



PROGRAMMING DOCUMENT 2025-2027

Science, Safe food, Sustainability

Adopted on 12 December 2024

For EFSA's Management Board

[NOT SIGNED]

XXXXXXXXXX

Chair of the Management Board



TABLE OF CONTENTS

Table of Contents	2
Foreword.....	4
List of abbreviations.....	5
Strategic Foundation – Mission statement.....	8
Section I. General context.....	9
Section II. Multiannual Programming 2025-2028	11
1. Multiannual Programme 2025-2028.....	11
1.1 Deliver trustworthy scientific advice and communication of risks from farm to fork.	12
1.2 Ensure preparedness for future risk analysis needs	17
1.3 Empower people and ensure organisational agility	25
2. Human and Financial resources – Outlook for 2025 - 2028.....	28
Section III. Final Annual Work Plan Year 2025	37
1. Executive Summary – Annual Plan 2025	37
2. Activities per strategic objective.....	38
2.1 Deliver trustworthy scientific advice and communication of risks from farm to fork...	38
2.2 Ensure preparedness for future risk analysis needs.....	41
2.3 Empower people and ensure organisational agility	45
Appendices.....	49
Appendix A. Key performance indicators Multiannual targets,	50
Appendix B. Final Plan for scientific questions to be closed in 2025.....	55
Appendix C. EFSA Development activities Multiannual Plan – Scope and Expected benefits....	57
Annexes	68
Annex I. Organisational chart for 2025	68
1. Organisation and organisational Chart.....	68
2. Post distribution	69
Annex II. Resource allocation per activity for 2025-2028	70
1. Financial resources per strategic objective	70
2. Human resources per strategic objective	71
Annex III. Financial Resources for 2025 - 2027	72
Revenues	72
Expenditures	73
Budget outturn and cancellation of appropriations 2023.....	77
Annex IV. Human Resources for 2025 - 2027 – quantitative	78
1. The staff population and its evolution	78
2. Multiannual staff policy plan for 2025-2027.....	80



3. Recruitment forecasts 2025 following retirement/mobility or new requested posts ..	83
Annex V. Human Resources for 2025 – 2027 qualitative	84
A. Recruitment policy	84
B. Appraisal and reclassification/promotions.....	86
C. Gender representation	88
D. Geographical Balance.....	89
E. Schooling	90
Annex VI. Environment Management	92
Annex VII. Building Policy.....	95
Annex VIII. Privileges and immunities.....	96
Annex IX. Evaluations	97
Annex X. Strategy for the organisational management and internal control systems.....	98
EFSA's Integrated Management System and Control environment	98
Risk management at EFSA.....	102
Annex XI. Plan for grant, contribution and service-level agreements.....	107
Annex XII. Final Work programme for grants and operational procurements for 2025	108
Annex XIII. Strategy for cooperation with third countries and/or international organisations	113



FOREWORD

I am pleased to present EFSA's programming document for 2025-2028, outlining how we will carry out our 2022-2027 strategy in its final phase. This period is key for consolidating our achievements, refining our goals, and preparing EFSA for the next stage of its mission.

Our firm commitment to protecting public health, supporting EU food sector competitiveness, and fostering sustainable food systems remains at the heart of our efforts. Yet, these goals unfold against broader societal challenges, and polarised views on science, which highlight the need for EFSA to continuously evolve its communication strategies, delivering clear, consistent messages to meet the diverse information needs of EU citizens.

Guided by our three strategic objectives—delivering trusted scientific advice, enhancing preparedness for emerging risks, and fostering organizational agility—EFSA has established a strong foundation for transparent, fit for purpose scientific assessments. This work supports EU policies to keep food safe and make the food system more sustainable, innovative and competitive.

The 2024 mid-term strategy review was a step to sharpen our focus on these priorities, integrating insights from the Transparency Regulation and allowing us to adapt to evolving demands. Alongside this, new expertise enriched EFSA's expert panels in 2024, expanding our capacity to address the growing complexities of food safety science. The panels are crucial for responding to the anticipated increase in requests for scientific advice in 2025, covering a wide range of topics from food safety, animal and plant health to human nutrition. To further enhance our efficiency and support evidence-based decision-making, EFSA will continue to invest in digital tools, including AI-driven systems that boost data analysis.

As we near the end of this strategic cycle, an external evaluation of EFSA will offer an opportunity to assess our progress and refocus our goals in anticipation of the post-2027 multi-annual financial framework. Insights from the external evaluation will feed into EFSA's next strategy, therewith setting the course for further improving our impact and adapting to an evolving societal and regulatory environment.

This programming document marks our adherence to EFSA's mission and its role as a trusted partner within the EU food safety system. Knowledge and commitment of our staff and experts in collaboration with our partners in the Member States make us well-positioned to meet the demands of 2025-2028. We will continue to strengthen our efforts to ensure a safe, sustainable, and competitive food system for Europe.

Bernhard Url,
Acting Executive Director



LIST OF ABBREVIATIONS

1S1A	One Substance One Assessment
AI	Artificial Intelligence
AMR	Antimicrobial Resistance
API	Application Programming Interface
ASSESS Department	EFSA Risk Assessment Production Department
BfR	Bundesinstitut für Risikobewertung ⁽¹⁾
BIKE	Business Intelligence and Knowledge Exploitation
BIOHAW	EFSA Biological Hazards and Animal health & Welfare Unit
BMD	Benchmark Dose Model
CA	Contract Agent
COM	EFSA Communications Unit
CORSER	EFSA Corporate Services Unit
COSO Framework	Committee of Sponsoring Organizations of the Treadway Commission Framework
CRM	Customer Relationship Management
CSS	Chemicals Strategy for Sustainability
DEEP	Data & Evidence Programme
DG AGRI	The Commission's Directorate-General for Agriculture
DG ENV	Directorate-General for Environment
DG SANTE	The Commission's Directorate-General for Health and Food Safety
DG REA	European Research Executive Agency
DOI	Declaration of Interests
E2E Risk Assessment	End-to-end Risk Assessment
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EEA	European Economic Area
EFSA	European Food Safety Authority
EMA	European Medicines Agency
EMPOWER Department	EFSA Management Services Department
ENABLE Department	EFSA Risk Assessment Services Department
ENGAGE Department	EFSA Communications and Partnership Department
ENREL	EFSA Engagement & External Relations Unit
EPA	EFSA process architecture
ERA	Environmental Risk Assessment
EU	European Union
EUAN	European Union Agencies Network
FAF	EFSA Panel on Food Additives and Flavourings

⁽¹⁾ German Federal Institute for Risk Assessment.



FAO	Food and Agriculture Organisation of the United Nations
FCM	Food Contact Materials
FDP	EFSA Front-Desk & Workforce Planning Unit
FEEDCO	EFSA Feed and Contaminants Unit
FEEDAP Panel	EFSA Panel on Additives and Products or Substances Used in Animal Feed
FEZ	EFSA Panel on Food Enzymes
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients and Packaging Unit
FPA	Framework Partnership Agreement
ESFC	Former FSCAP - Solution for processing and validating new regulated products dossiers
FTE	Full-Time Staff Equivalent
GMO	Genetically Modified Organism
GPS	EFSA Global Performance Services
HCD	Historical Control Data
HUCAP	EFSA Human Capital Unit
iDATA	EFSA Integrated Data Unit
IpChem	Information Platform for Chemical Monitoring
IRMA	Innovative Risk Assessment Methodologies Programme
ISA	Individual Scientific Advisor
ISO	International Organization for Standardization
IUCLID	International Uniform Chemical Information database
JRC	Joint Research Centre
KICs	Knowledge and Innovation Communities
KNOW	EFSA Knowledge, Innovation and Partnership Management Unit
KPI	Key Performance Indicator
LA	EFSA Legal and Assurance services Unit
MB	EFSA Management Board
MESE	EFSA Methodology and Scientific Support Unit
MFF	Multiannual Financial Framework
MoPs	Micro-organisms pipelines service
MRL	Maximum Residue Level
MS	Member State
NAM	New Approach Methodologies
NIF	EFSA Nutrition and Food Innovation Unit
OECD	Organisation for Economic Cooperation and Development
PARC	European Partnership for the Assessment of Risks from Chemicals
PLH	Plant Health
PREV	EFSA Pesticide Peer Review Unit
QPS	Qualified Presumption of Safety



RA	Risk Assessment
RAL	EFSA Risk Assessment Logistics Unit
ROA	Rapid Outbreak Assessments
SC	EFSA Scientific Committee
SDGs	Sustainability development goals
SEA	Stakeholder Engagement Approach
SNE	Seconded National Expert
SO	Strategic Objective
Sysper	Système de gestion du Personnel (Human Resources Management System)
TA	Temporary Agent
TBD	To be defined
TR	Transparency Regulation
TSE	Transmissible Spongiform Encephalopathy
WGS	Whole-Genome Sequencing
WHO	World Health Organisation

DRAFT



STRATEGIC FOUNDATION – MISSION STATEMENT

The European Food Safety Authority (EFSA) is an integral part of the EU food safety system, set up in 2002 to serve as an impartial source of scientific advice to risk managers and to communicate on risks associated with the food chain. EFSA provides the scientific basis for laws and regulations to protect European consumers from food-related risks – from farm to fork.

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

EFSA's mission

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

EFSA's vision

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

EFSA's values

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

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



SECTION I. GENERAL CONTEXT

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

To maintain its effectiveness, EFSA regularly assesses both external factors, like innovation and changing citizen expectations, as well as internal dynamics, such as organizational improvement opportunities. These assessments guide the refinement of EFSA's strategic objectives, ensuring risk mitigation and the achievement of its mission. In 2024, EFSA conducted a mid-term strategy review, particularly focusing on the implementation of the Transparency Regulation, to inform the next phase of the 2027 strategy implementation.

Evolving EU policies require strengthened cooperation and risk communication

The COVID pandemic has again highlighted the need for assessing risks at the interfaces between wildlife, domestic animals, humans, and their shared socio-ecological systems. It has also highlighted the growing importance of international trade, human movements, and climate change on microbiological and chemical risks. This has resulted in EU policy action calling for strengthening joint preparedness- and response strategies and the wider implementation of the One Health approach. EU policies under the Green Deal, i.e. Farm to Fork, Chemical Strategy for Sustainability, Biodiversity strategy are being translated into legislative proposals and sectoral regulations e.g. in nutrition, pesticides, food contact materials/recycling, new genomic techniques for plants, and animal welfare. The above-mentioned policies call for strengthened cooperation across EU Institutions, Member States and International organizations. This covers research and the development of joined capabilities, the production of harmonized methodologies as well as integrated assessments. The ultimate aim is to keep EU's food safe and make the agri-food system more sustainable and innovative.

These developments occur against the backdrop of societal changes, like tendencies for the re-nationalization of competencies, reluctance towards international cooperation, the rise of fake news and the polarization of the discourse about science. Societal trends affecting trust in institutions emphasize the need for EFSA to evolve its communication strategies, ensuring transparency and public engagement. The Transparency Regulation has brought organizational changes to EFSA, strengthening our commitment to transparency, resource sharing, and collaboration across the EU food safety system. The ongoing external evaluation of EFSA, which is well timed with the preparations for the post 2027 multi-annual financial framework and a new EFSA Strategy, will provide learnings from the past to better meet the challenges of the future.

Simplification and Innovation

Compared to other jurisdictions, the EU region lacks economic growth. The political guidelines of the new European Commission call for measures to increase innovation and competitiveness of the EU economy. EFSA can contribute to this by increasing the speed of the assessment process and streamlining the interface with applicants for safety assessments. To that end, a root cause analysis of the "end to end" risk assessment process has identified opportunities to improve speed and save efforts by reducing re-work and by streamlining processes. Implementing these measures and simplifying internal procedures will be a focus of EFSA's work in 2025.

Evolving expectations for the protection of public health

Meeting the United Nations' SDGs requires a transformation of food production and consumption. This includes more sustainable agricultural practises and for example, the provision of alternative



protein sources, partly produced by novel technologies. EFSA is investing in keeping its methodological toolbox ready for the assessment of agri-food innovations. The extra funding from the Transparency Regulation for increasing preparedness has allowed EFSA to strengthen the preparedness activities.

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

Artificial intelligence

EFSA considers artificial intelligence as a promising technology to supplement human expertise in making risk predictions. EFSA, together with other EU agencies, is piloting solutions mainly in two areas: reaping efficiency gains via automatization of administrative and support tasks and enhancing the core business via applying AI algorithms for e.g. evidence appraisal. We are aware of the risks of AI and are carefully considering implications on ethics, information security, privacy and AI-governance, just to name a few. To cover the aspects mentioned and to follow the provisions of the EU AI act EFSA will need to build expertise and dedicate resources to these new tasks.

Prioritizing staff engagement and growth

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

Strategy and work-programme implementation

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

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

A set of updated key actions in the EFSA Strategy implementation plan will guide the execution of these strategic priorities.



SECTION II. MULTIANNUAL PROGRAMMING 2025-2028

1. MULTIANNUAL PROGRAMME 2025-2028

The EFSA Strategy 2027 - Science, Safe food, Sustainability², sets out strategic goals and actions for 2022-2027, to guide the delivery of sustained value to EFSA's customers, stakeholders, and society, in line with its mission, while keeping pace with arising opportunities and challenges. These are encapsulated in the three strategic objectives:

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

The multiannual programme outlines EFSA's actions for enacting its strategy over the medium to long term. EFSA's integrated management system, complete with KPIs, ensures the achievement of the agency's objectives. EFSA's strategy implementation, following on from the mid-term EFSA strategy review, aligns with the EU policies and implementation of the EU's digital strategy. It focuses on efficient service delivery through "One Substance, One Assessment," digital interoperability, cybersecurity, trustworthy AI, and data-driven decision-making., emphasizing accessible, interoperable, and high-quality data for evidence-based risk assessments.

These initiatives align with the EU's ambitions for digital governance, transparency, and innovation, while promoting the protection of citizens' data and supporting European competitiveness.

In addition to its processes, EFSA's strategy is enacted through a variety of projects within three programmes:

- Data and evidence (DEEP)
- Innovative risk assessment methodologies (IRMA)
- Knowledge, expertise and technology (NEXT)³.

² [EFSA Strategy 2027 – Science Safe food Sustainability \(europa.eu\)](https://ec.europa.eu/efsa/scientific-strategies/efsa-strategy-2027-science-safe-food-sustainability_en)

³ See Appendix C



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

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

The anticipated result is the enhanced credibility and relevance of EFSA's scientific advice, aiding the EU decision-making processes. This includes providing reliable and actionable advice on risks before regulated products are permitted in the EU market. Such products range from food additives to GMOs, outlined in Table 3, Appendix A.

Simultaneously, EFSA works to advance its risk communication, striving to improve its efficiency and reputation through coherent messaging in collaboration with various EU and national entities and engaging with the public and other stakeholders. Success in this area is measured by key indicators listed in Table 4, Appendix A.

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

EFSA aims to improve its risk assessment processes for regulated products by enhancing speed, quality, timeliness, and transparency. Efforts include streamlined notifications, transparent data sharing, and greater Member State involvement. The evaluation of dossiers for regulated products will still absorb a significant amount of EFSA's resources allocated to scientific risk assessment. In parallel, EFSA is refining guidance for applicants and optimizing scientific assessments through dialogue and clarity on data and uncertainties by engaging with DG SANTE, the scientific community and the public. The workflow analysis of the End to End science process identified actionable recommendations that will become specific improvement activities in collaboration with DG SANTE.

Multiannual targets of the key performance indicators monitoring the expected operational result 1.1.1 are presented in Table 5 in Appendix A.

Activities overview in the area⁴

Area of work	Main activities
E2E Risk assessment process improvement	<ul style="list-style-type: none"> Streamline risk assessment to improve throughput time by implementing specific actions to address rework causes...
Services to applicants	<ul style="list-style-type: none"> Update administrative guidance, increase pre-submission advice services and dedicated support to applicants through the application life cycle, with a strong focus on SME support. Engage with stakeholders in EFSA events, industry conferences and via discussion groups.
Dossier Intake and digital products enhancement	<ul style="list-style-type: none"> Collaborate with ECHA on IUCLID enhancements for dossier intake, standardize data formats and provide services on data analysis. Expand IUCLID data format to other food domains and improve the integration among digital tools.
Food additives	<ul style="list-style-type: none"> Focus on sweeteners re-evaluation and assess new additives or changes. Complete safety assessments for additives in infant foods.

⁴ Updates of guidance documents and other activities in support to RA are now included in this section as process improvement initiatives (previously considered as development activities).



Area of work	Main activities
Food flavourings	– Continue evaluating applications on flavourings.
Food enzymes	– Evaluate old (bulk) and new applications to support the establishment of an EU Positive List for food enzymes.
Food contact materials	– Assess substances for food contact materials, plastic recycling processes, and support EC in FCM regulation revision.
Decontamination substances/treatments	– Assess safety and efficacy of microbial surface decontamination substances.
Feed additives	– Deliver feed additive opinions linked to high volumes of application dossiers (new uses, modifications to existing uses, renewals and re-evaluations). Deliver an environmental risk assessment of feed additives containing trace elements; work on guidance on the risk assessment of feed additives containing nanoparticles. .
Nutrition – Health claims, nutrient sources, allergens	– Evaluate health claim applications, work on requests for food allergen exemptions, and assess 'other substances' in food.
Nutrition – Novel foods	– Assess novel food applications, addressing the high volume of submissions.
GMOs	– Evaluate GMO applications for food, feed, and cultivation, and manage renewals for authorised products.
Pesticides	– Address increasing post-conclusion questions, implement new microorganism data requirements, and process MRL applications with an expected rise in complexity.
Animal by-products	– Support EC and Member States in assessing alternative processing methods for animal by-products.

