorials on "Light check for personal data on pesticide dossiers in IUCLID" and "Running the validation assistant tool on pesticide dossiers in IUCLID". • Publication of information to support the transition to the new Microorganism data requirements
Scientific Network for Microbiological Risk Assessment (MRA)	• Presentations by members of the network on.a wide range of activities related to microbial risk assessment including impact of *Vibrio* infections, activities on *Campylobacter* in broilers, *Salmonella* and *Listeria monocytogenes*, transfer of anisakid allergens to meat, risk assessment of monkey pox transmission through food and risk-based classification of food establishments as well as an invited presentation on ionophor resistance in poultry. • Presentation of activities of the EFSA BIOHAZ panel and the BIOHAW Unit
Scientific Network for Risk Assessment in Animal Health and Welfare (AHAW)	• Special attention was paid to avian influenza, African swine fever and SARS-CoV-2, One Health surveillance and biosecurity. • The sub-group specialised on Animal Welfare (AW) activities discussed Animal Welfare risk assessment including several mandates of EFSA in the context of the Farm - to - Fork strategy as well as initiatives from Member States related to the protection of animals on farm, during transport and at the time of killing • The sub-group of the scientific National Contact Points (sNCPs) for scientific support established under Art 20 of Council Regulation (EC) 1099/2009 focused on the protection of animals at the time of killing.
Scientific Network for Risk Assessment in Plant Health	• Discussion on several topics related to plant health risk assessment, such as ○ climate suitability including climate change scenarios; ○ commodity risk assessment for High Risk Plants and derogations requests to provisions of the EU Plant health law; ○ global database on host plants of Xylella species. ○ EFSA plant health surveillance and monitoring activities (including the new Network on plant health surveillance).

[37] The complete EFSA Networks Annual Activity Report 2022 is available here (tabled for discussion at the June '23 MB meeting):

EFSA Networks	Highlights of achievements 2022
Scientific Network for Risk Assessment of GMOs	• Update on the EFSA organization and on the implementation of the Transparency Regulation, • Discussion on several aspects related to the risk assessment of selected GMO applications, • Discussion on New Genomic Techniques (NGTs) including exchange of views and opinions on the risk assessment of plants obtained by NGTs and update on the activity on NGTs carried out by MS. Presentation of two adopted EFSA outcomes on the risk assessment of plants obtained by NGTs and cisgenesis/intragenesis.
Scientific Network on BSE/TSE	• Update on: ○ the situation and surveillance of CWD in North America and Norway, ○ the molecular characterization of emergent CWD strains in Europe, ○ the impact of feed ban on L-BSE, ○ the review of experimental models using non-human primates assessing transmissibility, pathogenesis and resistance to prions, ○ an online real-time pulse survey on the network and TSE in Europe, ○ recent and ongoing activities on TSE of EFSA, WOAH and EC, as well as the preliminary results of the 2021 EU TSE summary report.
Scientific Network on Chemical Monitoring Data Collection (ChemMon dc)	• Support to EFSA on aligning the different Regulations to have a common deadline to collect chemical monitoring data aimed at reducing the time from defining sampling plans to data publication, support on the production of enhanced data visualisations for annual reports and dissemination of data analysis by adjusting to different stakeholder needs. • Increase of data quality shared among EU MSs on chemical occurrence, review of the chemical monitoring reporting guidelines and reporting timelines.
Scientific Network on Emerging Risks Exchange (EREN)	• Member states participation in the identification, characterisation and analysis of emerging issues or signals. 56 emerging issues identified , 24 of which were qualified as emerging risks and followed up with EREN. • EREN's view elicitation, in topic interviews and survey, on desired features for the Emerging Risk Analysis Platform (ERAP), integrated in the Interim report on business analysis of ERAP project.
Scientific Network on Food Contact Material (FCM)	• Updates from EFSA and International and EU Institutions/agencies on activities of interest for the Network, • EFSA presentation and discussion on its risk assessments, challenges and methodologies including promoting the awareness and application of EFSA Scientific Committee cross-cutting Guidance documents, • Member States presentation and discussion on matters of interest, i.e. progress and challenges in the assessment of non-plastic FCMs and compliance testing of plastics, promotion harmonisation and synergies in the assessment of FCM groups regulated at national level and in ongoing and future projects. • Highlight on practical usefulness of the EFSA "R4EU database on Member States risk assessment plans" to be better supported by giving access to the Network representatives and improving communication between focal points and stakeholders including Network representatives.
Scientific Network on Food Consumption Data (FCD)	• Knowledge on whether countries will apply a rolling system for collecting food consumption data in the future,

EFSA Networks	Highlights of achievements 2022
	• Information for countries that did not apply for an EU Menu funding whether a survey has taken place in the meantime or is planned for the near future and its characteristics in summary, • Understanding if countries are using the available EFSA exposure tools and information on whether there are similar initiatives to the Environmental Footprint of food database projects across Europe
Scientific Network on Risk Assessment of Nanotechnologies in Food Feed (NANO)	• Exchange with the Network on the status of implementation of the recently published two EFSA Nano Guidance documents (i.e. Guidance on Particle – Technical Requirements[38] and Guidance on Nano – Risk Assessment[39]) across EFSA regulated areas, discussing a specific example in the context of feed additives risk assessment, • Trainings to interested Network members on EFSA Nano Guidances and nanomaterials risk assessment, • Contribution in the production of the new Annex on 'Degradation/dissolution rate under acidic conditions'[40] to update the Guidance on Particle – Technical Requirements. • Contribution to design the new EFSA NAMs4NANO Project[41] via dedicated workshop, dissemination of the publication of the call for tenders, and participation in the call for tenders. • Active discussion and exchange on ongoing or planned activities in the field of Nanotechnology, new scientific developments, and emerging issues of concern with the aim to promote information exchange, facilitate harmonisation of methodologies, and identify areas for mutual cooperation.
Scientific Network for Zoonoses Monitoring Data and the specific subgroups (AMR, FBO, TSE, WGS)	• Review of the reporting guidance documents (zoonoses and foodborne outbreaks): ○ Zoonoses and foodborne outbreaks guidance for reporting 2021 data, ○ Prevalence sample-based guidance for reporting 2021 data, ○ Manual for reporting on zoonoses and zoonotic agents, within the framework of Directive 2003/99/EC, and on some other pathogenic microbiological agents for information derived from the year 2021 ○ Data on zoonoses and foodborne outbreaks. Review of the Technical specifications for a baseline survey on the prevalence of methicillin-resistant Staphylococcus aureus (MRSA) in pigs. • Review of the One Health draft report on zoonoses and foodborne outbreaks, and the draft EU Summary Report on AMR in humans, food-producing animals and food, as well as the TSE EU summary report: ○ EU One Health 2021 Zoonoses report, ○ The European Union Summary Report on Antimicrobial Resistance in zoonotic and indicator bacteria from humans, animals and food in 2019/2020, ○ TSE 2021 EU Summary report.

[38] EFSA Scientific Committee, 2021. Guidance on technical requirements for regulated food and feed product applications to establish the presence of small particles including nanoparticles. EFSA Journal 2021;19(8):6769, 48 pp. https://doi.org/10.2903/j.efsa.2021.6769

[39] EFSA Scientific Committee, 2021. Guidance on risk assessment of nanomaterials to be applied in the food and feed chain: human and animal health. EFSA Journal 2021;19(8):6768, 111 pp. https://doi.org/10.2903/j.efsa.2021.6768

[40] https://efsa.onlinelibrary.wiley.com/action/downloadSupplement?doi=10.2903%2Fj.efsa.2021.6769&file=efs26769-sup-0001-Annex_A.pdf

[41] https://www.efsa.europa.eu/en/art36grants/article36/gpefsamese202201-nams4nano-integration-new-approach-methodologies-results

EFSA Networks	Highlights of achievements 2022
	• Reviews of the communication tools, of the Zoonoses National reports and of the Terms of References.

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

A strengthened foresight and horizon scanning, as well as the linking of early warning systems and data systems across Europe and beyond will improve EFSA's ability to identify emerging risks and to respond to crises.

In this area, EFSA performed in line with the expectations in 2022. The work carried out by the Emerging Risk Exchange Network (EREN) led to the identification of 31 emerging issues that were followed up (as "short stories") and that were discussed within the EREN network in 2022. The number of signals that EFSA and the EREN identified by scanning the environment, instead, were 64.

Among the issues discussed there was the possibility for animals outside Africa to be affected (or even become key players) for the ongoing Monkey-pox outbreak, whose risk is considered very low. Another topic was zoonotic potential of the ISKV virus, which has wide range of hosts having been in bats, humans, and ticks, and for which there is a need for monitoring the occurrence of the virus not only in humans but also other possible vectors.
Finally, a good participation of the targeted actors was ensured in EFSA's crisis preparedness trainings, with 10 participants taking part in this year's training session. EFSA's crisis preparedness works on a four-year cycle and the aim is to involve all the relevant actors (MSs, Sister Agencies, pre-accession countries) within this timeframe.

TABLE 12. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.2 – THE QUALITY AND SCALE OF CRISIS PREPAREDNESS AND THE IDENTIFICATION OF EMERGING RISKS IS IMPROVED

E.O.R 2.1.2: The quality and scale of crisis preparedness and the identification of emerging risks is improved					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION				
	Ensure identification of emerging issues	29 potential emerging issues *(2016-2019)*	between 25 and 35	31	
	EMERGING RISKS PREPAREDNESS				
	Ensure preparedness: % of emerging issues that lead to an action	N/A	50%	48%	
	INTEROPERABILITY IN CRISIS PREPAREDNESS				
	Cooperation in Crisis Preparedness	29% *(2018-2020)*	30%	26%	
Dimension: Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	80% *(2021)*	85%	90%	
	USE OF RESOURCES				

E.O.R 2.1.2: The quality and scale of crisis preparedness and the identification of emerging risks is improved					
KPI		**Baseline**	**Target 2022**	**Execution 2022**	**Status**
	Amount of resources used	2.6% of total budget *(2020-2021)*	2.9%	2.6%	⊙

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

Within its risk assessment approaches, EFSA will **develop and integrate new scientific developments** focusing on NAM-based methods and the minimisation of animal testing, innovations in food systems, data, and technology, and strive to meet "One health" policy needs.

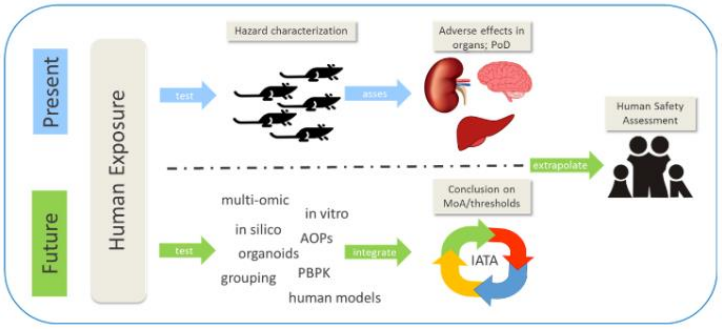

FIGURE 18. NAMS IN RISK ASSESSMENT

Regarding New Approach Methodologies, a roadmap for Action on NAMs in Risk Assessment[42] was developed in 2022. The aim of the roadmap is to propose potential EFSA priorities regarding the incorporation of NAMs into regulatory hazard and risk characterisations of chemicals in food and feed. For this purpose, the most relevant activities/projects and organisations were identified from five relevant research areas: toxicodynamics, toxicokinetics, exposome, susceptible human population, and data integration.

Moreover, an important project call on NAMs was launched in the context of the **Science Studies and Project Identification & Development Office (SPIDO)**, the function that coordinates the identification of scientific themes and their roadmaps to ensure EFSA's preparedness via multi-annual, multi-partner and high-value scientific grants and procurements opportunities. Via this project, EFSA wants to develop proof of concept cases studies to evaluate the use of NAMs in the safety assessment of nanomaterials. This is a cross-cutting matter which covers several EFSA's regulatory frameworks and includes "conventional materials" as well as materials with nano-scale characteristics.

[42] Development of a Roadmap for Action on New Approach Methodologies in Risk Assessment

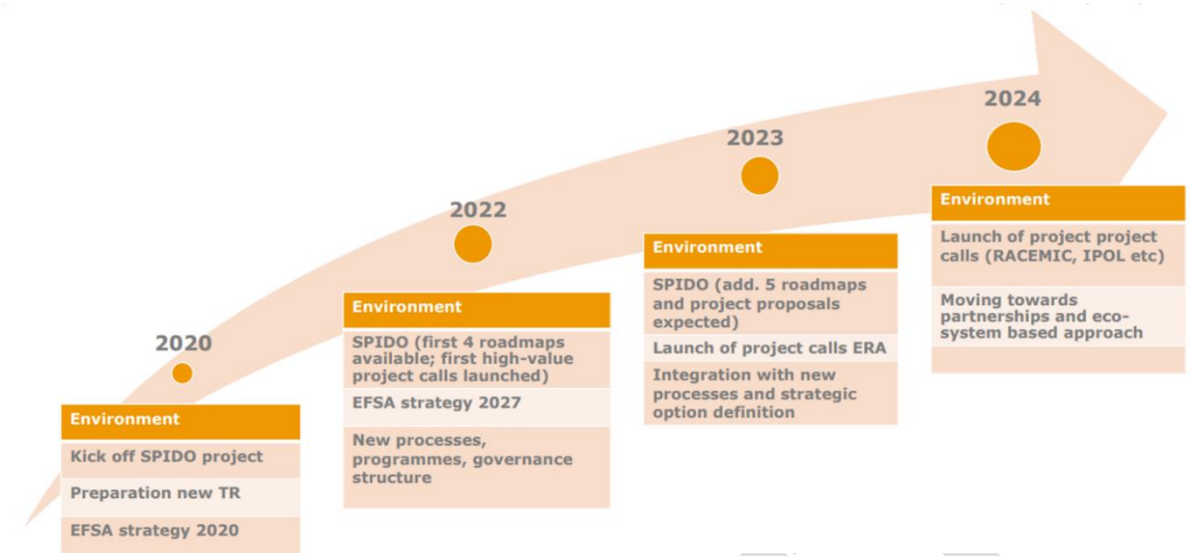

FIGURE 19. SPIDO EVOLUTION

In 2022, EFSA's work on **the review of its cross-cutting scientific guidances** is on track. In particular, EFSA's Scientific Committee finalised the update of the cross-cutting guidance on the use of the benchmark dose approach in risk assessment. In this update, EFSA reconfirmed that the benchmark dose (BMD) approach is a scientifically more advanced method compared to the no-observed-adverse-effect-level (NOAEL) approach for deriving a Reference Point (RP). The main change compared to the previous version (dated 2017) is in the statistical methodology to use, with the recommendation to switch to the Bayesian paradigm.

Other examples of work in this area are the Re-evaluation of the existing health-based guidance values for copper and exposure assessment from all sources and the Report on development of a harmonised approach to human dietary exposure – in Cross cutting science.

Very good performance of the index measuring **EFSA's methodological preparedness to address the requests for Generic Advices** arrived in 2022. The result of 96% (against a target of 90% and an historical trend of above 85%) reflects the coverage and the fitness for purpose of EFSA's scientific guidances (cross-cutting/sectorial). This is also confirmed by the positive satisfaction rate coming from the EFSA Annual Strategy survey (76.7% of favourable replies).

The deviation in the resources used is mainly referring to the deprioritisation or the discontinuation of some high-value development activities, such as the project to implement a *multi-OMICs and inter-species workflow to derive human reference points and health-based guidance values (HBGVs) from quantitative in vitro data* (postponed to 2023).

TABLE 13. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.3 – THE QUALITY OF SCIENTIFIC GUIDANCE AND METHODOLOGIES IS IMPROVED TO ADDRESS FUTURE CHALLENGES

E.O.R 2.1.3: The quality of scientific guidance and methodologies is improved to address future challenges				
KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
METHODOLOGICAL PREPAREDNESS				

E.O.R 2.1.3: The quality of scientific guidance and methodologies is improved to address future challenges					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Efficiency	Methods preparedness to address RM's requests	90% *(2020)*	90%	96%	
	Up-to-date scientific guidance documents	82% *(estimated, based on a sample)*	90%	90%	
	COOPERATION				
	Cooperation in methodology development	90% *(2020 estimation)*	100%	100%	
	DELIVERED VOLUMES				
	Number of project deliverables finalised	*83% (2021)*	85%	82%	
	USE OF RESOURCES				
	Amount of resources used	9.8% of total budget *(2020-2021)*	17.5%[43]	12.2%	

EOR 2.1.4 - Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured

EFSA is expected to contribute to the achievement of the Sustainable Development Goals (SDGs), participating to the implementation of the relevant EU strategies, advocating for relevant topics to be included as priorities for EU co-funded research programmes, and proposing solutions that support simplification, cost savings, and improved regulatory predictability.

An example is the **Chemicals Strategy for Sustainability (CSS)-One Substance One Assessment (OSOA)** in which EFSA is involved since 2019. EFSA's contribution officialised at the beginning of 2021[44]. An internal project was developed to coordinate the activities in EFSA contributing to the CSS and, in particular, to establish the pillars for the implementation of OSOA. The CSS-OSOA project —foreseen for 2022-2023— stemmed by the need to start the foundations of a structured collaboration with the relevant actors including Agencies (mainly ECHA and EMA), the EC and Member States to allow a smooth implementation of CSS-OSOA. Several activities are covered by the project including, among other, the identification of cross-cutting substances, the mapping of data requirements and risk assessment methodologies across the several EU chemical frameworks[45] and the contribution to the EU-Chemical Data Platform on Chemicals.

[43] Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items
[44] A letter from the EFSA ED to DG ENV Director General was submitted on the 1st February 2021, expressing EFSA's engagement and support of activities in the context of CSS
[45] Mapping Data requirements and risk assessment methodologies. Activity done via a Procurement. "Mapping of data requirements and assessment methodologies linked to the regulatory frameworks and remits of the relevant EU Agencies (ECHA, EFSA and EMA) and EC Scientific Committees (SCCS and SCHEER)" (November 2022 to November 2023)

EFSA continues also **contributing to projects running at EU and international level**. Despite participating in less projects that initially foreseen (27, vs a target of 39), the contribution remains in line with the performance registered in the past years (28 projects/year on average since 2018). In 2022, EFSA started contributing to a project on microbial risk assessment within the Horizon Europe scheme, which is expected to close some knowledge gaps in the area.

FIGURE 20. 2ND RISK ASSESSMENT RESEARCH ASSEMBLY

In terms of **advocacy**, EFSA continued with its efforts to support the EU Green Deal, with around half of the engagement activities carried out referring to topics under that umbrella. In particular, in 2022 EFSA focused its on bee health, new genomic techniques (NGTs), animal welfare, and circular economy.

An important mention deserves the organization of the **2nd Risk Assessment Research Assembly** (RARA), which took place in Berlin on 7 December 2022. The convention wanted to stimulate alignment between national and EU research funding, and EFSA brought together funders, policy/decision makers, and leading food safety researchers to showcase how research outputs can support the achievement of Sustainable Development Goals and the Green Deal. The discussions, which involved more than 250 delegates from 40 countries, focused on Research & Innovation investment needed for a safe transition towards sustainable food systems, on the importance to define One Health research needs, and on how to align research efforts.

TABLE 14. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.4 – PREPAREDNESS FOR FUTURE REGULATORY AND POLICY NEEDS ADDRESSING THE EU FARM TO FORK, BIODIVERSITY AND CHEMICAL STRATEGIES IS ENSURED

E.O.R 2.1.4: Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured					
	KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Quality	EFFECIVE RESEARCH COORDINATION & ADVOCACY				
	Participation to research projects	34 *(2020)*	39	27	
	ENGAGEMENT IN RESEARCH COORDINATION & ADVOCACY				
	Activities related to Green Deal	N/A	25%	54%	
Dimension : Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	100% *(2021)*	85%	100%	
	USE OF RESOURCES				

E.O.R 2.1.4: Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured					
KPI		**Baseline**	**Target 2022**	**Execution 2022**	**Status**
	Amount of resources used	2.3% of total budget *(2020-2021)*	2.4%[46]	2.5%	⊙

EOR 2.1.5 – Wider access to and broader exploitation of data and analytics is achieved

EFSA will strengthen a collaborative data governance together with Member States and other Agencies. This governance will improve data quality and data interoperability (in line with the **One Health approach**), drawing also on Artificial Intelligence-enabled analytics and technologies.

In this area, a positive result is coming from **EFSA's data preparedness** to reply to request from the Risk Managers upon the reception of the mandate, with the index reaching 81%, against a target of 78% and an historical performance of around 75%.

This result comes after the good progress registered by the projects in the area of data access and exploitation, such as the one on the **collection, analysis, and storage of whole-genome sequencing** data (called Integrated "one health"). Another important project in the area is called "***Develop and implement a repository and tools to analyse sequences of GM Plants provided in applications***": through this project EFSA will have a repository for all the GM sequences submitted during the risk assessment, as well as an increased analytical capability.

Data collections were also performed in support to generic risk assessment, for example on phthalates, and a pilot on VMPR (veterinary medicine product residues) control plans.

In the area of data accessibility, EFSA continued working towards the full integration of the **International Uniform Chemical Information Database** (IUCLID) in its pesticides Risk Assessment process, with improved features and trainings to applicants.

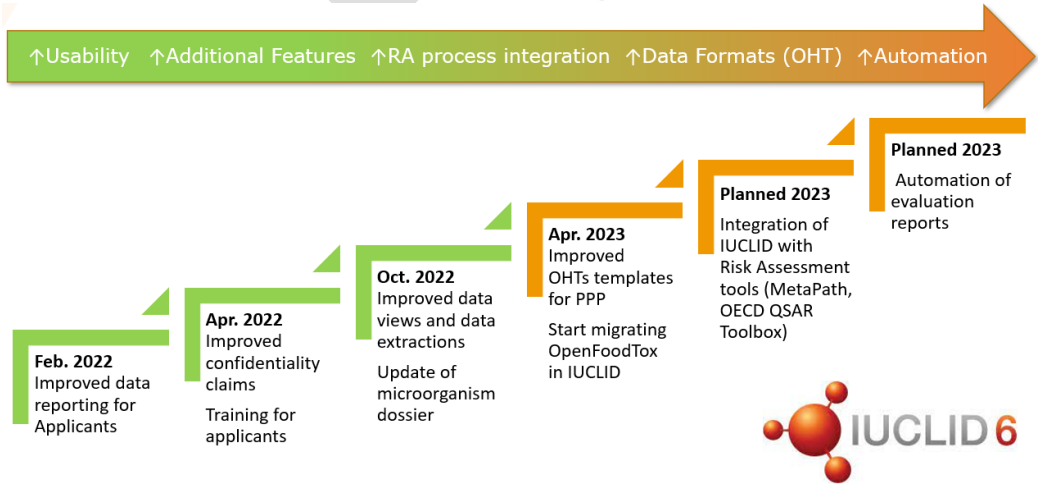

FIGURE 21. IUCLID PROGRESS TOWARDS AUTOMATION

In addition, the **Food Consumption Database** underwent a major update in late 2022, which included the addition of new data from Italy (substituting information collected 17

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

years ago) and, for the first time, data from four pre-accession countries, including info about pregnant women and vegetarians collected under the EU Menu project. The EFSA Food Consumption Database plays a key role in the evaluation of the risks related to possible hazards in food in the EU and allows estimates of consumer exposure to such hazards.

TABLE 15. SO2 – EXPECTED OPERATIONAL RESULTS 2.1.5 – WIDER ACCESS TO AND BROADER EXPLOITATION OF DATA AND ANALYTICS IS ACHIEVED.

E.O.R 2.1.5: Wider access to and broader exploitation of data and analytics is achieved					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	DATA PREPAREDNESS				
	Evidence preparedness to address RM's requests	76% (2020)	78%	81%	
	DATA ACCESSIBILITY				
	Efficacy of EFSA's data ecosystems services	1 *(2021)*	2	1	
	Availability of structured data formats in Regulated products domains	41% *(2021)*	41%	41%	
Dimension: Efficiency	DELIVERED VOLUMES				
	Number of project deliverables finalised	71% *(2021)*	85%	100%	
	USE OF RESOURCES				
	Amount of resources used	5.3% of total budget *(2020-2021)*	9.8%[47]	8.7%	

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

SO3 – EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

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

An agile and accountable organization supports EFSA's efforts to ensure its long-term relevance and reputation in the areas of scientific risk assessment and risk communication. Accountability is enshrined in EFSA's values and at the foundation of EFSA's strategy 2027.

To ensure **efficient implementation** and sound management of resources, effective governance have been provided throughout the year as well as provision of enabling services.

Overall, EFSA's performance in the area of organizational efficiency (including talent management) was in line with the targets set for the year.