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

EFSA is committed to enhancing the speed, quality and timeliness of its scientific advice across various sectors, including biological and chemical hazards, animal health and welfare, plant health, and human nutrition.. EFSA will continue enhancing stakeholder participation throughout different steps of the risk assessment process in accordance with the principles of independence and transparency. EFSA will deploy new collaboration schemes, refine its mandate preparation, and implement relevant cross cutting guidance, newly developed methodologies and improved data streams in close cooperation with EU bodies, agencies, and international partners. The design of the end-to-end scientific risk assessment workflow and centralized structure for risk assessment services aims to enhance the administrative efficiency in scientific evaluations.

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



Activities overview in the area⁵

Area of work	Main activities
E2E Risk assessment process improvement	<ul style="list-style-type: none"> – Refine the E2E Risk Assessment process to increase speed in specific areas.
Biological hazards	<ul style="list-style-type: none"> – Conduct risk assessments on biological hazards, update QPS list, support multi-country outbreak investigations, and deliver yearly EU zoonoses & AMR reports in collaboration with ECDC
Animal health	<ul style="list-style-type: none"> – Conduct risk assessments on animal health, monitor the epidemiological situation of avian influenza & African Swine Fever and support Member States with surveillance of transboundary diseases.
Animal welfare	<ul style="list-style-type: none"> – Conduct risk assessments on animal welfare, focusing on the 'farm to fork' strategy and methods of animal stunning & killing.
Plant health	<ul style="list-style-type: none"> – Handle pest categorisation and risk assessments under new EU plant health law; focus on quarantine pests and support Member States' surveillance.
Contaminants in food and feed	<ul style="list-style-type: none"> – Deliver opinions on process contaminants, environmental contaminants and plant toxins as well as the safety of conventional smoking processes; develop sustainability indicators for contaminants.
Food contact materials	<ul style="list-style-type: none"> – Re-assess health risks of Styrene in plastics; collaborate with ECHA on mandates regarding phthalates.
Nutrition	<ul style="list-style-type: none"> – Review Novel Foods Guidance; assess safety concerns about non-vitamin/mineral food ingredients; update on vitamin/mineral upper intake levels.
GMOs	<ul style="list-style-type: none"> – Advise on risks associated with new genomic techniques; support policy development on plants produced by targeted mutagenesis and cisgenesis.
Pesticides residues	<ul style="list-style-type: none"> – Pesticides Residues Produce the annual EU pesticide residue report; support Codex MRL discussions; handle ad hoc MRL requests.
Cross-sectorial risk assessment	<ul style="list-style-type: none"> – Address mandates on cross-sectorial issues like fluoride; report on azole fungicide impacts on azole-resistant Aspergillus spp.
Risk assessment support activities	
Food additives and food flavourings	<ul style="list-style-type: none"> – Support activities in monitoring the consumption of food additives and flavourings; develop data collection and reporting systems; produce annual reports on dietary exposure.
Veterinary Medicinal Product Residues	<ul style="list-style-type: none"> – Provide annual report on monitoring of veterinary medicinal products and residues in animals and animal products.

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

EFSA is committed to an audience-first approach in its risk communications, prioritizing quality and understanding of its scientific work. To enhance communication effectiveness, EFSA will

⁵ Updates of guidance documents and other activities in support to RA are now included in this section as process improvement initiatives (previously considered as development activities).



make use of social research insights, evaluate the impact of its communications, and improve user experiences, considering EU cultural diversity and expanding multilingual content.

In line with the Transparency Regulation, EFSA's forthcoming risk communication activities will expand and improve access to communication tools and platforms, customise materials for different audiences, and address their information needs more precisely. This audience-centric strategy is a core component of EFSA's 2027 Strategy for risk communication.

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

Activities overview in the area

Area of work	Main activities
Social Research & Communication Planning	<ul style="list-style-type: none"> EFSA is set to conduct social research to guide topic selection for communications, including a Eurobarometer survey on food safety in 2025 to gauge EU risk perception. EFSA will gather in-depth insights on selected topics via its consumer-focussed "flash polls".
Digital Channels Management	<ul style="list-style-type: none"> To improve usability, EFSA will continue conducting user research and collecting ongoing feedback, while addressing key findings identified so far. The focus will be on enhancing specific sections of the website, optimizing our expanded multilingual offerings, improving content archiving, and thoroughly updating accessibility features.

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

The Transparency Regulation underscores the importance of improving coordination between European and national risk managers and assessors within the EU food safety system. EFSA aims to strengthen its coordination mechanisms, including the Communication Experts Network and the newly established Member States' Communication Coordinators, which are funded through grant agreements.

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

Activities overview in the area

Area of work	Main activities
Coordinated Communication Development	<ul style="list-style-type: none"> EFSA will enhance capacity for risk communication through a learning and development programme for MS risk communicators. Additionally, EFSA will collaborate with its sister agencies to deliver harmonized risk communication on shared priorities, such as One Health. EFSA will develop and deliver communication products and campaigns in cooperation with the European Commission, Member State competent authorities and other national partners to raise awareness about food safety related topics. In collaboration with the Commission, EFSA will enhance crisis communication readiness, conducting simulation exercises, creating crisis management digital tools, and implementing measures to counteract misinformation in food safety.
Digital Channels Management, Scientific Output publication	<ul style="list-style-type: none"> EFSA will improve the identity and functionality of digital outlets, including the EFSA website, EFSA Journal, Open EFSA, and social media channels.



Area of work	Main activities
	<ul style="list-style-type: none">– In line with the emphasis in the Transparency Regulation on clarity and accessibility of risk communications for people without a scientific background, the EFSA Journal will continue to produce Plain Language Summaries for selected scientific opinions. It will also invite Member State authorities to publish their scientific outputs on the Journal platform to increase the visibility of EU risk assessment publications.

DRAFT



1.2 ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS

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

The goal is an enhancement of EFSA's risk analysis capacity, keeping it relevant by co-developing and providing access to knowledge, skills, methods, and data, and by contributing to the Horizon Europe programme. Collaboration with Member States, EU agencies, international bodies, and through open dialogue with various stakeholders will improve the quality and efficiency of EU-level risk analysis.

Multiannual targets of the key performance indicators monitoring the expected outcome 2.1 are presented in Table 9 in Appendix A.

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

EFSA aims to promote a harmonised culture of risk assessment across the EU by enhancing engagement, partnerships and capacity-building initiatives, as well as implementing innovative workforce solutions. Cooperation with EU agencies like ECDC, ECHA, EMA, EEA and the JRC ensures consistent collaboration.

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

Activities overview in the area

Area of work	Main activities
Capacity Building, Knowledge Organization, Strategic Competencies	<ul style="list-style-type: none"> EFSA utilizes a network of over 1,500 experts to enhance risk assessment methodologies and minimize scientific discrepancies. Continue the activities planned from 2024 including increased use of e-learning and the EU Academy platform for training, as well as updating the list of Individual Scientific Advisors. Ongoing activities like the EU-FORA Programme, summer schools, and training courses will continue, alongside scientific training organization.
Strategic Partnership & Community management, Strategic engagement	<ul style="list-style-type: none"> EFSA is aiming to build further its partnership with MSs competent authorities to support its work in general risk assessment and dossier evaluation, with framework partnership agreements being the preferred tool. EFSA seeks proactive collaboration to speed up risk assessments and preparedness, focusing on novel foods, micronutrient intake, and emerging risks. EFSA will continue investing resources to support MS projects and scientific cooperation. The Focal Point operational framework has consolidated its activities, enhancing cooperation with Member States. A health check will be carried out during 2025, further streamlining and simplifying



Area of work	Main activities
Community Management	<p>procedures, and reflecting on the future of tailor-made activities at the end of the current cycle (2027).</p> <ul style="list-style-type: none"> – Cooperation with EU ENVI agencies and international organizations is ongoing for data sharing, scientific methodology development, and research agendas. – EFSA will continue to support EU policy on cooperation with pre-accession countries and has secured funding from DG NEAR for capacity building and knowledge transfer initiatives. EFSA will stand ready to support the European Commission on its new strategic multi-annual plan on Enlargement, including targeted activities with Moldova and Ukraine. – EFSA will engage in new cooperation activities with European Partnerships, provide services to DG-AGRI⁶, and support the European Commission in its international obligations, such as at CODEX Alimentarius Commission meetings. EFSA will also prioritise multilateral and bilateral cooperation through international liaison groups, bilateral scientific exchanges with third parties and international organizations and updated or new cooperation agreements with international organisations, (e.g. an Exchange of Letters with WHO, a Memorandum of Understanding with FAO), as well as risk assessments bodies from third countries to address common scientific needs.
Artificial Intelligence and EFSA transformation	<p>EFSA is adopting a community management approach to enhance collaboration and efficiency with its stakeholders. To achieve this, the agency will:</p> <ul style="list-style-type: none"> – Support community establishment and maintenance – Offer community management training and advice to internal and external stakeholders – Provide specialized training for network management to networks like Knowledge and Innovation Communities (KICs) and scientific networks across different sectors. <p>EFSA will also partner with peer agencies and global partners to expand collaborative efforts and deepen its community management expertise. A Customer-Relationship Management (CRM) platform will facilitate effective outreach and engagement with stakeholders.</p> <p>EFSA's transformation activities under the umbrella of the NEXT Programme develop a digital collaboration framework to support knowledge sharing and improve the efficiency of risk assessment. Details about the scope of the projects, timelines and expected benefits are included in Appendix C.</p> <p>Following its AI roadmap EFSA alongside other EU agencies in the EUAN AI Virtual Community, has started to look at the implications for the correct use of AI solutions..</p> <p>Following an internal AI Task Force EFSA will continue identifying and implementing incremental actions to leverage emerging technologies effectively. Initial goals include:</p> <ul style="list-style-type: none"> • Preparing EFSA for AI adoption • Identifying AI-driven transformative actions

⁶ Technical report on substances not currently authorised for EU organic farming



Area of work	Main activities
	<ul style="list-style-type: none"> Guiding decision-making with a focus on ethical considerations, security, data protection and other relevant factors.

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

EFSA will continue to improve the quality of crisis preparedness and emerging risks identification by strengthening its foresight and horizon scanning capabilities, and by linking the early warning systems and data systems across the EU bodies, EU Agencies, Member States and international organisations such as WHO, FAO and WOAH⁷. Better coordination in media and social media monitoring and early warning communications will support these efforts.

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

Activities overview in the area

Area of work	Main activities
Environment Scanning and Strategic Options Definition	<ul style="list-style-type: none"> EFSA will deepen its engagement with stakeholders to anticipate scientific and societal shifts, with a focus on the impact of climate change on health, supporting the European Climate and Health Observatory. The agency plans to refine risk and surveillance methodologies for plant pests and broaden them to include animal health and welfare, as well as profiling risks from Category A diseases and vector-borne diseases. Building on the outcome of the project "identification of emerging chemical risks in food" closed in 2024, EFSA will contribute together with DG ENV, ECHA and EEA to the set up and running of the EU Early Warning and Action System on Emerging Chemicals. Connections have been established with PARC and Norman Database System to analyse possible use of tools and methodologies developed by these projects.
Emergency response management	<ul style="list-style-type: none"> EFSA is set to help establish a joint framework for rapid risk assessments in collaboration with agencies like ECDC, EMA, and others, addressing serious cross-border health threats. The agency will also provide crisis preparedness training in coordination with the Commission, EU Agencies, and Member States, including IPA countries.
Data management	<ul style="list-style-type: none"> Harmonized data collection on vector distribution and wildlife disease surveillance in Europe and the Mediterranean will continue. EFSA aims to make animal disease surveillance data collection more efficient, reducing the workload for Member States and EFSA Operationalizing SIGMA 2.0 dashboards after 2024 will facilitate data validation and provide resources like tables and maps for Member State use, extending beyond African Swine Fever to other diseases under EFSA's mandate.

⁷ World Organisation for Animal Health (WOAH)



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

EFSA is committed to improving the quality of scientific guidance and risk assessment capabilities to meet future challenges by integrating novel scientific methods focused on non-animal testing, adapting to changes in food systems, data, and technology, and adhering to the One Health approach. The agency is solidifying its engagement and collaboration with Member States, the European Commission, EU Agencies, and international partners to harmonize guidance and methodologies that support risk assessments. As an Associated Partner in the Horizon Europe-funded PARC, EFSA aims to enhance chemical risk assessment for health and environmental protection in the long term. EFSA is also partnering with the Horizon Europe-funded PAHW and evaluating collaboration opportunities with prospective partnerships like OHAMR - European Partnership on One Health AMR.

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

Activities overview in the area

Area of work	Main activities
Methodology management	<p>EFSA will maintain support for Units and Panels in risk assessment methodologies and ensure the implementation of guidance documents. Key activities include⁸:</p> <ul style="list-style-type: none"> – Analysing existing Guidance Documents for a multiannual revision plan. – Developing and maintaining web applications for exposure assessment and statistical analysis, and providing relevant training to EFSA staff, experts and MS organisations. – Working on the revision of the guidance documents for the risk assessment of nanomaterials, for genotoxicity testing strategies, for the Margin of Exposure approach, and for the default values used in the absence of actual data. – Ongoing work to develop guidance on the use of the read across in risk assessment, on the characterisation of microorganisms used in the food chain, on the critical appraisal of evidence as part of the systematic review methodology and on the use of biomarkers of effects in risk assessment.
Methodologies management - Data requirements	<ul style="list-style-type: none"> – EFSA will identify and prioritize data needs for chemical RA, proposing modifications to data generation and recommendations for harmonization and sharing. – Standardized workflows using in-vitro approaches like Organ-on-Chip and OMICs endpoints will be validated to derive human reference points and HBGVs. – Data management efforts will support EU plant health RA, including databases on plant pests and environmental data management for biological RAs.

⁸ EFSA and its Scientific Committee will continue to work on the following methodological aspects: 1. develop and maintain web-applications to facilitate statistical analysis, 2. develop the TK plate platform with trainings for EFSA staff and experts delivered in 2024. 3. work on the implementation of the cross-cutting guidance for the risk assessment of nanomaterials and on the harmonised methodologies for the characterisation of uncertainties in scientific assessments, 4. initiate the revision of the guidance on the Margin of exposure approach for substances which are genotoxic and carcinogenic, 5. Finalise the work on a Guidance for the characterisation of RA of microorganisms used in the agri-food chain, and 6. prepare a guidance on the regulatory use of biomarkers of effect in risk assessment.



Area of work	Main activities
Methodology development	<ul style="list-style-type: none"> The Innovative Risk Assessment Methodology program (IRMA) is set to facilitate the adoption of contemporary methodologies for regulatory science, ensuring assessments remain current. IRMA is designed to boost readiness for assessments that emerge from evolving scientific knowledge and legislative changes, and to standardize risk assessment methods to increase efficiency and consistency across different domains. Additionally, IRMA ensures that EFSA considers the latest developments in food and feed production to proactively identify emerging risks and swiftly react to crises. Details about the scope of the projects, timelines and expected benefits are included in Appendix C.
Methodology development – Chemical RA	<ul style="list-style-type: none"> EFSA is implementing a cumulative risk assessment action plan for pesticides, will create new cumulative assessment groups for pesticides, and assess associated risks. A roadmap for combined exposure to multiple chemicals aims to harmonize the risk assessment approach by 2027, with non-dietary cumulative risk assessment methodology starting from 2026 onwards. In accordance with the 2024 Roadmap on Advancing Aggregate Exposure to Chemicals, work will continue on the establishment of an EU harmonised framework for aggregate exposure assessment and integration of human biomonitoring data, in close collaboration with sister agencies. The update of the OECD MetaPath database for pesticide residue data will conclude, with publication on the EFSA Knowledge junction.
Methodology development - Environmental RA	<ul style="list-style-type: none"> Following a 2022 roadmap, an FPA will target areas like exposure characterization of plant protection products, hazards to terrestrial organisms, collection and evaluation of methodologies, and development of a common risk assessment platform. Advancing ERA of chemicals for insect pollinators and methods for assessing bee health will continue, extending to general pollinators and refining exposure estimates for feed additives in marine aquaculture. Continue developmental activities from 2024 including TKTD model development for birds, thyroid disruption in wild mammals and amphibians, EU scenarios for non-target organisms, and a stepwise approach for pesticides of low concern.
Methodology development – NAMs and “-omics”	<ul style="list-style-type: none"> A proposal for a “Qualification system” (generic framework to speed up the regulatory use of suitable NAMs for chemical risk assessment for nanomaterial risk assessment in food and feed) will be revised following the comments received by stakeholders, and a pilot will be initiated. Continued work on microbiomes will explore their inclusion in human, domestic animal, and environmental RAs. As of 2026, EFSA will implement recommendations of the 2024-published roadmap on -omics and bioinformatics in risk assessment, building on the 2022 NAMs roadmap aimed to reduce animal testing and enhancing assessments. A tool for interpreting transcriptomics data will support chemical RAs.

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

EFSA is seeking to make impactful scientific contributions to the Commission priorities. EFSA is preparing for upcoming regulatory and policy initiatives related to the One Health policy, Chemicals Strategy for Sustainability and One Substance One Assessment initiative, as well as



supporting new priorities such as the strategic dialogue on agriculture and food, Food Systems Framework, Biotech Act, etc, where appropriate.

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

Activities overview in the area

Area of work	Main activities
Strategic engagement -EU Chemicals Strategy for Sustainability (CSS) and One Substance- One Assessment (1S1A):	<p>In collaboration with the relevant ENVI Agencies, EFSA is supporting the "One Substance-One Assessment" approach for efficiency and better regulatory predictability for chemicals. In particular, EFSA:</p> <ul style="list-style-type: none"> is involved in the CSS, participating in several related working groups led by the European Commission, is following several initiatives to implement the 1S1A, such as the early identification of cross-cutting substances, data access/use, completed a study on mapping data requirements and risk assessment methodologies and is following up several actions towards harmonisation with the relevant stakeholders (Agencies, European Commission and MSs). is aiding in developing a repository of health-based limit values, with OpenFoodTox as a key component. supports ECHA in the development of the Common Data Platform for chemicals, as it will be foreseen in the legal act.
Strategic engagement - Other One Health Policy Needs:	<p>The agency aims to work closely with other EU Agencies, leveraging a One Health approach to utilize collective expertise and resources more effectively:</p> <ul style="list-style-type: none"> The 'One Health' enhancement with ECDC for whole genome sequencing (WGS) data collection and analysis to aid foodborne outbreak investigations will be continued Methodological developments in cumulative risk assessment and environmental risk assessment are ongoing, with further actions to be determined in collaboration with DG SANTE and other agencies. A cross-agency task force on One Health will focus on capacity building, research needs for risk assessment, and stakeholder engagement. The collaboration with ECDC to provide country support to advance One-Health responses against antimicrobial resistance (AMR) in the Western Balkans will continue, by identifying gaps in the current national AMR strategies and action plans, and supporting the development of country roadmaps.
Strategic engagement - EU Research Needs:	<p>The agency is advocating for the inclusion of key regulatory topics in EU co-funded research, especially within Horizon Europe, by:</p> <ul style="list-style-type: none"> establishing cooperation clusters with various bodies to strengthen research priority identification and uptake by funding organizations. guiding the design of an EU crisis response system for emerging zoonoses, with a One Health approach for cross-border pathogens. continuing to collaborate with Horizon Europe partnerships within its scope, including PARC & PAHW, and those focused on antimicrobial resistance, animal health and welfare, sustainable EU agriculture, and sustainable food systems. The oversight of verification studies to achieve the goals of Regulation (EU) 2019/1381, in the case of Commission requests, and ensuring transparency, sustainability, preparedness, and robustness.



FOR 2.1.5 WIDER ACCESS TO, AND BROADER EXPLOITATION OF, DATA AND ANALYTICS IS ACHIEVED.

EFSA aims towards advanced data management that will allow for a wider access to data and analytics and provide the tools for broader data exploitation.

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

Activities overview in the area

Area of work	Main activities
Strategic engagement in Data management	<ul style="list-style-type: none"> - Finalize data sharing Exchange of Letters with WHO; participate in EU data-exchange networks (e.g., ChemMon, Zoonoses network); promote collaborative data projects through various governance groups (e.g. AGoD).
Data collection initiatives	<ul style="list-style-type: none"> - Support data transmission from Member States; streamline annual data collections for scientific advice; use FoodEx2 for data interoperability; publish animal welfare risk assessment roadmap; increase data openness via Knowledge Junction and R4EU platform; develop open-access dietary exposure tools in other regulatory domains such as novel foods. - Prepare for the launching of new EU Menu 2.0 for collecting harmonised food consumption data that will fill in identified data gaps and cover all population groups, alongside maintaining EFSA's food composition database. In this way, EFSA will prepare for future exposure assessment for regulated food categories, including food supplements and fortified foods.
Data management - Scientific and technical advice	<ul style="list-style-type: none"> - Conduct surveys on seafood consumption and awareness; support EC in rebuilding the IRASFF system; adopt EFSA standards and data models.
Data management capabilities - Transformation activities	<ul style="list-style-type: none"> - The Data & Evidence Programme (DEEP) builds on previous efforts to augment EFSA's risk assessment capabilities through improved data acquisition, usage, and dissemination. DEEP will also develop innovative and interoperable data services in partnership with EU members and international bodies. The programme's strategic aim is to speed up the risk assessment process and boost transparency by making evidence more accessible. Details about the scope of the projects, timelines and expected benefits are included in Appendix C.
DEEP - Collaborative data platforms	<ul style="list-style-type: none"> - Modernize data collection systems (Rebuild Data Project); integrate climate data in risk assessments (SEED project)
DEEP - Support risk assessment	<ul style="list-style-type: none"> - Extend OpenFoodTox3 with toxicological data in IUCLID format; standardize toxicological data; secure data access and collaboration on dossier data through CORSA; Support the extension of IUCLID to Food Contact Materials and IUCLID/ESFC integration - Enhance meeting organization with HOME project. - Enhance internal data accessibility and analysis via BIKE2 initiatives.



Area of work	Main activities
DEEP - New data streams	<ul style="list-style-type: none"> - Develop open-access food composition and environmental footprint databases; collect feed consumption data for animal exposure models. - Predict cumulative assessment groups with omics data; implement a multi-omics workflow for reference points. - Collect bee pollen consumption data
DEEP – Data products and services	<ul style="list-style-type: none"> - Advance on the delivery of a tool to compute the cumulative risk assessment of chemicals - Enhance WGS data collection to comply with new regulation⁹ on outbreaks and enhancement of MoPS tool to allow on-line analysis of sequences by applicants to avoid the raw data submission
DEEP - Open Interoperable data	<ul style="list-style-type: none"> - Enhancement of the management of identity with the IDM project to facilitate and secure access to data. - Prepare for the Data Outreach project for machine-accessible EFSA data and automate metadata transfer to EU portals; - Increase visibility of EU chemical monitoring data on EU platforms (e.g. IPCHEM).

⁹ Provisional number: PLAN/2024/598



1.3 EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

Strategic Objective 3 is focused on enhancing EFSA Operations with the aim of bolstering EFSA's reputation as a responsible organisation and of creating an appealing working environment. EFSA will prioritize developing talent, culture, and operational tools to improve efficiency. Stronger institutional partnerships will align with overarching strategies and enhance collaboration. Effective governance and management, aligned with core values, will ensure the strategic and resource-efficient execution of EFSA's mandate in cooperation with EU bodies. Demonstrating accountability and efficiency to the EU Parliament, Council, and European Commission will reinforce EFSA's standing. Commitment to staff empowerment and talent attraction will support strategic goals.

Multiannual targets of the key performance indicators monitoring the expected outcome 3.1 are presented in Table 17 in appendix A.

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

EFSA aims to boost staff engagement by instilling a culture of agility, accountability, trust, and care, enhancing its standing as a desirable employer. The agency will focus on developing a skilled, diverse, and dedicated workforce, aligned with its mission and Strategy 2027, to strengthen organisational performance and adaptability.

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

Activities overview in the area

Area of work	Main activities
Talent acquisition, HR Experience & Staff Engagement	<ul style="list-style-type: none"> - Attract, source and onboard diverse talents (across multiple disciplines, demographics, under-represented categories), building inclusive pipelines (for staff, experts, non-statutory workforce) and ensuring the timely availability of required expertise to support the business needs. - Contribute to strengthening the EU scientific assessment capacity and enhancing partnerships through staff exchange schemes and joint expertise pooling with EU agencies and Member States' organisations. - Implement a sourcing strategy to support decision making to build capabilities internally, acquire externally, or partner with organisations to leverage their strengths. - Enhance staff engagement and retention through an improved recognition framework, succession planning and the building of experience pathways. - Implement the expert mutual feedback system, fostering a culture of continuous improvement, accountability and open feedback. - Continue improving Diversity & Inclusion initiatives, focusing on disability, nationality balance, well-being, and mental health.
Competency Building	<p>Execute the Learning & Development Plan aligned with EFSA's 2027 Strategy, prioritising:</p> <ul style="list-style-type: none"> - Cultivating a forward-thinking culture that empowers EFSA to thrive in the post-digital era, equipping staff to leverage AI confidently and effectively. - Elevating leadership within our managerial community to foster accountability, agility, and drive successful digital transformation. - Embedding agile work practices that boost autonomy, sharpen digital skills, and spark collaboration and innovation across the organization.



Area of work	Main activities
	<ul style="list-style-type: none"> - Equipping our people to lead in their fields, keeping pace with the latest advancements in expertise and knowledge
People services - Remuneration, Rights & Entitlements	<ul style="list-style-type: none"> - Continue advancing digitalisation efforts, further expand the outsourcing of transactional activities, and foster a self-service approach that encourages accountability and drives a mindset shift towards autonomy and efficiency

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

EFSA is committed to improving user satisfaction and the efficiency of its enabling services by investing in advanced technology, digital collaboration methods, and streamlining processes for more user-friendly services. The organization will adopt a partnership approach to deliver best-in-class enabling services and solutions in support of its core business functions.

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

Activities overview in the area

Area of work	Main activities
Digital services, Continuous improvement	<ul style="list-style-type: none"> - Streamline processes and integrate technology to automate activities. - Update service level agreements for digital services to prioritize and improve stakeholder services.
Review of EFSA decisions Management	<ul style="list-style-type: none"> - Assess the need to review EFSA's 2021 Anti-Fraud Strategy. - Further explore outsourcing and further digitalisation of legal affairs services to optimize resources while maintaining a high-quality defence of EFSA's public interest.
Legal Partnering/ Advice	<ul style="list-style-type: none"> - Update procedures for easier user access and explore digital opportunities to professionalise the repository and search of legal knowledge.
Competing Interests Management	<ul style="list-style-type: none"> - Enhance the IT tool for processing Declarations of Interests and update the independence framework based on 2023 ex-post evaluation of the EFSA Policy on Independence.
Strategic Outsourcing Decisions	<ul style="list-style-type: none"> - Improve financial tools and market strategies to increase call success rates and member state engagement.
Contract Management	<ul style="list-style-type: none"> - Increase efficiency and value for money across the contract lifecycle.
Content sanitisation, Confidentiality assessment, Public access to documents (PAD)	<ul style="list-style-type: none"> - Modernise confidentiality and public access services, consider outsourcing technical tasks, and use of automated tools for efficiency.
Financial Services, Logistics services, People services, Site & Facility services	<ul style="list-style-type: none"> - Adopt a full-service management approach, integrating transactional and non-transactional services. - Streamline meeting and event organization and adopt a hospitality management concept. - Continue updating facilities for hybrid work modalities, to be completed by end 2025.



EOR 3.1.3 OPERATIONAL PERFORMANCE IS ENSURED

EFSA will ensure operational performance through streamlined governance, continuous quality improvement, and support from updated technology and organisational structures aligned with Strategy 2027.

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

Activities overview in the area

Area of work	Main activities
Audit & RMIC (Risk Management and Internal Control),	<ul style="list-style-type: none"> - Implement the newly adopted Accountability Policy for governance adherence to legal, quality, and safety standards (e.g., Financial Regulation, COSO, ISO standards).
Strategy, Planning & Analysis,	<ul style="list-style-type: none"> - Further integrate EFSA's management systems toward unified objectives, enhancing: <ul style="list-style-type: none"> - Governance and decision-making responsiveness, including on information, technology and AI matters. - Strategy delivery through robust results and performance metrics. - Assurance and internal control for compliance and budget efficiency. - Internal ex-ante and ex-post evaluations of EFSA initiatives through regular conduct to maximize resource efficiency.
Quality Management & Continuous improvement	<ul style="list-style-type: none"> - Quality management for customer satisfaction, maintaining ISO 9001 certification, and continuous process improvements.
Converged Security	<ul style="list-style-type: none"> - IT security and business continuity, maintaining ISO 22301 and ISO 27001 certifications and adapting to new regulations such as the cybersecurity legislation, to enhance the organisation's resilience
Health, Safety and Environment	<ul style="list-style-type: none"> - Improve sustainability and energy efficiency, maintaining ISO 45001, ISO 14001, and EMAS certifications. Focus on reducing and compensating for (mainly indirect) CO2 emissions.

EOR 3.1.4 ALIGNMENT WITH EU STRATEGIES AND POLICIES IS ENSURED

EFSA will ensure alignment with EU strategies and policies by strengthening partnerships with institutions for shared resources and services, improving governance with EU entities, and adopting strategic planning that is responsive to the ecosystem. Collaborative frameworks with national scientific bodies will be executed in accordance with the overarching strategy.

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

Activities overview in the area

Area of work	Main activities
Strategic engagement, Community Management	<ul style="list-style-type: none"> - Contribute as requested to the EC's External Evaluation of EFSA. Due by March 2026, this evaluation is expected to provide recommendations and directions for future EFSA operations. - Enhance collaboration with the European Commission, EU Agencies, and EU Institutions, actively participate in the EU Agencies Network to promote shared services and advocate for EFSA's strategic priorities. - Establish and maintain a relationship with the European parliament, European Commission and Member States permanent representations. This is done to ensure the relevance of EFSA's work in support of broader societal and political discussions. Support and implement the EU's digital strategy by integrating it into EFSA's strategic planning.



2. HUMAN AND FINANCIAL RESOURCES – OUTLOOK FOR 2025 - 2028

SUMMARY

In recent years, EFSA's production system has been impacted by changes of the General Food Law, which entered into force on 27 March 2021. The so called Transparency Regulation expanded EFSA's responsibilities and widened the transparency of the Risk Assessment process. This led to a more complex risk assessment workflow, which had to be mirrored in adapted organisational structures within EFSA and new processes, for both EFSA and applicants¹⁰. Moreover, the efforts required to implement the regulatory changes outweighed the additional resources entrusted to EFSA.

The Transparency Regulation aimed to ensure EFSA's sustainability by shifting to a new operating model that increased outsourcing of risk assessment tasks to organizations in Member States. However, building these partnerships has proven more resource-intensive and time-consuming than expected. The reasons for this are multifold: limited availability of resources in the Member States, necessity to develop a commonly agreed risk assessment approach, time needed to align within consortia, rigidity of financial tools and complex partner engagement processes. As a result, the expected benefits of this approach will emerge only gradually as outsourcing tools are developed, tested, and implemented with Member States.

This is accompanied by greater scientific complexity, with more evidence to assess, advanced scientific methods to apply, and high expectations from customers and stakeholders regarding scientific rigour, transparency and engagement. This notwithstanding, EFSA remains focused on delivering fit-for-purpose scientific advice.

The combined impact of these challenges outweighs the efficiency gains achieved through recent improvement initiatives and the additional resources provided by short-term contract agents.

Considering the factors mentioned, EFSA expects to complete around 620 scientific questions in its core work by 2025. If the operating environment, working model, and procedures remain unchanged, scientific output in the medium term is projected to stay in the same order of magnitude.

EFSA's annual production capacity in conjunction with the number of incoming questions define the fluctuation of the number of questions in stock. For the time being we expect a relative stable amount of stock at around 1500 scientific questions¹¹.

EFSA continues to exploit a multitude of efficiency opportunities to increase its scientific production capacity. The long-term aim is to reduce the stock of questions to a level that corresponds to approximately one year of production capacity.

¹⁰ In-depth interviews with industry associations took place as part of the EFSA Strategy Survey 2023. The need of a more streamlined application procedure, and the perceived impact of Transparency Regulation on EFSA's throughput were among the key highlights.

¹¹ The stock includes only scientific questions referring to Strategic Objective 1 (processes related to Pesticides and non-Pesticides Applications, and Generic Mandates). Moreover, it does not include 1548 questions related to botanical Health Claims, which are pending Risk Manager decision.



2.1 OVERVIEW OF THE PAST AND CURRENT SITUATION

Implementation of Transparency Regulation measures

Preparation for the Transparency Regulation began in 2020, for which EFSA received financial and human resources¹² from the Budgetary Authority to implement and comply with the new requirements.

EFSA is facing a challenge from the unexpectedly high number of confidentiality requests received since April 2022 due to the Transparency Regulation. To handle this workload and avoid delays in scientific work, EFSA has increased its capacity with additional staff and temporary workers. However, this remains a critical area under close monitoring.

Another issue is the limited use of pre-submission services introduced by the Transparency Regulation to improve interactions with EFSA and reduce low-quality submissions. Based on feedback, EFSA has increased efforts to make these services more attractive by expanding engagement activities. Additional temporary resources will also be allocated from 2025 to improve interactions with applicants. This is expected to enhance the quality of submitted information, reduce follow-up requests, and boost productivity in scientific outputs.

Growth of existing workload

In the years before 2020 EFSA delivered advice to roughly 700 questions per year (average for the time of 2017 to 2019). In combination with an annual number of incoming questions lower than 700, the stock of questions decreased by almost 300 within three years.

As of 2020, three factors led to a stagnation of this trend:

- Increase in incoming work: legislative initiatives of the European Commission needed to be supported by scientific advice in the fields of Animal Welfare, Nutrition, GMOs and Pesticides. Industry filed more applications in the areas of Enzymes and Novel Foods.
- Change in administrative procedures: the implementation of the Transparency Regulation posed challenges for EFSA and applicants because of new procedures and new IT tools. The partially low quality of application dossiers, specifically in the area of, but not limited to Novel Foods, led to a significant increase in the “stop the clock” procedure combined with a resource intensive exchange with applicants asking for additional information.
- Increase in scientific complexity: as outlined in the summary chapter, the steady growth of evidence and the addition of assessment criteria, like endocrine disrupting properties, toxicology of engineered nanoparticles, effect of chemical mixtures, effect of xenobiotics on biodiversity, just to name a few, leads to more expert time needed, from both, EFSA staff and experts in working groups and panels, to conclude on safety. Given a steady workforce, this inevitably leads to a lower number of questions closed per year.

EFSA implemented a series of efficiency initiatives to mitigate the increase of workload, new administrative procedures and scientific complexity:

- leaning initiatives in the area of feed applications (2019), enzymes (2021), novel foods (2021), MRL art.10 (2020),
- extending outsourcing of risk assessment tasks through tasking grants and Framework partnership agreements (FPAs) with Member State competent organisations (Art. 36 list),
- launching the Individual Scientific Advisors (ISA) supporting scheme,
- increasing the investments in digital solutions,

¹² Cumulatively around 106 FTEs-years in the period 2020-2022, corresponding to around 35 FTEs/year on average.



- expanding IT and consulting support for development activities,
- increasing the interim work force.

The measures listed above were not sufficient to counterbalance the effects of the increase in scientific and administrative complexity. The net outcome was an annual decrease in production capacity in the order of 10% for the period of 2012 to 2023¹³. Experiences from past initiatives lead us to considerations as follows.