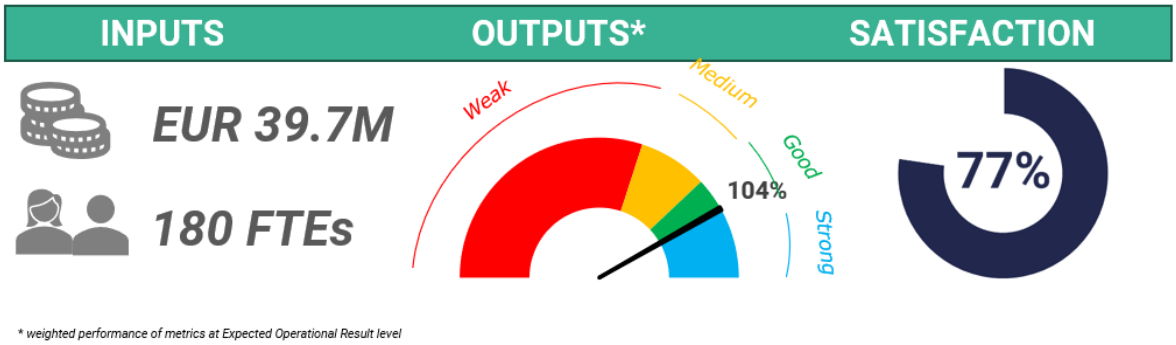

FIGURE 22. INPUTS-OUTPUTS AND STAKEHOLDERS SATISFACTION IN ORGANISATION'S ACCOUNTABILITY AND ATTRACTIVENESS

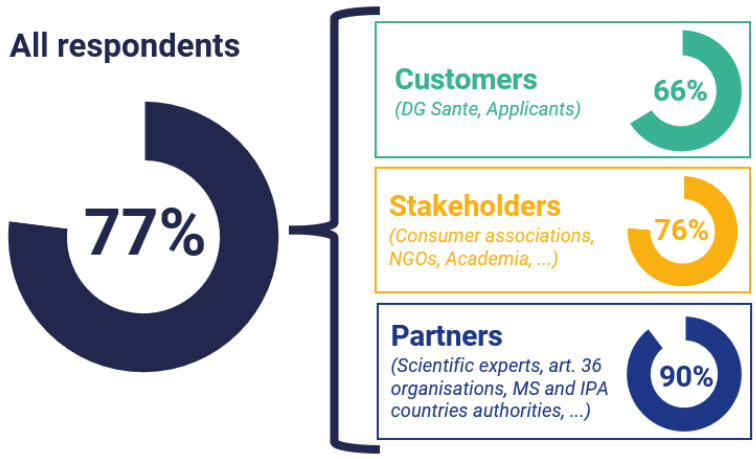

FIGURE 23 SATISFACTION IN ORGANISATIONAL REPUTATION

EFSA measured its **reputation** in this area in 2022 through its Annual Strategy Survey with an overall satisfaction rate of 77% (the highest across the three Strategic Objectives). No respondent group registered a score lower than 60% in any of the dimensions investigated, thus suggesting that there is a consensus on EFSA's ability to ensure an efficient management of the resources entrusted. These results are in line with the positive feedback received during 2022 external audits, as well as with the outcome of the last discharge from the European Parliament.

As this was the first year of the EFSA Strategy implementation, the completion rate used to indicate the **relevance** of EFSA's operations, was not measured in 2022.

EFSA identified the transformation priorities that will support the execution of the strategy and that will allow monitoring the effectiveness of its development efforts, namely:

- Increase speed of risk assessment
- Increase risk assessment readiness for future risk assessment needs
- Increase digital collaboration within the EU Food safety eco-system

TABLE 16. SO3 – EXPECTED OUTCOME 3.1 – IMPROVED REPUTATION OF EFSA AS AN ACCOUNTABLE INSTITUTION AND AN ATTRACTIVE EMPLOYER

E.O 3.1: Improved reputation of EFSA as an accountable institution and an attractive employer.				
KPI	**Baseline**	**Target 2022**	**Execution 2022**	**Status**
Dimension: Reputation[48]				
Customers/Partners/Stakeholders' satisfaction on COHERENCE	75% *(2019-2020)*	75%	82%	
Customers/Partners/Stakeholders' satisfaction on GOVERNANCE	70% *(2019-2020)*	70%	80%	
Customers/Partners/Stakeholders' satisfaction on ORGANISATIONAL EFFICIENCY	80% *(2019-2020)*	80%	70%	
Dimension: Relevance				
Strategy implementation plan achieved	N/A	30%	Not measured	

EOR 3.1.1 – Staff engagement is inspired by EFSA's value system

The level **of staff engagement within EFSA**, measured via the biannual Staff Engagement Survey (SES), registered a score of 79%. This is not only in line with the target of 80% but also with the results of 2017 (78%) and 2019 (79%). This satisfaction rate demonstrates that despite the disruption and changes of the past two years, the personal commitment of EFSA's staff remains high. A similar result was registered by the **leadership and management index**, which was on track at 79%. The dimension of Diversity and Inclusion is the highest scoring dimension among the 11 surveyed.

A deviation was instead registered on EFSA's "**Future of work**". The initiative intended to align EFSA's way of working to better address future challenges. Specifically, "Future of Work" measured EFSA's maturity in relation to 16 organisational traits, essential to foster a digital culture and meet the 2027 Strategy ambitions as well as

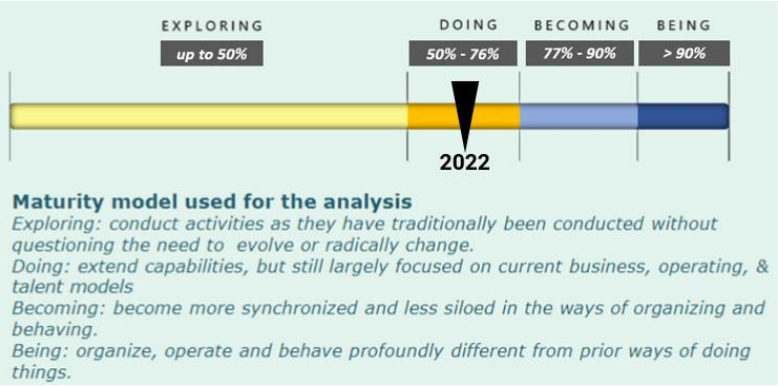

FIGURE 24. "FUTURE OF WORK" MATURITY INDEX

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

the new demands stemming from hybrid ways of working. EFSA's maturity was stable year-on-year (66%) but below the target set (75%).

In 2022, EFSA prioritised five organizational traits that, according to the 2021 survey, needed to be strengthened: *Delegated decision making*, *Psychological safety*, *Digital culture*, *Entrepreneurial*, *Iterative*. All five traits registered a small increase year-on-year.

Focus was placed on **delegated decision making** by updating EFSA's Decision-Making Framework (DMF). The new DMF takes into account the changes brought on by the new organizational structure and the new process architecture for implementing Strategy 2027. Furthermore, to strengthen the **digital culture** trait, masterclasses and internal training sessions were offered to senior and middle managers to understand and improve digital dexterity. Finally, in 2022 EFSA launched a call for tender to establish a Framework Contract to develop, deliver and evaluate a Leadership Development programme. This programme is expected to positively influence and strengthen all prioritised traits.

In terms of **occupancy rate**, EFSA registered an average rate of 92.2% in 2022, a minor deviation from the target due to a combination of higher than expected turnover and delays in newcomers' starting dates. 2022 was also the last year of recruitment directly related to the Transparency Regulation tasks, resulting in an additional 106 staff positions. Hence, an improvement of the index is expected in the coming periods. On 31/12/2022 the punctual occupancy rate reached 97.4%.

Finally, in terms of **geographical balance of the new hired staff**, EFSA did not manage to increase its geographical diversity in 2022, with 53% (42 out of 80) of the new hires coming from the most represented country. Most of 2022 newcomers were hired from previously established reserve lists, thus the effects of EFSA's new employer branding strategy, launched in 2022, are not fully visible yet. Through this initiative, EFSA aims at attracting a larger number of professionals from under- and non-represented countries via the use of new dissemination channels and targeted recruitment activities.

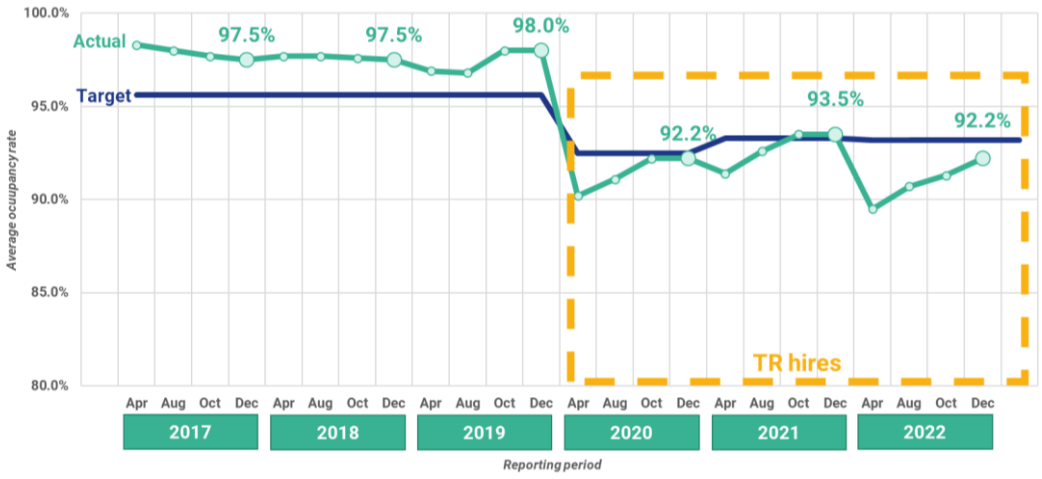

FIGURE 25. AVERAGE OCCUPANCY RATE 2017 - 2022

While the SARS-CoV-2 pandemic emergency was gradually resolving, EFSA continued to operate in a "new normal" scenario, switching from a physical to a digital working environment, by implementing "hybrid working" measures in view of the adoption, by analogy, of the new EC Decision on Working Time and Hybrid Working.

EFSA Staff have been supported throughout the change and were offered online mindfulness courses. The EFSA Crisis Management Team (CMT) continued operating in 2022 to ensure adequate management of the evolving situation.

As a result of the pandemic, remote working has increased and working environments have evolved. At the same time, the increased number of EFSA staff over the last years has overshot the building desk capacity. These factors triggered the need to rethink working spaces and office features. The *Future of Work* initiative was therefore extended to include physical workspaces. This will result in the gradual deployment, as of 2023, of new adjustable ergonomic workstations, the implementation of desk sharing, the creation of collaboration spaces and working areas ensuring isolation and confidentiality. Some meeting rooms were also renovated and equipped with audio/video technology to support hybrid meetings. EFSA will accompany the building revamp with efforts to shape a new mindset on how to work in a new hybrid environment.

TABLE 17. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.1 – STAFF ENGAGEMENT IS INSPIRED BY EFSA'S VALUE SYSTEM.

E.O.R 3.1.1: Staff engagement is inspired by EFSA's value system					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	STAFF ENGAGEMENT				
	Staff engagement index	79% *(2019)*	80%	79%	
	Future of work – digital culture	66.5[49]% *(2021)*	75%	66.2%	
	ATTRACTION AND RETENTION OF REQUIRED COMPETENCES				
	Occupancy rate	92.2% *(2020)*	93.2%	92.2%	
	Leadership and management index	77% *(2020)*	79%	79%	
	Staff geographical balance[50]	56% *(2020)*	60%	47%	
Dimension: Efficiency	USE OF RESOURCES				
	Amount of resources used	3.5% of total budget *(2020-2021)*	3.4%[51]	3.4%	

EOR 3.1.2 – User satisfaction and efficiency of enabling services is enhanced

A very positive performance was registered in the area of enabling services, which aim at making EFSA more efficient by investing in technological infrastructure, methods for digital collaboration, and initiatives to make processes leaner and services more user-friendly. The internal user **satisfaction rate** on the evaluated processes (Logistic services, Site & Facility Services, Digital Services) was 91% and the compliance with the

[49] Baseline updated to reflect changes in the methodology occurred in 2022
[50] The indicator measures the proportion of new hired not coming from the most represented country over the total of the new hires.
[51] Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items

service level agreements governing was 99%. In the coming years, additional services will further inform these metrics.

The results in these areas were achieved also via a good **budget/FTEs ratio** (around EUR 1M/FTE, +35.5% year-on-year) with around 17 FTEs handling an expenditure of almost EUR 17M, above the target set at the beginning of the year and better than the previous year. This result was impacted by inflation, but nevertheless the FTEs planned in this area registered a reduction YoY (from around 22FTEs in 2021 to around 17FTEs in 2022). These results demonstrate EFSA's ability to efficiently deliver enabling services.

Finally, a metric that deserves attention is **EFSA's digitalization index**[52], which measures EFSA's progresses in the digital maturity of its services. The assessment EFSA carried out in 2022 highlighted a situation in line with the previous year and with the targets set. Out of the six dimensions of the index[53], five remained unchanged year-on-year, with a small improvement registered in the area of visualization. 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 18. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.2 – USER SATISFACTION AND EFFICIENCY OF ENABLING SERVICES IS ENHANCED

E.O.R 3.1.2: User satisfaction and efficiency of enabling services is enhanced					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	USER SATISFACTION				
	User satisfaction on enabling services	80% *(2020)*	80%	91%	
	TIMELY DELIVERY				
	Compliance with Service level agreements (SLAs)	80% *(2020)*	80%	99%	
	DIGITAL MATURITY				
	Digitalisation Index	28% (2021)	28%	30%	
Dimension: Efficiency	USE OF RESOURCES				
	Amount of resources used	14.9% (2020-2021)	13.0%[54]	17.4%	
	EFFICIENCY GAINS				
	Enabling services staff efficiency	+12.5% (2020-2021)	+13.3%	+35.5%	

[52] 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).
[53] The six dimensions monitored by the index are: Automation; Integration; Visualisation, Availability; Administrative Efficiency; Interactivity.
[54] Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items

EOR 3.1.3 – Operational performance is ensured

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

All these elements registered positive results, as confirmed by the **ISO audits**, which found no major non-conformities and only few minor ones for EFSA in 2022.

Furthermore, EFSA was recertified compliant with ISO 9001:2015 (Quality management systems). Specifically, the auditor concluded that overall the management system is effective in meeting the intended outcomes. The auditor also praised the decision to integrate all EFSA's management systems to achieve operational cohesiveness and increase effectiveness and efficiency. Similarly, with regard to ISO 45001 (Occupational health and safety management systems) and ISO 22301 (Business continuity), the auditors positively assessed EFSA's efforts in ensuring better and safer work conditions, and the activities on Cyber tests and Disaster Recovery.

Alongside these audits, **positive results came from 2022's audit from the European Court of Auditors (ECA)** and from the European Parliament on EFSA's 2020 accounts.

2022 was the first year EFSA's new organisational structure and process architecture were implemented. This led to the finalisation and piloting of the **new decision making framework,** which focuses on simplification and individual accountabilities over more complex collective governance. Another major area of simplification, towards EFSA's the **further integration of its management systems**, is the alignment of the different governances structures across EFSA's POTI (Processes, Organisation, Technology, and Information) architectures. This work is expected to continue into 2023.

This was followed by the modernisation of EFSA's budget implementation governance, which enhanced the control environment in 3 directions: i) further clarified delegations of Authorising Officers' (AOs) rights of budget execution; ii) specified and formalised the governance for actors supporting AOs in the transactions verification; iii) established rules for risk-based financial circuits, concentrating control effort where it matters most.

EFSA's **budget management** was also very satisfactory, despite the figure almost doubling in the past three years (from EUR 79.9M in 2019 to EUR 149.8M in 2022).

All EFSA's financial indexes closed the year with performances in line with the targets, with the commitment execution at 100% (fully meeting the target), the payment execution of non-differentiated credits at 88% (vs a target of 90% but improving on 2021's performance of 87%), and the payment execution of differentiated credits at 100% (in line with target and 2021's execution).

The performance of EFSA's processes is at 80.9%, below the plan (90%) and 2021 performance (85.8%). The deviations are mainly concentrated in end-to-end science processes, which are most impacted by Transparency Regulation related changes and are undergoing a phase of adaptation. The stabilization of the new processes is one of the main priorities for EFSA in 2023, hence an improvement of this metric is expected in the next quarters.

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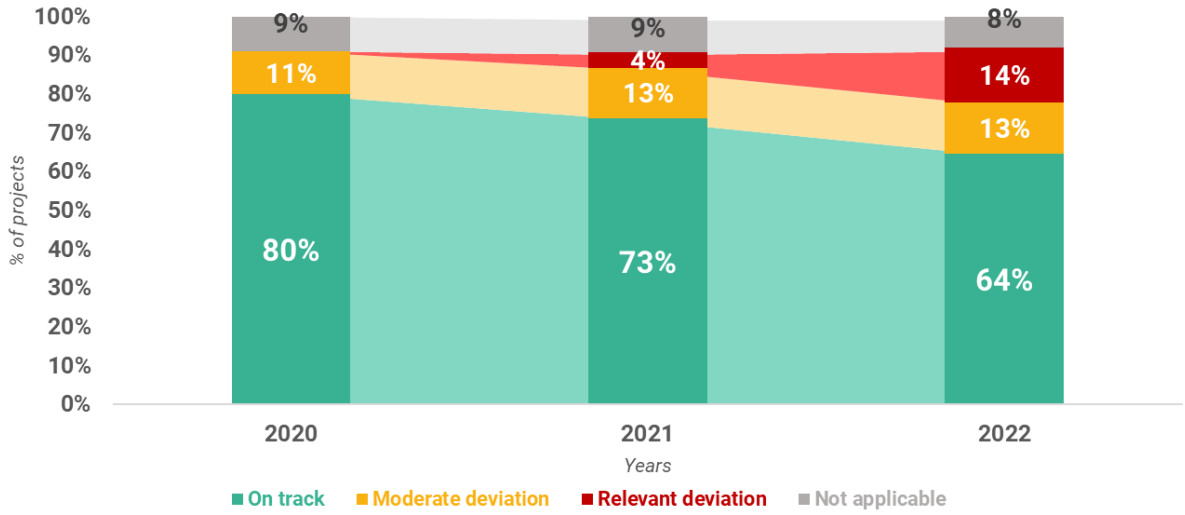

FIGURE 26. PERFORMANCE OF PROCESSES 2020-2022

On the other hand, the overall performance of EFSA's projects is satisfactory at 81.8% (vs a target of 80% and a 2021 result of 80.5%), with 4 of the 5 dimensions above the thresholds. The *time* dimension deserves attention, given that delays (usually of moderate entity) were registered in 3 projects out of 10. 2022 was a year of change for EFSA's project governance structure, with the closure of the previous cycle's 4 programmes (ART, EMP, IMP, and RAMPro)[55] and the establishment of 3 new ones (DEEP, IRMA, and NEXT)[56] which will support EFSA's new strategic ambitions.

Finally, as of 2023 EFSA is expecting to generate efficiency gains via leveraging the technological investments for automation and digitalisation carried out in the past few years.

TABLE 19. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.3 – OPERATIONAL PERFORMANCE IS ENSURED

E.O.R 3.1.3: Operational performance is ensured					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	COMPLIANCE WITH AUDITING BODIES				
	Efficacy of Assurance mechanisms	96.7% *(2020-2021)*	95%	97%	⊙
	PROCESS PERFORMANCE				
	Process status health	85.8% *(2021)*	90%	80.9%	⊙
	PROJECT PERFORMANCE				
	Project status health	80.5% *(2021)*	80%	81.8%	⊙

[55] Architecture Transformation Programme (ART); Expertise Management Programme (EMP); Information Management Programme (IMP); Risk Assessment Methodology Programme (RAMPro). Please refer to Annex I (b) for the scope of each programme

[56] Data & Evidence Programme (DEEP); Innovative Risk Assessment Methodologies Programme (IRMA); Knowledge, Expertise & Technology Programme (NEXT)

E.O.R 3.1.3: Operational performance is ensured					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Efficiency	MANAGEMENT OF RESOURCES				
	Budget execution	95.7% *(2020)*	96.7%	99.3%	
	EFFICIENCY GAINS				
	Efficiency gains achieved	*N/A*	0 FTEs	0 FTEs	
	USE OF RESOURCES				
	Amount of resources used	7.0% of total budget *(2020-2021)*	5.6%[57]	3.0%	

EOR 3.1.4 – Alignment with EU strategies and policies is ensured

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

In this area, EFSA focused on some high-priority advocacy and engagement activities to support its strategic priorities. Regular meetings between EFSA's Executive Director and various bodies of the European Union took place to expand EFSA's relations with EU institutions. In particular, EFSA was involved in exchanges on the implementation of the Chemical Strategy for Sustainability (CSS), which is crucial to achieve the European Union's zero pollution ambition, a key commitment within the European Green Deal[58].

EFSA actively contributed to the EU Agencies Network's activities, working towards the strategic objectives of shared services and mutual value creation. In this context, EFSA led 4 inter-agency procurement procedures resulting in signed contracts[59] with sister or other agencies.

Another important engagement activity was EFSA's participation to the **Health (One Health) Conference** organised by the European Economic and Social Committee (EESA) on 20 June 2022.

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

[58] Further details on these activities together with further contribution to the EU digital landscape, are included in the Part IIb External evaluations, Table 31. Actions to address MB recommendations stemming from the third external evaluation of EFSA.

[59] 1) Systematic literature review (with ECHA), 2) EU-SR antimicrobial resistance (with ECDC), 3) Crowdsourcing (with ECDC and EMA), 4) Travel Risk Management (with 15 other Agencies)

TABLE 20. SO3 – EXPECTED OPERATIONAL RESULTS 3.1.4 – ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED

E.O.R 3.1.4: Alignment with EU strategies and policies is ensured					
	KPI	Baseline	Target 2022	Execution 2022	Status
Dimension: Quality	ADVOCACY AND INSTITUTIONAL ENGAGEMENT				
	Advocacy and engagement activities with EU governing bodies	N/A	20%	26%	
Dimension: Efficiency	EFFICIENCY GAINS				
	Savings generated through partnerships	N/A	N/A[60]	N/A	
	USE OF RESOURCES				
	Amount of resources used	5.0% of total budget *(2020-2021)*	4.5%[61]	2.7%	

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[60] Indicator part of the framework but still under definition
[61] Figure revised compared to the SPD to take into account some reallocations within EFSA's portfolio items

PART II(A). MANAGEMENT

1. MANAGEMENT BOARD

On 1 July 2022, Article 25 of the EU General Food Law, as amended by the Transparency Regulation, became applicable and EFSA's Management Board composition evolved by including representatives of the Member States, European Parliament, Commission, civil society and food chain interests, EFTA Countries and EFTA Surveillance Authority.

On 1 September, an onboarding kick-off meeting was held with the participation of the Management Board members and alternate members, which aimed to introduce the Authority's new governing body with the operational functioning of EFSA and the challenges ahead of it, the role and responsibilities of the Management Board, as well as the preliminary draft of key documents. The latter were adopted at the first meeting of the new Management Board, which was held on 5-6 October. In particular, the Management Board adopted: its Rules of Procedure; its Code of Conduct; the Charter of its Audit Committee and the Decision laying down the implementing rules on the selection, appointment and operations of the Scientific Committee, Scientific Panels and of their Working Groups. All documents are available on the EFSA website at the page "Corporate Documents and Publications".

The renewed Management Board elected Prof. Aivars Bērziņš (Latvian representative) as its Chair and Dr Pamela Byrne (Irish representative) as its Vice-Chair. The Management Board nominated the members of its Audit Committee who, at their first meeting on 14 December, appointed Mr Herman Diricks (Belgian representative) as their Chair and Ms Annette Toft (representative of the farmers organisations) as their Vice-Chair.

On 28-29 June, the Management Board met for the last time in its previous composition. In application of Article 10(2) of the Transparency Regulation, on 30 June the term of office of the members of the "old" Management Board expired. To that Management Board shall be tributed the merit of having guided EFSA along the challenging period of implementation of the Transparency Regulation.

Embracing the challenges represented by its renewed composition, the Management Board continued assuring effective governance and guidance to EFSA by adopting all statutorily required documents: the Consolidated Annual Activity Report 2021, opinion on EFSA accounts 2021, Programming Document 2023-2025 & draft Programming Document 2024-2026, appointment of new members of the Scientific Panels, list of competent organisations designated by the Members States that may assist the Authority and Implementing Rules of the Staff Regulations. Furthermore, in addition to the documents mentioned in the second paragraph above, the Management Board adopted the revised Stakeholders Engagement Approach and established a new Scientific Network on plant pest surveillance.

The Audit Committee of the Management Board continued to monitor the actions taken in response to audits and evaluations. EFSA provided the Management Board with regular reports on its performance and gave updates on progresses in key operational areas.

Five meetings were held in the reporting period: In March, June, September, October and December. With the relaxation of the SARS-CoV-2 confinement rules decided by

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the Italian competent authorities, in 2022 the Management Board meetings have resumed as physical events organised in Parma. Based on the experience gathered during the confinement, however, meetings were organised in a hybrid way, thus combining the physical presence of certain Management Board members in EFSA's headquarter with the online participation of other members.

2. MAJOR DEVELOPMENTS

As described in previous sections, 2022 has seen the implementation of a series of activities in the organisation aiming at preparing EFSA to address the requirements of the Transparency Regulation, into application since March 2021, i.e. EFSA reorganisation, EFSA process architecture review – EPA 3.0, operational as of 2022[62] and the leveraging of EFSA's technology and information management capabilities.

This continued to have an impact on the availability of resources for EFSA's regular activities, and therefore resulted in some performance deviations albeit to a lower extent than the previous year, yet safeguarding EFSA's core business and the overall organisational assurance, and registering some improvements year on year.

As already observed in year 2021, also in year 2022 the effort spent in the development and management of TR measures has demonstrated to be higher than the additional resources assigned to EFSA for those purposes in the same year. In particular the development projects for fixing and improving the tools supporting TR (including IUCLID, Appian, DoI solution, etc.) have absorbed around 30 FTEs in year 2022 and, in parallel to this, extra effort was needed in the areas of talent selection, procurement, engagement and communication. The extra effort suffered in these areas has been estimated for year 2022 at around 4 FTEs.

3. BUDGET AND FINANCIAL MANAGEMENT

3.1 FINANCIAL RESOURCES

The EFSA budget for the year 2022 was € 149.8 million in commitment and € 134.8 million in payment appropriations.

As of the end of December 2022, 100% of the commitment and 90% of payment appropriations have been implemented. The corporate budget execution targets for commitment and differentiated payments execution have been met, non-differentiated payments execution improved compared to 2021 (87%) but remained slightly below the year end target (88% vs. a target of 90%).

Title I: Out of the executed budget of EUR 58.2 million, the major part (EUR 51.4 million) has been used for staff salaries and allowances, followed by interim services (EUR 3.3 million) and European school and childhood centres contribution (EUR 1.6 million). EUR 1.1 million has been used for the other outsourced services, such as medical services, Paymaster Office, HR and consultancy and other.

The unexpected increase in the basic salary caused by high inflation required a transfer of additional funds from Title III. The shortfall has been partially compensated by lower than expected occupation rate and internal re-prioritisation within the Title.

[62] See Programming document 2022-2024 adopted by the MB in December 2021

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The payment execution reached 98%; the unpaid amount of EUR 1.4 million (mainly for interim, consultancy, and HR services and training) has been carried forward to 2023.

Title II: Out of EUR 12.6 million of the committed budget, the major part has been used for IT services and infrastructure and building (EUR 6.2 million and EUR 6.0 million respectively). The increase in inflation impacted also Title II, with the cost of energy supplies more than doubling compared to initial estimations. This increase has been covered during the year via transfers from other budget lines within the Title (mainly from the studies for building projects and refurbishment of premises).

The payment execution reached globally 68%, with higher amounts carried forward in IT services and refurbishment of premises/fitting out and studies relative to building projects (due to the commitments postponed until year end to maintain reserves for covering further potential increases in energy prices).

Title III: Out of EUR 78.9 million committed, EUR 34.9 million has been used for the scientific cooperation & procurement of scientific services; EUR 19.9 million was used for operational IT systems and multiannual IT projects and EUR 11.9 million for scientific experts' meetings.

Payment execution in the Title reached 87%, including the differentiated credit payments reaching 100%. Amount of EUR 8.3 million originating from unpaid amounts in non-differentiated credits (mainly operational IT systems, communications, operational development and control and conferences and outreach) has been carried forward to 2023

The net transfer out from Title III to Title I and Title II amounts to EUR 0.5 million.

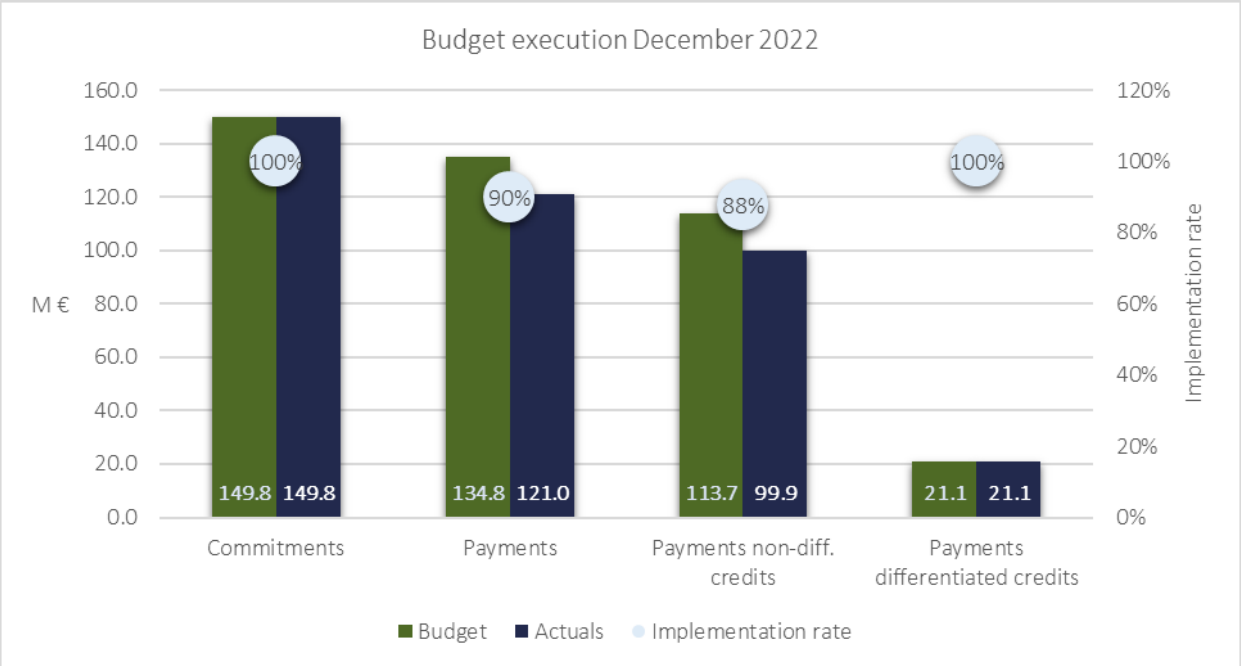

FIGURE 27. BUDGET IMPLEMENTATION 2022 C1 CREDITS

APPROPRIATIONS CARRIED FORWARD

Out of the EUR 13.5 million in payment appropriations carried over, EUR 12.83 million or 95% was paid, leaving EUR 0.64 million unutilised. The cancellation stems from unused C8 funds.

DEBIT NOTES

During 2022, 86 debit notes were issued and 85 debit notes effectively recovered for an amount of €135.4 million.

This amount includes the EU budget contribution (€134.7 million).

Two debit notes remained open at the end of year to the amount of €0.03 million.

One of these, issued in previous years, amounting to €0.02 million, is in litigation before the courts Four debit notes remained open at the end of year to the amount of €0.07 million. One of these, issued in previous years, amounting to €0.02 million, is in litigation before the courts.

AMENDING BUDGETS

One amending budget has been adopted by the Management Board, integrating the bank interests for the year 2021 of EUR 27,058.93 in March 2022.

BUDGET TRANSFERS

Nine budget transfers have been signed in 2022. Globally, EUR 0.5 million has been transferred from Title III to Titles I and II (EUR 0.1 million and EUR 0.4 million respectively).

At the beginning of the year, within Title III, funds have been redirected from scientific grants & procurement to operational IT systems to increase IT capacity, in particular for project management, business analysts, and technical analysis. The main reasons for this increase were the growth of IT component of scientific projects, ambitious targets of Strategy 2027 and implementation of requests for change on IT tools developed in past years for managing the Transparency Regulation requirements.

In Title I and II, the inflation led to the need to transfer additional budget to the budget lines salaries for staff (partially compensated by lower occupancy rate of temporary agents' posts) and energy supplies. The shortfall in energy supplies has been covered mainly via internal re-prioritisation in the Title 2 (from studies and technical assistance in connection with building projects). In the last quarter, a surplus of funds both in Title II and Title III has been identified: in the first case, the excess budget was stemming from the legal expenses (lower need for outsourcing) as well as from savings in building related services. In the Title III, the surplus was stemming mainly from scientific meetings and communications - the main reasons being: revision of activities, virtualisation, postponements, lower attendance to meetings/events, reduced volume of activities for communication campaigns and savings from publication of outputs due to lower than expected cost. The Title III surplus was transferred to Titles I and II to cover the shortfall in salaries and investments in the refurbishment of premises (transfer previously prudentially kept on hold for covering potential further price rise in energies).

PROCUREMENT

The types of procurement procedures were carried out during the year are presented in table 21.

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TABLE 21 PROPORTION OF PROCUREMENT PROCEDURE TYPES USED

Procurement types	Number	% of procurement procedure types used (e.g. open/negotiated etc.)
Open procedure (FR 164 (1)(a))	32	22%
Design contest (Annex 1 – 8)	0	0
Negotiated procedure middle value contract (Annex 1 - 14.2)	4	3%
Negotiated procedure low value contract (Annex 1 - 14.3)	4	3%
Negotiated procedure very low value contract (Annex 1 - 14.4)	90	61%
Negotiated procedure without prior publication (Annex 1 - 11.1)	17	11%
Total	**147**	**100%**

INTEREST CHARGED BY SUPPLIERS THROUGH LATE PAYMENTS.

In 2022, seven invoices payment have generated late interests for an amount of € 2.212,67.

3.2 GRANT, CONTRIBUTION AND SERVICE LEVEL AGREEMENTS.

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

3.3 CONTROL RESULTS

The objective of the Public Procurement Committee (PPC) intervention is to verify the legality & regularity of major procurement procedures before the signature of the proposed contract. The PPC has been set up to examine, in an advisory capacity, contracts to be concluded on behalf of EFSA; and specifically the PPC will give its opinion on all procedures carried out in function of the different thresholds stipulated in ED decision establishing PPC, or ad hoc at the request or the procurement team leader. An opinion is issued on every file submitted to PPC and communicated to the AO and the unit concerned. PPC reviewed 13 files in 2022, including open procurement calls and high budget reopening competitions under FWC. PPC, in its verification work, scrutinises the evaluation report, the consistency of evaluation with the received offers, the consistency with the published criteria and minimum requirements, the application of principle of equal treatment, proportionality, transparency and competition, and sound financial management principles, and whether the proceedings and decisions of the evaluation committee are transparently and sufficiently documented. For all 13 reviewed

procurement procedures in 2022 the PPC concluded with reasonable assurance that the procedures and the resulting contracts are regular and legal.

TABLE 22.-CONTROL ACTIVITY | PUBLIC PROCUREMENT COMMITTEE

	SCOPE	Plan	Monitoring Criteria	Owner	Monitoring	Reporting
FINANCE	Procurement procedures exceeding thresholds	Continuous	Legality & Regularity Procurement Procedures	FIN	Public Procurement Committee	EFSA IMS Reporting

The mass payment procedure for scientific meetings streamlines the financial payment procedure, having at the same time in one platform the monetary data and the financial information of the experts. The ex-post control provides assurance for the leaning verification on mass payments for scientific meetings. The analysis in the area of experts' reimbursements is based on the tracking of complaints with a financial impact. The indicators taken into account to represent expert complaints are the following: additional payments inserted in ABAC in consequence of complaints received by experts or for corrections; recovery orders inserted in ABAC in consequence of complaints received by experts or for corrections; and deductions or integrations of amounts operated in the mass-payments in consequence of complaints received by experts or for corrections. Each mass payment processed for experts is subject to recording of corrections. The verification focuses mainly on non tele-meetings reimbursements, because the risk on tele-meetings is very low being an automatized system. During the year 2022 a total of 3 cases were reported that represent 0.034% of the yearly volume of expert's reimbursements (approximately 8.551). In 2022, 71 mass-payments were launched for a total of 8.551 reimbursements and a global amount of €11.8 Million. Out of the 505 reimbursements via mass payment verified, 7 corrections were identified representing 1.39% of the total number of reimbursements verified and 0.08% on the total number of reimbursements processed. The amount of €2,305 corrected after verification represents 0.02% of the global mass payment amount in the reporting year. The outcome of the ex-post financial verification on mass payments for scientific meetings is within the monitoring criteria set for 2022 of 1% of amounts paid.

TABLE 23. CONTROL ACTIVITY | FINANCIAL VERIFICATION ON MASS PAYMENTS

	SCOPE	Plan	Monitoring Criteria	Owner	Monitoring	Reporting
FINANCE	Mass payment procedure for scientific meetings	Yearly	Legality & Regularity Mass payment procedure	FIN	Accountability Governance	EFSA IMS Reporting

In addition to the above ex-ante and ex-post financial controls, an ex-ante control activity took place in the Project Coordination Office (PCO) until September 2022. With the phase out of the PCO, the same actions were performed by new different functions across the organization (e.g. portfolio management, Project Management Office, scientific workforce planning). The ex-ante control activities include:

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- Implementation of a portfolio, programme, project and process management approach within EFSA at operational (i.e. work-programme/SPD) and strategic (i.e. strategy implementation plan) level, controlling compliance with the set methodological requirements/SOPs. Consultative role provided to projects and processes, by supplying charter templates, best practices, training, access to information and lessons learnt from other projects;
- Support the control of the organisation's compliance with portfolio, programme, project and process management methodologies;
- Verify and monitor the impact of incoming mandates as well as of changes to ongoing projects and processes on the EFSA work-programme;
- Escalate appropriately with clear impact analysis and recommendations as necessary, e.g. if a prioritisation or resource issue arises, to support evidence-based decision making, integrating information related to planned activities, actual results and variance (actual vs. planned) analysis, performance/KPI implications;
- Maintain the register of requests for changes (RFCs) to the work-programme and relevant recommendations in preparation of the quarterly RFC information.
- Facilitate the identification of cross-cutting, overlapping and/or sensitive (impacting on communication strategy) mandates/applications.

3.4 COST AND BENEFITS OF CONTROLS

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

TABLE 24. COST AND BENEFITS OF CONTROLS

Year	Total budget		G&P budget	
	Amount (M, €)	% Cost of control	Amount (M, €)	% Cost of control
2022	149.7	0.56[63]	34.9	2.40[64]
2021	129.1	0.41	24.5	2.14
2020	103.0	0.34	11.9	2.93

[63] The new enterprise process architecture redefined the perimeter of the control activities from pure ex-ante and ex-post evaluation beyond the Audit & RMIC and quality management processes and FIN control activities, to include also parts of the planning and monitoring activities within GPS and contract management activities in FIN unit, previously not considered. As a proxy a 30% of the resources allocated to these activities are considered here. FTEs are translated in budget using a standard conversion rate of EUR 100K / FTE.
[64] Same as previous footnote

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

4.1 TIME-LIMIT OF THE DELEGATION-SUB-DELEGATIONS

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

4.2 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.

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

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

4.4 INFORMATION ON THE CONTROLS CARRIED OUT, ANY WEAKNESSES IDENTIFIED, AND THE ACTIONS TAKEN TO REMEDY THESE;

As highlighted above, controls are done at department level, and thereafter by Finance unit. Implementation is done by IT based on the documents signed by the ED. The controls are done by ECA and External auditors at least twice a year, and no weaknesses were identified in 2021.

VALIDATION USER ACCESS RIGHTS GRANTED IN ABAC

ABAC is an integrated system allowing the execution and monitoring of all budgetary and accounting operations. The objective of the validation was to review the appropriate access rights management in ABAC by assessing the adequacy and effective application of the internal control system and governance processes implemented for the access rights management. In particular, the review assessed the compliance of ABAC access rights against responsibilities entrusted to the user in accordance with the standing procedures. The outcome of the assessment provided reasonable assurance that the access rights granted in ABAC are in line with delegations entrusted to staff for authorising officers and for financial actors other than authorising officers.

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TABLE 25. CONTROL ACTIVITY | VALIDATION USER ACCESS RIGHTS IN ABAC

	SCOPE	Plan	Monitoring Criteria	Owner	Monitoring	Reporting
INFORMATION SECURITY	ABAC Access Rights Management	Yearly	Legality & Regularity ABAC Access Rights	FIN/GPS	Accountability Governance	EFSA IMS Reporting

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5. HUMAN RESOURCES MANAGEMENT[65]

5.1 MAJOR HR DEVELOPMENTS IN 2022

In 2022, EFSA has been given 31 new staff posts for the implementation of the new Transparency Regulation as well as 15 additional CAs (for the period 2022-2024) reaching a total capacity of 572 statutory staff posts (Officials, TAs, CAs). EFSA has increased its efforts in branding and dissemination of calls, using a broader range of sourcing channels and promoting its job opportunities at various virtual career events. Overall EFSA counted:

- 160.000 LinkedIn followers, increase of 22% compared to 2021
- 4.100 applicants to staff positions in line with 2021 figures

Throughout 2022, EFSA has extended more than 105 offers, resulting in 80 statutory staff joining the Agency and 23 internal staff members being redeployed. 41 staff successfully completed their probationary period, with 1 failure. The Agency welcomed around 105 young professionals and 7 SNEs and managed an average of 67 interim staff. In addition, 109 experts were appointed to its working groups.

As from May 2020, EFSA has been using the EU Commission HR tool 'SYSPER' for the management of staff time tracking & leaves, rights & obligations and for the issuing of certificates. Since then, the onboarding of new features and modules has been an organisational priority, with the aim of optimising resources and tools. In the course of 2022, the HR Reporting and Analytics module began to be tested and gradually implemented, together with the European Commission, and the grounds to adopt NDP module (electronic personal files) were laid. The implementation of the NDP module will enable the Agency to process personal files in a leaner and greener manner. Other SYSPER modules, such as Standby & Overtime, are currently being onboarded.

For the third year in a row, EFSA proposed its learning offer mainly in remote modality (90% online & 10% in presence) and was able to not only deliver successfully the dense catalogue of internal and external classical courses (259 trainings – 1,485 registered participants - 418 training days managed – 3.8/5 overall satisfaction) but also to continuously innovate with the Personal Leadership Programme, the Digital Dexterity Programme for senior management and the kick off of the Wellbeing Programme, to name a few. In parallel, a major effort was made to configure and deploy the Probation, Performance, Goals and Learning Management System which will go fully live as first January 2023 and pave the way towards becoming a learning organization as per EFSA strategy 2027.

The new organisational structure entered into force on 1 January 2022 and subsequent support and guidance was offered to staff and managers in relation to the tools. Together with the onboarding of an enlarged managerial community, HuCap supported Heads of Department, Heads of Units, and Team Leaders' transition to the new organisational structure and unit integration. In addition to team building initiatives, nine change management workshops were held between April and October 2022.

[65] Including, in accordance with the para. 28 Parliaments Discharge Report "2011 discharge: performance, financial management and control of EU agencies" (P7_TA(2013)0134), the number of days of leave authorised to each grade under the flexitime and compensatory leave schemes. The reported nr of staff refers to the staff who have been authorized days of flexitime and/or compensatory leaves in 2021

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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 26. NUMBER OF DAYS OF LEAVE AUTHORISED TO EACH GRADE UNDER FLEXITIME AND COMPENSATORY LEAVE SCHEMES

Grade	Nr of staff	Total nr of Leave Days (Flexitime + Compensatory)	Of which Compensatory
AD5	14	33.5	7.0
AD6	29	81.9	29.5
AD7	20	45.4	13.0
AD8	29	100.5	22.0
AD9	18	33.5	11.0
AD10	5	9.8	2.5
AD11	1	3.0	1.0
AD12	1	1.0	1.0
AST2	2	5.0	3.0
AST3	5	19.0	2.0
AST4	10	21.4	6.0
AST5	13	50.0	8.0
AST6	5	21.5	3.0
FGII6	1	2.0	-
FGIII8	1	3.0	3.0
FGIII9	3	8.0	3.5
FGIII10	3	6.0	3.0
FGIII11	1	3.0	3.0
FGIV13	3	3.0	1.0
FGIV14	26	62.0	34.5
FGIV15	10	25.0	6.0
FGIV16	7	25.0	7.0
FGIV17	1	3.0	3.0
Total		**565.5**	**173.0**

On 31st of December 2022, 571 of the available 587 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents, and contract agents), 557 posts out of the 572 available were occupied, thus leading to a punctual occupancy rate of 97.4%, in line with its target of >95%. In terms of average occupancy rate of statutory staff, around 528 out of the available 572 posts (92.2%) were occupied throughout the year 2022 (vs the 2022 yearly target of 93.2%).

TABLE 27. HUMAN RESOURCE OVERVIEW (31/12/2022)

Human resources	2021 budget approved	2022 budget approved	2022 (31/12/2022)
Temporary Agents and Officials Executives, Managers & Officers (AD)	284	312	291
Temporary Agents and Officials Assistant functions (AST)	96	93	96
Total TAs+Off	**380**	**405**	**387**
Contract Agents officer functions (CA FGIV)[66]	121	141	138
Contract Agents assistant functions (CA FG I, II, III)	25	26	32
Total Cas	**146**	**167**	**170**
Seconded National Experts	**16**	**16**	**14**
TOTAL STAFF ALL CATEGORIES	**542**	**587**	**571**

5.2 IMPLEMENTING RULES

In 2022, on staff matters, the EFSA Management Board adopted one implementing rule based on a model decision agreed by the European Commission and two European Commission implementing rules by analogy. The detailed list is available in the Annex IV.

5.3 RESULTS FROM SCREENING / BENCHMARKING EXERCISE

In 2022, the increase in the share of jobs allocated to 'operational' role (from 79% in 2021 to 81.8% in 2022) and corresponding decrease in the 'administration and coordination' role (from 17.1% to 14.7%) are in line with the trend of the past years.

Within the 'operational' role, the increase is particularly affecting the category of 'general operational', where additional resources were allocated in 2022 to manage the significant increase in the area of confidentiality assessment.

Within the 'administration and coordination' role, the decrease in the share is mainly due to the higher volume effect, whereby additional staff capacity granted to EFSA in 2022 (3rd envelope of 178 Transparency Regulation posts, 15 additional short-term CAs) was mainly allocated to units directly contributing to the core business.

6. STRATEGY FOR EFFICIENCY GAINS

In the context of its core business, EFSA had not planned for any downsizing or discontinuation of activities for which a mandate is ongoing.

The activities related to scientific evolution and preparedness have normally been identified as the lower priority in case of resource conflicts but also this area of investment is necessary to maintain EFSA relevant and effective in executing its core business. These re-prioritisations and resource deployments are dealt with on a rolling basis.

[66] Numbers include 4 CAs utilised by ECHA from 2020, as per EFSA-ECHA agreement

The increased capacity, apart from the 106 FTEs posts increase in three steps in the period 2020-2022 linked to TR, and the additional 15 contract agent posts allowed for the period 2022-2025 to support specific regulated products critical areas in which the stock of pending dossiers is particularly high resulted from the implementation of actions aiming at efficiency gains by generating an extra 10-15% capacity in the period 2016-2021 (5 years).

The efficiency gains together with an improved occupancy-rate (from 93.8% in 2014 to 97.1% at the end of 2022, obtained by improving the recruitment process and by optimising the use of interim resources for covering long-term absences more than compensated the 36 post reduction in the establishment plan that had occurred in the period 2013-2018 as per the MFF.

The efficiency initiatives generate capacity follow two streams:

a. Tools /resources/ provisions and processes that facilitate efficiency and productivity / Increasing automation/streamlining of work processes, moving to e-administration and e-training

The investment on the re-design and the automation of the core business processes, made necessary for the efficient implementation of the TR requirements have been oriented to facilitate higher productivity standards and implement efficiency gains.

In particular, the new IT solutions, once at cruising speed and fine-tuned, are going to efficiently support the dossier processes in the phase of acceptance, public consultation and confidentiality management as well as in the execution of the risk assessment workflow and all the connected transparency measures.

b. Sharing services and IT development projects among agencies / Reviewing IT infrastructure

In the logic of maximising the synergies in the EC context, EFSA has adopted solutions that were already (partially) implemented in the EC parent DG (ESFC solution for processing and validating new regulated products dossiers) or in other agencies (ECHA IUCLID solution for handling all dossier information related to chemicals).

It has to be noted that considering the relevant transformation in terms of processes, IT tools and organisation that EFSA has embraced during years 2020-2022, no efficiency gains have been targeted until second half of 2023.

7. ASSESSMENT OF AUDIT AND EX-POST EVALUATION RESULTS DURING THE REPORTING YEAR

7.1 INTERNAL AUDIT SERVICE (IAS)

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

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

In June 2022, the IAS issued the audit report on information security and disaster recovery. The objective of the audit was to assess the adequacy of the design and implementation of the governance, management and control processes of EFSA's IT security and disaster recovery arrangements. In this context the IAS has identified the following two very important audit observations: (i) Business continuity and disaster recovery, that EFSA has not yet performed test scenarios that simulate adequately a realistic threat to its infrastructure and that the disaster recovery plan has not been kept up to date. (ii) Mobile devices, that the use of corporate mobile devices in EFSA is currently not underpinned by a clear security policy. The IAS also issued three important audit observations, on IT Security Governance, on separation of duties, and , on firewall management & patching.

EFSA replied to the audit report confirming the acceptance of the audit recommendations and EFSA prepared an action plan for all recommendations that was overall considered adequate by the auditors. EFSA is currently implementing this action plan.

7.2 EUROPEAN COURT OF AUDITORS (ECA)

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

The European Court of Auditors conducted its annual financial and regulatory audit of the Authority's 2021 accounts and adopted its report on 27 October 2022. 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 2021 present fairly, in all material respects, the financial position of the Authority at 31 December 2021, 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 2021 are legal and regular in all material respects.

The European Court of Auditors did not issue any audit observations for EFSA. At the time of preparing this report, EFSA had not received an opinion on the EFSA 2022 annual accounts.

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8. FOLLOW-UP OF RECOMMENDATIONS

8.1. FOLLOW-UP OF RECOMMENDATIONS AND ACTION PLANS FOR AUDITS AND EVALUATIONS

After the follow-up audit performed during the reporting year by the IAS on the weaknesses in the time management process concerning the Human Resources Management and Ethics audit, there were no critical or very important IAS recommendations outstanding. The follow-up audit concluded that the audit recommendation had been adequately and effectively implemented by EFSA. There are two outstanding IAS important audit observations with a delay of more than six months in the implementation of the respective action plans, one concerns the follow up and approval of declarations of interest from EFSA staff and the other concerns the monitoring of the remuneration cap for outside activities and the management of conflicts of interest for EFSA staff. The ECA followed up on the issue on the duration of temporarily occupation of managerial postings and considered the action taken by EFSA adequate to close this audit observation. Currently there are no outstanding ECA audit observations.

One ECA audit finding from 2017 on the need to strengthen the accounting officer's independence, where ECA and EFSA have a difference in opinion, is not included in the overview of outstanding audit recommendations. In EFSA's opinion, the formal requirements set by the financial regulation to ensure the independence of the accounting officer are already in place. The EFSA Management Board appointed the current accounting officer in 2008. The accounting officer reports to the Head of the Empower Department and to ensure the functional independence of the accounting officer in the performance appraisal workflow, the Head of Empower Department is the reporting officer and the Chair of the Audit Committee the Countersigning officer. The accounting officer may at any time be suspended temporarily or definitely from his duties by the Management Board. The Court did modify the outstanding observation on the independence of the accounting officer and the Court now agreed that the independence of the accounting officer towards the Management Board was in place in EFSA. There is still a difference in opinion between the Court and EFSA in making the accounting officer directly responsible to the Executive Director.