- the positive outcomes of leaner initiatives need to be applied to all fields of science production,
- Grants for supporting core risk assessment tasks need to be increased in scope and volume. However, in this respect we are dependent on the willingness of Member States organisations to provide human resources for the assessment of regulated products. We are still in a learning and upscaling phase, and for the time being the return on investment is negative¹⁴.
- After building the IT infrastructure for implementing the Transparency Regulation, the investments of the coming years need to address process simplification, automation and the integration of AI.
- The need for additional human resources will not disappear, on the contrary, it will increase. Upon request and strong support by DG SANTE, EFSA received an additional contract agent workforce of 75 FTE years for the time of 2022 to 2027. This equals an average of 12.5 FTEs per year, or roughly a 2% increase of EFSA's workforce for six years. As positive and important this increase is, it is by far not sufficient to address the societal needs outlined above.
- In absence of the option to recruit staff, EFSA has to tap into the pool of temporary workers to cover the most pressing gaps and hot-spots. Our interim workforce is highly appreciated, however, the Italian labour law regulations result in short contracts, high turnover and recurrent investments in onboarding new colleagues.

2.2 OUTLOOK FOR THE YEARS 2025 – 2028

2.2.a New tasks

EFSA is expecting to receive new tasks in view of legislative proposals that are at an advanced stage of discussion:

- **New legislative proposal on Chemical strategy for sustainability / One substance one assessment:** the draft proposal foresees 5 posts (2 of which to be covered by EFSA funds) and EUR 670,000 for years 2025-2027; future needs will be integrated in the next Multiannual Financial Framework,
- **New legislative proposal on New Genomic Techniques:** the draft proposal foresees 2 posts and EUR 405,000 in 2025; additional 3 posts and EUR 830,000 in 2026; confirmation of the 5 posts and EUR 1,099,000 from 2027 onwards.

¹³ Average 2020-2023. Questions closed in Strategic Objective 1 only.

¹⁴ By looking at the amount of FTEs booked in processes dealing with Grants & Procurement and the amount of FTEs insourced via ISA and FPA schemes



2.2.b Growth of existing tasks

Regarding the period 2025-2028, EFSA is forecasting that the incoming number of questions will be lower compared to the recent levels (and more in line with the pre-TR levels) but the complexity¹⁵, both scientific and regulatory, will continue to increase, since:

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

The actions taken so far and the expected results for these critical areas are summarised in the table 1 below:

TABLE 1. FORECASTED EVOLUTION OF CRITICAL SCIENTIFIC PRODUCTION AREAS 2025-2028

Area	2021 situation	Actions taken	Medium term outlook
Food additives	Stock decrease but figure still high (190=>122)	Increase of the capacity allocated, including short term CAs Outsourcing scheme	New dossiers treated as priority. Re-evaluations to be delivered according to plans shared with EC. No significant changes on the stock are expected.
Feed dossiers	Stock increase (202=>213)	Increase of the capacity allocated via short term CAs Process leaning performed Outsourcing scheme Guidance documents update	Production rose by 15% from 2021, to 140 questions closed (01/08/2023-31/07/2024) due to efficiency measures and extra resources. However, stock reduction has been limited due to incoming requests (120/year) exceeding forecasts (100/year). Production is expected to remain stable (130+ questions closed/year), supporting a regular stock decrease.
Novel food dossiers	Stock increase (8=>108)	Increase of the capacity allocated via short term CAs Process leaning performed	Production slowed down due to bottlenecks in intake phase and high number of requests for additional info (80% of questions since 2021). EFSA revised its guidance document and is performing engagement activities to mitigate these issues. Production is expected to decrease in 2025.
Pesticides active substances renewal	Stock increase (43=>75)	Increase of the capacity allocated, including short term CAs	Productivity is not expected to increase without measures on MSs capacity.

¹⁵ Evidence on the increased complexity – as a proxy – can be found in the length of EFSA’s opinions as published in the EFSA Journal. Using data from the period between January 2020 and September 2023, the average length of EFSA’s opinions has increased, on average, by 5.5% every year.



Area	2021 situation	Actions taken	Medium term outlook
Food contact materials	Stock increase (26=>68)	Increase of the capacity allocated via short term CAs	Productivity increased in the past couple of years (around 50 questions closed/year), supporting the reduction of the stock. The new Recycling Regulation is expected to slow production down, due to the increased complexity and absence of assessment methodologies for some novel recycling technologies. The stock is then expected not to decrease further in the short term.
Enzymes	Stock decrease but figure still high (300=>207)	Increase of the capacity allocated via short term CAs Process leaning performed Outsourcing scheme	Increased productivity in the past few years, around 60+ questions/year, and expected to improve further. This increased production was partially counterbalanced by a higher-than-foreseen number of dossiers received, causing a limited stock reduction only.

2.3 STRATEGY FOR INCREASING SCIENTIFIC PRODUCTION

To offset the workload challenges, EFSA will promote the following initiatives:

- Promote leaning initiatives and remove bottlenecks**

In 2023 EFSA started conducting a detailed analysis of its end-to-end risk assessment process, aiming at identifying existing bottlenecks and criticalities. This analysis supported EFSA in getting a deeper understanding of the internal and external criticalities of its procedures and its working model, and the results emerged will be used to articulate improvement initiatives and development projects to reduce the time required to process a scientific opinion.

A faster risk assessment will also generate positive effects on the compliance with timelines and on the volume of scientific production (questions closed), supporting the reduction of the stock of questions and, ultimately, increasing EFSA's contribution to the European Food Safety System. Efficiency gains will be also achieved by further integrating, standardising, and streamlining activities to support the core business.

- Leverage the technological investments in automation, digitalisation, and Artificial Intelligence integration to EFSA work**

The main technological changes needed for the efficient implementation of the TR requirements were finalised in 2023. Building on these improvements, now EFSA expects to further enhance its IT tools to automatise certain tasks and free up resources.

Moreover, investments in the digital dexterity of the organisation are expected to take place, aiming at increasing the ability to exploit the IT solutions available, and progressively deploy an agile product management to ensure a quicker and more customer-oriented approach is used in the enhancements of EFSA's digital products.

Finally, EFSA will continue to explore the use of Artificial Intelligence, building on the case studies that were developed in the past few years. The ambition is to be agile and "AI ready" by the end of the current strategic cycle.



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

EFSA is planning to allocate between EUR 32M and EUR 35M every year in Grants & Procurements, aiming at consolidating the cooperation with Member States and Article 36 partner organisations. Despite their effects are not yet being visible on EFSA's scientific production, these partnerships are considered crucial to ensure the sustainability of EFSA's working model, generating extra capacity to increase the scientific production.

- **Increase FTEs availability**

EFSA reached an occupancy rate of 98.3% in 2023, and is expecting to remain at this level in the coming years. This will allow more resources to be used in supporting EFSA's Risk Assessment. Moreover, EFSA has obtained a three-year extension for 10 of the 15 short term contract agents positions initially granted for the 2022-2024 period. EFSA will also seek to attract additional Seconded National Experts (SNEs), aiming to increase their number by 10 starting from 2026.

Finally, EFSA will also work on its long-term human resource planning strategy rolling out a BBB (Build, Borrow, Buy) model to its talent development strategy. This is expected to help the Authority in optimising the availability of the right type of competences.

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

EFSA will continue exploring with DG SANTE further opportunities for structural interventions, such as in the flexibility of Panel and working group composition, and in the role of EFSA vis-à-vis pre-submission advice to applicants and in the Member State-based model for pesticides assessment.

While assessing the full impact of these initiatives, EFSA is confident that they will boost productivity without compromising quality. As the Authority continues to refine its methodologies and capitalise the advancements in Artificial Intelligence, we anticipate further efficiency gains. These will be systematically monitored and reported, reinforcing transparency and accountability as EFSA progresses towards becoming more agile and 'AI ready' by the end of the current strategic cycle. The benefits of the initiatives will be closely monitored.

Based on all the assumptions described above, the outlook on EFSA's production and stock of questions until 2028 is shown in the figure 1 below:

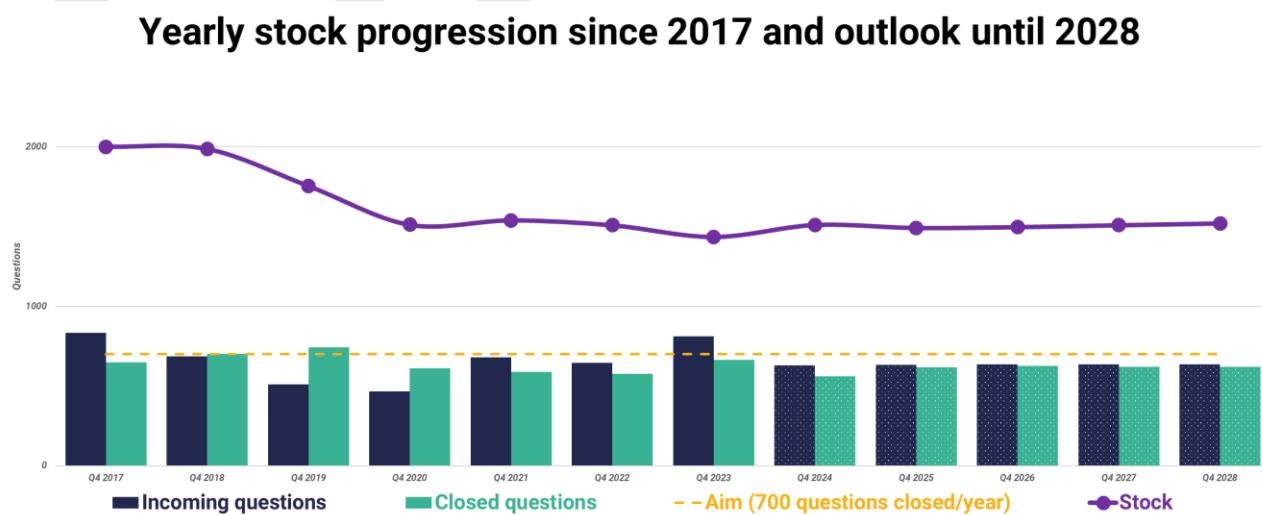


FIGURE 1. YEARLY STOCK PROGRESSION SINCE 2017 AND OUTLOOK UNTIL 2028



EFSA expects to close between 600 and 630 outputs every year.

The breakdown by areas of work shows that EFSA expects to continue delivering a consistent number of outputs in the processes of pesticides (90 questions planned for 2025, similar to 2024 plan) and the generic Risk Assessment (250, higher than 2024 plan thanks to the progresses expected in the area of plant health monitoring). In the process of applications, instead, EFSA foresees stable or increased production in feed applications (around 135 questions/year) and enzymes (around 70/year), while novel foods (around 20, down from 48 planned for 2024) and food contact materials (14, down from 25 planned for 2024) are expected to experience a decrease year-on-year. More details on the expected production levels in 2025 can be found in appendix B.

Similarly, also the stock is not affecting all EFSA's areas of work, but it is concentrated in specific segments, due to the impact of bulk requests EFSA received in the past (enzymes) or by an increased number of applications received (feed additives, which went from 64 scientific requests received in 2017 to 122 scientific requests received in 2023, including follow-up opinions).

Not all the stock requires immediate action¹⁶. More than 250 scientific questions (17% of the total stock) have their current deadlines scheduled in more than one year, and around 360 scientific questions (24%) are at the early stages of EFSA's working process (yet to enter the Risk Assessment phase, and in some cases still with the Member States for what concerns pesticides applications). This leaves around 900 scientific questions (59%) requiring short-term actions. A relevant portion of it (more than 300 scientific questions) is on hold, awaiting actions from the applicants (such as the provision of additional data). Actions to reduce the amount of clock-stops by increasing the amount of "right first time" and the elimination of re-work are seen as the most impactful short-term measures to improve EFSA's productivity.

EFSA will continue cooperating closely with risk managers to ensure the allocation of adequate resources in the areas of highest priority, and to take the necessary measures to avoid the accumulation of workload.

2.4. RESOURCE PROGRAMMING FOR THE YEARS 2025 – 2028

Below is a summary of the allocation of resources (share over total) to EFSA's Strategic Objectives. This evolution assumes that EFSA's funding for the 2025-2028 period is in line with the current draft Multiannual Financial Framework.

For what concerns Strategic Objective 1, EFSA foresees allocating a stable amount of resources. On the financial resources side, EFSA expects a stabilisation (at around EUR 14M) of the investments with Art 36 organisations to support core business activities. On the human resources side, instead, an increased number of FTEs is expected to be funnelled in this area, thanks to the confirmation until 2027 of 10 of the 15 short term contract agents initially granted to the Authority for the period 2022-2025, the allocation of the majority of the additional 10 SNEs that EFSA is planning to onboard as of 2026, and additional temporary support planned in the pre-intake activities.

Regarding Strategic Objective 2, instead, the amount of resources invested is expected to decrease slightly, due to the reduced amount of development activities EFSA foresees in the coming years. EFSA will safeguard investments needed to maintain its preparedness level, improving its data connectivity, and supporting the introduction of Artificial Intelligence, as well as continuing the partnerships with Member States via the Focal Points.

¹⁶ Data as of 31/10/2024



Finally, EFSA will see an increase of the financial and human resources invested in Strategic Objective 3. These investments will mainly serve the run-maintenance-enhancement of the IT systems supporting the core business, a consequence of the increased range of tools to support new and incremental needs, the higher number of users because of increased engagement activities, and the negative effect of the recent inflationary trends. The investment in human resources will also be needed to reinforce EFSA's ability to provide quicky and efficient digital solutions. EFSA is also expected to increase the funding for trainings to support the digital upskilling of its workforce and any needed redeployment of resources.

The figure 2 and 3 below show the historical and forecasted distribution of financial and human resources by SO for 2022-2028:

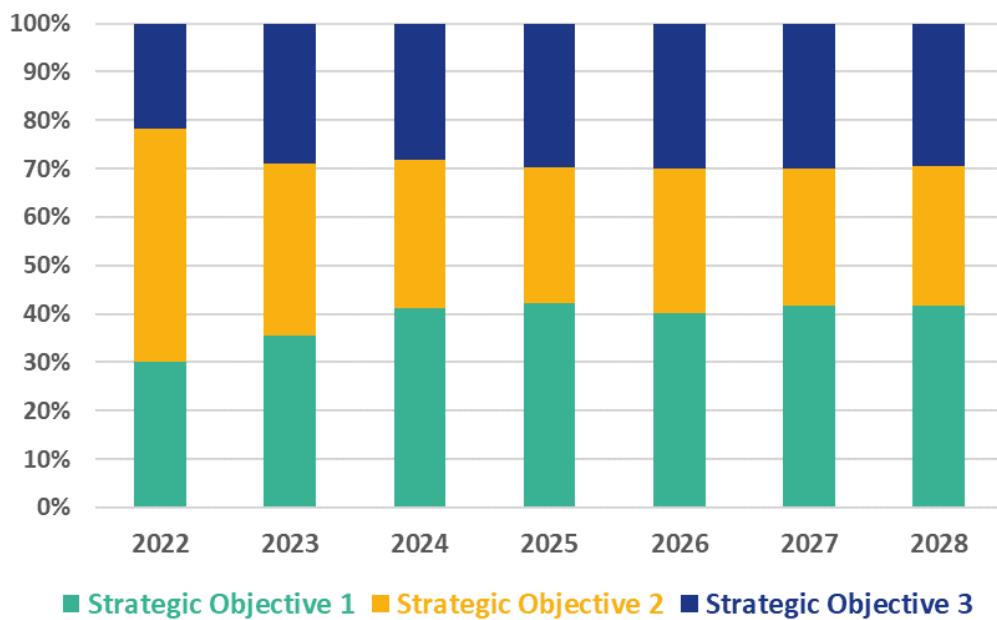


FIGURE 2. FINANCIAL RESOURCES (FORECASTED DISTRIBUTION) BY SO IN 2022-2028

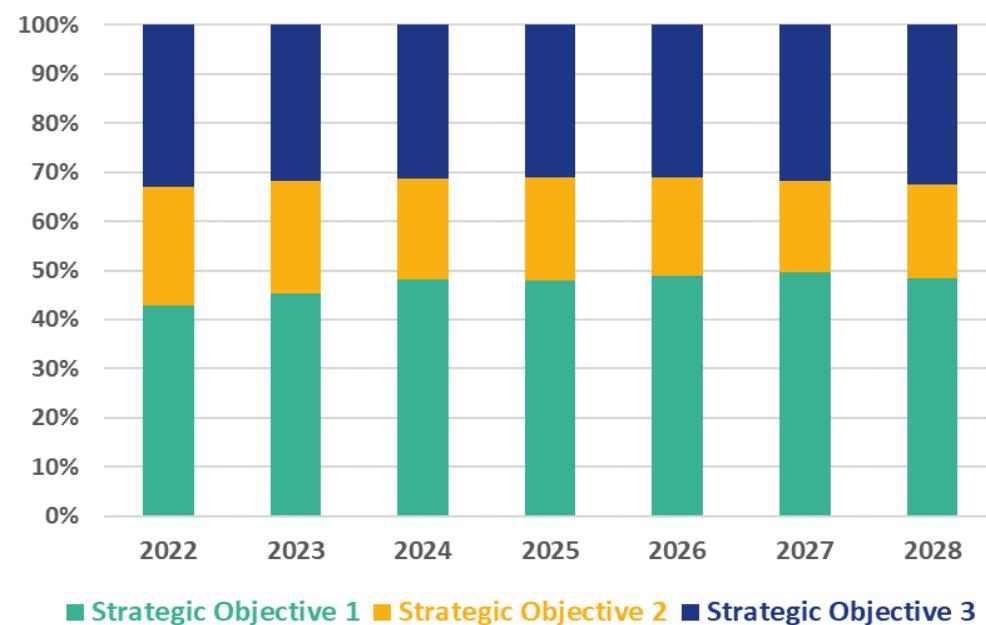


FIGURE 3. HUMAN RESOURCES (FORECASTED DISTRIBUTION) BY SO IN 2022-2028



TABLE 2. HUMAN RESOURCES OVERVIEW IN 2022-2028

Human resources	2022	2023	2024	2025	2026	2027	2028
	Auth. budget	Auth. budget	Auth. Budget	Draft budget request	Draft budget request	Draft budget request	Draft budget request
Administrators (ADs)	312	312	312	314	316	316	316
Assistants (ASTs)	93	93	93	93	94	94	94
TOTAL establishment plan posts	405	405	405	407¹⁷	410¹⁸	410	410
Contract Agents (CAs)	167 ¹⁹	167	169 ²⁰	169 ²¹	169	167 ²²	154 ²³
of which lent to ECHA ²⁴	4	4	4	4	0	0	0
Seconded national experts (SNEs)	16	16	16	16	26 ²⁵	25 ²⁶	25
TOTAL	588	588	590	592	605	602	589

¹⁷ Change (+2 ADs) linked to the New Genome Techniques proposal, currently under discussion.