8.2 FOLLOW-UP OF RECOMMENDATIONS ISSUED FOLLOWING INVESTIGATIONS BY THE EUROPEAN ANTI-FRAUD OFFICE[67]

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

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

TABLE 28. SUMMARY TABLE ON STATUS OUTSTANDING AUDIT RECOMMENDATIONS

YEAR	RATING	AUDIT RECOMMENDATION	TARGET	REVISED	OWNER	STATUS
2022	VERY IMPORTANT	**1.** Business continuity and disaster recovery plan (IAS)	Q1 2023	NA	CORSER/ ISO & BCO	*Open*
		2. Mobile devices (IAS)	Q4 2023	NA	CORSER/ ISO & BCO	*Open*
2020		**3.** Accumulated batches of work of the re-evaluation of safety of food additives and enzymes (IAS)	Q4 2021	NA	FIP	*Ready*
2022		**4.** IT security governance (IAS)	Q2 2023	NA	CORSER/ ISO & BCO	*Open*
		5. Separation of duties (IAS)	Q4 2022	NA	CORSER	*Ready*
		6. Firewall management and patching (IAS)	Q4 2023	NA	CORSER	*Open*
2021	IMPORTANT	**7.** Documentation of the monitoring of grant and procurement procedures (IAS)	Q4 2021	NA	FIN	*Ready*
		8. Timing of contract signature and declaration of honor (IAS)	Q3 2021	NA	FIN	*Ready*
		9. Procedure and documentation declaration absence conflict of interest and confidentiality in the procurement and grant award process (IAS)	Q3 2021	NA	FIN	*Ready*
2020		**10.** Staff expertise, backup arrangements and training (IAS)	Q4 2021	NA	FIP/ HUCAP	*Ready*
		11. Monitoring (IAS)	Q4 2021	NA	FIP/GPS	*Ready*
		12. Access rights and public information (IAS)	Q4 2021	NA	ISO/DMO /ART	*Ready*
		13. Follow up and approval of declarations of interest from EFSA staff (IAS)	Q4 2021	Q3 2023	LA	*Open*
2019		**14.** Weaknesses in appraisal and promotion exercise (IAS)	Q4 2020	Q4 2022	HUCAP/TS	*Ready*
		15. Monitoring remuneration cap outside activities and management of conflicts of interest (IAS)	Q2 2020	Q3 2023	LA	*Open*

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9. FOLLOW UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

On 4 May 2022, the European Parliament (EP) granted to EFSA the Discharge in respect of the implementation of the budget for the financial year 2020. This is the final approval of the budget implementation and the closure of the 2020 annual accounts. Regarding the observations made by the European Parliament in the Discharge 2020 with respect to some aspects of EFSA's operations, EFSA has informed the European Parliament that three of the recommendations have been implemented, and the remaining are in the process of being addressed.

TABLE 29. SUMMARY TABLE ON STATUS OBSERVATIONS FROM THE DISCHARGE AUTHORITY

DISCHARGE OBSERVATION		STATUS
Performance	1. Urges the Authority to speed up its assessment of all draft review reports of active ingredients and to do all it can to speed up the reassessment process by the reporting Member States in order to avoid any new extensions of hazardous pesticides.	Ongoing
	2. in 2020 the Authority was still developing its Strategy 2027; calls on the Authority to report to the discharge authority on the developments in that regard.	Ongoing
Staff Policy	3. Calls the Authority to keep the discharge authority updated on the developments with regard to targeted initiatives to increase its attractiveness and improve its nationality balance.	Ongoing
Prevention and management of conflicts of interest and transparency and democracy	4. Encourages the Authority to take measures in publishing the curriculum vitaes of its staff members online.	Implemented
	5. Encourages higher transparency towards stakeholders especially from the non-governmental organisation community.	Implemented
	6. Notes that conflict of interest standards can be further strengthened.	Ongoing
	7. Calls on the Authority to report on the developments with regard to the follow-up observations to the 2019 discharge on the European Ombudsman's case that the Authority is considering the development of internal procedures for preventing access to confidential.	Ongoing
Internal Controls	8. Notes that the internal audit service issued one very important audit observation regarding the weakness in the effective and timely implementation of the re-evaluation of food additives and enzymes.	Implemented
Others	9. calls on the Authority to report on the developments on its communication strategy and digital transition.	Ongoing

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10. ENVIRONMENT MANAGEMENT

In 2022, after the external audit that took place in May, EFSA obtained the recertification of the environmental management system (ISO 14001) and the second renewal of the EMAS registration.

The EFSA's commitment to environmental sustainability continued through specific environmental objectives and an action plan to meet them in order to continuously improve the environmental performance. The environmental objectives established in 2022 include:

- purchase of electricity produced 100% from renewable sources;
- energy diagnosis of EFSA to understand how energy is used and which interventions can be done to reduce energy consumption;
- application of the identified green practices to events organization;
- continuous awareness campaign on environmental sustainability through the "Think green Think EMAS" microsite, built up in 2020;
- new contract for travel agency services including green criteria.

Moreover, in 2022 specific actions have been taken to respond to the energy crisis:

- optimization of settings in manual and automatic modes of lights in common areas;
- screens in meeting rooms have been put on standby every evening and switched on in the morning;
- panel screens for internal communication in corridors and common areas have been switched to standby mode as of 5:30 p.m. instead 7:30 p.m.;
- four of the five monitors for internal communication in the canteen have been switched off;
- heating, ventilation and air conditioning in all premises: the set temperature value has been increased to 27 °C in summer mode and decreased to 20 °C in winter mode.

11. ASSESSMENT BY MANAGEMENT

EFSA addresses all accepted audit recommendations by proportionate action plans and monitors their implementation regularly. The EFSA Assurance adviser reports on the progress made on the implementation of the outstanding audit recommendations twice per year to EFSA's Audit Committee. None of the issues raised by the auditors were critical. The important weaknesses pointed out in the IAS audit report do not point to a significant repetitive error or deficiency in EFSA's internal control system. EFSA's implementation of audit recommendations is in general assessed as positive, auditors find EFSA's actions appropriate and risks are mitigated for both audit recommendations reported by the IAS as significantly delayed.

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PART II(B). EXTERNAL EVALUATIONS

The third external evaluation covered the EFSA's working practices and the impact of its activities in terms of effectiveness, efficiency, coherence, complementarity, and EU added value for the period 2011-2017. The recommendations of the MB based on the result of this external evaluation are listed here below. EFSA identified actions to address the recommendations during the Strategy 2020 cycle, and already embedded relevant activities in the design of the strategy 2027 implementation plan. The table below provides a summary of these activities.

TABLE 30. ACTIONS TO ADDRESS MB RECOMMENDATIONS

#	MB recommendations consolidated	Actions 2022
1	**Enhance the capacity for fit-for-purpose and responsive scientific advice:** *by improving the planning and responsiveness of the Agency, by optimizing the use of resources, by harmonizing EU assessments, and by utilizing technological development in IT and data management*	***1.a Improve planning and responsiveness*** • Leaning principles introduced across the organization through the 'End to End Science' project in the design of the processes for regulated products and generic risk assessment. EFSA has adopted the Lean Six Sigma trainings methodology for continuous improvement and Lean Six Sigma trainings were delivered to key actors. • The mandates negotiation process is built in collaboration with SANTE and is embedded in the relevant tools. Principle of scientific value has been introduced in the Quality policy and scientific value principles introduced in the mandate preparation process. ***1.b Optimize the use of resources*** • Plan to progressively increase the outsourcing of risk assessment preparatory work to Member States. New processes established (e.g. Partnering) to facilitate the increase of volume of scientific tasks as well as to improve the partnership dimension in the outsourcing, e.g., by giving increased attention to win-win elements of the outsourced work, facilitating engagement with the target partner group at the early stages of call preparation (e.g. regular meetings with RA bodies to address partnership for RA of regulated products), encouraging the inclusion of activities for knowledge sharing, etc. • Procurement and grants plan are shared with Member States to facilitate strategic alignment of EFSA and Article 36 activities. 24 Member States, three pre-accession countries and United Kingdom are actively sharing their risk assessment plans with EFSA. • EFSA and the ENVI Agencies consult each other on their work programmes and procurement plans. This allows the Agencies to identify synergies and to cooperate in the area of joint procurement. In 2021 and 2022, out of 9 inter-agency procurement calls resulting in signed contracts which included the ENVI Agencies, EFSA led 7 of those calls on topics of common interest.

#	MB recommendations consolidated	Actions 2022
		• EFSA, the ENVI Agencies and the JRC piloted an inter-service newsletter, featuring news on scientific outputs, initiatives, training opportunities and calls, aiming at further inspiring the culture of cross-organization cooperation across their staff. EFSA also worked closely together with ECDC, ECHA, EEA, EMA and the JRC to shape the content of the ONE – Health, Environment, Society Conference • A live webinar on science outsourcing opportunities and tools was organized to improve dissemination of information about forthcoming outsourcing opportunities in 2023. • A leaner application process will be facilitated for grants following the launch of the first pilot call to use e-submission. Subject to successful pilot and receipt of proposals, e-submission will be rolled-out for all EFSA grants in 2023. • Progressive evolution of the EU-RAA (*Common EU Risk assessment Agenda*) towards a digital platform for partnerships, addressing both EFSA and MS immediate and future scientific needs. • Advisory forum agendas include standing items on planned Risk assessment Mandates at both national and European level, aiming at identifying synergies, avoid duplication and discrepancies. EFSA outsourcing opportunities with relevance to MS risk assessment interests or competencies advertised to MSs at AF. • Tools to exchange information on MS risk assessment plans and EFSA mandates in order to avoid duplication of work and promote synergies between EFSA and MSs are in place (e.g. MS Risk Assessment Plans database). Similarly to the EU-RAA, the current EU Risk Assessment Plans Database will be assessed in order to enhance its potential in support of partnerships. • Concepts (e.g. tollgates as milestones for quality check during RA, adopting scientific outputs in written/fast track procedure) from continuous improvement methodology integrated into End-to-End processes limiting the overprocessing of dossiers and hence bringing efficiency gain (I.e. timeliness/RA of enzymes dossiers) and resources savings. ***1.c Harmonize EU Risk assessment*** • EFSA is working together with the ENVI Agencies (ECDC, ECHA, EEA and EMA) at many different levels and activities, ranging from cooperation on the preparation of scientific outputs (such as the EU One Health Zoonoses report prepared in cooperation with ECDC or the JIACRA III23 prepared together with ECDC and EMA), to support in preparedness activities (including identification of potential emerging risks) and sharing views and best practices in areas of common interest. Coordination contact points have been identified. Representatives from sister agencies are invited to participate in guidance development working groups. • EFSA is working with ECHA and EMA towards the implementation of the Chemicals strategy for sustainability and the One Substance One Assessment. In this context a study entitled "Mapping of data requirements and assessment methodologies linked to the regulatory frameworks and remits of the relevant EU Agencies (ECHA, EFSA and EMA) and EC Scientific Committees (SCCS and SCHEER)" has been committed via a procurement. The study will be finalised in November 2023 and will provide an analysis of the areas for which harmonisation might be desirable.

#	MB recommendations consolidated	Actions 2022
		• Senior Management meeting organized between EFSA and EMA discussing the developments on specific cross-cutting substances and the ongoing work on harmonization of risk assessment methodologies. • Coordination of several sets of advanced scientific trainings. Cross-cutting guidance documents contributed to a greater harmonization of work between EFSA's experts and the food safety ecosystem. ***1.d Utilize technological development in IT and data management*** • Proactive publication of monitoring and survey data on EFSA's open access platform (Knowledge Junction) and open data portals such as Information Platform for Chemical Monitoring. • A common Roadmap on Artificial Intelligence was agreed in 2020 with other EU Agencies (EU AI Virtual community). Work on the use of artificial intelligence in systematic reviews is ongoing, including exchanges on best practice with the US EPA (environmental protection agency) and EBTC (Evidence-based toxicology Cooperation). A workshop was held in December 2022 and an EFSA Scientific report in the EFSA Journal to be published in 2023. • Within the One substance One assessment, EFSA started to collaborate with ECHA in the development of the EU Chemical Data Platform on Chemicals. Support to the drafting of the Project Inception Document was provided and four EFSA owned datasets were proposed to contribute to the minimum viable product foreseen to be running by 2024.
2	**Enhance communication activities to strengthen EFSA's reputation:** *by Increasing proactivity of communication, communicating collaboratively, contextualizing communication to address societal concerns and use communication science to improve communication*	***2.a Increase proactivity of communication: Foster proactive communications and engagement*** • The Large-Scale Engagement project delivered a comprehensive desk research on the state-of-the-art engagement methods and formats to innovate the catalogue of EFSA's stakeholder engagement opportunities throughout the risk assessment process. The set of methodologies used by EFSA to engage with stakeholders is subject to continuous improvement based on lessons learned and feedback from stakeholders • The Relationship Management project remodeled engagement with stakeholders and the public. • In 2022 a new module for targeted consultation was deployed in the Organization allowing to consult with targeted stakeholders. In the same year a roadmap for customer relationship management enhancement was developed and will be implemented through a dedicated project kicking off in 2023. • AskAQuestion, went live in 2021 with digital enhancement delivered in the course of 2022. Mandate dialogue went live in 2022. • In 2023 EFSA will participate as front runner in a Health Policy Agency collaboration group (HPAC) initiative for a common Customer Relationship management in the EU. ***2.b Communicate collaboratively*** • A EUandMyFood campaign was performed in 2019. In 2020, EFSA started a new campaign called 'Stop African swine fever' that has been ongoing since then. In 2022, the campaign was extended for the third consecutive year and it was run in partnership with local authorities in eighteen countries. In 2021, EFSA started the #EUChooseSafeFood campaign designed to help citizens think critically about their everyday food choices. The campaign was run for a second year in 2022. • Development of a Coordinated Communication strategy with Member States started in 2022 following completion of the Focal Point Review and the initiation of the Focal Point Operating Framework. Under this initiative, EFSA and

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#	MB recommendations consolidated	Actions 2022
	about risk assessment	Member States collaborated on initial proposals to develop an EU framework for coordinated communication. These initiatives will be defined in 2023 and implemented from 2024 onwards. • Collaboration on joint reports (AMR and Zoonoses) is continuing as per standing mandate and for the Zoonoses report this is intensified through a joint contract with ECDC. ***2.c Contextualize communication to address societal concerns and use communication science to improve communication about risk assessment*** • Broad programme of social advice and research activities, including commissioning of research (e.g. Eurobarometer). The efforts are summarized in the Social Science Roadmap including a number of joint activities with the national food safety authorities.
3	**Secure long-term efficiency and sustainability of EFSA's operations:** *by enhancing efficiency of the advice production system, by finding additional ways to utilize expertise, by increasing the EFSA's financial resources*.	***3.a Enhance efficiency of the advice production system*** • Initiatives are ongoing with Sister Agencies and the JRC to promote joint programming and the sharing and joint management of data and scientific expertise. Highlights are the EC HPAC (High Performance Analytics and Computing) initiative, joint projects with ECHA on shared data (e.g. IUCLID) and methodologies (e.g. endocrine disruptors), and other shared initiatives on HR (joint trainings, mobility and shared posts), and research (identification of joint projects under Horizon Europe). • In 2020 the Science Studies and Project Identification and Development Office (SPIDO) was created to i) to identify scientific themes and to develop roadmaps for action which require multi-annual cooperative arrangements with Member States, EU Agencies and, if relevant, international partners; and ii) to facilitate the implementation of the roadmaps for action through commissioning scientific studies and projects to support EFSA's preparedness for future risk assessment requirements and communication science in the area of food and feed safety. • Under this project 4 roadmaps for actions were delivered (artificial intelligence, new approach methodologies, systems-based environmental risk assessment, combined exposure to multiple chemical) by 2022. Five roadmaps for actions (advancing environmental risk assessment of chemicals for insect pollinators, omics and bioinformatic approaches in risk assessment, evidence-based risk communication, new risk assessment methodologies and harmonized animal welfare data; advancing aggregated exposure to chemicals in EU) will be delivered by latest 2024. • Creation of a new process on mandate dialogue (including assessment of engagement opportunities) and intake and planning RA workforce • Steady increase of scientific business as usual outsourcing over the last years: ○ Development of a sourcing model to identify long-term sourcing opportunities and to systematically assess sourcing needs ○ Further development of the Individual Scientific Support Scheme (ISA) ***3.b Find additional ways to utilize expertise*** • Concerning the Transparency Regulation measure reflecting the need for a long-term capacity improvement for EFSA's expertise and ways of work, and alongside the 2020 activity looking at improving the indemnity scheme for experts, EFSA will begin preparing for the implementation of the new expert selection rules applicable as of 2022. The new

#	MB recommendations consolidated	Actions 2022
		way to select panel members will promote EFSA's attractiveness to experts and improve the long-term sustainability of EFSA's operating model. • Crowdsourcing approach integrated in the business-as-usual activities • Hackathon together with EMA and ECDC will be launched in 2023 • Pilot on citizen science was finalized in 2022 and reports will be published at the beginning of 2023 ***3.c Increase EFSA's financial resources*** • The resource outlook is part of the yearly Single Programming document. The EFSA's annual budget was increased via the new Transparency regulation. • Fees discussion' kept on hold in an endeavor to avoid interferences with the implementation of the Transparency Regulation and accompanying resources. As stated in Art.57 of the consolidated 178 regulation "The Authority should be financed by the general budget of the European Union. However, in the light of experience acquired, in particular with regard to the processing of authorisation dossiers presented by industry, the possibility of fees should be examined within three years following the entry into force of this Regulation" • Ensured a positive outcome of the yearly budgetary procedures for EFSA's budget (both draft budget and discharge procedure) by liaising with key EU institutional players during these processes while providing them with robust and relevant information.
4	**Continue EFSA's transformation to an Open Science Organization:** *by making evidence transparent and re-usable, by making the advice-development process accessible, by enhancing the dialogue with stakeholders, by safeguarding and explain EFSA's scientific independence*	***4.a Make evidence transparent and re-usable*** • Notification of Studies tool available via the EFSA connect portal - as per TR measure • Proactive dissemination of non-confidential dossier content - as per TR measures • Proactive dissemination of Public Consultations results - as per TR measures. • Proactive dissemination of intended studies to be submitted for renewals and result of the public consultations - as per TR measures • Definition of the dossiers format and document format (IUCLID building blocks for managing PPP and MRL applications submission and validation in collaboration with SANTE and ECHA, ESFC implementation for other regulated products areas in collaboration with DG SANTE, SIGMA Data formats in animal health area, in collaboration with MSs.) ***4.b Make the advice-development process accessible*** • The project on protocol development delivered a draft framework on how to plan scientific assessments of non-application mandates. It mainly provided recommendations on the evidence needs, the methods to answer the sub-questions and the methods to integrate the evidence across sub-questions. The output of the project together with the output the problem formulation project will be used for the development of a Scientific Guidance which will foster the use of the methodology in all relevant mandates. • Scientific Assessment Knowledge Modularity project planned to start in 2023 aims at identifying and mapping all the components of the scientific assessment and the respective relationships, implementing an IT solution and a suitable architecture able to connect them and make them retrievable by a search engine.

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#	MB recommendations consolidated	Actions 2022
		4.c Enhance the dialogue with stakeholders • Implementation of fit-for-purpose engagement activities during defined engagement windows in the life cycle of a mandate or an application for a regulated product, identifying the most appropriate formats (e.g. public/targeted consultations; public/targeted events; calls for expression of interest; comprehensive engagement plans) based on specific engagement needs. ***4.d Safeguard and explain EFSA's scientific independence*** • The implementation of the EFSA Policy on Independence will be evaluated by means of an ex-post evaluation during 2023 • Recurrent measurement in place to gauge perception of EFSA's customers, partners and stakeholders vis-à-vis its mission, vision, key values. Use of communication science translated into a commitment as part the EFSA strategy 2027 and elaborated in the latest iteration of the social science roadmap.
5	**Invest in preparedness to cope with complex futures:** *by scanning emerging risks and co-developing adequate risk assessment methodologies, by co-developing European capacity for future risk governance, by co-influencing EU research funding priorities*	***5.a. Scan emerging risks and co-develop adequate assessment methodologies*** • Membership of the EREN network was expanded with additional observers: IPA Countries and other European and International organizations (FAO). • On crisis preparedness, EFSA will implement its 4-year crisis-training programme, in collaboration with the Commission, Member States and other EU Agencies including the newly established HERA (Health emergency and Response Authority), to develop urgent response capacity in both Risk Assessment and Risk Communication. Activities will also focus on the interoperability of the Rapid Alert System for Food and Feed (iRASFF) and EFSA system for classifying and describing food (FoodEx2). • Development in 2022 of a new process "Environmental Scanning and Strategic Options Definitions" broadening EFSA's activities on emerging risks to the anticipation of topics of relevance for its work programme and/or current or future strategy. This process will heavily rely on the establishment of connections with partners (within and out of Europe) having horizon scanning activities in place. • The Stakeholder Discussion Group on Emerging Risks meetings became open to observers from other EFSA registered stakeholders' organizations and international organizations (e.g. ESR, New Zealand) with interest on emerging risk identification. • Implementation of IPA/Pre accession programme will support capacity building initiatives and knowledge sharing. • Knowledge and Innovation Community (KIC) piloted in 2019. In 2022 new version of the KICS (KICs 2.0) included in the EFSA Decision Making Framework to advice on scientific themes which cut across business as usual and development activities. Four KICs planned to be kicked-off in 2023. ***5.b. Co-develop European capacity for future risk governance*** • In 2023 EFSA will deliver a Roadmap to reshape its current Capacity Building Process, evolving capacity building beyond EFSA needs to ensure the sustainability of the EU Food Safety Ecosystem. Through the new Capacity Building process, EFSA aims at developing and strengthening the scientific and technical expertise and resources of the Member States and the EU to ensure that the EFSA together with its partners can effectively perform their role in the area of food safety.

#	MB recommendations consolidated	Actions 2022
		• Increased resources to fellowship programme (EU FORA) and development of an evolved programme with the objective of enhancing cooperation with competent organizations at national level, increase the outreach of the programme and, ultimately, to increase the pool of food safety risk assessment experts in the EU. • Implementation of the Focal Point network operational framework 2023-2027 will support capacity building activities, including identification of topics where capacity could be raised, as it envisages the strengthening of EFSA-MS partnership in multiple areas including area of Capacity building. ***5.c. Co-influence EU research funding priorities*** • In 2018, EFSA convened the first Risk Assessment Research Assembly (RARA) bringing together policy makers, EU Agencies, risk assessors and scientists. At this event, EFSA was called upon to become a knowledge broker and encourage coordination between food related research efforts at national and EU levels, with support from the national EFSA Focal Points (FPs). Since the 2018 RARA, EFSA has become involved in external research activities in many ways: EFSA established a Research Platform on its website (to support project ideas, promote the building of consortia and help scientists find opportunities for public research funding in food safety); disseminated funding news and calls through social media; advised the European Commission on research needs for regulatory purposes; and engaged (mostly in advisory roles) in a number of external research projects often together with sister Agencies. During its 2022 meeting in Berlin, the Advisory Forum, tasked with providing the European Food Safety Authority (EFSA) with strategic advice on scientific issues, adopted a joint statement with EFSA, to support the European Research Area. In the second RARA EFSA in synergy with the sister agencies to shape and expand the EU regulatory research funding programmes. • EFSA is engaging with sister agencies and national authorities in a selected number of European Partnerships under Horizon Europe to shape and expand research activities. • The DG RTD (Research and Innovation) Guidance on involvement of EU Agencies in Horizon Europe is under development.
6	**Collaborate, cooperate and co-design to meet integrated "One Health" protection targets:** *by upgrading collaboration to a strategic level, by utilizing the opportunities of big data, by sharing*	***6.a Upgrade collaboration to a strategic level*** • As a continuation of the "Advisory Forum Task Force on Data Collection and Modelling" the implementation of a shared "data roadmap" with the MSs is aligned with EFSA 2027 Strategy. • At the ONE conference the ENVI Agencies committed to move the One Health agenda forward and to establish a cross-agency task force on One Health to discern what can be done together and how best to support the EU research agenda from a One Health perspective. • EFSA contribution to the Chemical substances strategy and one substance one assessment initiative with ECHA, as well as reflections and plans part of 2027 Strategy, following the "Changing context analysis" performed in EFSA during 2020. • Contribution to the design of the EU Common data platform on chemicals and to the establishment of a repository of health-based limit values. • Participation to the analysis regarding the attribution and transfer of tasks (technical and scientific work on chemicals) to EU agencies foreseen by the Chemical Strategy.

#	MB recommendations consolidated	Actions 2022
	limitless to tackle complexity and resource constraints.	***6.b Utilize the opportunities of big data*** • RUEDIS Project supporting the improvement of the RUEDIS database (information management tool and database for pesticide residues trials and processing studies data) with the German Federal Institute for Risk Assessment. • SIGMA and SIGMA II Projects agreed data formats and data connections in collaboration with MSs • Support on the data related matters and to Advisory Forum discussion group from MS side through the Focal Point network operational framework 2023-2027 as it envisages the strengthening of EFSA-MS cooperation in multiple areas including area of data. ***6.c Share limitless to tackle complexity and resource constraints*** • Ongoing work on the enhancement of the 'One Health' system with ECDC (two interoperable systems) for the collection and analysis of whole-genome sequencing (WGS) data from human and food/animal isolates to support foodborne outbreak investigation. • Collaboration with WHO on merging the European and international (USA led) approaches for Benchmark dose ongoing and nearing harmonization.

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PART III. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

1. EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS

The EFSA Internal Control Framework, based on the equivalent standards laid down by the European Commission and international best practice, was adopted by EFSA's Management Board in December 2017. The Internal Control Framework consists of five internal control components and 17 principles based on the COSO Internal Control Framework. Internal control monitoring criteria for EFSA were defined to ensure an adequate assessment of the presence and functioning of all internal control principles. The assessment was based on the following elements: the internal control monitoring criteria, the results of the control activities, the continuous monitoring and systematic registration of exceptions and non-conformities, and the audit observations from the IAS and ECA.

2. CONCLUSIONS OF ASSESSMENT OF INTERNAL CONTROL SYSTEMS

EFSA conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards. EFSA has adopted its Internal Control Framework aimed to ensure the achievement of policy and operational objectives. The financial regulation requires that the organisational structure and the internal control systems are set up in accordance with these principles. Compliance with the internal control framework is a compulsory requirement. EFSA uses the organisational structure and the internal control systems suited to achieving its policy and internal control objectives in accordance with the internal control principles and has due regard to the risks associated with the environment in which it operates. In its internal control system, EFSA embedded continuous monitoring measures to ensure that its internal control framework is effective.

EFSA assessed its internal control systems for the reporting year and concluded that overall, all internal control components and principles were present and functioning as intended. In addition, measures will be taken to further strengthen the management of information security and disaster recovery.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary corrective action is being implemented.

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3. 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, 7 March 2023

Selomey Yamadjako

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PART IV. MANAGEMENT ASSURANCE

1 REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

In order to be able to sign his declaration of assurance, the Executive Director relies on various elements of the internal control system, referred to as building blocks of assurance:

- Audit Management, see Part II(a) 2.7 and 2.8
- Financial Reporting and Discharge, see Part II(a) 2.9
- Risk Management and Anti-Fraud Strategy, see below
- Internal Control, see Part III
- Legality and regularity monitoring, see below
- Evaluation, see Part II(b)
- Quality management, see below
- Performance Management, see below
- Continuous improvement, see below
- Information security, see below
- Security and Business Continuity, see below
- Health & Safety and Environment, see Part II(a) 2.10

RISK MANAGEMENT AND ANTI-FRAUD STRATEGY

Risk management is about identifying and assessing potential issues that could affect the execution of the organisation's activities and the achievements of objectives. As part of EFSA's planning cycle, risks and mitigating actions are identified at process level and captured in EFSA's process documentation. A streamlined impact/likelihood approach is used to perform the risk assessment to select the appropriate risk response. The most relevant one in the reporting period was the finalization of the implementation of the Transparency Regulation that was outlined together with the other critical and cross-cutting risks that could potentially impact the achievement of EFSA's objectives, and respective mitigating actions that reduce the risks to acceptable levels, in EFSA's 2022 Programming Document.

In light of the common approach on EU decentralized agencies developed by the European Commission that requires each agency to put in place a set of anti-fraud measures and in line with the guidance provided by the European Anti-Fraud Office (OLAF), EFSA has adopted a new Anti-Fraud Strategy in 2021. EFSA's Anti-Fraud Strategy encompasses all stages of the anti-fraud cycle, namely prevention, detection, investigation and recovery/sanction. The EFSA Anti-Fraud Strategy defines four main objectives focusing on enhancing an environment and culture that reflects EFSA's intolerance to fraud, strengthening fraud risk monitoring, maintaining a robust system for fraud detection and investigation, and readiness in recovering damages and sanctioning fraudulent activities. During 2022, EFSA did not have to transmit or follow-up on any suspicion of fraud cases to OLAF.

LEGALITY AND REGULARITY MONITORING

In accordance with the Internal Control Framework, EFSA has implemented a process for the management and control of ex ante exceptions and ex-post non-conformities, including the analysis of the root cause, the assessment of the risks and the identification of corrective and/or preventive actions. To ensure traceability, the deviations from all applicable rules and regulations are documented in an exception request or a non-conformity, which is recorded in an exception register. In 2022, EFSA recorded 71 deviations, 30 deviations concerned

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exception requests approved ex-ante, whereas 41 deviations concerned non-conformities noted ex-post. The deviations to rules and procedures mainly concerned the managing of scientific meetings, related to the timing and participants of the meetings and submission of the declaration of interest by the experts involved. The financial value of the deviations amounted to EUR 859.928 with one single exception request representing a financial impact of EUR 411.956 due to an advance payment for the organization of EFSA's Scientific Conference. Although the financial impact of the exceptions was higher than expected and some issues were recurrent, the procedures in place function well and the existing controls are considered sufficient.

INFORMATION SECURITY & DATA PROTECTION

INFORMATION SECURITY

EFSA is actively committed to safeguarding the confidentiality, integrity, and availability of all information that it manages, to ensure that regulatory, operational, and contractual requirements are fulfilled.

EFSA conducted an external maturity assessment with the objective of continuously improving our information security. The assessment identified improvements actions that shaped the new EFSA Information Security Strategy 2023 adopted by the EFSA Management Team. In 2022, EFSA started the implementation fo the ISO 27001 Information Security management system, that is expected to be certified by an independent certification body by 2023. The ISO 27001 ensure the full compliance of EFSA to strategic, tactical and operational requirements identified by the standard itself.

EFSA adopted a detailed Information Security Handbook, which contains the required actions and procedures to ensure correct and secure operations of EFSA IT facilities.

The security of several EFSA IT systems was improved with the roll-out of Multi-Factor Authentication, which is also the standard for new IT systems.

EFSA organized several in-depth security tests for EFSA IT systems.

Finally, EFSA conducted internal audits and security plan updates for key IT systems and security procedures.

EFSA was not affected by any cyber-attacks during the reporting year. Some attack attempts have been stopped by our security tools.

DATA PROTECTION

As concerns personal data protection and compliance with Regulation (EU) 2018/1725, the Data Protection Officer (DPO) acts as the main reference person and expertise focal point within EFSA. The 2022 achievements are very much in line with the previous reporting years, whereby the DPO contributed with usual advice and assistance such as drafting and reviewing data protection notices (e.g. ONE Health Conference invitations and registration, staff performance management, staff engagement survey), performing data protection compliance checks of licenses for IT tools acquired (20 during 2022), tailoring data protection provisions in procurement & grant calls (e.g. leadership development program, Service Level Agreements with DG DIGIT, JRC and REA). Nonetheless some particularities and novelties can be mentioned in comparison with previous reporting years:

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- Increase of requests by external stakeholders on data protection compliance in the context of the Transparency Regulation and 2 complaints (one concerning the use of Salesforce Connect.EFSA, one concerning use of Microsoft Teams) ;
- Increase of incidents / data breaches, i.e. unauthorised access to EFSA systems & processes, incl. Salesforce Connect.EFSA, PAD process, Document Management System, DoI Builder test system.

QUALITY MANAGEMENT

EFSA's Quality Management System was awarded in 2016 the ISO 9001:2015 certification attesting EFSA's ability to consistently produce services that meet EFSA's customers' requirements and foster a culture of continuous improvement. In 2022, the focus continued to be ensuring that the requirements for the implementation of the Transparency Regulation were met. Work was carried out to improve the monitoring of process performance by revising and improving the existing process performance indicators. This work was carried out in conjunction of the update of the EFSA Process Architecture (EPA) which was modified and revised to align it with the changes brought on by the Transparency Regulation. The 2021/2022 customer feedback interviews with DG SANTE resulted had a positive outcome and identified a number of improvement opportunities.

The 2022 re-certification audit by the certification body confirmed EFSA's ISO 9001:2015 Quality Management certification. The certification auditors reported zero non-conformities and did not identify any particular areas of weakness in our Quality Management System

PERFORMANCE MANAGEMENT

Performance management was ensured via regular measurement of the Key Performance Indicators that are part of the EFSA Strategy, as well as also via the measurement of additional elements such as project performance and specific metrics at process level.

In 2022 EFSA progressed with the systematization of the Performance Framework that was approved in 2021, closing almost all gaps present both at Strategy and at process level for what concerns the definition of the metrics in scope. Another important activity that started in 2022 is the strengthening of the connection between the performance management process and the ones of portfolio management, quality management, risk and assurance management, and continuous improvement for what concerns the lifecycle of performance deviations, which is taking place under the umbrella of the Integrated Management System (IMS). Progresses were also reached in the seamless availability of performance data, with a series of dashboards developed to support the monitoring of the Risk Assessment processes.

CONTINUOUS IMPROVEMENT

The continuous improvement process continued to support EFSA's LEAN initiatives in order to maximise resources and create more agile and efficient processes.

There was a total of 12 process improvement initiatives (PIIs) approved in 2022. These initiatives had various improvement aims such as: transparency, better services, risk mitigation and efficiency.

As main achievements of 2022 to highlight: the start of the centralised collection and monitoring of improvement initiatives coming from different sources (non-compliance, deviations, internal and external audits,…) to pilot the setup of the digital Integrated Management System (IMS) register and workflow, the important effort dedicated to the

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onboarding of EFSA Units to enforce process management knowledge and responsibilities, the finalisation of the 2° round of Lean Six Sigma Training for Quality Circle members where **26 of 35** attendees got the Orange Belt Certification, the support provided to the EFSA Departments/Units in classifying the proposed improvement opportunities and formalising PII charters for building up the Multiannual Work programme.

The approach for the regular measurement of the improvements' benefits was continued also in 2022 and will be concluded during 2023 linking the benefits of each PII to the performance measurements of the process to improve. The other main objectives of 2023 will be the reinforcement of the existing EFSA's roles and responsibilities for benefit measurement, the strengthen of the link among Continuous Improvement, Quality, Assurance and Performance Processes and the start of the collaboration with the Quality Circle Members to identify and drive improvement opportunities within EFSA's Departments/Units.

SECURITY AND BUSINESS CONTINUITY

EFSA's approach on security is established in the context of risk assurance to operate in a safe and secure environment, providing appropriate levels of protection for staff, assets and information commensurate with identified risks and ensuring a proper resiliency of the Authority.

EFSA's Business Continuity is to maintain the continuity of its activity, systems, facilities and processes and where these are disrupted by an event to enable it to return to normal operations as soon as possible, taking fully into account the impact of any delay on the EFSA's quality of service, reputation and budget. As required by international standards, EFSA's business continuity plan is based on a business impact analysis and used by trained staff to ensure that EFSA is able to continue delivering it services to the extent possible in case of a major disruption. In 2022 EFSA confirmed the maintenance to the ISO 22301 Business Continuity management system certification by covering all observations raised by third party auditors in the previous audit.

HEALTH & SAFETY AND ENVIRONMENT

EFSA is committed to establish and continuously promote a sound management system that aims at ensuring a healthy and safe workplace and a sustainable business environment. In 2022 the external certification body has confirmed EFSA's ISO 14001:2015 environmental management standard and the Eco-Management and Audit Scheme (EMAS) registration. In 2022 the Occupational Health and Safety certification (ISO 45001:2018) was confirmed.

2. RESERVATIONS

Not applicable

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PART V. DECLARATION OF ASSURANCE

I, the undersigned, Director of EFSA,

In my capacity as authorising officer,

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

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the activities and outcome of the 12 Assurance Pillars reported in EFSA's Annual Activity report, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.

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

Parma, 7 March 2023

Bernhard Url

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ANNEXES

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ANNEX I. CORE BUSINESS STATISTICS

(A). KEY STATISTICS IN 2022 - QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION

REGULATED PRODUCTS

TABLE 31. QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION IN REGULATED PRODUCTS PER AREA

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2022	Plan	YoY	Actual 2022	Plan	YoY	Actual	YoY
Animal by-products	1	1	1	100%	90%	50%	0	1
AMT - Decontamination dossiers	0	0	0	-	90%	-	0	0
BIOHAW - total Regulated Products	1	1	1	100%	90%	50%	0	1
Feed Additives applications	104	116	116	56%	90%	67%	237	221
FEED - total Regulated Products	104	116	116	56%	90%	67%	237	220
Flavourings applications	2	2	2	100%	90%	100%	14	7
Flavourings re-evaluation	14	16	12	100%	90%	7%	6	19
Food Additives applications	3	11	4	100%	90%	75%	23	16
Food Additives re-evaluation	5	9	2	33%	90%	0%	127	130
Food Contact Material	53	36	36	98%	90%	96%	88	89
Decontamination substances evaluation	1	1	0	100%	90%	-	0	1
Enzymes	66	38	24	94%	90%	100%	175	204
FIP - total Regulated Products	144	113	80	94%	90%	80%	433	484
Novel Foods	31	40	30	100%	90%	100%	152	140
Health Claims	0	8	9	-	90%	100%	4	1
Foods for special medical purposes and allergens	0	1	2	-	90%	100%	1	0
Infant nutrition applications	1	0	2	100%	90%	100%	3	4
Genetically Modified Organisms	17	16	7	88%	90%	75%	28	39
NIF - total Regulated Products	49	65	50	96%	90%	97%	188	188

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2022	Plan	YoY	Actual 2022	Plan	YoY	Actual	YoY
MRL applications	26	55	52	77%	90%	46%	81	57
Assessment of existing MRLs	16	20	28	-	-	-	39	55
PLANTS - total Regulated Products	42	75	80	77%	90%	46%	120	112
Approval of new active substances	8	5	3	83%	90%	13%	43	47
Approval of basic substances	1	12	8	100%	90%	100%	2	0
Confirmatory information on active substances	4	7	5	80%	90%	75%	3	4
Amendments of the condition of approval of active substances	0	3	1	-	-	0%	6	6
Approval of active substances	11	15	12	60%	90%	47%	201	200
PREV - total Regulated Products	24	42	29	73%	90%	61%	255	256

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GENERIC SCIENTIFIC ADVICE

TABLE 32. QUESTIONS CLOSED, TIMELINESS AND STOCK REDUCTION IN GENERIC SCIENTIFIC ADVICE PER AREA

Area	Questions closed			Timeliness of adoption			Stock of questions	
	Actual 2022	Plan	YoY	Actual 2022	Plan	YoY	Actual	YoY
Animal Health & Welfare	30	30	46	100%	100%	100%	27	21
Biological Hazards	7	9	19	100%	100%	100%	10	11
Multinational Foodborne Outbreaks	4	2	3	100%	100%	100%	0	1
Annual Reports (AMR, TSE, Zoonoses)	3	3	14	67%	100%	67%	6	9
BIOHAW - total Generic Advice	44	44	82	98%	100%	94%	43	42
Feed additives Generic Advice	0	0	1	-	100%	100%	1	1
Contaminants Generic Advice	9	11	6	46%	100%	100%	18	25
FEEDCO - total Generic Advice	9	11	7	46%	100%	100%	19	26
Food improvement agents	4	1	1	40%	100%	100%	1	4
Food contact Materials Generic Advice	1	4	3	100%	100%	80%	0	1
FIP - total Generic Advice	5	5	4	52%	100%		1	5
Nutrition Gen RA	4	1	4	100%	100%	100%	18	14
GMO Gen RA	10	11	5	100%	100%	80%	3	7
NIF - total Generic Advice	14	12	9	100%	100%		21	21
Plant Health	91	137	81	81%	100%	100%	63	50
Preparation of the annual CCPR meeting	42	50	49	100%	100%	100%	1	43
Assessment of the risks related to MRLs	5	5	5	100%	100%	100%	20	2
Annual report on pesticides residues	0	0	0	-	100%	-	2	0
PLANTS - total Generic Advice	138	192	135	87%	100%	100%	86	95
Approval of active substances	7	11	2	100%	100%	100%	6	4
PREV - total Generic Advice	7	11	2	100%	100%	100%	6	4
Annual Reports (AMR, TSE, Zoonoses, pesticides residues, veterinary drugs residues)	5	4	5	100%	100%	100%	2	6
IDATA - total Generic Advice	5	4	9	100%	100%		2	6
MESE General Scientific and Technical Assistance	0	10	0	-	100%	-	2	1
MESE - total Generic Advice	0	10	0	-	100%	-	2	1

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 2022 are presented in table 32, while current status of bulk evaluations is included in table 33.

TABLE 33. BACKLOG REDUCTION IN 2022

Area	Questions in backlog as of 01/01/2022	Questions in backlog as of 31/12/2022
BIOHAW	**3**	**1**
Animal Health & Welfare	3	1
FEEDCO	**56**	**25**
Feed additives - Applications	55	25
Feed additives Generic scientific and technical assistanceAdvice	1	0
FIP	**19**	**16**
Food additives	2	2
Food additives re-evaluation	12	10
Food contact material	5	4
NIF	**2**	**0**
Novel foods	2	0
PLANTS	**26**	**18**
Pesticides MRL Application (Reg. 396/2005 - Art. 10)	22	18
Plant Health generic scientific and technical assistance	2	0
Preparation of the annual CCPR meeting	1	0
Assessment of the risks related to MRLs	1	0
PREV	**10**	**5**
Approval of new active substances	2	0
Renewal of the approval of active substances	7	5
Approval of active substances	1	0
TOTAL	**116**	**65**

TABLE 34. REGULATED PRODUCTS BULK EVALUATION IN 2022

Status	Area	Questions in bulk as of 01/01/2022	Questions in bulk as of 01/01/2023
Deadlines agreed with Risk Manager	**FIP**	**335**	**254**
	Flavourings[68]	19	5
	Enzymes[69]	210	145
	Food additives – re-evaluation	106	104
	PLANTS	**55**	**39**
	Pesticides MRL Review (Reg. 396/2005 - Art. 12) - ex backlog	55	39
Pending Risk Manager decision	**NIF**	**1548**	**1548**
	Health Claims (Art.13.2) - botanicals	1548	1548

[68] 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.

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

(B) STATUS OF PROGRAMME AND PROJECTS

TABLE 35. PROGRAMMES – STATUS REPORT

EFSA Programme	Status
Architecture Transformation Programme (ART)	
To prepare EFSA for the requirements of the Transparency Regulation, which will come into force on 27 March 2021, has the double objective of driving the various changes related to processes, organisation, technology and information management needed within EFSA's new remit, and leaning EFSA's core and enabling processes	●
Expertise Management Programme (EMP)	
To build the EU scientific assessment capacity and knowledge community and creates an environment and culture that reflect EFSA's values	●
Information Management Programme (IMP)	
To coordinate all projects related to EFSA's information at 360 degrees: from information collection and (co)creation, to information classification and registration, from data analysis and data reporting to information sharing and re-use	●
Risk Assessment Methodology Programme (RAMPro)	
To ensure that EFSA is prepared for present and future challenges in a dynamic food safety system, by innovating and harmonising its risk assessment methodologies	●

TABLE 36. EFSA PROJECTS – STATUS REPORT PER EXPECTED RESULT

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

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Expected Operational Result	Project	Status
2.1.3 The quality of scientific guidance & methodologies	IUCLID Product Management	
	Risk assessment methodology for RNAi- applications	
	3 pipelines to analyse WGS data applications	
	PROC_HLADQ peptide modelling 2018	
	OPEN MCRA	
	EFSA Feed classification system and feed consumption database	
	Comparative multi-omics study	
	Monitoring and surveillance data for chemicals	
	Exploring in silico/vitro tools & develop novel strategies	
	Development of an AOP for celiac disease	
	Environmental Neurotoxicants	
	Adverse Outcome Pathways- endocrine disruptors	
	New approach methodologies for RA of chemicals in food	
	Integrating new approaches in chemical risk assessment	
	NAMS4NANO: EFSA NAMs roadmap data integration nanomaterials	
	Thyroid disruption in wild mammals and amphibians	
	Practical implementation NAMs - RA of pesticide metabolites	
	Critical appraisal tools - human observ epidem studies	
	Harmonized exposure assess methods for food animal origin	
	Meta-analysis protein levels in GM plants RAMPRO	
	Allergenicity of GM plants	
	Refinement of the RA method for Open Reading Frames	
	Use and reporting of historical control data (HCD)	
	MUST-B	
	Synthetic Biology	
	EFSA Framework for problem formulation	
	Capacity building for microbiome assessment	
	Inter-human variability in toxicodynamics	

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Expected Operational Result	Project	Status
	Exploring the use of AI - NAMs	
	PERA - Advancing the ERA of PPP to system-based approach	
2.1.4 Preparedness for regulatory and policy needs addressing the EU Green deal	CSS_OSOA	
2.1.5 Wider access to and broader exploitation of data and analytics is achieved	Integrated spatial analysis for biological RA	
	Interoperating 'One Health' system	
	SIGMA 2.0	
	Rebuild Data Framework	
	Data Collection Tracing	
	Food Classification For Tracing	
	Development of a GIS-based tool	
	PRIMo revision 4 (Pesticide Residue Intake model)	
	GM Plant Sequences	
	OECD MetaPath: Incorporation of pesticide residue data	
	Open Food Tox 3	
	New Meeting Organisation System implementation	
	Records and Correspondence Management Project	
	RUEDIS database	
	Update of the EFSA pesticides genotoxicity database	
	EU Menu	
	Creation of Open Access EU Food Composition Database	
	Consumption data on specific food commodities	
	Generate data on food consumption of bees	
	Knowledge Organisation Tool for repetitive tasks	

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

TABLE 37. CORPORATE INDICATORS (KPIS) – SOURCE OF DATA

SO	Type	KPI	Frequency	Tool /Source of data
SO1	Outcome	Citations of EFSA's scientific outputs	Quarterly	Web of Science
SO1	Outcome	EFSA Journal's H-index	Quarterly	Web of Science
SO1	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on RISK ASSESSMENT	Yearly	EFSA Strategy Reputation Survey
SO1	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on RISK COMMUNICATION	Yearly	EFSA Strategy Reputation Survey
SO1	Outcome	Social media interactions value	Yearly	Web analytics
SO1	Output	Amount of resources used (for all EORs)	Quarterly	Hyperion
SO1	Output	Change in stock of questions (for all EORs)	Quarterly	APPIAN
SO1	Output	Number of questions closed (for all EORs)	Quarterly	APPIAN
SO1	Output	Reduction of backlogs and bulk evaluations (for all EORs)	Quarterly	APPIAN
SO1	Output	Impact of public consultations	Quarterly	Metric under definition
SO1	Output	Timeliness of adoption (for all EORs)	Quarterly	APPIAN
SO1	Output	Timeliness of publication (for all EORs)	Quarterly	Wiley
SO1	Output	Knowledge junction data set uploads	Quarterly	Knowledge Junction
SO1	Output	Leverage of social science	Quarterly	Social Science monitoring table
SO1	Output	Performance of communication materials	Quarterly	Web-based surveys
SO1	Output	Translation outreach	Quarterly	Website Analytics
SO1	Output	Joint communication content production	Quarterly	Coordinated Communication PPIs tables (Hyperion workplan)
SO1	Output	Performance of dissemination process	Quarterly	Coordinated Communication PPIs tables (Hyperion workplan)
SO1	Output	Performance of EFSA's Campaigns	Quarterly	EFSA Campaign Comms and Monitoring plan
SO2	Outcome	Citations of EFSA's guidances	Quarterly	Web of Science

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SO	Type	KPI	Frequency	Tool /Source of data
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 ECOSYSTEM EFFICIENCY.	Yearly	EFSA Strategy Reputation Survey
SO2	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on HARMONISATION	Yearly	EFSA Strategy Reputation Survey
SO2	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on PREPAREDNESS	Yearly	EFSA Strategy Reputation Survey
SO2	Outcome	Use of EFSA datasets	Twice/year	Microstrategy, Zenodo, API portal
SO2	Outcome	Use of EFSA models	Quarterly	Metric under definition
SO2	Outcome	Users in EFSA's platforms	Quarterly	Metric under definition
SO2	Output	Amount of resources used (for all EORS)	Quarterly	Hyperion
SO2	Output	Engagement activities	Quarterly	Internal register
SO2	Output	Expertise preparedness to address RM’s requests	Quarterly	PCO register
SO2	Output	Number of project deliverables finalized (for all EORs)	Quarterly	Hyperion
SO2	Output	Number of unique organisations and consortia contributing to EFSA's workprogramme	Twice/year	Awarded and rejected tenderers + contracts DB
SO2	Output	Resources allocated to outsourcing RA activities	Quarterly	Hyperion
SO2	Output	Share of EFSA’s outputs delivered with outsourcing contribution	Yearly	APPIAN
SO2	Output	Cooperation in Crisis Preparedness	Yearly	External reports on crisis exercises
SO2	Output	External reports on crisis exercises	Yearly	Annual technical report on "EFSA’s activities on emerging risks"
SO2	Output	% of signals that lead to an action	Yearly	Annual technical report on "EFSA’s activities on emerging risks" and EFSA's portfolio
SO2	Output	Cooperation in methodology development	Yearly	Public consultation register (SALESFORCE)

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SO	Type	KPI	Frequency	Tool /Source of data
SO2	Output	Methods preparedness to address RM's requests	Quarterly	PCO register
SO2	Output	Updated scientific guidances	Twice/year	APPIAN
SO2	Output	Activities related to Green Deal	Twice/year (Year-to-date)	Internal register
SO2	Output	Participation to research projects	Quarterly (Cumulative over the years)	Register of EFSA involvement in research projects
SO2	Output	Availability of structured data formats in Regulated Products domains	Yearly	IUCLID
SO2	Output	Data preparedness to address RM's requests	Quarterly	PCO register
SO2	Output	Efficacy of EFSA's data ecosystem services	Yearly	Microstrategy
SO3	Outcome	Annual strategy implementation plan achieved	Quarterly	Metric under definition
SO3	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on COHERENCE	Yearly	EFSA Strategy Reputation Survey
SO3	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on GOVERNANCE	Yearly	EFSA Strategy Reputation Survey
SO3	Outcome	Satisfaction rate of EFSA's Annual Strategy Survey on ORGANISATIONAL EFFICIENCY	Yearly	EFSA Strategy Reputation Survey
SO3	Output	Amount of resources used (for all EORs)	Quarterly	Hyperion
SO3	Output	Future of work - digital culture	Twice/year	Staff Engagement Survey
SO3	Output	Leadership and management index	Yearly	- Leadership: Staff Engagement Survey - Units' performance: HYPERION
SO3	Output	Occupancy rate	Quarterly	Sysper/Fusion
SO3	Output	Staff engagement index	Yearly	Staff Engagement Survey
SO3	Output	Staff geographical balance	Yearly	Taleo, Excel
SO3	Output	Compliance with Service SLA	Quarterly	Service Now
SO3	Output	Digitalisation Index	Twice/year	Hyperion
SO3	Output	Enabling services staff efficiency	Yearly	Hyperion