¹⁸ Change (+2 ADs and +1 AST) linked to the New Genome Techniques proposal, currently under discussion.

¹⁹ It includes +15 CAs initially granted for the period of 2022-2024.

²⁰ Change (+2 CAs) linked to the Animal Health and Welfare partnership funded by DG-RTD.

²¹ Change connected to:

- +5 CAs (2 funded by EFSA budget, 3 funded via a contribution agreement/SLA) linked to the support EFSA is expected to give to the Chemical Data Platform, discussions ongoing at European Council and European Parliament level.
- -5 CAs as EFSA has been granted the possibility to keep 10 out of the 15 short term CA positions given for years 2022-2024 by additional three years.

²² Change (-2 CAs) linked to the finalisation of the AHAW partnership funded by DG-RTD (started in 2024).

²³ Change connected to:

- (-3 CAs) linked to the finalisation of the contribution agreement/SLA on the Chemical Data Platform
- Phasing out of the remaining 10 short term Contract Agents

²⁴ Posts lent to ECHA until 31/12/2025 in the context of IUCLID. High level discussions are ongoing on their allocation from 2026 onwards.

²⁵ Change (+10 SNEs) linked to EFSA's ambition to attract more Seconded National Experts.

²⁶ Change (-1 SNE) linked to the end of the Pre-accession programme funded by DG-NEAR.



SECTION III. FINAL ANNUAL WORK PLAN YEAR 2025

1. EXECUTIVE SUMMARY – ANNUAL PLAN 2025

In the fourth year of the 2022-2027 strategy, and following a mid-term review, EFSA is entering the last phase in the implementation of its Strategy. The 2025 work programme, incorporates the recommendations of the mid-term review. While maintaining its commitment to deliver its mandate, EFSA will focus on three transformation priorities: efficiency and speed in delivering scientific advice, risk assessment preparedness to meet evolving scientific and regulatory developments, and digital enablement and cooperation to improve EU risk assessment productivity.

In 2025, EFSA expects to handle over 360 requests from risk managers for scientific advice on applications for regulated products, and 250 requests on priorities relating to food and feed safety, animal health and welfare, plant health and human nutrition.

EFSA aims to enhance scientific advice quality and efficiency through initiatives aligned with its strategic priority to speed up risk assessment. In 2025, EFSA will develop and start the implementation of an action plan to address factors leading to rework or to delays in targeted subprocesses, following the root cause analysis completed in 2024.

Highlights in the area of scientific preparedness are the plant health preparedness and antimicrobial resistance (AMR) activities with EMA and ECDC. EFSA will also continue evaluating non-dietary pesticide exposure integration into cumulative risk assessments and further develop new approach methodologies (NAMs) for risk assessments.

During 2025 the legislation supporting 1S1A is expected to come into force. EFSA will start implementing this legislation together with supporting ECHA for the development of the EU-CDPC²⁷. In this context EFSA will also continue working on a "Guidance Architecture Portfolio" aiming at developing a Target Operating Model (TOM) for an EFSA guidance library and an EFSA guidance catalogue in 2025. EFSA will continue the 'One Health' enhancement with ECDC for whole genome sequencing (WGS) data collection and analysis to aid foodborne outbreak investigations. EFSA will also implement a common roadmap with EU bodies for short-term AI use cases, promoting resource sharing and a unified approach to AI.

Finally, EFSA is committed to developing staff and expert competencies by designing a strategic sourcing framework that guides decision-making on capability development, and fostering an accountable, adaptable organizational culture to meet its strategic goals while ensuring high efficiency and staff well-being.

²⁷ EU-Common Data Platform on Chemicals



2. ACTIVITIES PER STRATEGIC OBJECTIVE

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

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

The two expected outcomes, “**Increased relevance and improved reputation of EFSA’s scientific advice**” and “**Increased relevance and improved reputation of EFSA’s risk communication**” are guiding the activities of the annual workplan in this area, which are set out in more detail in the expected operational results.

Regulated Products evaluation

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

Area of work	Main activities/outputs 2025
E2E Risk assessment process improvement	EFSA will build on the findings of the root cause analysis performed on its end-to-end risk assessment (E2E RA) process to address factors leading to rework, or increase the speed of targeted subprocesses.
Food additives	Continue the re-evaluation programme and assess new additives, usage extensions, and safety in infant foods.
Food flavourings	Progress assessments of remaining EU-listed flavourings and new applications.
Food enzymes	Provide scientific advice on existing and new food enzyme dossiers.
Food contact materials	Assess safety of substances in plastic materials, food contact materials, and recycling processes.
Decontamination	Evaluate safety and efficacy of decontamination agents for foods of animal origin as applications arise.
Animal by-products	Support assessments of alternative processing methods and fertiliser-related assessments.
Feed additives	Assess feed additive dossiers (new additives, modifications to existing uses, renewals and re-evaluations). Work on environmental risk assessment of feed additives containing trace elements, and guidance on feed additives containing nanomaterials.
Nutrition - Health claims, nutrient sources, allergens	Evaluate health claim applications. EFSA will also work on food for specific groups, fortified foods and food supplements in relation to nutrient sources and safety assessments for ‘other substances’ added to food, and on requests relating to the labelling of food allergens.
Nutrition – Novel foods	Evaluate novel foods applications and traditional food notifications.
GMOs	Assess applications for import and processing of GMOs, including renewals of authorisations over 10 years old.
Pesticides	Continue the peer-review of new substances and update risk assessment (RA) methodology. Process MRL applications with a focus on complex cases involving non-approved substances.
Services to applicants	Organize support initiatives like webinars to clarify RA processes. Enhance transparency and pre-submission support, including advice on rules, requirements, and study design for applications.



Draft Annual targets for Key performance indicators for Expected Operational Result 1.1.1 are included in Table 5 in Appendix A. The plan for scientific questions to be closed in 2025 per food sector area are included in Appendix B.

General risk assessment

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

Area of work	Main activities/outputs 2025
E2E Risk assessment process improvement	EFSA will build on the findings of the root cause analysis of the E2E RA process focusing on the identification of interventions that will increase the speed of targeted sub-processes.
Strategic engagement	Support the mandate dialogue process by providing fit-for-purpose engagement advice
Biological hazards	Work on food-borne zoonoses, food hygiene, qualified presumption of safety (QPS), and antimicrobial resistance (AMR). Collaborate with ECDC on reports about zoonoses and AMR (involving also EMA).
Animal health	Deliver reports on diseases such as ASF, AI, TSEs, surveillance activities and support RAs for animal diseases.
Animal welfare	Collect data on wildlife populations (ENETWILD) and monitor insect vectors (VECTORNET) with ECDC.
Plant health	Provide advice on farm animal welfare, slaughtering methods, and evaluate new stunning methods.
Contaminants in food and feed	Conduct risk assessments for plant pests, including scenario comparison and communication on emerging threats like <i>Xylella fastidiosa</i> . Assess risks for high-risk plants and derogation requests.
Food contact materials	Finalize opinions on perchlorate, delta-8-THC and plant lectins. Continue work on environmental contaminants, process contaminants, plant toxins (4) as well as conventional smoking processes.
Nutrition	After preparatory work, EFSA expects EC to request risk assessments for prioritized substances.
GMO	Update upper tolerable intake levels for vitamins and minerals, provide nutrient intake data, and assess safety concerns about non-vitamin/mineral food additives.
Pesticides	Assess new genomic techniques, review GMO RA guidelines considering new developments like genome editing and synthetic biology.
Cross-sectorial risk assessment	Deliver annual report on pesticide residues, update EU database on processing factors, assess emergency authorizations, and support MRL reviews and preparation for CCPR meetings.
Food additives and food flavourings	Work on cross-sectoral RA as requested by DG SANTE
Veterinary Medicinal Products Residues	Monitor consumption and use, support risk-based categorisation, prioritisation, and develop a database on risk assessment outcomes
	Provide annual European report on monitoring results, assist EC with annual residue monitoring plans, and provide data access via dedicated tools.

Draft annual targets for Key performance indicators for Expected Operational Result 1.1.2 are included in Table 6 in Appendix A. The plan for scientific questions to be closed in 2025 per food sector area are included in Appendix B.



Risk communication

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

Area of work	Main activities/outputs 2025
Social Research & Communication Planning	EFSA will advance its risk communication program in 2025 under the new Transparency Regulation, utilizing insights from social research on public risk perception. The launch of the Eurobarometer survey on food safety will guide EFSA in prioritizing communication topics and crafting materials in collaboration with Member States. Research efforts will address risk communication and misinformation, informed by the strategic SPIDO roadmaps.
Digital Channels Management	In 2025, EFSA aims to bolster its digital presence by refining brand identity and enhancing usability across its platforms, including the main website, EFSA Journal, social media, and Open EFSA. Focus areas include creating tailored user journeys, presenting data visualization tied to scientific opinions more effectively, and ensuring the accessibility of EFSA's digital content for diverse audiences.

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

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

Area of work	Main activities/outputs 2025
Coordinated Communication Development	<p>Under the Transparency Regulation, EFSA will enhance coordination and coherence in risk communications by reinforcing existing coordination mechanisms and networks, such as the Communication Experts Network.</p> <p>Continuing its capacity-building initiatives, EFSA will utilize the Focal Point operational framework to support Member States in risk communication efforts.</p> <p>A central aspect of EFSA's strategy is the execution of joint campaigns with Member States. In 2025, EFSA plans to expand its public campaign to increase awareness of the science underpinning food safety, building on the success of the #EUChooseSafeFood campaign from 2021-2023. Additionally, the #PlantHealth4Life campaign will continue, emphasizing the importance of not introducing uncertified plant material into the EU, among other goals.</p>

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



2.2 ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS

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

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

Area of work	Main activities/outputs 2025
Capacity Building, Knowledge Organization, Strategic Competencies, Innovation & Transformation agenda definition	<ul style="list-style-type: none"> - Further develop capacity building and trainings will be used as tools for disseminating EFSA's methodological approach among Member States' competent organizations. In this way EFSA aims to harmonize risk assessment and ensure consistent and high-quality evaluations across the EU. - Modernize platforms for improved information exchange and access to scientific data. Continue investing in the development of Knowledge Organisation, including the implementation of new tools and technologies to enhance data accessibility, retrieval, and integration across EFSA and especially the leveraging of modern AI solutions. - Align with DG-SANTE governance for data standardization and support Commission strategies. - Further investigate community engagement in risk assessment via crowdsourcing. - Improve speed of RA by using trustable AI to streamline evidence management and support staff with AI tools. - Enhance EFSA's appeal to experts and sustain its operational model.
Strategic Partnership & Community building, Strategic engagement	<ul style="list-style-type: none"> - Continue to invest in scientific cooperation with Member States through partnerships. - Implement a four-year partnership with Member State competent authorities to provide support to EFSA in the risk assessment of food additives, food enzymes, food flavourings, feed additives and Novel Food by way of preparatory work for draft scientific opinions which will be peer-reviewed by EFSA Scientific Panels (FAF, FEZ, FCM, FEEDAP, NDA). - Entrust a wider range of tasks to MS partners through different grant and procurement schemes as well as the remunerated external expert scheme; - Promote organisational capacity building by delivering training to Art. 36 competent organisations; enhance the support role provided by the Focal Point network (on the basis of new Focal Point operational framework); continue the EU-FORA programme. - Execute the IPA program 2023-2026 with DG NEAR. - Foster relationships with EU bodies, Member States, and international entities for scientific robustness and methodological advancement. - Participate in the EUP AH&W to bridge science and policy, support animal welfare, and collect data.
Community Management	<ul style="list-style-type: none"> - Adopt best practices in community engagement and participatory methods. - Introduce a Customer Relationship Management system for unified account management.



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

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

Area of work	Main activities/outputs 2025
Environment scan and strategic options definition	<ul style="list-style-type: none"> - Determine strategic actions for 2026-2028. - Monitor emerging plant health risks via MedSys and support Member States in pest surveillance. - Enhance quantitative methodologies for risk analysis, factoring in climate change. - Update and maintain plant pest databases. - Develop an in-house bioinformatics service for risk assessments. - Collect whole-genome sequencing data of foodborne pathogens in collaboration with ECDC.
Emergency response management	<ul style="list-style-type: none"> - Strengthen cooperation on emerging risks with Member States and EU bodies. - Utilize existing tools and training for crisis preparedness, for example via the framework partnership agreement with Member States on tracing methodologies.
Data management	<ul style="list-style-type: none"> - Continue framework partnerships with Member States for data collection on priority issues. - Further develop the ApisRAM bee risk assessment model. - Harmonize data collection on diseases like African swine fever with Member States. - Automate animal disease data collection and enhance data validation and utility for Member States, extending to other diseases as mandated by the European Commission.

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

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

Area of work	Main activities/outputs 2025
Methodologies management - Strategic engagement	<ul style="list-style-type: none"> - Engage external parties and conduct public consultations to enhance scientific guidelines. - Align with food safety organizations and co-design scientific guidance for robust assessments.
Methodologies management - Data requirements	<ul style="list-style-type: none"> - Identify data sources for monitoring and surveillance in chemical RA. - Code a prototype for reference points from multi-omics data in alternative models. - Create a toxicological omics database for substances relevant to EFSA. - Develop a methodology and tool prototype for interpreting transcriptomics data in chemical risk assessment, marking a shift to mechanistic understanding in RA.



Area of work	Main activities/outputs 2025
Methodology development	<ul style="list-style-type: none"> - Continue microbiome capacity building based on 2024 progress. - Advance the project on inter-human variability in toxicodynamics. - Aim for near completion of guidance for read-across in chemical risk assessment. - Focus on microbiological hazards in food processing and associated outsourcing. - Develop a scientific opinion on adverse outcome pathways for identifying endocrine disruptors. - Revise the EFSA pesticide residues intake model (PRIMo) with updated food consumption data. - Develop methodologies for interpreting transcriptomics data to support EFSA opinions. - Develop guidance on biomarkers of effects in risk assessment - Continue work on Guidance Architecture Portfolio aiming at: 1) developing a Target Operating Model (TOM) for EFSA guidance documents, 2) organising EFSA guidance documents into a new catalogue and 3) preparing an EU library of guidance documents. A first draft of the TOM and of the EFSA catalogue will be released for a wide consultation in 2025 to be finalised in 2026.

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

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

Area of work	Main activities/outputs 2025
Strategic engagement	<ul style="list-style-type: none"> - Focus on supporting risk managers achieving their vision, under the renewed political priorities (competitiveness and innovation) - Collaborate with ENVI Agencies (EMA, ECHA, EEA, ECDC) on One-Health approaches. - Contribute to the EU research and innovation agenda to support risk assessment and policy making. - Participate in European partnerships related to EFSA's remit, such as PARC, One Health AMR, animal health, sustainable EU agriculture, and sustainable food systems. - Execute actions from the roadmap for 1S1A based on the 2022-2023 project and CSS Working Groups led by DG ENV. - Support the Chemicals strategy on sustainability beyond 2024.
Data management	<ul style="list-style-type: none"> - Enhance the One Health WGS System with ECDC, expanding the pathogen portfolio for genome sequencing. - Launch new functionalities for public access to aggregated statistics and data.

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



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

Area of work	Main activities/outputs 2025
Strategic engagement in Data management	<ul style="list-style-type: none"> - Engage in data-exchange networking with EU Member States, EU partners, and international organizations. - Promote collaborative data projects for efficiency and interoperability. - Support Member States in data transmission and streamline annual data collections. - Update EU Menu guidance for harmonized food consumption data collection. - Improve data interoperability with FoodEx2 system. - Facilitate broad data access and interoperability through engagement and data calls.
DEEP - Collaborative data platforms	<ul style="list-style-type: none"> - Advance the Rebuild Data Project for modernized data collection and tools co-created with Member States. - Finalize SEED project climatic data services and analysis of GMO field trial representativeness.
DEEP – Data products and services	<ul style="list-style-type: none"> - Advance the MCRA project for providing a tool to compute the cumulative risk assessment of chemicals - Initiate the enhancement of WGS data collection to comply with the new regulation on outbreaks²⁸ and enhancement of MoPS tool to allow on-line analysis of sequences by applicants to avoid raw data submission
DEEP - Support risk assessment	<ul style="list-style-type: none"> - Complete OpenFoodTox 3.0 with new in silico models and hazard data integration workflow and integrate genotoxicity and processing factors data into an IUCLID/OHT repository. - Enhance access to dossier data and expert collaboration with the CORSA project. - Support the extension of IUCLID to Food Contact Materials and IULID/ESFC integration - Initiate HOME project for meeting and events management. - Improve internal data accessibility and analysis for efficient risk assessment through BIKE2 project initiatives.
DEEP- New Data Streams	<ul style="list-style-type: none"> - Complete nutrient values data collection and database on environmental impact of diets. - Complete the exploration of new chemical monitoring data opportunities. - Continue the implementation of a multi-OMICs workflow for human reference points and HBGVs. - Start pollen consumption data collection for bee protection in pesticide risk assessment.
DEEP - Open Interoperable data	<ul style="list-style-type: none"> - Initiate the enhancement of the management of identity with IDM projects to facilitate and secure access to data.
Data management - Scientific and technical advice	<ul style="list-style-type: none"> - Conduct a 2nd point survey in Member States to update seafood consumption advice and assess awareness of existing advice.

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

²⁸ Provisional number: PLAN/2024/598



2.3 EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

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

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

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

Area of work	Main activities/outputs 2025
Talent acquisition, HR Experience & Staff Engagement	<ul style="list-style-type: none"> - Attract, source and onboard diverse talents, maintaining a high-occupancy rate and ensuring the required expertise pool (including staff, experts, and non-statutory workforce) is available in a timely fashion to support the business needs. - Facilitate the on-boarding of the new Executive Director - Contribute to strengthening the EU scientific assessment capacity and enhancing the knowledge community and partnerships through exchange schemes (e.g., Seconded National Experts, Guest Programme). - Enhance collaboration with EU agencies as well as with the EC through staff exchanges and the sharing of resources. - Design a strategic sourcing framework that guides decision-making on capability development by assessing when to build internal expertise, acquire (buy) through external hires or contractors, or partner with organizations to leverage complementary strengths (borrow) - Ensure retention and engagement through a supportive and inclusive work environment, experience pathways, team-building, and well-being initiatives.-Implement an improved performance management system in 2025 with a recognition framework.- Implement the expert mutual feedback system to review the fulfilment of mutual commitments between EFSA and experts, fostering continuous improvement, accountability, and openness, with a focus in 2025 on experts' feedback to EFSA. - Provide expert HR partnering and advice to support the dynamic functioning of the organisation and to add value to core business operations.
Competency building	<ul style="list-style-type: none"> - Launch the 2025 Learning Plan, shaped by insights from EFSA's learning coalitions, to cultivate new capabilities, elevate leadership development, and enhance digital proficiency. This initiative will directly address organisational competency gaps and align with the EFSA 2027 Strategy, supporting the workplans of EFSA's Departments and Units. - Empower Leaders through the Leadership Development Programme: Continue deploying the Leadership Development Programme to equip leaders with essential skills for navigating change and transformation through Q1 2027. In 2025, the focus will be on inspiring EFSA's leadership community to enhance people leadership capabilities, harness AI potential, and adopt agile working practices.



Area of work	Main activities/outputs 2025
People services - Remuneration, Rights & Entitlements	<ul style="list-style-type: none"> - Launch the 5th Edition of "Personal Leadership": Offer the 5th edition of EFSA's flagship learning program, "Personal Leadership," designed to cultivate EFSA's talents in personal effectiveness and leadership skills, enabling them to thrive in the post-digital era. - : Finalise the "Let's Go Beyond Digital" learning Programme to enhance EFSA's cultural and technological competencies for the post-digital landscape, with a strong emphasis on AI readiness and agile methodologies. - Enhance EFSA's scientific training offerings, ensuring a seamless learning experience for staff while bolstering EFSA's capacity-building hub, which focuses on future One Health training programs and non-scientific courses for experts. - Continue advancing digitalisation efforts, with all staff Personal Files available in electronic format through the Sysper tool by 2025, and further expand the outsourcing of transactional activities.

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

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

EFSA will further improve the efficiency of transactional services, focused on streamlining and user satisfaction, particularly with regard to the activities described below.

Area of work	Main activities/outputs 2025
Digital services, Continuous improvement	<ul style="list-style-type: none"> - Ensure stability of IT Systems and continuous improvement, in close collaboration with the relevant Units - Support the evolution towards a new way of working focused on agile product development - Continue the evolution of the current Shared Service Office into a full Service Management Office (SMO) with a focus on service improvements, integrated approaches and user experience
EFSA Decisions Management Review	<ul style="list-style-type: none"> - Provide high-quality administrative reviews of EFSA decisions and litigation defence. - Adjust decision-making based on reviews and collect systemic deficiency data.
Legal Partnering/ Advice	<ul style="list-style-type: none"> - Offer proactive customer-focused legal advice to ensure legality of operations. - Develop legal tools for a structured legal advice repository. - Provide support in the implementation of Artificial Intelligence approaches to ensure compliance with EU legal requirements.
Strategic Outsourcing Decisions, Outsourcing Launch, Evaluation & Award	<ul style="list-style-type: none"> - Optimise grant and procurement tools, launch higher-value calls, group calls for synergies, and establish larger and longer-term contracts and partnerships. - Engage with potential partners, conduct market analysis, strengthen market intelligence and launch performance reviews. - Proactively encourage and facilitate inter-agency joint procurements and initiatives. - Implement a procure-to-pay planning and monitoring tool for improved efficiency.



Area of work	Main activities/outputs 2025
Content sanitisation, Confidentiality assessment Competing interest management, Public access to documents (PAD)	<ul style="list-style-type: none"> - With the support of the procure-to-pay planning and monitoring tool, increase focus on contract and grant execution, with a view to optimising timeliness and value for money - Finalise guidelines for procuring AI-based products and services. - Enhance digitalisation and AI-based solutions for procure-to-pay sub-process/task automation.
Financial Services, Logistics services, People services, Site & Facility services	<ul style="list-style-type: none"> - Consolidate confidentiality assessments and content sanitization processes. - Align confidentiality decisions with resources for proactive disclosure on OpenEFSA. - Further enhance access to documents workflows with digital tools. - Competing Interest Management - strengthen and streamline semi-centralised management of competing interests. - Implement recommendations from the ex post evaluation of EFSA's independence policy including updating the Executive Director Decision on Competing interests management. Develop the related implementing rules. - Progress towards full-service management for transactional and non-transactional services. - Implement a revised end-to-end process for logistical meeting & event organisation. - Enhance digitalisation and AI-based solutions for financial sub-process/task automation - Develop shared services with the EU Commission and Agencies, focusing on prioritized areas. - Prepare for the adoption of the EC financial management tool, SUMMA. - Finalise the building revamp initiative to ensure that the EFSA building and spaces are upgraded to meet the new hybrid working modality (mixing remote and in-presence activities). In 2025, four office floors will be equipped with ergonomic workstations, multifunctional meeting rooms, privacy booths, and advanced meeting room technology. Additionally the ground floor and the canteen free flow area will be refurbished.

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

JOR 3.1.3: OPERATIONAL PERFORMANCE IS ENSURED.

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

Area of work	Main activities/outputs 2025
Audit & RMIC (Risk Management and Internal Control), Strategy, Planning & Analysis, Quality Management & Continuous improvement, Converged Security,	<ul style="list-style-type: none"> - Complete the work for the integration of management systems to meet EU, international, and internal standards. - Streamline internal control and audit schemes within the new framework. - Implement cohesive planning and reporting for Assurance Management activities. - Transparently monitor progress with performance metrics and focused fit for purpose ex-ante and ex post evaluations. - Pursue customer satisfaction and continuous improvement.



Area of work	Main activities/outputs 2025
Health, Safety and Environment	<ul style="list-style-type: none"> - Implement lessons learnt from the first year of integrated external ISO audits. - Further integrate internal ISO audits. - Address recommendations from the various ISO external audits (9001, 27001, ISO 22301, 45001 and 14001/EMAS). - Maintain and enhance the normative documents repository for efficiency. - Implement continuous improvement using the IMS register and workflow. - Expand the use of lean approaches for targeted improvements. - Maintain fully compliant and certified security processes - Achieve full compliance with the new EU Cybersecurity regulation by 2025. - Advance "greening" efforts, backed by ISO 14001 certification and EMAS registration. - Maintain a high standard of workplace health and safety. - Ensure implementation of the 2021 Anti-Fraud Strategy in accordance with its action plan and ensure it remains fit for purpose.

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

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

Area of work	Main activities/outputs 2025
Strategic engagement	<ul style="list-style-type: none"> - Steer EFSA Strategy 2027 post mid-term review with updated performance metrics and implementation plan, and prepare for the new Strategy cycle 2028-2035 - Support DG SANTE with the EFSA external evaluation due in March 2026. - Implement the EFSA 2027 technology roadmap in alignment with EC/agencies initiatives. - Engage with the Brussels-based ecosystem with the aim of influencing policy drafting.
Community Management	<ul style="list-style-type: none"> - Foster closer cooperation and new relationships with institutions, ENVI Agencies, and DG Health and Food Safety. - Utilise EFSA's Brussels liaison office for facilitating visits, participating in hearings, and organising exchanges with institutional leaders. - Follow and implement recommendations from the Council and European Parliament regarding EFSA's discharge. - Engage in exchanges with institutions on budgetary and policy matters within EFSA's remit. - Actively contribute to the EU Agencies Network and support collaborations in health and food safety. - Gather insights from institutional partners and external environment to continually align EFSA's strategy and actions.

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



APPENDICES

DRAFT



APPENDIX A. KEY PERFORMANCE INDICATORS MULTIANNUAL TARGETS^{29, 30},

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

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Dimension: Reputation						
Customers/partners/stakeholders satisfaction on risk assessment	80% (2019-2020)	68%	80%	80%	85%	85%
Dimension: Relevance						
Citations of Efsa's scientific outputs	50,738 (2020)	96,026	118,000	126,000	134,000	134,000

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Dimension: Reputation						
Customers/Partners/Stakeholders' satisfaction on RISK COMMUNICATION	80% (2019-2020)	69%	80%	80%	85%	85%
Dimension: Relevance						
Social media interactions value	63 (2021)	54	69	72	75	75

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Quality						
TIMELY DELIVERY						
Timeliness of adoption	70.2% (2017-2020)	86.9%	90.0%	90.0%	90.0%	90.0%
Timeliness of publication	86% (2020)	88.5%	87.5%	87.5%	87.5%	87.5%
Efficiency						
INCREASE SPEED IN RISK ASSESSMENT						
Increase Throughput time in REGULATED PRODUCTS	TBD	N/A	TBD	TBD	TBD	TBD
Increase productivity in REGULATED PRODUCTS	TBD	N/A	TBD	TBD	TBD	TBD
Delivered Volumes						
Number of questions closed	490 (2017-2020)	372	368	414	414	414
Change in stock of questions	-15% (2017-2020)	5%	0%	0%	0%	-1%

²⁹ In the context of the mid-term EFSA Strategy review the EFSA Performance framework is further simplified removing indicators that a) can be reported in narrative, b) are functional duplications (overlap with other metrics at process level), or c) are of low relevance, as proven by measurement over the previous years.

³⁰ Six new indicators are introduced in the EFSA Performance framework linked to the operational outcomes expected to be delivered by the development activities belonging to the "stay fit" sub-portfolio – see Appendix C. The calculation of the baseline and targets for these indicators will be finalised at the beginning of 2025.



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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
TIMELY DELIVERY						
Quality	Timeliness of adoption (2017-2020)	95.7%	81.0%	100.0%	100.0%	100.0%
	Timeliness of publication (2020)	78.7%	89.1%	87.5%	87.5%	87.5%
INCREASE SPEED IN RISK ASSESSMENT						
Efficiency	Increase Throughput time in GENERIC RA	TBD	N/A	TBD	TBD	TBD
	Increase productivity in GENERIC RA	TBD	N/A	TBD	TBD	TBD
DELIVERED VOLUMES						
Efficiency	Number of questions closed (2017-2020)	195	288	250	213	213
	Change in stock of questions (2017-2020)	-12%	3.1%	0%	0%	-1%

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
APPROPRIATENESS OF COMMUNICATION						
Quality	Performance of communication materials	N/A	73%	75%	75%	75%

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
REACH OF COMMUNICATION						
Quality	Performance of Efsa's campaigns	N/A	100%	90%	90%	90%
	Performance of dissemination process	N/A	75%	75%	90%	90%

SO2 - ENSURE PREPAREDNESS FOR FUTURE RISK ANALYSIS NEEDS.

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Dimension: Reputation						
Customers/Partners/Stakeholders' satisfaction on:						
Preparedness	75% (2019-2020)	74%	75%	80%	80%	80%
Harmonisation	75% (2019-2020)	77%	75%	80%	80%	80%
Data Access and Exploitation	50% (2019-2020)	73%	75%	80%	80%	80%
Capacity Strengthening	65% (2019-2020)	74%	65%	70%	70%	70%
Dimension: Relevance						



KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
Citations of EFSA's guidance documents	11,380 (2021)	14,190	20,825	23,140	25,455	25,455	
Readiness Index	TBD	N/A	TBD	TBD	TBD	TBD	

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

KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
<i>EXPLOITATION OF INNOVATIVE SOURCING</i>							
Financial resources allocated to outsourcing Business as Usual RA activities ³¹	EUR 6.7M (8.5% of total budget) (2020-2021)	EUR 12.1M (13.1% of total budget)	EUR 13.7M (8.5% of total budget)	EUR 11.8M (7.1% of total budget)	EUR 14.0M (8.3% of total budget)	EUR 14.0M (8.3% of total budget)	
<i>DELIVERED VOLUMES</i>							
Number of project deliverables finalised	83% (2021)	76%	85%	85%	85%	85%	

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

KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
<i>INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION</i>							
Ensure identification of emerging issues	29 potential emerging issues (2016-2019)	52	between 25 and 35				
<i>EMERGING RISKS PREPAREDNESS</i>							
% of signals that lead to an action	N/A	55%	50%	50%	50%	50%	
<i>CRISIS PREPAREDNESS</i>							
Expertise preparedness in addressing crisis response	TBD	N/A	TBD	TBD	TBD	TBD	
<i>DELIVERED VOLUMES</i>							
Number of project deliverables finalised	80% (2021)	100%	85%	85%	85%	85%	

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

KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
<i>METHODOLOGICAL PREPAREDNESS</i>							
Up-to-date scientific guidance documents	82% (estimated, based on a sample)	85%	85%	90%	90%	95%	
<i>COOPERATION</i>							
Cooperation in methodology development	90% (2020, estimated)	100%	100%	100%	100%	100%	

³¹ Measurement methodology changed since January 2023. The measurement now focuses on the budget allocated to Business as Usual scientific activities only, whilst before it was considering also the resources allocated to Development activities (projects, ...)



KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Efficiency <i>DELIVERED VOLUMES</i>						
Number of project deliverables finalised	83% (2021)	88%	85%	85%	85%	85%

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Efficiency <i>DELIVERED VOLUMES</i>						
Number of project deliverables finalised	100% (2021)	98%	85%	85%	85%	85%

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Quality <i>DATA ACCESSIBILITY</i>						
Availability of structured data formats in Regulated products domains	41% (2021)	41%	45%	55%	65%	65%
Efficiency <i>DELIVERED VOLUMES</i>						
Number of project deliverables finalised	71% (2021)	88%	85%	85%	85%	85%

SO3 – EMPOWER PEOPLE AND ENSURE ORGANISATIONAL AGILITY

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Dimension: Reputation						
Customers/Partners/Stakeholders' satisfaction on GOVERNANCE	70% (2019-2020)	80%	80%	85%	85%	85%
Dimension: Relevance						
Strategy implementation plan achieved	84.7% (Aug 2021)	N/A	75%	80%	90%	90%

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

KPI	Baseline	Execution		Target		
		2023	2025	2026	2027	2028
Quality <i>STAFF ENGAGEMENT</i>						
Staff engagement index	79% (2019)	88%	80%	80%	80%	80%
Attraction and retention of required competences						
Occupancy rate	92.2% (2020)	98.3%	95%	97%	97%	97%
Leadership and management index	77% (2020)	64.5%	75.0%	75.0%	75.0%	75.0%



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

KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
<i>USER SATISFACTION</i>							
User satisfaction on enabling services	80% (2020)	92.7%	80%	80%	80%	80%	
<i>DIGITAL MATURITY</i>							
Digitalisation Index	28% (2021)	32%	48%	63%	72%	72%	

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

KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
<i>COMPLIANCE WITH AUDITING BODIES</i>							
Efficacy of Assurance mechanisms	96.7% (2020-2021)	97.7%	95%	95%	95%	95%	
<i>PROCESS PERFORMANCE</i>							
Process status health	85.8% (2021)	89%	90%	90%	90%	90%	
<i>MANAGEMENT OF RESOURCES</i>							
Budget execution	99% (2021)	96.3%	96.7%	96.7%	96.7%	96.7%	
<i>EFFICIENCY GAINS</i>							
Efficiency gains achieved	N/A	0 FTEs	9 FTEs	12 FTEs	15 FTEs	15 FTEs	

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

KPI	Baseline	Execution			Target		
		2023	2025	2026	2027	2028	
<i>ADVOCACY AND INSTITUTIONAL ENGAGEMENT</i>							
Advocacy and engagement activities with EU governing bodies	N/A	46%	50%	55%	60%	60%	



APPENDIX B. FINAL PLAN FOR SCIENTIFIC QUESTIONS TO BE CLOSED IN 2025

TABLE 20. PREDICTED NUMBER OF QUESTIONS CLOSED IN 2025

Unit/product type	Area of work		
	Evaluation of regulated products	General risk assessment	TOTAL
BIOHAW	3	43	46
Animal Health General Scientific and Technical Assistance		21	
Animal Welfare General Scientific and Technical Assistance		9	
Animal by-products	2		
Decontamination dossiers	1		
Biological Hazards General Scientific and Technical Assistance		7	
Multinational foodborne outbreaks		4	
AMR		1	
TSE			
Zoonoses		1	
FEEDCO	135	9	144
Feed additives applications	135		
Feed additives General Scientific and Technical Assistance		4	
Contaminants General Scientific and Technical Assistance		5	
FIP	105	3	108
Flavourings applications			
Flavourings Re-evaluation	6		
Food additives	8		
Food additives Re-evaluation	7		
Food contact materials applications	14		
Enzymes	70		
Decontamination substances evaluation			
Food Ingredients		1	
Food contact materials General Scientific and Technical Assistance		2	
NIF	36	9	45
Health Claims	3		
Foods for special medical purposes and allergens			
Infant nutrition applications	3		
Novel Foods	20		
Nutrition - General Scientific and Technical Assistance		5	
GMO applications	10		
GMO General Scientific and Technical Assistance		4	
PLANTS		150	150
Plant Health Risk Assessment		50	
Plant Health Monitoring		100	
Environment/Ecotoxicology guidance documents General Scientific and Technical Assistance Management			
PREV	89	31	120
Approval of new active substances	15		
Approval of basic substances	8		
Confirmatory information on active substances	3		