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SO	Type	KPI	Frequency	Tool /Source of data
SO3	Output	User satisfaction on enabling services	Quarterly	Service Now
SO3	Output	Budget execution	Quarterly	Hyperion
SO3	Output	Efficacy of Assurance mechanisms	Quarterly	External audit reports
SO3	Output	Efficiency gains achieved	Yearly	Hyperion
SO3	Output	Process status health	Quarterly	Hyperion
SO3	Output	Project status health	Quarterly	Hyperion
SO3	Output	Advocacy and engagement activities in support to Strategy implementation	Twice/year	Internal register
SO3	Output	Savings generated through partnerships	Yearly	Metric under definition

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ANNEX II. STATISTICS ON FINANCIAL MANAGEMENT

(A) BUDGET EXECUTION

TABLE 38. EXPENDITURES

Title Chapter Article Item	Heading 2022	Initial commitment appropriations	Amended budget commitments	Current commitment appropriations	Commitment execution	% of current	Initial payment appropriations	Amended budget payments	Current payment appropriations	Payment execution	% of current
1	**STAFF**										
11	STAFF EXPENDITURE										
110	***Salaries and allowances***										
1100	Salaries and allowances of staff provided for in establishment plan	39,487,000.00	39,487,000.00	39,049,745.67	39,049,745.67	100%	39,487,000.00	39,487,000.00	39,049,745.67	39,049,745.67	100%
1104	Entitlements on Entering and Leaving the Service	310,000.00	310,000.00	506,561.80	506,561.80	100%	310,000.00	310,000.00	506,561.80	506,561.80	100%
	Article 110 - Total	**39,797,000.00**	**39,797,000.00**	**39,556,307.47**	**39,556,307.47**	**100 %**	**39,797,000.00**	**39,797,000.00**	**39,556,307.47**	**39,556,307.47**	**100 %**
111	***Other staff***										
1113	Stagiaires	1,117,200.00	1,117,200.00	1,113,998.60	1,113,998.60	100%	1,117,200.00	1,117,200.00	1,113,998.60	1,113,998.60	100%
1115	Contract staff	9,291,256.00	9,291,256.00	9,993,073.87	9,993,073.87	100%	9,291,256.00	9,291,256.00	9,993,073.87	9,993,073.87	100%
1116	Visiting experts, National Experts on Detachment	700,000.00	700,000.00	708,116.51	703,676.51	99%	700,000.00	700,000.00	708,116.51	703,676.51	99%
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%
	Article 111 - Total	**11,108,456.00**	**11,108,456.00**	**11,815,188.98**	**11,810,748.98**	**100 %**	**11,108,456.00**	**11,108,456.00**	**11,815,188.98**	**11,810,748.98**	**100 %**
112	***Interim staff***										
1120	Interim services	3,200,000.00	3,200,000.00	3,291,177.16	3,291,177.16	100%	3,200,000.00	3,200,000.00	3,291,177.16	2,494,350.54	76%
	Article 112 - Total	**3,200,000.00**	**3,200,000.00**	**3,291,177.16**	**3,291,177.16**	**100 %**	**3,200,000.00**	**3,200,000.00**	**3,291,177.16**	**2,494,350.54**	**76%**
113	***Establishment or maintenance of pension rights for temporary staff***										
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%
	Article 113 - Total	**0.00**	**0.00**	**0.00**	**0.00**	**0%**	**0.00**	**0.00**	**0.00**	**0.00**	**0%**

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Title Chapter Article Item	Heading 2022	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 11 - TOTAL	**54,105,456.00**	**54,105,456.00**	**54,662,673.61**	**54,658,233.61**	**100%**	**54,105,456.00**	**54,105,456.00**	**54,662,673.61**	**53,861,406.99**	**99%**
CHAPTER 12	EXPENDITURE RELATING TO STAFF RECRUITMENT										
120	***Expenditure relating to Staff recruitment***										
1200	Miscellaneous expenditure on recruitment	250,000.00	250,000.00	224,540.50	224,540.50	100%	250,000.00	250,000.00	224,540.50	188,973.20	84%
	Article 120 - Total	**250,000.00**	**250,000.00**	**224,540.50**	**224,540.50**	**100%**	**250,000.00**	**250,000.00**	**224,540.50**	**188,973.20**	**84%**
	CHAPTER 12 - TOTAL	**250,000.00**	**250,000.00**	**224,540.50**	**224,540.50**	**100%**	**250,000.00**	**250,000.00**	**224,540.50**	**188,973.20**	**84%**
CHAPTER 13	MISSIONS AND DUTY TRAVEL										
130	***Missions and travel expenses***										
1300	Missions and travel expenses	100,000.00	100,000.00	89,847.36	89,847.36	100%	100,000.00	100,000.00	89,847.36	71,007.52	79%
1301	Shuttles for missions and duty	26,000.00	26,000.00	26,000.00	26,000.00	100%	26,000.00	26,000.00	26,000.00	25,340.62	97%
	Article 130 - Total	**126,000.00**	**126,000.00**	**115,847.36**	**115,847.36**	**100%**	**126,000.00**	**126,000.00**	**115,847.36**	**96,348.14**	**83%**
	CHAPTER 13 - TOTAL	**126,000.00**	**126,000.00**	**115,847.36**	**115,847.36**	**100%**	**126,000.00**	**126,000.00**	**115,847.36**	**96,348.14**	**83%**
CHAPTER 14	SOCIOMEDICAL INFRASTRUCTURE										
141	***Medical service***										
1410	Medical service	243,680.00	243,680.00	249,619.81	249,619.81	100%	243,680.00	243,680.00	249,619.81	225,562.94	90%
	Article 141 - Total	**243,680.00**	**243,680.00**	**249,619.81**	**249,619.81**	**100%**	**243,680.00**	**243,680.00**	**249,619.81**	**225,562.94**	**90%**
	CHAPTER 14 - TOTAL	**243,680.00**	**243,680.00**	**249,619.81**	**249,619.81**	**100%**	**243,680.00**	**243,680.00**	**249,619.81**	**225,562.94**	**90%**
CHAPTER 15	TRAINING										
150	***Training, language courses and retraining for staff***										
1500	Further training, language courses and retraining for staff	500,000.00	500,000.00	394,043.05	393,513.55	100%	500,000.00	500,000.00	394,043.05	212,195.36	54%
	Article 150 - Total	**500,000.00**	**500,000.00**	**394,043.05**	**393,513.55**	**100%**	**500,000.00**	**500,000.00**	**394,043.05**	**212,195.36**	**54%**
	CHAPTER 15 - TOTAL	**500,000.00**	**500,000.00**	**394,043.05**	**393,513.55**	**100%**	**500,000.00**	**500,000.00**	**394,043.05**	**212,195.36**	**54%**
CHAPTER 16	SOCIAL WELFARE										

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Title Chapter Article Item	Heading 2022	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
160	***Special assistance grants, other interventions and complementary aid for disabled***										
1600	Special assistance grants, other interventions and complementary aid for disabled	10,000.00	10,000.00	24,766.01	24,766.01	100%	10,000.00	10,000.00	24,766.01	24,766.01	100%
	Article 160 - Total	**10,000.00**	**10,000.00**	**24,766.01**	**24,766.01**	**100 %**	**10,000.00**	**10,000.00**	**24,766.01**	**24,766.01**	**100 %**
161	***Social contacts between staff***										
1610	Social contacts between staff	20,000.00	20,000.00	35,349.06	35,349.06	100%	20,000.00	20,000.00	35,349.06	26,426.61	75%
	Article 161 - Total	**20,000.00**	**20,000.00**	**35,349.06**	**35,349.06**	**100 %**	**20,000.00**	**20,000.00**	**35,349.06**	**26,426.61**	**75%**
161	***Early childhood centres and other creches***										
1630	Early childhood centres, creches and EU school contribution	1,835,930.00	1,835,930.00	1,635,410.34	1,635,410.34	100%	1,835,930.00	1,835,930.00	1,635,410.34	1,623,230.34	99%
	Article 161 - Total	**1,835,930.00**	**1,835,930.00**	**1,635,410.34**	**1,635,410.34**	**100 %**	**1,835,930.00**	**1,835,930.00**	**1,635,410.34**	**1,623,230.34**	**99%**
	CHAPTER 16 - TOTAL	**1,865,930.00**	**1,865,930.00**	**1,695,525.41**	**1,695,525.41**	**100 %**	**1,865,930.00**	**1,865,930.00**	**1,695,525.41**	**1,674,422.96**	**99%**
18	EXTERNAL SERVICES										
180	***External services***										
1800	Translation and interpretation	95,000.00	95,000.00	9,561.50	9,561.50	100%	95,000.00	95,000.00	9,561.50	9,561.50	100%
1801	Payment for administrative assistance from the Community institutions	323,417.00	323,417.00	336,820.50	336,820.50	100%	323,417.00	323,417.00	336,820.50	285,895.91	85%
1802	Consultancy and HR services	350,000.00	350,000.00	249,575.36	249,575.36	100%	350,000.00	350,000.00	249,575.36	55,359.24	22%
1803	Other services	227,000.00	227,001.04	256,515.09	256,515.09	100%	227,000.00	227,001.04	256,515.09	208,683.82	81%
	Article 180 - Total	**995,417.00**	**995,418.04**	**852,472.45**	**852,472.45**	**100 %**	**995,417.00**	**995,418.04**	**852,472.45**	**559,500.47**	**66%**
	CHAPTER 18 - TOTAL	**995,417.00**	**995,418.04**	**852,472.45**	**852,472.45**	**100 %**	**995,417.00**	**995,418.04**	**852,472.45**	**559,500.47**	**66%**
	TITLE 1 - TOTAL	**58,086,483.00**	**58,086,484.04**	**58,194,722.19**	**58,189,752.69**	**100 %**	**58,086,483.00**	**58,086,484.04**	**58,194,722.19**	**56,818,410.06**	**98%**
2	**BUILDINGS, EQUIPMENT AND MISCELANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY**										
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS										
200	***Building***										
2000	Rent	90,000.00	90,000.00	38,862.38	38,862.38	100%	90,000.00	90,000.00	38,862.38	38,862.38	100%

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Title Chapter Article Item	Heading 2022	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
2001	Acquisition	1,677,000.00	1,704,058.93	1,615,886.08	1,615,886.08	100%	1,677,000.00	1,704,058.93	1,615,886.08	1,615,886.08	100%
2002	Studies and technical assistance in connection with building projects	1,295,000.00	1,295,000.00	494,043.00	494,043.00	100%	1,295,000.00	1,295,000.00	494,043.00	259,089.50	52%
2003	Refurbishment of premises/fitting out	213,900.00	213,900.00	739,078.44	739,078.44	100%	213,900.00	213,900.00	739,078.44	39,390.88	5%
	Article 200 - Total	**3,275,900.00**	**3,302,958.93**	**2,887,869.90**	**2,887,869.90**	**100%**	**3,275,900.00**	**3,302,958.93**	**2,887,869.90**	**1,953,228.84**	**68%**
202	***Expenditure on buildings***										
2020	Water, gas, electricity and heating	535,000.00	535,000.00	1,203,822.75	1,203,822.75	100%	535,000.00	535,000.00	1,203,822.75	712,001.20	59%
2021	Cleaning and maintenance	678,000.00	678,000.00	647,223.76	647,223.76	100%	678,000.00	678,000.00	647,223.76	475,756.25	74%
2023	Security and surveillance of buildings	736,000.00	736,000.00	690,517.49	690,517.49	100%	736,000.00	736,000.00	690,517.49	591,524.16	86%
2024	Insurance	38,000.00	38,000.00	25,093.92	25,093.92	100%	38,000.00	38,000.00	25,093.92	25,093.92	100%
2025	Other expenditure on buildings	800,000.00	800,000.00	521,451.74	521,451.74	100%	800,000.00	800,000.00	521,451.74	407,251.36	78%
	Article 202 - Total	**2,787,000.00**	**2,787,000.00**	**3,088,109.66**	**3,088,109.66**	**100%**	**2,787,000.00**	**2,787,000.00**	**3,088,109.66**	**2,211,626.89**	**72%**
	CHAPTER 20 - TOTAL	**6,062,900.00**	**6,089,958.93**	**5,975,979.56**	**5,975,979.56**	**100%**	**6,062,900.00**	**6,089,958.93**	**5,975,979.56**	**4,164,855.73**	**70%**
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING										
210	***Purchase and maintenance of IT for administration and non-operational***										
2100	Purchase and maintenance of IT equipment and standard software	2,279,785.00	2,279,785.00	2,457,159.58	2,456,891.23	100%	2,279,785.00	2,279,785.00	2,457,159.58	1,930,713.08	79%
2103	External services for the operation, implementation and maintenance of software and user support	2,866,715.00	2,866,715.00	3,277,022.27	3,277,022.27	100%	2,866,715.00	2,866,715.00	3,277,022.27	2,043,999.11	62%
	Article 210 - Total	**5,146,500.00**	**5,146,500.00**	**5,734,181.85**	**5,733,913.50**	**100%**	**5,146,500.00**	**5,146,500.00**	**5,734,181.85**	**3,974,712.19**	**69%**
	CHAPTER 21 - TOTAL	**5,146,500.00**	**5,146,500.00**	**5,734,181.85**	**5,733,913.50**	**100%**	**5,146,500.00**	**5,146,500.00**	**5,734,181.85**	**3,974,712.19**	**69%**
22	MOVABLE PROPERTY AND ASSOCIATED COSTS										
220	***Technical equipment and installations***										
2200	Technical equipment and installations	230,000.00	230,000.00	434,174.63	434,174.63	100%	230,000.00	230,000.00	434,174.63	130,960.13	30%
	Article 220 - Total	**230,000.00**	**230,000.00**	**434,174.63**	**434,174.63**	**100%**	**230,000.00**	**230,000.00**	**434,174.63**	**130,960.13**	**30%**
221	***Furniture***										

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Title Chapter Article Item	Heading 2022	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
2210	Furniture	50,000.00	50,000.00	36,567.93	36,567.93	100%	50,000.00	50,000.00	36,567.93	21,117.93	58%
	Article 221 - Total	**50,000.00**	**50,000.00**	**36,567.93**	**36,567.93**	**100%**	**50,000.00**	**50,000.00**	**36,567.93**	**21,117.93**	**58%**
	CHAPTER 22 - TOTAL	**280,000.00**	**280,000.00**	**470,742.56**	**470,742.56**	**100%**	**280,000.00**	**280,000.00**	**470,742.56**	**152,078.06**	**32%**
23	CURRENT ADMINISTRATIVE EXPENDITURE										
230	***Stationery and office supplies***										
2300	Stationery and office supplies	41,500.00	41,500.00	127,372.97	127,372.97	100%	41,500.00	41,500.00	127,372.97	121,846.63	96%
	Article 230 - Total	**41,500.00**	**41,500.00**	**127,372.97**	**127,372.97**	**100%**	**41,500.00**	**41,500.00**	**127,372.97**	**121,846.63**	**96%**
232	***Financial charges***										
2320	Bank and other financial charges	1,000.00	1,000.00	200.00	200.00	100%	1,000.00	1,000.00	200.00	110.00	55%
	Article 232 - Total	**1,000.00**	**1,000.00**	**200.00**	**200.00**	**100%**	**1,000.00**	**1,000.00**	**200.00**	**110.00**	**55%**
233	***Legal expenses***										
2330	Legal expenses and damages	304,500.00	304,500.00	34,786.30	34,786.30	100%	304,500.00	304,500.00	34,786.30	27,324.30	79%
	Article 233 - Total	**304,500.00**	**304,500.00**	**34,786.30**	**34,786.30**	**100%**	**304,500.00**	**304,500.00**	**34,786.30**	**27,324.30**	**79%**
235	***Other operating expenditure***										
2350	Miscellaneous insurance	5,000.00	5,000.00	4,403.11	4,403.11	100%	5,000.00	5,000.00	4,403.11	217.05	5%
	Article 235 - Total	**5,000.00**	**5,000.00**	**4,403.11**	**4,403.11**	**100%**	**5,000.00**	**5,000.00**	**4,403.11**	**217.05**	**5%**
239	***Publications***										
2390	Publications	17,000.00	17,000.00	7,500.00	7,500.00	100%	17,000.00	17,000.00	7,500.00	7,500.00	100%
	Article 239 - Total	**17,000.00**	**17,000.00**	**7,500.00**	**7,500.00**	**100%**	**17,000.00**	**17,000.00**	**7,500.00**	**7,500.00**	**100%**
	CHAPTER 23 - TOTAL	**369,000.00**	**369,000.00**	**174,262.38**	**174,262.38**	**100%**	**369,000.00**	**369,000.00**	**174,262.38**	**156,997.98**	**90%**
24	POSTAL CHARGES AND TELECOMMUNICATIONS										
240	***Postal charges and telecommunications***										
2400	Postal charges and telecommunications	212,000.00	212,000.00	211,233.42	211,233.42	100%	212,000.00	212,000.00	211,233.42	93,524.34	44%
	Article 240 - Total	**212,000.00**	**212,000.00**	**211,233.42**	**211,233.42**	**100%**	**212,000.00**	**212,000.00**	**211,233.42**	**93,524.34**	**44%**
	CHAPTER 24 - TOTAL	**212,000.00**	**212,000.00**	**211,233.42**	**211,233.42**	**100%**	**212,000.00**	**212,000.00**	**211,233.42**	**93,524.34**	**44%**

Title Chapter Article Item	Heading 2022	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
25	GOVERNANCE EXPENDITURES										
250	***Governance expenditures***										
2500	Management Board meetings	120,000.00	120,000.00	72,206.76	72,206.76	100%	120,000.00	120,000.00	72,206.76	52,223.95	72%
	Article 250 - Total	**120,000.00**	**120,000.00**	**72,206.76**	**72,206.76**	**100%**	**120,000.00**	**120,000.00**	**72,206.76**	**52,223.95**	**72%**
	CHAPTER 25 - TOTAL	**120,000.00**	**120,000.00**	**72,206.76**	**72,206.76**	**100%**	**120,000.00**	**120,000.00**	**72,206.76**	**52,223.95**	**72%**
	TITLE 2 - TOTAL	**12,190,400.00**	**12,217,458.93**	**12,638,606.53**	**12,638,338.18**	**100%**	**12,190,400.00**	**12,217,458.93**	**12,638,606.53**	**8,594,392.25**	**68%**
3	**OPERATING EXPENDITURE LINKED TO AUTHORITY**										
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS										
302	***Risk Assessment Production experts meetings - Regulated products***										
3020	Risk Assessment Production experts meetings - Regulated products	6,510,462.00	6,510,462.00	5,917,607.93	5,917,607.93	100%	6,510,462.00	6,510,462.00	5,917,607.93	5,660,395.41	96%
	Article 302 - Total	**6,510,462.00**	**6,510,462.00**	**5,917,607.93**	**5,917,607.93**	**100%**	**6,510,462.00**	**6,510,462.00**	**5,917,607.93**	**5,660,395.41**	**96%**
303	***Risk Assessment Services meetings - Regulated products***										
3030	Risk Assessment Services meetings - Regulated products	35,000.00	35,000.00	9,243.75	9,243.75	100%	35,000.00	35,000.00	9,243.75	9,243.75	100%
	Article 303 - Total	**35,000.00**	**35,000.00**	**9,243.75**	**9,243.75**	**1.00**	**35,000.00**	**35,000.00**	**9,243.75**	**9,243.75**	**1.00**
	CHAPTER 30 - TOTAL	**6,545,462.00**	**6,545,462.00**	**5,926,851.68**	**5,926,851.68**	**100%**	**6,545,462.00**	**6,545,462.00**	**5,926,851.68**	**5,669,639.16**	**96%**
31	RISK ASSESSMENT AND SCIENTIFIC ASSISTANCE										
312	***Risk Assessment Production experts meetings - Generic Risk Assessment***										
3120	Risk Assessment Production experts meetings: Generic Risk Assessment	5,317,076.00	5,317,076.00	5,106,303.48	5,106,303.48	100%	5,317,076.00	5,317,076.00	5,106,303.48	4,907,141.10	96%
	Article 312 - Total	**5,317,076.00**	**5,317,076.00**	**5,106,303.48**	**5,106,303.48**	**100%**	**5,317,076.00**	**5,317,076.00**	**5,106,303.48**	**4,907,141.10**	**96%**
313	***Crisis support***										
3130	Crisis support	0.00	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%
	Article 313 - Total	**0.00**	**0.00**	**0.00**	**0.00**	**0%**	**0.00**	**0.00**	**0.00**	**0.00**	**0%**
	Risk Assessment Services experts meetings - Generic Risk Assessment										

Title Chapter Article Item	Heading 2022	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
3140	Risk Assessment Services experts meetings - Generic Risk Assessment	1,206,791.00	1,206,791.00	907,556.81	907,556.81	100%	1,206,791.00	1,206,791.00	907,556.81	899,283.76	99%
	Article 314 - Total	**1,206,791.00**	**1,206,791.00**	**907,556.81**	**907,556.81**	**100%**	**1,206,791.00**	**1,206,791.00**	**907,556.81**	**899,283.76**	**99%**
	CHAPTER 31 - TOTAL	**6,523,867.00**	**6,523,867.00**	**6,013,860.29**	**6,013,860.29**	**100%**	**6,523,867.00**	**6,523,867.00**	**6,013,860.29**	**5,806,424.86**	**97%**
32	EFSA SCIENTIFIC COOPERATION										
321	***EFSA Grants & Procurement***										
3210	EFSA Grants & Procurement	40,075,309.00	40,075,309.00	34,976,194.48	34,944,583.87	100%	25,791,501.00	25,791,501.00	20,692,377.48	20,689,856.61	100%
	Article 321 - Total	**40,075,309.00**	**40,075,309.00**	**34,976,194.48**	**34,944,583.87**	**100%**	**25,791,501.00**	**25,791,501.00**	**20,692,377.48**	**20,689,856.61**	**100%**
322	***Scientific Cooperation meetings***										
3220	Scientific Cooperation meetings	170,500.00	170,500.00	27,520.28	27,520.28	100%	170,500.00	170,500.00	27,520.28	11,417.63	41%
	Article 322 - Total	**170,500.00**	**170,500.00**	**27,520.28**	**27,520.28**	**100%**	**170,500.00**	**170,500.00**	**27,520.28**	**11,417.63**	**41%**
	CHAPTER 32 - TOTAL	**40,245,809.00**	**40,245,809.00**	**35,003,714.76**	**34,972,104.15**	**100%**	**25,962,001.00**	**25,962,001.00**	**20,719,897.76**	**20,701,274.24**	**100%**
34	COMMUNICATIONS										
341	***Risk Communication***										
3410	Risk Communication, Web management, communication activities and materials	6,460,000.00	6,460,000.00	6,082,179.45	6,082,179.45	100%	6,460,000.00	6,460,000.00	6,082,179.45	5,085,135.70	84%
	Article 341 - Total	**6,460,000.00**	**6,460,000.00**	**6,082,179.45**	**6,082,179.45**	**100%**	**6,460,000.00**	**6,460,000.00**	**6,082,179.45**	**5,085,135.70**	**84%**
342	***External Relations***										
3420	External Relations	655,000.00	655,000.00	519,267.33	519,267.33	100%	655,000.00	655,000.00	519,267.33	360,458.45	69%
	Article 342 - Total	**655,000.00**	**655,000.00**	**519,267.33**	**519,267.33**	**100%**	**655,000.00**	**655,000.00**	**519,267.33**	**360,458.45**	**69%**
	CHAPTER 34 - TOTAL	**7,115,000.00**	**7,115,000.00**	**6,601,446.78**	**6,601,446.78**	**100%**	**7,115,000.00**	**7,115,000.00**	**6,601,446.78**	**5,445,594.15**	**82%**
35	HORIZONTAL OPERATIONAL SUPPORT										
350	***Operational IT Systems***										
3500	Operational IT Systems	12,024,823.00	12,024,823.00	18,705,720.55	18,705,088.13	100%	12,024,823.00	12,024,823.00	18,705,720.55	13,412,857.95	72%
3501	Multiannual operational IT projects	1,177,177.00	1,177,177.00	1,177,168.00	1,177,168.00	100%	392,456.00	392,456.00	392,456.00	392,456.00	100%
	Article 350 - Total	**13,202,000.00**	**13,202,000.00**	**19,882,888.55**	**19,882,256.13**	**100%**	**12,417,279.00**	**12,417,279.00**	**19,098,176.55**	**13,805,313.95**	**72%**