Unit/product type	Area of work		
	Evaluation of regulated products	General risk assessment	TOTAL
Amendments of the condition of approval of active substances	3		
Approval of active substances		5	
Renewal of the approval of active substances	10		
MRL applications	50		
Assessment of existing MRLs		2	
Assessment of the risks related to MRLs		20	
Preparation of the annual CCPR meeting		1	
PREV guidance documents - General Scientific and Technical Assistance		3	
IDATA	2		2
Annual report on pesticide residues	1		
Veterinary drugs residue Annual report	1		
MESE	3		3
MESE General Scientific and Technical Assistance	3		
TOTAL	368	250	618



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

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

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

The expected benefits are expressed accordingly:

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

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

Project	Project Scope	Expected benefits	FTES 2025-2028	Budget 2025-2028	Start date	End date
Data & Evidence (DEEP) Programme						
13.02-AMU-29 Food Classification For Tracing	Fit-for purpose reporting module according the EFSA needs. Prompt EFSA's response urgent advice with sound scientific methodology and ensuring fast delivery of outputs. Faster extraction of relevant information during outbreak investigation using AI techniques. Prompt EFSA's response urgent advice with sound scientific methodology and that will ensure fast delivery of outputs.	Speed of RA, Quality of RA, RA Productivity	0.1	-	4/1/2021	30/06/2025
13.02-ALPHA-11 Integrated spatial analysis for biological RA	Reduce the time EFSA needs to perform analysis involving climate data to support EFSA PLANT risk assessment connecting to relevant external data sources (e.g. Copernicus data by ECMWF).	RA Productivity, Quality of RA, Speed of RA	1.0	70,000	01/01/2021	31/12/2025



Project	Project Scope	Expected benefits	FTES 2025-2028	Budget 2025-2028	Start date	End date
13.02-DATA-30 OPEN MCRA SPIDO	Reduce the time needed by applicants and MS/EFSA risk assessors to perform exposure assessments to multiple chemicals by means of a tool implementing an agreed harmonised innovative cumulative exposure method.	RA Productivity, Quality of RA, Timeliness of RA, Speed of RA	0.6	200,000	31/10/2021	31/08/2026
13.02-DATA-31 Open Food Tox 3	Reduce non value-added activities related to extract structured tox end-points from EFSA opinions.	Quality of RA, RA Productivity	1.4	110,000	03/01/2022	31/12/2027
13.02-FEEDCO-02 CORSICA	Reduce the time EFSA staff needs to access, reference and re-use application data.	RA Productivity, Quality of RA	2.5	1,060,000	01/01/2024	31/12/2026
13.02-TS-02 Rebuild Data Framework	Address data management challenges within EFSA by building a coherent and scalable integrated architecture. It aims to create a better system for collecting and analysing data, managing terminology, ensuring data security, and maintaining continuity of services.	RA Productivity, Quality of RA, Timeliness of RA, Speed of RA	7.1	1,820,000	14/10/2020	31/12/2026
13.02-IDATA-05 Data Outreach	Allow EU food safety system stakeholders to find the status of progress of risk assessment of chemicals in Europe and related published datasets/evidence independently from the agency that is processing the assessment. Reduce time EFSA stakeholders need to find, understand (data is communicated through data stories) and re-use EFSA published data/evidence.	RA Productivity	16.3	3,180,000	01/01/2024	26/12/2028
13.02-FIN-10 - BIKE 2-Plan to procure	Deliver a "Procurement To Pay" IT Solution should provide support for optimised and integrated budget execution, orchestrating, monitoring and controlling the entire end-to-end process, for procurements and grants.	RA Productivity	9.0	475,000	16/12/2022	31/12/2025
Placeholder 13.02-PLH23- DEEP-W2 - BIKE 2 process analytics	A systematic access to data of the risk assessment workflow is available for relevant EFSA units enabling process analytics capabilities. Workflow is enhanced to capture the data with sufficient level of detail. Integrated analytics on main EFSA core processes (Finance, G&P, TS, Corser...) is made available to support evidence-based decisions, and to monitor KPIs, set baseline and monitor benefits delivered by projects and programmes and efficiency and speed of EFSA processes.	RA Productivity	3.2	219,000	1/01/2026	31/12/2027
Placeholder 13.02-PLH23- DEEP-W4 Enhance and boost innovation	An innovation infrastructure to pilot new methods and AI algorithms is made available to users and maintained. The innovation environment is provided with access to a data storage, where data to support the method development can be included and manage, ensuring the right data access management.	Speed of RA, RA Productivity, Quality of RA, Timeliness of RA	1.3	474,500	1/01/2026	31/12/2027



Project	Project Scope	Expected benefits	FTES 2025-2028	Budget 2025-2028	Start date	End date
13.02-PLH23-DEEP-W5 IRASFF	Enable the relevant scientific officer to automatically obtain the relevant data from source systems (e.g. IRASFF) to perform easily and in an expedite way, an outbreak assessment analysis. Available analytical tools (e.g., FoodChain-Lab from BfR) shall be made directly interoperable with the data sources. Relevant data sharing agreement shall be in place.	RA Productivity, Quality of RA, Effectiveness of CR, Speed of RA	1.8	722,700	1/01/2026	31/12/2027
Knowledge & Expertise (NEXT) Programme						
13.02-AMU-23 Joining forces at EU level - Artificial Intelligence	Factoring of activities resulting from recommendations in the AI roadmap, in particular the ones referred to as "vertical recommendations." Support the adoption and integration of AI solutions in the evidence management process with emphasis on the automation of Systematic Reviews (SRs). Implement other AI activities, such as support of automated redaction of personal data from documents, and automatic generation of meeting minutes.	Quality of RA and RC, Engagement effectiveness, RA Productivity, Timeliness of RA, Speed of RA	0.0	1,000,000	22/01/2019	31/12/2027
13.02-COM-01 Communication and Engagement Methods for Food Safety - New Evidence and Tools (COMET)	The project aims to: i. Enhance the quality of information exchanged between stakeholders, public at large and the EU food safety system, through the use of technology to fact-check food safety information in the public domain combined with innovative models of public participation; ii. Expand the set of communications strategies available to tackle topics of public concern, evaluating the effects of the impact of risk communication on target audiences to improve its effectiveness; iii. Create benefits for the food safety knowledge ecosystem from scalable risk communication solutions, developing and testing new approaches and tools to evidence-based risk communication.	Quality of RA and RC, Engagement effectiveness	2.3	1,100,000	19/01/2024	31/08/2027
13.02-ENREL-01 DICO 2 - Digital Collaboration 2	The Digital Collaboration 2 (DiCo2) project is meant as a successor of the DICO project and aims at extending EFSA's remote collaboration capacity to some of its stakeholders.	Quality of RA and RC, Engagement effectiveness, RA Productivity, Speed of RA	0.9	50,000	30/09/2022	30/09/2025
13.02-KNOW-04 Agile Product Management	Implement two horizontal recommendations laid out in the SPIDO "Roadmap for actions on artificial intelligence for evidence management in risk assessment", namely the development or adaption of existing ontologies for domains of relevance for EFSA and the implementation of an AI Governance framework.	Under definition	0.0	50,000	30/07/2022	30/06/2025



Project	Project Scope	Expected benefits	FTES 2025-2028	Budget 2025-2028	Start date	End date
13.02-KNOW-06 RA Training Support Framework MS partners/EU Agencies EMP	“foundation project” to implement Capacity Building Roadmap. This means that it sets up the basis for collecting knowledge needs and making relevant trainings materials available to experts involved in the food safety ecosystem.	RA Productivity, Quality of RA	1.0	465,000	9/1/2022	31/12/2027
13.02-KNOW-07 Scientific Assessment Knowledge Modularity (Sci- ASK)	Identify and connect the most relevant and useful pieces of knowledge created along the scientific processes (protocols, opinions, technical reports, minutes, and also data, codes, information on WG experts). It will allow make these pieces of knowledge retrievable and easily accessible to support the daily work of scientific units, saving time, increasing coherence and harmonization, avoiding duplication.	Quality of RA, RA Productivity, Timeliness of RA, Speed of RA	8.0	340,000	30/09/2022	31/12/2027
13.02-SCER-26 Emerging Risks Analysis Platform	Launch the Emerging Risk Analysis Platform (ERAP). This platform, focusing initially on the emerging risks identification and analysis workflow, will set the foundation for a horizon scanning process.	Effectiveness of Emerging risk Detection	0.1	-	20/09/2021	7/02/2025
Placeholder 13.02-PLH23- NEXT-W1 Horizontal 5 Adopt a Trustworthy AI framework	project scope under definition	Under definition	0.2	400,000	1/01/2025	31/12/2025
Placeholder 13.02-PLH23- NEXT-W2 Impro- ASK (Improvement Management Strategic Knowledge)	project scope under definition	Under definition	4.5	440,000	1/01/2026	31/12/2027
Placeholder 13.02-PLH23- NEXT-W5 Capacity Building Roadmap Implementation	project scope under definition	RA Productivity, Quality of RA	1.8	200,000	1/01/2026	31/12/2027



Portfolio cluster "Stay Operational": the key driver for the definition of the activities under this portfolio cluster is the systematic assessment of BAU Operations that surfaces specific situations in which EFSA is no longer able (due to obsolescence of technology, not meeting regulation that is currently in force or no longer having the capacity/capability needed) to provide its existing catalogue of BAU services to the minimum performance expectations of its customers. The benefit delivered to BAU is the ability to address these "known issues".

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

Project	Project Scope	Expected benefits	FTES 2025-2028	Budget 2025-2028	Start date	End date
Data & Evidence (DEEP) Programme						
13.02-FIN-11 Harmonized Organization of Meeting & Events (HOME)	Reduce time and cost needed from EFSA to manage a meeting from set-up to reimbursement.	The current Meeting Management System technology is becoming obsolescent with severe problems in supporting/maintaining it and guaranteeing continuity of service of meeting organisation	0.0	1,275,000	1/1/2025	31/12/2026
13.02-IDATA-06 Secure Endpoints for Back-end Services	The project aims to enhance the data security by identifying, classifying, and fixing vulnerabilities associated with public endpoints. This project will systematically assess these endpoints, prioritise them based on their criticality to data security, and implement fixes to mitigate identified risks.	A security risk is reported by Microsoft while assessing the security of our cloud environment. The current configuration uses public end-points (Internet addresses) for backend services (e.g. databases). The approach is currently considered not secure.	1.0	880,000	10/1/2024	31/07/2025
Placeholder 13.02-PLH23- DEEP-W1 Records and Correspondence Management 2	Archiving policy for documents established and implemented on current Data Management System (DMS) and reduce time necessary for EFSA staff to comply with Quality Management System.	EFSA needs to meet the expected quality (regulatory compliance) by implementing required record keeping & archiving policy principles for all EFSA systems of records	3.4	309,520	1/1/2026	31/12/2027
Placeholder 13.02-PLH-TS-Y1 IDM-Identity management	The project aims to streamline and secure EFSA's identity management by implementing self-service account management, centralizing organization data, and simplifying access for external users. It will establish a unified identity system across EFSA tools, ensuring holistic management of user	The current Identity Access Management system at EFSA is inefficient and costly, relying on manual processes that cause delays for both internal users and external partners. These delays reduce platform usage and lead to a high volume of support requests, creating an unsustainable workload for support teams relative to the user base.	2.1	1,025,000	1/1/2025	30/01/2026



Project	Project Scope	Expected benefits	FTES 2025-2028	Budget 2025-2028	Start date	End date
	information, and align user ID standards with European guidelines for interoperability. These enhancements will improve user experience, security, and operational efficiency across EFSA platforms.					
Placeholder 13.02-PLH24- DEEP-W6 MOPS2-WGS2	This project aims to optimize the MOPS2 and WGS One-Health platforms post-launch in 2023. Updates to WGS align with EU regulations mandating Whole Genome Sequencing (WGS) for certain pathogens in food-related contexts. MOPS enhancements will enable industry access to bioinformatics tools while maintaining sequence confidentiality.	The new draft Implementing Regulation has the additional objective to impose the sharing of WGS results and specific metadata to EFSA (through the WGS system), based on the obligation lay down in the Art 8 of Directive 2003/99/EC. To resolve the issue of confidentiality arising from the submission of sequence raw data in FEED application that could undermine the possibility to perform risk assessment.	1.1	600,000	30/9/2026	
Placeholder ENV_PLH23- DEEP-W3 Harmonised Dossier ingestion (RASE2)	This project support on EFSA side the expansion of use of the IUCLID data format beyond pesticide applications to include non-pesticide submissions (starting from a pilot on Food Contact Materials), in support of the EU Common Platform on Data for Chemicals (EU-CPDC). The activity will be coordinate with EC's Directorate-General for Health (Santé) and ECHA. Key goals are to integrate ESFC with IUCLID, develop non-pesticide data formats, ensure secure document exchange, and harmonize data for improved accessibility, reporting, and reuse across EFSA's regulatory frameworks.	The proposal for a Regulation establishing a common data platform on chemicals (CPDC) requires the use of IUCLID for the data in the CPDC. In Article 14.5, it requires the Commission and the Agencies to use IUCLID for making available to ECHA for integration in the common data platform the relevant parts of dossiers under specified Union acts. The extension of the use of IUCLID to other food areas requires an adaptation of EFSA system to this new configuration.	12.2	3,200,000	31/12/2027	



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

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

Project	Project Scope	Expected benefit	FTES 2025-2028	Budget 2025-2028	Start date	End date
Data & Evidence (DEEP) Programme						
13.02-DATA-29 Creation of Open Access EU Food Composition Database	Improve the availability and quality of food composition data in Europe. It is essential for EFSA's work on nutrition, risk assessment, and evaluation of food additives. The current database has limitations, including outdated data and incomplete coverage.	KA_2.1.3.02_NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	0.3	-	03/05/2021	30/11/2025
13.02-PREV-11 Generate data on food consumption of bees	Improve environmental exposure for pesticides by reducing uncertainty in bee exposure to pesticides.	KA_2.1.3.03_NEW Develop and implement systems-based approaches for regulatory environmental risk assessment.	0.3	-	01/04/2022	31/12/2026
13.02-IDATA-01 Comparative multi-omics study IMP	Define an experimental and computational workflow to derive health based guidance values (HBGV) from in vitro studies using omics to reduce animal studies. (Implementing the NAMs roadmap (SPIDO)).	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	0.7	-	01/01/2024	30/09/2027
Innovative Risk assessment methodologies (IRMA) Programme						
13.02-PREV-09 Use and reporting of historical control data (HCD)	Clarify how Historical Control Data (HCD) should be dealt with for the interpretation of toxicity studies.	KA_2.1.3.01_NEW Enhance proactive engagement and align guidance documents, methods, models, tools, and data with other EU and international entities.	0.4	15,000	1/01/2020	30/06/2025
13.02-GMO-15 Protein Safety	Develop novel strategies for assessing allergenicity and toxicity of proteins, exploiting experience gained and scientific advances reached over the last 20 years. Help identifying the direction where future efforts are needed to advance protein safety assessment across all domains within EFSA's remit.	KA_2.1.3.02_NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	0.1	-	1/01/2021	31/12/2025



Project	Project Scope	Expected benefit	FTES 2025-2028	Budget 2025-2028	Start date	End date
13.02-PREV-13 PERA - Advancing the ERA of PPP (plant protection products) to system-based approach	Advance the environmental risk assessment of Plant Protection Products (PPPs). (Implementing the PERA roadmap (SPIDO)).		6.6	9,500,000	31/10/2022	31/12/2027
13.02-PREV-14 Practical implementation NAMs - RA of pesticide metabolites	Promote the use of NAMs in pesticides risk assessment, by enhancing connectivity of IUCLID and MetaPath with the OECD QSAR toolbox and by implementing in silico models, embedded in the OECD QSAR toolbox.	KA_2.1.3.03_NEW Develop and implement systems-based approaches for regulatory environmental risk assessment.	0.4	50,000	1/01/2023	31/12/2026
13.02-SCER-01 MUST-B	Gather standardised, high-quality data and develop both harmonised methodologies and tools to predict effects from different combinations of multiple stressors on honeybee colonies and their surrounding landscape.		1.5	503,000	18/11/2015	31/03/2027
13.02-PREV-01 Adverse Outcome Pathways-endocrine disruptors	Collect and develop Adverse Outcome Pathways (AOPs) relevant for mammalian reproductive toxicity. Support the transparent and consistent application of the methodology for the identification of endocrine disruptors acting via estrogenic, androgenic, thyroidal and steroidogenic (EATS) and non-EATS mode of action (MoA).	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	0.1	-	2/07/2019	31/12/2025
13.02-SCER-03.24 Inter-human variability in toxicodynamics	Establish values in health-based guidelines (HBGVs) involving the application of 'uncertainty factors' to derive considerations of inter-human variability from animal-based data. These uncertainty factors address variability in toxicokinetics (TK) and toxicodynamics (TD).		0.5	-	1/01/2020	31/12/2026
13.02-SCER-07.01 Integrating new approaches in chemical risk assessment	Develop New Approach Methodologies (NAMs) for Next Generation Risk Assessment (NGRA) of chemicals. Explores the use of toxicokinetics (TK) and toxicodynamics (TD) through data collection, development of in silico and in vitro models, and case studies applied to the food and feed sector. (Implementing the NAMs roadmap (SPIDO))		1.3	400,000	5/08/2014	30/09/2027