Title Chapter Article Item	Heading 2022	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
351	***Operational support***										
3511	Translation, Interpretation, Linguistic Proofreading and Editing	210,000.00	210,000.00	223,126.88	223,126.88	100%	210,000.00	210,000.00	223,126.88	220,126.88	99%
3512	Library	772,500.00	772,500.00	772,500.00	771,900.00	100%	772,500.00	772,500.00	772,500.00	691,070.77	89%
3513	Mission of staff related to operational duties	300,000.00	300,000.00	376,424.87	376,424.87	100%	300,000.00	300,000.00	376,424.87	361,208.71	96%
3514	Scientific meetings services	620,000.00	620,000.00	540,000.00	540,000.00	100%	620,000.00	620,000.00	540,000.00	457,152.58	85%
3515	Catering	15,000.00	15,000.00	8,215.26	8,215.26	100%	15,000.00	15,000.00	8,215.26	3,267.71	40%
	Article 351 - Total	**1,917,500.00**	**1,917,500.00**	**1,920,267.01**	**1,919,667.01**	**100%**	**1,917,500.00**	**1,917,500.00**	**1,920,267.01**	**1,732,826.65**	**90%**
352	***Conference & outreach***										
3520	Conferences, outreach and representation cost	2,410,500.00	2,410,500.00	2,089,216.11	2,045,237.37	98%	2,410,500.00	2,410,500.00	2,089,216.11	1,581,994.31	76%
	Article 352 - Total	**2,410,500.00**	**2,410,500.00**	**2,089,216.11**	**2,045,237.37**	**98%**	**2,410,500.00**	**2,410,500.00**	**2,089,216.11**	**1,581,994.31**	**76%**
353	***Operational development, control and quality***										
3530	Operational Development, Control and Quality	1,577,737.00	1,577,737.00	1,570,244.07	1,570,244.07	100%	1,577,737.00	1,577,737.00	1,570,244.07	831,164.07	53%
	Article 353 - Total	**1,577,737.00**	**1,577,737.00**	**1,570,244.07**	**1,570,244.07**	**100%**	**1,577,737.00**	**1,577,737.00**	**1,570,244.07**	**831,164.07**	**53%**
	CHAPTER 35 - TOTAL	**19,107,737.00**	**19,107,737.00**	**25,462,615.74**	**25,417,404.58**	**100%**	**18,323,016.00**	**18,323,016.00**	**24,677,903.74**	**17,951,298.98**	**73%**
	TITLE 3 - TOTAL	**79,537,875.00**	**79,537,875.00**	**79,008,489.25**	**78,931,667.48**	**100%**	**64,469,346.00**	**64,469,346.00**	**63,939,960.25**	**55,574,231.39**	**87%**
GRAND TOTAL		**149,814,758.00**	**149,841,817.97**	**149,841,817.97**	**149,759,758.35**	**100%**	**134,746,229.00**	**134,773,288.97**	**134,773,288.97**	**120,987,033.70**	**90%**

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(B) NUMBER AND VALUE OF BUDGET TRANSFERS

TABLE 39. BUDGET TRANSFERS JANUARY – DECEMBER 2022

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2022			
		Initial	Amended budget	Transfers	Current
1	**STAFF**				
11	STAFF EXPENDITURE				
110	**Salaries and allowances**				
1100	Salaries and allowances of staff provided for in establishment plan	39,487,000.00	39,487,000.00	-437,254.33	39,049,745.67
1104	Entitlements on Entering and Leaving the Service	310,000.00	310,000.00	196,561.80	506,561.80
	tot. of 110	**39,797,000.00**	**39,797,000.00**	**-240,692.53**	**39,556,307.47**
111	**Other staff**				
1113	Stagiaires	1,117,200.00	1,117,200.00	-3,201.40	1,113,998.60
1115	Contract staff	9,291,256.00	9,291,256.00	701,817.87	9,993,073.87
1116	Visiting experts, National Experts on Detachment	700,000.00	700,000.00	8,116.51	708,116.51
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00
	tot. of 111	**11,108,456.00**	**11,108,456.00**	**706,732.98**	**11,815,188.98**
112	**Interim staff**				
1120	Interim services	3,200,000.00	3,200,000.00	91,177.16	3,291,177.16
	tot. of 112	**3,200,000.00**	**3,200,000.00**	**91,177.16**	**3,291,177.16**
113	**Establishment or maintenance of pension rights for temporary staff**				
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00
	tot. of 113	**0.00**	**0.00**	**0.00**	**0.00**
	tot. of 11	**54,105,456.00**	**54,105,456.00**	**557,217.61**	**54,662,673.61**
12	EXPENDITURE RELATING TO STAFF RECRUITMENT				
120	**Expenditure relating to Staff recruitment**				
1200	Miscellaneous expenditure on recruitment	250,000.00	250,000.00	-25,459.50	224,540.50
	tot. of 120	**250,000.00**	**250,000.00**	**-25,459.50**	**224,540.50**
	tot. of 12	**250,000.00**	**250,000.00**	**-25,459.50**	**224,540.50**

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2022			
		Initial	Amended budget	Transfers	Current
13	MISSIONS AND DUTY TRAVEL				
130	**Missions and travel expenses**				
1300	Missions and travel expenses	100,000.00	100,000.00	-10,152.64	89,847.36
1301	Shuttles for missions and duty	26,000.00	26,000.00	0.00	26,000.00
	tot. of 130	**126,000.00**	**126,000.00**	**-10,152.64**	**115,847.36**
	tot. of 13	**126,000.00**	**126,000.00**	**-10,152.64**	**115,847.36**
14	SOCIOMEDICAL INFRASTRUCTURE				
141	**Medical service**				
1410	Medical service	243,680.00	243,680.00	5,939.81	249,619.81
	tot. of 141	**243,680.00**	**243,680.00**	**5,939.81**	**249,619.81**
	tot. of 14	**243,680.00**	**243,680.00**	**5,939.81**	**249,619.81**
15	TRAINING				
150	**Training, language courses and retraining for staff**				
1500	Further training, language courses and retraining for staff	500,000.00	500,000.00	-105,956.95	394,043.05
	tot. of 150	**500,000.00**	**500,000.00**	**-105,956.95**	**394,043.05**
	tot. of 15	**500,000.00**	**500,000.00**	**-105,956.95**	**394,043.05**
16	SOCIAL WELFARE				
160	**Special assistance grants, other interventions and complementary aid for disabled**				
1600	Special assistance grants, other interventions and complementary aid for disabled	10,000.00	10,000.00	14,766.01	24,766.01
	tot. of 160	**10,000.00**	**10,000.00**	**14,766.01**	**24,766.01**
161	**Social contacts between staff**				
1610	Social contacts between staff	20,000.00	20,000.00	15,349.06	35,349.06
	tot. of 161	**20,000.00**	**20,000.00**	**15,349.06**	**35,349.06**
163	**Early childhood centres and other creches**				
1630	Early childhood centres, creches and EU school contribution	1,835,930.00	1,835,930.00	-200,519.66	1,635,410.34
	tot. of 163	**1,835,930.00**	**1,835,930.00**	**-200,519.66**	**1,635,410.34**
	tot. of 16	**1,865,930.00**	**1,865,930.00**	**-170,404.59**	**1,695,525.41**
18	EXTERNAL SERVICES				

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2022			
		Initial	Amended budget	Transfers	Current
180	**External services**				
1800	Translation and interpretation	95,000.00	95,000.00	-85,438.50	9,561.50
1801	Payment for administrative assistance from the Community institutions	323,417.00	323,417.00	13,403.50	336,820.50
1802	Consultancy and HR services	350,000.00	350,000.00	-100,424.64	249,575.36
1803	Other services	227,000.00	227,001.04	29,514.05	256,515.09
	tot. of 180	**995,417.00**	**995,418.04**	**-142,945.59**	**852,472.45**
	tot. of 18	**995,417.00**	**995,418.04**	**-142,945.59**	**852,472.45**
	tot. of 1	**58,086,483.00**	**58,086,484.04**	**108,238.15**	**58,194,722.19**

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2022			
		Initial	Amended budget	Transfers	Current
2	**BUILDINGS, EQUIPMENT AND MISCELANEOUS OPERATING EXPENDITURE LINKED TO AUTHORITY**				
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS				
200	**Building**				
2000	Rent	90,000.00	90,000.00	-51,137.62	38,862.38
2001	Acquisition	1,677,000.00	1,704,058.93	-88,172.85	1,615,886.08
2002	Studies and technical assistance in connection with building projects	1,295,000.00	1,295,000.00	-800,957.00	494,043.00
2003	Refurbishment of premises/fitting out	213,900.00	213,900.00	525,178.44	739,078.44
	tot. of 200	**3,275,900.00**	**3,302,958.93**	**-415,089.03**	**2,887,869.90**
202	**Expenditure on buildings**				
2020	Water, gas, electricity and heating	535,000.00	535,000.00	668,822.75	1,203,822.75
2021	Cleaning and maintenance	678,000.00	678,000.00	-30,776.24	647,223.76
2023	Security and surveillance of buildings	736,000.00	736,000.00	-45,482.51	690,517.49
2024	Insurance	38,000.00	38,000.00	-12,906.08	25,093.92
2025	Other expenditure on buildings	800,000.00	800,000.00	-278,548.26	521,451.74
	tot. of 202	**2,787,000.00**	**2,787,000.00**	**301,109.66**	**3,088,109.66**
	tot. of 20	**6,062,900.00**	**6,089,958.93**	**-113,979.37**	**5,975,979.56**

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2022			
		Initial	Amended budget	Transfers	Current
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING				
210	**Purchase and maintenance of IT for administration and non-operational**				
2100	Purchase and maintenance of IT equipment and standard software	2,279,785.00	2,279,785.00	177,374.58	2,457,159.58
2103	External services for the operation, implementation and maintenance of software and user support	2,866,715.00	2,866,715.00	410,307.27	3,277,022.27
	tot. of 210	**5,146,500.00**	**5,146,500.00**	**587,681.85**	**5,734,181.85**
	tot. of 21	**5,146,500.00**	**5,146,500.00**	**587,681.85**	**5,734,181.85**
22	MOVABLE PROPERTY AND ASSOCIATED COSTS				
220	**Technical equipment and installations**				
2200	Technical equipment and installations	230,000.00	230,000.00	204,174.63	434,174.63
	tot. of 220	**230,000.00**	**230,000.00**	**204,174.63**	**434,174.63**
221	**Furniture**				
2210	Furniture	50,000.00	50,000.00	-13,432.07	36,567.93
	tot. of 221	**50,000.00**	**50,000.00**	**-13,432.07**	**36,567.93**
	tot. of 22	**280,000.00**	**280,000.00**	**190,742.56**	**470,742.56**
23	CURRENT ADMINISTRATIVE EXPENDITURE				
230	**Stationery and office supplies**				
2300	Stationery and office supplies	41,500.00	41,500.00	85,872.97	127,372.97
	tot. of 230	**41,500.00**	**41,500.00**	**85,872.97**	**127,372.97**
232	**Financial charges**				
2320	Bank and other financial charges	1,000.00	1,000.00	-800.00	200.00
	tot. of 232	**1,000.00**	**1,000.00**	**-800.00**	**200.00**
233	**Legal expenses**				
2330	Legal expenses and damages	304,500.00	304,500.00	-269,713.70	34,786.30
	tot. of 233	**304,500.00**	**304,500.00**	**-269,713.70**	**34,786.30**
235	**Other operating expenditure**				
2350	Miscellaneous insurance	5,000.00	5,000.00	-596.89	4,403.11
	tot. of 235	**5,000.00**	**5,000.00**	**-596.89**	**4,403.11**

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2022			
		Initial	Amended budget	Transfers	Current
239	**Publications**				
2390	Publications	17,000.00	17,000.00	-9,500.00	7,500.00
	tot. of 239	**17,000.00**	**17,000.00**	**-9,500.00**	**7,500.00**
	tot. of 23	**369,000.00**	**369,000.00**	**-194,737.62**	**174,262.38**
24	POSTAL CHARGES AND TELECOMMUNICATIONS				
240	**Postal charges and telecommunications**				
2400	Postal charges and telecommunications	212,000.00	212,000.00	-766.58	211,233.42
	tot. of 240	**212,000.00**	**212,000.00**	**-766.58**	**211,233.42**
	tot. of 24	**212,000.00**	**212,000.00**	**-766.58**	**211,233.42**
25	GOVERNANCE EXPENDITURES				
250	**Governance expenditures**				
2500	Management Board meetings	120,000.00	120,000.00	-47,793.24	72,206.76
	tot. of 250	**120,000.00**	**120,000.00**	**-47,793.24**	**72,206.76**
	tot. of 25	**120,000.00**	**120,000.00**	**-47,793.24**	**72,206.76**
	tot. of 2	**12,190,400.00**	**12,217,458.93**	**421,147.60**	**12,638,606.53**

Title Chapter Article Item	Budget Headings	Commitment appropriations 2022				Payment appropriations 2022			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3	**OPERATING EXPENDITURE LINKED TO AUTHORITY**								
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS								
302	**Risk Assessment Production experts meetings - Regulated products REPRO Experts meetings**								
3020	Risk Assessment Production experts meetings - Regulated products	6,510,462.00	6,510,462.00	-592,854.07	5,917,607.93	6,510,462.00	6,510,462.00	-592,854.07	5,917,607.93
	tot. of 302	**6,510,462.00**	**6,510,462.00**	**-592,854.07**	**5,917,607.93**	**6,510,462.00**	**6,510,462.00**	**-592,854.07**	**5,917,607.93**
303	**Risk Assessment Services meetings - Regulated products**								
3030	Risk Assessment Services meetings - Regulated products	35,000.00	35,000.00	-25,756.25	9,243.75	35,000.00	35,000.00	-25,756.25	9,243.75
	tot. of 303	**35,000.00**	**35,000.00**	**-25,756.25**	**9,243.75**	**35,000.00**	**35,000.00**	**-25,756.25**	**9,243.75**

Title Chapter Article Item	Budget Headings	Commitment appropriations 2022				Payment appropriations 2022			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
	tot. of 30	**6,545,462.00**	**6,545,462.00**	**-618,610.32**	**5,926,851.68**	**6,545,462.00**	**6,545,462.00**	**-618,610.32**	**5,926,851.68**
31	RISK ASSESSMENT AND SCIENTIFIC ASSISTANCE								
312	**Risk Assessment Production experts meetings - Generic Risk Assessment**								
3120	Risk Assessment Production experts meetings: Generic Risk Assessment	5,317,076.00	5,317,076.00	-210,772.52	5,106,303.48	5,317,076.00	5,317,076.00	-210,772.52	5,106,303.48
	tot. of 312	**5,317,076.00**	**5,317,076.00**	**-210,772.52**	**5,106,303.48**	**5,317,076.00**	**5,317,076.00**	**-210,772.52**	**5,106,303.48**
313	**Crisis support**								
3130	Crisis support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 313	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
314	**Risk Assessment Services experts meetings - Generic Risk Assessment**								
3140	Risk Assessment Services experts meetings - Generic Risk Assessment	1,206,791.00	1,206,791.00	-299,234.19	907,556.81	1,206,791.00	1,206,791.00	-299,234.19	907,556.81
	tot. of 314	**1,206,791.00**	**1,206,791.00**	**-299,234.19**	**907,556.81**	**1,206,791.00**	**1,206,791.00**	**-299,234.19**	**907,556.81**
	tot. of 31	**6,523,867.00**	**6,523,867.00**	**-510,006.71**	**6,013,860.29**	**6,523,867.00**	**6,523,867.00**	**-510,006.71**	**6,013,860.29**
32	EFSA SCIENTIFIC COOPERATION								
321	**EFSA Grants & Procurement**								
3210	EFSA Grants & Procurement	40,075,309.00	40,075,309.00	-5,099,114.52	34,976,194.48	25,791,501.00	25,791,501.00	-5,099,123.52	20,692,377.48
	tot. of 321	**40,075,309.00**	**40,075,309.00**	**-5,099,114.52**	**34,976,194.48**	**25,791,501.00**	**25,791,501.00**	**-5,099,123.52**	**20,692,377.48**
322	**Scientific Cooperation meetings**								
3220	Scientific Cooperation meetings	170,500.00	170,500.00	-142,979.72	27,520.28	170,500.00	170,500.00	-142,979.72	27,520.28
	tot. of 322	**170,500.00**	**170,500.00**	**-142,979.72**	**27,520.28**	**170,500.00**	**170,500.00**	**-142,979.72**	**27,520.28**
323	**Pre-accession and ENP Programmes**								
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENPI (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Title Chapter Article Item	Budget Headings	Commitment appropriations 2022				Payment appropriations 2022			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
	tot. of 323	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	tot. of 32	**40,245,809.00**	**40,245,809.00**	**-5,242,094.24**	**35,003,714.76**	**25,962,001.00**	**25,962,001.00**	**-5,242,103.24**	**20,719,897.76**
34	COMMUNICATIONS								
341	**Risk Communication**								
3410	Risk Communication, Web management, communication activities and materials	6,460,000.00	6,460,000.00	-377,820.55	6,082,179.45	6,460,000.00	6,460,000.00	-377,820.55	6,082,179.45
	tot. of 341	**6,460,000.00**	**6,460,000.00**	**-377,820.55**	**6,082,179.45**	**6,460,000.00**	**6,460,000.00**	**-377,820.55**	**6,082,179.45**
342	**External Relations**								
3420	External Relations	655,000.00	655,000.00	-135,732.67	519,267.33	655,000.00	655,000.00	-135,732.67	519,267.33
	tot. of 342	**655,000.00**	**655,000.00**	**-135,732.67**	**519,267.33**	**655,000.00**	**655,000.00**	**-135,732.67**	**519,267.33**
	tot. of 34	**7,115,000.00**	**7,115,000.00**	**-513,553.22**	**6,601,446.78**	**7,115,000.00**	**7,115,000.00**	**-513,553.22**	**6,601,446.78**
35	HORIZONTAL OPERATIONS								
350	**Operational IT Systems**								
3500	Operational IT Systems	12,024,823.00	12,024,823.00	6,680,897.55	18,705,720.55	12,024,823.00	12,024,823.00	6,680,897.55	18,705,720.55
3501	Multiannual operational IT projects	1,177,177.00	1,177,177.00	-9.00	1,177,168.00	392,456.00	392,456.00	0.00	392,456.00
	tot. of 350	**13,202,000.00**	**13,202,000.00**	**6,680,888.55**	**19,882,888.55**	**12,417,279.00**	**12,417,279.00**	**6,680,897.55**	**19,098,176.55**
351	**Operational support**								
3511	Translation, Interpretation, Linguistic Proofreading and Editing	210,000.00	210,000.00	13,126.88	223,126.88	210,000.00	210,000.00	13,126.88	223,126.88
3512	Library	772,500.00	772,500.00	0.00	772,500.00	772,500.00	772,500.00	0.00	772,500.00
3513	Mission of staff related to operational duties	300,000.00	300,000.00	76,424.87	376,424.87	300,000.00	300,000.00	76,424.87	376,424.87
3514	Scientific meetings services	620,000.00	620,000.00	-80,000.00	540,000.00	620,000.00	620,000.00	-80,000.00	540,000.00
3515	Catering	15,000.00	15,000.00	-6,784.74	8,215.26	15,000.00	15,000.00	-6,784.74	8,215.26
	tot. of 351	**1,917,500.00**	**1,917,500.00**	**2,767.01**	**1,920,267.01**	**1,917,500.00**	**1,917,500.00**	**2,767.01**	**1,920,267.01**
352	**Conference & outreach**								
3520	Conferences, outreach and representation cost	2,410,500.00	2,410,500.00	-321,283.89	2,089,216.11	2,410,500.00	2,410,500.00	-321,283.89	2,089,216.11

Title Chapter Article Item	Budget Headings	Commitment appropriations 2022				Payment appropriations 2022			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
	tot. of 352	**2,410,500.00**	**2,410,500.00**	**-321,283.89**	**2,089,216.11**	**2,410,500.00**	**2,410,500.00**	**-321,283.89**	**2,089,216.11**
353	**Operational development, control and quality**								
3530	Operational Development, Control and Quality	1,577,737.00	1,577,737.00	-7,492.93	1,570,244.07	1,577,737.00	1,577,737.00	-7,492.93	1,570,244.07
	tot. of 353	**1,577,737.00**	**1,577,737.00**	**-7,492.93**	**1,570,244.07**	**1,577,737.00**	**1,577,737.00**	**-7,492.93**	**1,570,244.07**
	tot. of 35	**19,107,737.00**	**19,107,737.00**	**6,354,878.74**	**25,462,615.74**	**18,323,016.00**	**18,323,016.00**	**6,354,887.74**	**24,677,903.74**
	tot. of 3	**79,537,875.00**	**79,537,875.00**	**-529,385.75**	**79,008,489.25**	**64,469,346.00**	**64,469,346.00**	**-529,385.75**	**63,939,960.25**

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(C) BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

TABLE 40. CALCULATION BUDGET OUTTURN

Budget outturn	2020	2021	2022
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	99,371,850.48	120,634,993.95	135,400,643.48
Payments made (-)	-88,130,988.95	-107,488,851.15	-121,503,031.64
Carryover of appropriations (-)	-12,297,809.31	-13,971,330.00	-14,347,437.14
Cancellation of appropriations carried over (+)	324,289.38	450,050.09	640,850.83
Adjustment for carryover of assigned revenue appropriation from previous year (+)	1,084,754.98	844,122.88	506,017.18
Exchange rate differences (+/-)	-745.54	-1,607.40	909.54
Adjustment for negative balance from previous year (-)			
TOTAL	**351,351.04**	**467,378.37**	**697,952.25**

For 2022, out of the EUR 149.84 million in commitment appropriations available, EUR 149.76 million or 100 % (100 % also in 2021) was used, leaving EUR 0.08 million in commitment appropriations unutilised. Out of the EUR 134.77 million of C1 payment appropriations available, EUR 120.99 million or 90% (89% in 2021) was paid while EUR 13.73 million corresponding to 12% of non-differentiated C1 was carried forward. Cancelled C1 payment appropriations amount to a total of € 0.05, out of which major part are non-differentiated payment appropriations linked to commitment appropriations not implemented. Out of the EUR 13.5 million in payment appropriations carried over, EUR 12.83 million or 95% was paid, leaving EUR 0.64 million unutilised. The cancellation stems from unused C8 funds.

The budget outturn is slightly higher in 2022 than in previous years and stands at EUR 0.70 million (EUR 0.47 million in 2021), stemming mainly from cancellation of appropriations carried over and adjustment of carryover of assigned revenue appropriation from previous year.

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ANNEX III. ORGANISATIONAL CHART

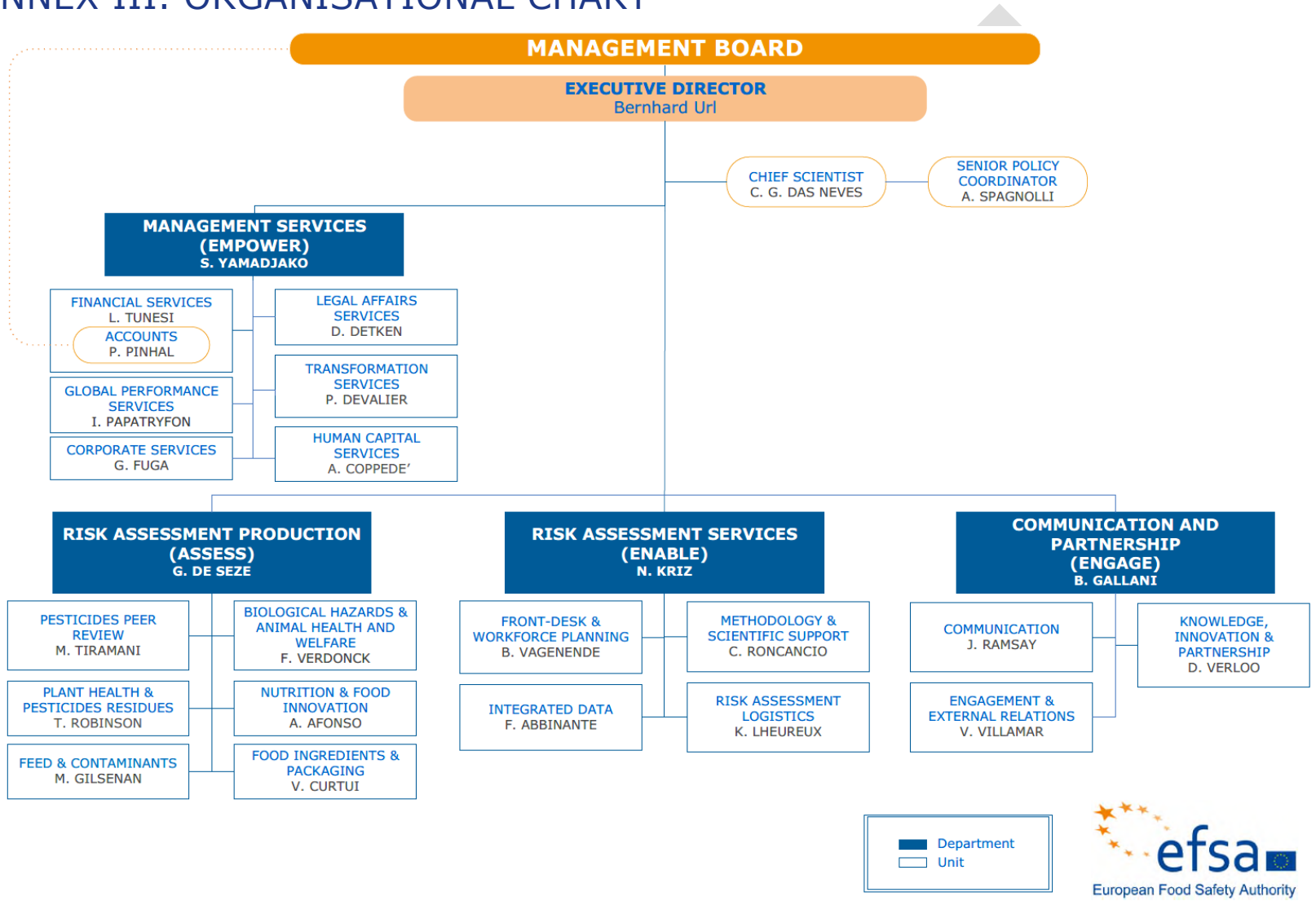

FIGURE 28. ORGANISATIONAL CHART (31/12/2022)

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

TABLE 41. ESTABLISHMENT PLAN 2022

Function Group and Grade	2022			
	Authorised under the EU Budget		Filled as of 31.12.2022	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD16				
AD15		1		1
AD14				
AD13		5		3
AD12		5		4
AD11		11		4
AD10		23		19
AD9	1	47	1	42
AD8	4	68	3	64
AD7		77	1	55
AD6		60		69
AD5		10		25
Total AD	**5**	**307**	**5**	**286**
AST11				
AST10				
AST9				
AST8		3		1
AST7		4		1
AST6		11		10
AST5		23		24
AST4		29		31
AST3		14		21
AST2		9		7
AST1		0		1
Total AST	**0**	**93**	**0**	**96**
Total	**5**	**400**	**5**	**382**
Grand total	**405**		**387**	

TABLE 42. INFORMATION ON RECRUITMENT GRADE/FUNCTION GROUP FOR EACH TYPE OF POST

Key functions (examples – terminology should be adjusted to each agency's job titles)	**Type of contract (official, TA or CA)**	**Function group, grade of recruitment**	**Indication whether the function is dedicated to administrative support or operations** [subject to definitions used in screening methodology]
CORE FUNCTIONS			
Executive Director (Senior Manager)	TA	AD 14	Coordination
Advi ser/Senior Expert	TA	AD 13	Operational
Head of Department (Manager)	TA	AD 12	Coordination/Operational
Head of Unit (Manager)	Official/TA	AD 9-10	Coordination/Operational/Administration
Senior Scientific Officer	Official/TA	AD 8	Operational/Administration
Scientific Officer	Official/TA/CA	AD 5-6-7 / FGIV	Operational/Administration
Technical Assistant	TA/CA	AST4 / FGIII	Operational/Administration
Assistant	TA/CA	AST 2 / FGII	Operational/Administration
SUPPORT FUNCTIONS			
Head of Business Services (Head of Administration)	TA	AD 12	Administration
Head of Unit (Manager)	Official/TA	AD 9-10	Coordination/Operational
Senior Officer	Official/TA	AD 8	Administration
Officer	Official/TA/CA	AD 5-6-7 / FGIV	Administration
Technical Assistant	TA/CA	AST4 / FGIII	Administration
Assistant	TA/CA	AST 2 / FGII	Administration
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD 7	Administration
Accounting Officer	TA	AD 7	Administration
Assurance Advisory Officer (Internal Audit)	TA	AD 7	Administration

TABLE 43. IMPLEMENTING RULES

Decision of the European Food Safety Authority laying down general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings (Decision No.: mb220629-a4)
Implementing rule not adopted by analogy of Commission Decision Following EFSA's request for the non-application of the Commission rules (opt-out), in January 2022 the Commission notified EFSA with its ex ante agreement for the adoption of rules which are different from those of the Commission.

Decision of the MB on the adoption by analogy of Commission Decision C(2021)8179 of 16/11/2021 (Decision No.: mb220629-a5)
Commission Decision C(2021)8179 of 16 November 2021 laying down general implementing provisions regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union

Decision of the MB on the application by analogy of Commission Decision C(2022) 1788 (Decision No.: mb221215-a6)
Commission Decision C(2022) 1788 on working time and hybrid working Commission Decision C(2022) 1715 on home leave for officials, temporary staff and contract staff serving in a third country and repealing Commission Decision C(2013) 9035 final of 16 December 2013

TABLE 44. 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	2021	2022
Administrative support and Coordination	**17.1%**	**14.7%**
Administrative Support	13.3%	12.0%
Coordination	3.8%	2.7%
Operational	**79.0%**	**81.8%**
Top level Operational Coordination	1.5%	1.8%
Programme management and Implementation	66.3%	65.7%
Evaluation & Impact assessment	0.5%	0.6%
General operational	10.7%	13.7%
Neutral	**3.9%**	**3.5%**
Finance/ Control	3.6%	3.3%
Linguistics	0.3%	0.2%
Total	**100.0%**	**100.0%**

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ANNEX V. HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

1. FINANCIAL RESOURCES PER STRATEGIC OBJECTIVE

TABLE 45. BUDGET ALLOCATIONS PER STRATEGIC OBJECTIVE (% OF THE TOTAL EFSA BUDGET)

EFSA'S strategic objective	Executed 2021	Budget 2022		Executed 2022	
	M€	M€	%	M€	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	48.58	53.69	36 %	52.46	35%
SO2. Ensure preparedness for future risk analysis needs	49.37	62.25	41 %	57.57	38%
SO3. Empower people and ensure organisational agility	31.20	33.90	23 %	39.73	27%
Of which operations	108.68	131.17	88 %	131.19	88%
Of which support	20.47	18.67	12 %	18.57	12%
Total EFSA	**129.15**	**149.84**	**100 %**	**149.76**	**100%**

"of which TR" - financial resources per strategic objective allocated to Transparency regulation implementation	Financial Resources			
	Initial plan	%	Actual	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	21.76	33%	25.53	39%
SO2. Ensure preparedness for future risk analysis needs	38.39	57%	27.94	43%
SO3. Empower people and ensure organisational agility	6.85	10%	11.60	18%
— of which operations	62.52	93%	64.15	98%
— of which support	4.48	7%	0.92	2%
Total EFSA	**67.00**	**100 %**	**65.07**	**100 %**

of which TR by TR objective		Resources dedicated to TR by objective			
		Initial Plan	%	Actual	%
TRA: Improve and clarify the rules on transparency, especially with regards to the scientific studies supporting the risk assessment	EUR million	**2.31**	3%	**3.51**	5%
	FTEs	**18**	12%	**14**	11%

of which TR by TR objective		Resources dedicated to TR by objective			
		Initial Plan	%	Actual	%
QUA: Increase the guarantees of reliability, objectivity and independence of studies used by EFSA in its risk assessment for authorisation purposes	EUR million	**13.08**	20%	**11.72**	18%
CAP: Improve the governance, strengthen the involvement of Member States and address the limitations affecting the long-term scientific capacity of EFSA	FTEs	**44**	29%	**26**	20%
	EUR million	**24.64**	37%	**21.16**	33%
COM: Develop a more effective and transparent risk communication with the public in collaboration with Member States	FTEs	**41**	27%	**43**	34%
	EUR million	**10.89**	16%	**8.84**	14%
CROSS CUTTING - DEVELOPMENT	FTEs	**18**	12%	**9**	6%
	EUR million	**10.71**	16%	**8.28**	13%
CROSS CUTTING - SUPPORTING PROCESSES	FTEs	**27**	18%	**30**	25%
	EUR million	**5.37**	8%	**11.56**	18%
	FTEs	**4**	3%	**4**	3%
Total EFSA	**EUR million**	**67.00**		**65.07**	
	FTEs	**152**		**127**	

2. FTES AND BUDGET INDICATORS PER STRATEGIC OBJECTIVE

TABLE 46. INPUT INDICATORS FOR SO1 (FTES AND BUDGET AS FULL COST OF ALL TITLES)

Input Indicators			
Total SO1	**Resources invested per year**	**Target 2022**	**Executed 2022**
	FTEs	269	243
	Budget (M, €)	53.69	52.46
Scientific – Regulated Products evaluation			
Input sub-indicator	FTEs	157	144
	Budget (M, €)	24.72	22.27
Scientific – Generic scientific advice			
Input sub-indicator	FTEs	90	78
	Budget (M, €)	21.12	22.78
Communication & engagement			
Input sub-indicator	FTEs	22	21
	Budget (M, €)	7.84	6.10

TABLE 47. INPUT INDICATORS FOR SO2 (FTES AND BUDGET AS FULL COST OF ALL TITLES)

Input Indicators			
Total SO2	**Resources invested per year**	**Target 2022**	**Executed 2022**
	FTEs	147	161
	Budget (K, €)	62.25	57.57

TABLE 48. INPUT INDICATORS FOR SO3 (FTES AND BUDGET AS FULL COST OF ALL TITLES)

Input Indicators			
Total SO3	**Resources invested per year**	**Target 2022**	**Executed 2022**
	FTEs	168	180
	Budget (K, €)	33.90	39.73

3. HUMAN RESOURCES PER STRATEGIC OBJECTIVE

TABLE 49. FTE ALLOCATIONS PER STRATEGIC OBJECTIVE

EFSA'S strategic objective	Executed 2021	Plan 2022		Executed 2022	
	FTE/ posts	FTE/posts	%	FTE	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	232	269	46%	243	41%
SO2. Ensure preparedness for future risk analysis needs	155	147	25%	161	28%
SO3. Empower people and ensure organisational agility	150	168	168%	180	31%
Of which operations	437	483	83%	467	80%
Of which support	100	101	17%	117	20%
Total EFSA	**538**	**584**	**100%**	**584**	**100%**

"of which TR" - human resources per strategic objective allocated to Transarency regulation implementation	Human Resources			
	Initial plan	%	Actual	%
SO1. Deliver trustworthy scientific advice and communication of risks from farm to fork	79	52%	63	49%
SO2. Ensure preparedness for future risk analysis needs	48	31%	43	34%
SO3. Empower people and ensure organisational agility	25	17%	21	17%
— of which operations	141	93%	114	89%
— of which support	11	7%	13	11%
Total EFSA	**152**	**100 %**	**127**	

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

TABLE 50. CONTRIBUTION, GRANT AND SERVICE LEVEL AGREEMENTS

	General information					Financial and HR impacts				
	Date of signature	Total amount	Duration	Counterpart	Short description		N-1		N	
Grant agreements										
Total grant agreements: 0						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs				
Contribution agreements										
1. 2019/405-828	28/05/2019	750,000	48	Drago Marojevic	Support to the implementation of Preparatory measures for the participation of IPA beneficiaries in the European Food Safety Authority 2019-2022, contract 2019/405-828[70] Addendum in force until 27/05/2023.	Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs		1		1
Total contribution agreements: 1						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs		1		1
Service level agreements										
Total service-level agreements: 0						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs				
TOTAL: 1						Amount	CA	PA	CA	PA
						Number of CAs				
						Number of SNEs		**1**		**1**

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

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ANNEX VII. ENVIRONMENT MANAGEMENT

EFSA's commitment to environmental sustainability was high on the 2022 agenda. Here are the main actions implemented to reduce EFSA's impact on the environment by CORSER and FIN.

Important achievements in this area included the continue application of the Environmental and Occupational health and safety management systems (ISO 14001, ISO 45001) and the renewal of the Eco-Management and Audit Scheme (EMAS) registration.

Specifically, regarding the environmental management system and the EMAS registration, no non-conformities were highlighted during the external audit and the process is considered adequate to the standards and effective to enhance environmental performance.

In 2022 EFSA continued to improve its environmental performance through the following actions:

- purchase of electricity produced 100% from renewable sources;
- carbon footprint assessment to understand the most important sources of CO_2 in EFSA's activities an so which of them have the greatest impact on climate change;
- continuation of the virtualisation of meetings and events whenever in-person meetings are not strictly necessary;
- application of the identified green practices for events organisation in the One Conference (Brussels, June 2022);
- continuous awareness campaign on environmental sustainability trough the "Think green Think EMAS" microsite, built up in 2020 to keep the staff informed on green initiatives and environmental sustainability in EFSA;
- whenever applicable, green procurement criteria have been included in call for tenders. In 2022 the procedure for the award of the new contract for Shuttles services included green criteria (use of hybrid or electric vehicles, increase in the number of people transported by vehicle).

With regard to the thermal energy required for premises heating, note that EFSA doesn't use gas, but a renewable energy source consisting of geothermal energy (geothermical pump): just in case this is not enough, EFSA uses thermal energy from the district heating network.

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ANNEX VIII. (DRAFT/FINAL) ANNUAL ACCOUNTS

The Final Annual Accounts will be published here, once adopted in June 2023.

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

Reporting period: 1 January – 31 December 2022

1. EXECUTIVE SUMMARY

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

In the reference period, EFSA continued with the manual processing of Declarations of interest (DoIs) without the support of an integrated IT tool and succeeded in:

- Screening a total of 1690 annual Declarations of interest (ADoIs) submitted by its scientific experts and seven conflicts of interest were identified and prevented.
- Processing 78 DoIs submitted by its Management Board members, 4 DoIs of former members of its Management Board, 384 DoIs of staff members, 128 DoIs of members of the Selection Boards in the context of selection procedures for vacant positions as statutory staff members and 101 DoIs of candidates preselected in the context of recruitment procedures, where in some instances preventive or/and ordinary risk mitigation measures were adopted.
- Screening 90 "Institutional DoIs" and 420 "individual DoIs" submitted by participants in procurement and grant awarding procedures, where no conflict of interests were identified.
- Assessing the applications of 7 former staff members wishing to engage in occupational activities, five of which were considered overlapping with EFSA's tasks and applied no restrictions.
- Classifying 70 organisations necessary for the screening of DoIs and for the updating of the list of "public institutions" published on the EFSA website.
- Carrying out in the context of ex-post controls two breach of the rules and two compliance and veracity checks, which led to the identification of 18 minor non-conformities, none of which required the adoption of remedial measures.
- Delivering one training session to staff members assessing Experts' DoIs submitted for their participation in EFSA scientific groups and 13 ad hoc training sessions on the development of the new IT tool under production to support the automation of the processing of DoIs.

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2. BACKGROUND

Regulation (EC) No 178/2002[71] laying down the general principles and requirements of food law and establishing the European Food Safety Authority, prescribes that EFSA shall be a point of reference for risk assessment in the food chain by virtue of the quality of its scientific outputs and of its independence. Independence and high standards of professional conduct are crucial to EFSA's work, for it is essential that interested parties and the public at large trust the process leading to the adoption of its scientific outputs.

Against this background, as acknowledged in the EFSA Strategy 2027, EFSA's vision of delivering "Safe food and sustainable food systems through transparent, independent and trustworthy scientific advice" requires adherence to robust ethics and integrity standards[72]. An impartial scientific process populated with datasets gathered or developed in an objective manner and processed by scientists devoid of conflicts of interest is of fundamental importance to achieve EFSA's objective of being truly accountable to EU citizens and its institutional partners. Adequate management of conflicts of interest is of key importance for EFSA.

In its Policy on Independence[73], EFSA committed to making publicly available an annual report on independence related activities, thereby increasing the transparency of related processes. This is further implemented by the Decision of the Executive Director of EFSA on Competing Interest Management, on the management of competing interests applicable to all members of EFSA's Scientific Committee, Scientific Panels, Working Groups, participants in peer-review meetings, Advisory Forum, Focal Points, network members, members of EFSA's governance bodies, hearing experts, observers, participants in procurement and grant awarding procedures as well as staff of EU institutions, bodies or other agencies taking an active role in EFSA's meetings[74].

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

3. REGULATORY DEVELOPMENTS

In the reference period, EFSA continued developing a regulatory framework for the implementation of articles 11 and 11a of the EU Staff Regulations on the prevention of

[71] 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.

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

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

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

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conflicts of interest of EFSA employees and candidates to EFSA vacant positions[75]. Consultation with the Commission on the draft decision is being carried out with a view to have it adopted by the EFSA Management Board in 2023.

In accordance with Article 6 of the Independence Policy, an *ex post evaluation* of the EFSA Policy on Independence is planned to be carried out in 2023, in order to analyse in a comprehensive manner the impact and the functioning and the implementation of the Policy.

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

EFSA screened a total of 1690 ADoIs submitted by its scientific experts. Seven conflicts of interest were identified and prevented (details are provided below).

As well, EFSA screened 78 DoIs submitted by Management Board members in charge and made publicly available[76] 4 DoIs as part of the registry of activities of former Management Board members.

DoIs have to be submitted also by all tenderers and participants in grant awarding procedures regarding the outsourcing of scientific tasks or projects. This resulted in the screening of 90 "Institutional DoIs" and of 420 "Individual DoIs". In the context of these screening processes, no conflict of interests were identified.

Moreover, EFSA processed 384 DoIs of staff members, 128 DoIs of Selection Boards members engaged in selection procedures for vacant positions as EFSA statutory staff members and 101 DoIs of candidates being pre-selected for engagement as contract agents, temporary agents, seconded national experts, or participants in the guest programmes. For staff candidates, preventive and/or ordinary mitigating measures were adopted in a number of cases to ensure that no perception of conflicts of interest could be caused by certain interests held by candidates selected for filling vacant positions of EFSA statutory staff, seconded national experts and professionals participating in guest programmes.

These ordinary mitigating measures[77] include the selling of shares in companies which hold an interest in EFSA's activities, the exclusion of the concerned individual from processes and projects regarding their previous employer in the private sector, such as those regarding the evaluation of application dossiers submitted to EFSA by applicants, participation in the evaluation of tender proposals submitted by previous employers, or the review of the candidate's own work.

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[75] 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

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

[77] 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.

4.1 COMPETING INTERESTS PREVENTED BY SECTOR

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

The breakdown by sector of the conflicts prevented is provided in Table 51.

TABLE 51. COMPETING INTERESTS PREVENTED BY SECTOR

Sector	Number of conflicts of interest prevented
Animal Health and Welfare	3
Scientific Committee	1
Front-Desk & Workforce Planning	1
Pesticides	2
Total	**7**

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

5.1. BACKGROUND AND AGGREGATED RESULTS

Pursuant to the Decision of the Executive Director of EFSA on Competing Interest Management, twice a year EFSA performs a check of the compliance and veracity of a sample of screening processes of ADoIs submitted by experts who participated in meetings of the Scientific Committee, Scientific Panels, Working Groups, Peer Review meetings as well as of Institutional and Individual DoIs submitted in the context of outsourcing procedures.

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

Overall, in 2022 these checks identified 18 findings, none of which consisted in a non-conformity requiring the adoption of remedial measures.

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

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

The compliance checks of 2022 demonstrated that, for 28 out of 30 experts checked, the Decision on Competing Interest Management had been followed correctly. One minor finding and one non-compliance were identified:

- Impossibility of retrieving the validated AdoI due to a technical glitch in the DoI tool which was sorted out since a copy of the DoI, including the validation comments, were stored in the EFSA document management system.
- The randomly selected AdoI, when it was submitted to EFSA, despite it contained changes, it was not screened for all expert's engagements in EFSA's scientific groups but only for the expert's new involvement. A non-conformity report was filed for the past non-compliance. No further action was deemed necessary since in April 2022 the concerned expert submitted a new DoI which was assessed and validated for the expert's involvement in all the relevant EFSA scientific groups.

In terms of the outcome of the compliance check, 26 out of 30 of Institutional and Individual DoIs checked in the context of procurement and grant awarding procedures were found to be fully compliant. In four cases a non-compliance with the applicable rules was identified that upon declaration by the concerned organisation and individual and EFSA evaluation, did not result into a conflict of interest:

- For a procurement awarding procedure, it was found that the only research project privately funded declared in the Institutional DoI and in the Individual DoI of a team member, was missing the starting and ending dates and that it overlaps with the subject matter of the said outsourced procedure. Following up the outcome of the check, the updated Institutional and Individual DoIs were resubmitted clarifying the timeframe of the research project as well as that it was co-funded by private and public bodies.
- For two grant awarding procedures, it was found that in section IV-Employment, two team members failed to declare their role, tasks and responsibilities and one of the two did not indicate the name of the employing organisation. Following up the outcome of the check, the team members submitted the updated Individual DoIs including the missing details.

The 2022 veracity check revealed that the AdoIs of 29 experts out of 30 were complete, while for one expert the AdoI revealed the following omissions:

- Three membership in scientific advisory entities overlapping with the remit of the EFSA scientific groups the expert is engaged with. In light of the clarifications provided by the expert, EFSA concluded that the missing interests were terminated more than five years prior to the DoI submission and that therefore there was no need to declare them in the AdoI.

The veracity check run in the framework of the scientific grants and procurement schemes showed that, 22 out of 26 Individual DoIs were complete while the following omissions, not leading to a conflict of interest, were identified with respect to the DoIs of four tenderers:

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- Six research activities falling within the remit of the outsourced projects by three team members.
- Four membership in learned societies or professional associations. Following up the outcome of the check, the team member submitted the updated Individual DoI declaring membership to three learned societies and clarifying that the involvement in one is a past involvement and therefore there was no need to declare it.

Finally, in 2022 EFSA also took action in response to a breach of the applicable rules by issuing two reprimand letters to the concerned experts.

6. ASSURANCE WORKING GROUP ON INDEPENDENCE

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

Three AWGI meetings and one consultation via written procedure took place in 2022, which focused the discussion on interpretive issues linked to the implementation of the rules concerning Competing Interest Management.

7. ACTIVITIES UNDERTAKEN BY FORMER EFSA STAFF MEMBERS

7.1 BACKGROUND

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

In the case of former senior officials[78] 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

[78] 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.

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implementation, including a list of the cases assessed, in compliance with Regulation (EC) 2018/1725 of the European Parliament and of the Council[79].

OVERVIEW

No former staff member occupying a position corresponding to senior official left EFSA or informed the Authority of the intention to engage in an occupational activity pursuant to Article 16 of EU Staff Regulations. Furthermore, in the reference year, EFSA processed 7 applications of 6 staff members having left the Authority. Of these requests, five were submitted for the public sector, and two for the private sector (see Table 52).

Five of these activities were deemed to be overlapping with EFSA's tasks, whereas no restrictions were applied since no conflict of interest was identified. In one case, the staff member was reminded about the extent of the authorisation, meaning that any assignment which involve consultancies to legal or natural persons directly or indirectly concerned by EFSA's scientific outputs should be subject to a new Article 16 request.

TABLE 52. 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
2022	7	2*	5	0

*company providing consultancies services and industry founded organisation active in the research and collecting and sharing information about sugar and food in relation to nutrition and human health.

8. AWARENESS RAISING AND TRAINING

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

In the reference period a training session was delivered to EFSA staff in order to keep raising awareness about the key features of the Decision on Competing Interest Management. Furthermore, ad hoc training sessions on the development of the new IT tool were provided.

TABLE 53. TRAINING ACTIVITIES

Training activities	#
Sessions for Scientific Panels	1
Sessions for DoI assessors	10
Sessions for DoI validators	1
Sessions for administrative staff handling EFSA scientific groups meetings	1

[79] 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.

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9. IT DEVELOPMENTS

Despite the efforts the technical issues linked to the new IT tool could not be solved and it was decided to set aside the complete DoI IT solution and prioritise business and technical support for the manual processing of Annual DoIs without the support of the integrated IT tool. Following the DoI IT crises faced by the Authority in 2021, in the reference period, EFSA put in place a new project to build a comprehensive DoI automated solution for managing DoIs which has been developed and is planned to be deployed in production on 1 February 2023. Its first release will ensure that the tool is ready to process ADoIs related to members of the Scientific Committee, Scientific Panels and their Working Groups as well as participants in peer review meetings, from the submission of the AdoIs to their assessment, validation and publication.

10. TRANSPARENCY

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

In accordance with EFSA's Independence Policy adopted by its Management Board in June 2017, EFSA made publicly available on its website the list of "public institutions"[80]. This list is instrumental to the screening of the DoIs submitted by the concerned individuals in accordance with EFSA's Independence Policy and its Decision on Competing Interest Management. In general terms, the inclusion of an entity in this list certifies that the institutional activities performed by its employees in the public interest do not create a risk of conflict with EFSA's interest. The inclusion of an entity presupposes compliance with the criteria set out in Article 2(1), point m, of the Decision of the Executive Director on Competing Interest Management. In 2022, 70 organisations have been classified by EFSA.

In line with its Policy on Independence, in 2022 EFSA published on its website the ADoIs of the members of EFSA's Scientific Committee, Scientific Panels as well as the DoIs of members and alternates of its Management Board and Advisory Forum and the AdoIs of the members of its operational management team, comprising EFSA's Heads of Departments as well as Heads of Units[81].

Due to the technical issues encountered in the reporting period, however, the adherence and implementation of the transparency requirements was partially compromised as it was communicated to the public by means of a notice published on the EFSA website indicating that '*We are having a technical issue with the publication of DoIs and are working to resolve it. If you are looking for a specific DoI and cannot find it on the system please contact interestmanagement@efsa.europa.eu'*.

This mainly applied to the publication on the EFSA website of the DoIs of EFSA working group members and of those participating in peer review meetings. .

[80] The list is publicly available at https://www.efsa.europa.eu/en/howwework/independentscience

[81] 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.

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11. CONCLUSIONS

Although technical issues were encountered that affected the independence function, in the reference period EFSA has devoted its investments and all possible efforts in this sector to provide business continuity and ensure compliance with the fundamentals of EFSA independence system.

Out of 2,895 DoIs screened by EFSA in the context of the *ex-ante* controls, 7 cases of conflicts of interest were identified and prevented.

Pending the outcome of the *ex post evaluation* of EFSA's Policy on Independence and the full deployment of the new technical solution, the qualitative analysis of the detailed findings of these operations supports the conclusion that the regulatory system currently in place functions smoothly.

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TABLE 54. OVERVIEW OF 2022 FACTS AND FIGURES ON INDEPENDENCE

Ex Ante Control								Ex post controls		Awareness-raising
No of Annual DoIs screened	**No of conflicts of interest preven-ted**	**No of waivers granted**	**No of Hearing experts**	**DoIs screened for tenderers and partici-pants in grant-awarding procedures**	**No of Staff DoIs screened**	**No of staff members leaving EFSA**	**No of organisations classified**	**Breach of the rules**	**Non-compliance findings and actions**	**No of training activities**
Experts: 1690 Management Board members: 78 Former Management Board members:4 Total: 1772 ADoIs	7: ADoIs	4	312	90: Institutional DoIs 420: Individual DoIs 0: conflict of interest prevented	384: statutory staff 101: candidate staff 0: conflict of interest identified 128: Selection Boards members	Total: 7 Private sector: 2* Restrictions:0	70	2	18 non-compliances none leading to a conflict of interest	1: session for a Scientific Panel 10: sessions for DoI assessors 1: session for DoI validators 1: session for administrative staff handling EFSA's scientific groups meetings

* Company providing consultancies services and industry founded organisation active in the research and collecting and sharing information about sugar and food in relation to nutrition and human health

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