Project	Project Scope	Expected benefit	FTES 2025-2028	Budget 2025-2028	Start date	End date
EPA13.02-IDATA-04 TXG-MAP	The TXG-MAP project aims to enhance chemical safety assessment by developing innovative bioinformatics approaches to compare in vitro and in vivo responses and establishing a quantitative framework for hazard characterization aligned with the EFSA's requirements and regulations.	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	0.6	-	12/06/2023	31/12/2027
EPA13.02-PREV-15 Brain Health	The overarching goal of the project is to advance the understanding of how chemical exposures impact brain health and disease during development and implement this knowledge for protecting human health by developing New Approach Methodologies	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	0.8	-	11/20/2023	31/12/2027
13.02-MESE-01 NAMS4NANO: EFSA NAMs roadmap data integration nanomaterials	Develop 'proof of concept' case studies demonstrating that the combination of Integrated Approaches to Testing and Assessment (IATA) and New Assessment Methodologies (NAMs) provide better information than new in vivo studies for food and feed safety assessment. Focuses on existing knowledge from animal studies. (Implementing the NAMs roadmap (SPIDO))	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	3.2	2,300,000	28/03/2022	31/09/2027
13.02-PRAS-06.08 Environmental Neurotoxicants	The project tests pesticides' potential to disrupt the developing brain (developmental neurotoxicity, DNT) as well as mechanistic neurotoxicity (NT) endpoints, known to be relevant for the induction of Parkinson's disease. In particular, the battery of in-vitro assays allows the measurements of key events (KEs).	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	1.9	100,000	30/05/2017	31/03/2026
13.02-PLANTS-02 Advancing ERA of non-target arthropods for PPPs (AENEAS)	Expand data and build methodological capacity to ensure readiness for, on one hand, the dialogue between risk assessors and risk managers on the definition of Specific Protection Goals (SPGs) for plant protection products (PPPs), on the other the development of risk assessment methodologies that are fully consistent with the agreed SPGs. ((Implementing the NAMs roadmap (SPIDO)).	KA_2.1.4.03_NEW Contribute to the development of risk assessment approaches to address sustainable food systems	0.2	-	1/01/2024	31/03/2026



Project	Project Scope	Expected benefit	FTES 2025-2028	Budget 2025-2028	Start date	End date
Knowledge & Expertise (NEXT) Programme						
13.02-ENV24-KNOW-09 Multi-agency horizon scanning for preparedness and future-proof strategy development in a one-health approach	The project will bring together several agencies of the EU-ANSA Futures Cluster and the relevant Commission services to run a participatory ad-hoc horizon scanning process in a one-health approach. The ultimate goal for EFSA is to inform the possible update of its current work programme and the definition of a robust strategy to stay relevant in a fast-changing future world.	KA_2.1.2.02_NEW Advance the development of foresight, integrated early warning systems, and surveillance methods for emerging risks with partners and stakeholders.	0.6	200,000	1/1/2025	30/06/2026
13.02-KNOW-01 Predicting ciguatera risk in fish - climate change	Contribute to the improvement of the process of identification of emerging risks, in particular through the development of predictive modelling capacity, preparedness for future regulatory and policy needs addressing the EU Green deal aspirations and EU strategies and policies (Blue economy).		0.1	-	1/03/2022	31/10/2025
Stand-alone projects and placeholders (Not allocated to a Programme)						
13.02-ED-21	Roadmap development for innovative food/feed products and emerging technologies	KA_2.1.3.02_NEW Prepare to address risk assessment challenges associated with food and feed systems innovation	0.0	500,000	1/01/2025	31/12/2027
13.02-PLH23-SPIDO-W1 OMICS	Implementation of the roadmap for action on the application of Omics and associated Bioinformatics Approaches in Risk Assessment	KA_2.1.3.04_NEW Develop and integrate new approach methodologies (NAMs), including omics and in silico (bio- and chemoinformatics) tools to advance regulatory risk assessments	0.0	3,000,000	1/01/2026	12/31/2027
13.02-PRES-04 CRA of pesticides from 2020 onwards	Implementation and further method development for the cumulative risk assessment of pesticides from 2020 onwards.	KA_2.1.3.05_NEW Develop new risk assessment capabilities: Advance methods to assess human and animal exposure to chemicals across	12.1	2,505,000	10/09/2020	31/08/2027
13.02-PLH23-SPIDO-W2 AGGREGATED EXPOSURE	Implementation of the roadmap for action for advancing aggregated exposure to chemicals in the EU		0.0	3,000,000	1/01/2026	31/12/2027



Project	Project Scope	Expected benefit	FTES 2025-2028	Budget 2025-2028	Start date	End date
13.02-PLH23-SPIDO-W3 RACEMIC 1	Implementation of the roadmap for action on risk assessment of combined exposure to multiple chemicals	regulatory domains, with particular attention to cumulative and aggregated exposure	0.0	1,000,000	1/01/2026	31/12/2027
13.02-PLH23-SPIDO-W4 RACEMIC 2	Implementation of the roadmap for action on risk assessment of combined exposure to multiple chemicals		0.0	1,500,000	1/01/2026	31/12/2027

DRAFT





ANNEXES

ANNEX I. ORGANISATIONAL CHART FOR 2025

1. ORGANISATION AND ORGANISATIONAL CHART

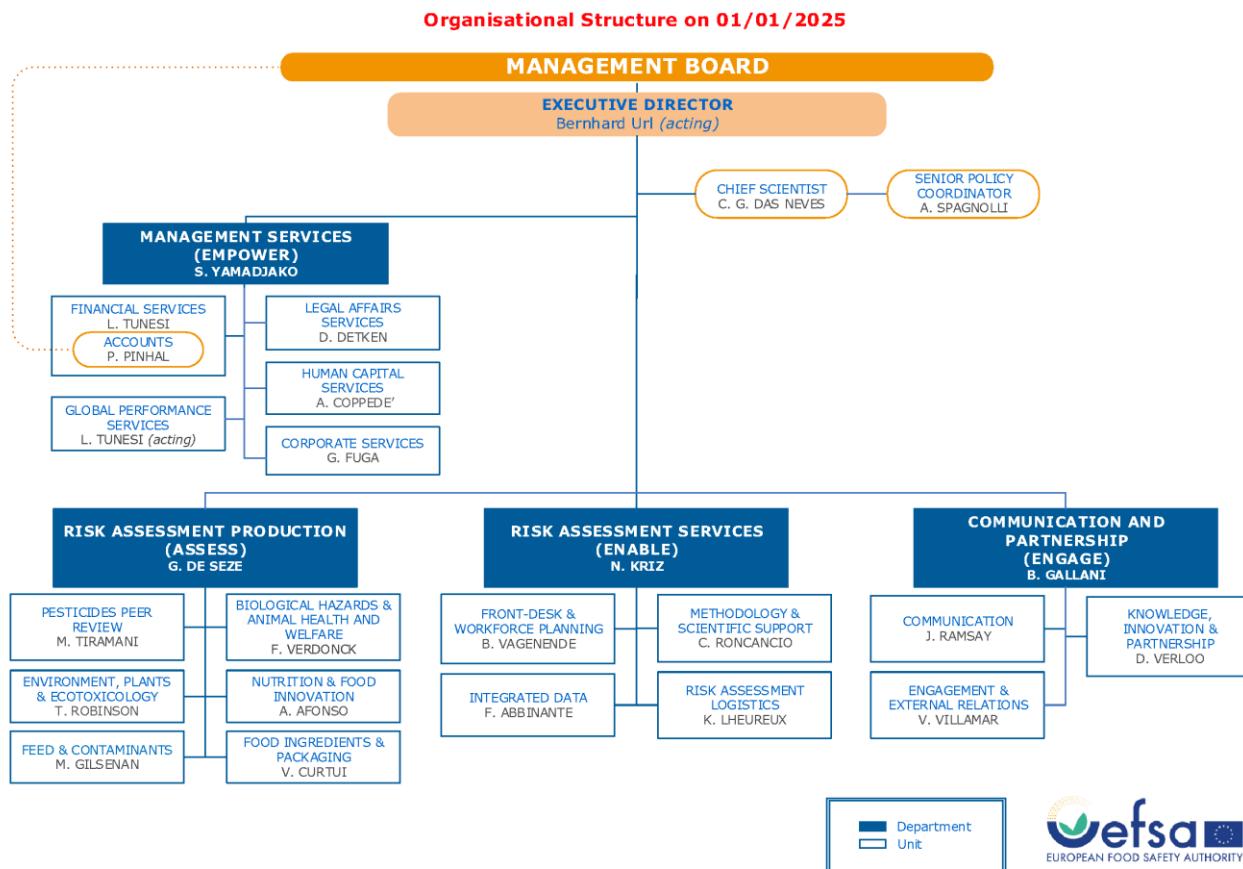


Figure 4. EFSA Organisational chart on 01/01/2025



2. POST DISTRIBUTION³²

TABLE 24. POST DISTRIBUTION PER UNIT/DEPARTMENT/OFFICE

Org. Structure 01/01/2025	Officials		TAs		CAs		TOTAL STATUTORY STAFF		SNEs	Total
	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant		
Exec. Director Total	0	0	10	0	0	0	10	0	0	10
ED (incl. "ED Pot")	0	0	10	0	0	0	10	0	0	10
ASSESS Total	2	0	145	1	82	3	229	4	9	238
ASSESS HoD Office	0	0	4	0	0	0	4	0	0	4
BIOHAW	0	0	24	0	9	0	33	0	4	37
FEEDCO	0	0	18	0	9	0	27	0	0	27
FIP	1	0	22	0	13	0	36	0	1	37
NIF	1	0	23	0	18	1	42	1	1	43
PLANTS	0	0	23	0	16	1	39	1	3	42
PREV	0	0	31	1	17	1	48	2	0	48
ENABLE Total	1	0	103	2	41	3	145	5	2	147
ENABLE HoD Office	0	0	6	0	0	0	6	0	0	6
FDP	0	0	16	0	10	1	26	1	1	27
IDATA	0	0	37	2	15	1	52	3	1	53
MESE	1	0	27	0	7	0	35	0	0	35
RAL	0	0	17	0	9	1	26	1	0	26
ENGAGE Total	1	0	48	0	21	1	70	1	5	75
ENGAGE HoD Office	0	0	3	0	0	0	3	0	0	3
ENREL	0	0	13	0	7	0	20	0	4	24
KNOW	1	0	9	0	4	0	14	0	1	15
COM	0	0	23	0	10	1	33	1	0	33
EMPOWER Total	1	0	98	1	34	2	133	3	0	133
EMPOWER HoD Office	0	0	3	0	1	0	4	0	0	4
CORSER	0	0	18	0	9	1	27	1	0	27
FIN	1	0	24	1	11	1	36	2	0	36
GPS	0	0	9	0	1	0	10	0	0	10
HUCAP	0	0	20	0	6	0	26	0	0	26
LA	0	0	24	0	6	0	30	0	0	30
Total	5	0	404	4	178	9	587	13	16	603

³² TA post capacity including +2 posts part-time offsetting, +2 posts in vacancy rate overbooking
 CA post (FTE) capacity including +3 posts for part-time offsetting, +10 CA in vacancy rate overbooking, +2 funded by EU AHAW Partnership, -4 CAs lent to ECHA
 SNE post (FTE) capacity including 1 financed by DG-NEAR for Pre-accession Programme



ANNEX II. RESOURCE ALLOCATION PER ACTIVITY FOR 2025-2028

1. FINANCIAL RESOURCES PER STRATEGIC OBJECTIVE

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

Strategic Objectives	Executed 2023 EUR	Planned 2024 ³³ EUR	Planned 2024 ³³ %	Draft Budget 2025 EUR	Draft Budget 2025 %	Draft Budget 2026 EUR	Draft Budget 2026 %	Draft Budget 2027 EUR	Draft Budget 2027 %	Draft Budget 2028 EUR	Draft Budget 2028 %
SO1Deliver trustworthy scientific advice & communication of risks from farm to fork	59.1	65.4	41%	68.9	42%	68.4	42%	70.2	41%	71.8	41%
of which:											
Regulated products evaluation	24.1	27.6	17%	29.4	18%	30.4	19%	32.0	19%	32.7	19%
General risk assessment	26.5	30.0	19%	31.5	19%	30.1	18%	30.0	18%	30.6	18%
Communication	8.5	7.8	5%	8.0	5%	8.0	4%	8.2	5%	8.5	5%
SO2Ensure preparedness for future risk analysis needs	53.9	48.9	30%	45.9	28%	46.6	28%	50.2	29%	49.7	29%
SO3Empower people and ensure organisational agility	42.4	45.1	29%	48.6	30%	49.5	30%	49.3	30%	50.9	30%
Total EFSA	155.4	159.4	100%	163.5³⁴	100%	165.5³⁵	100%	169.1³⁶	100%	172.4³⁷	100%

³³ Programming Document 2024-2026

³⁴ It already includes appropriations connected with NGT proposal EUR 0.416 million (EUR 0.405 million + EFTA contribution) and to the expected EU contribution to cover the salaries' indexation (EUR 1.687 million)

³⁵ It already includes estimated appropriations connected with NGT proposal EUR 0.856 million (0.830 million + EFTA contribution)

³⁶ It already includes estimated appropriations connected with NGT proposal EUR 1.129 million (1.099 million + EFTA contribution)

³⁷ 2028 not part of current MFF. Assumed 2027 estimated appropriations increased by 2%. It already includes appropriations connected with NGT proposal (EUR 1.099 million + EFTA contribution)



2. HUMAN RESOURCES PER STRATEGIC OBJECTIVE

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

Strategic objectives	Executed 2023	Planned 2024		Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028	
	FTEs/posts	FTEs/posts	%								
SO1_Deliver trustworthy scientific advice and communication of risks from farm to fork	261	285	46%	284	48%	296	49%	299	50%	285	48%
of which:											
Regulated products evaluation	136	151	24%	158	27%	168	28%	169	28%	159	27%
General risk assessment	103	112	18%	104	18%	107	18%	107	18%	104	17%
Communication	22	22	4%	22	3%	22	3%	22	4%	22	4%
SO2_Ensure preparedness for future risk analysis needs	137	121	21%	124	21%	121	20%	113	18%	113	19%
SO3_Empower people and ensure organisational agility	189	184	33%	184	31%	188	31%	191	32%	191	33%
Total EFSA	588	590³⁸	100%	592³⁹	100%	605⁴⁰	100%	602⁴¹	100%	589⁴²	100%

³⁸ YoY increase linked to the Animal Health and Welfare partnership funded by DG-RTD (+2 FTEs)

³⁹ YoY increased connected to the New Genome Techniques proposal, currently under discussion (+2 FTEs), to the support EFSA is expected to give to the Chemical Data Platform, currently under discussion (+5 FTEs), and to the finalisation of the contract of 5 out of the 15 short term Contract Agents EFSA received in 2022 (-5 FTEs)

⁴⁰ YoY increase linked to the New Genome Techniques proposal, currently under discussion (+3 FTEs), and to additional 10 Seconded National Experts EFSA is willing to recruit (+10 FTEs)

⁴¹ YoY decrease linked to the finalisation of the AHAW partnership funded by DG-RTD started in 2024 (-2 FTEs) and the reduction of the amount of SNEs, specifically the one currently allocated to the Pre-accession programme funded by DG-NEAR (-1 FTE)

⁴² YoY decrease linked to the finalisation of the contribution agreement/SLA on the Chemical Data Platform started in 2025, currently under discussion (-3 FTEs), and the phasing out of the remaining 10 short term Contract Agents (-10 FTEs)



ANNEX III. FINANCIAL RESOURCES FOR 2025 - 2027

REVENUES

TABLE 27. REVENUES

Revenues	2023	2024	2025
	executed budget in million EUR (forecast)	Revenues estimated by the authority	Budget Forecast
EU contribution	144.7	147.8	147.0
Additional EU funding: ad hoc grants, service level and delegation agreements	1.5	0.6	0.0
Other revenue	4.2	5.9	4.0
Total revenues	150.4	154.4	151.0

Revenue	2023 Executed budget	2024 Revenues estimated by the Agency	2025 ⁴³ As requested by the Agency	2025 ⁴³ Budget forecast	VAR 2025/24 (%)	Envisaged 2026 ⁴⁴	Envisaged 2027 ⁴⁵
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)							
2 EU CONTRIBUTION	144,716,400	147,822,874	146,981,464		-1%	157,337,298	166,285,524
- of which assigned revenues deriving from previous years 'surpluses'	467,378	697,952	839,755		20.3%	839,755	839,755
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	4,126,522	5,292,453	4,018,897		-24%	4,303,682	4,549,759
- of which EEA/EFTA (excl. Switzerland)	4,126,522	5,292,453	4,018,897		-24%	4,303,682	4,549,759
- of which candidate Countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS	111,809	645,204	0		0	0	0
- of which interest generated by funds paid by the Commission by way of EU contribution	111,809	645,204	0		0	0	0

⁴³ It already includes appropriations connected with NGT proposal EUR 0.083 million (EUR 0.081 million + EFTA contribution) and to the expected EU contribution to cover the salaries' indexation (EUR 1.687 million)

⁴⁴ It already includes appropriations connected with NGT proposal EUR 0.295 million (EUR 0.287 million + EFTA contribution)

⁴⁵ It already includes appropriations connected with NGT proposal EUR 2.020 million (EUR 1.966 million + EFTA contribution)



**6 REVENUES FROM SERVICES RENDERED
AGAINST PAYMENT**
7 CORRECTION OF BUDGETARY IMBALANCES

TOTAL REVENUES	148,954,731	153,760,531	151,000,361	0	-2%	161,640,980	170,835,283
-----------------------	--------------------	--------------------	--------------------	----------	------------	--------------------	--------------------

Revenue	2023	2024	2025	Budget forecast	VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
	Executed budget	As requested by the Agency	As requested by the Agency				
ADDITIONAL EU FUNDING STEMMING FROM AD HOC GRANTS	1,462,801	620,601					
ADDITIONAL EU FUNDING STEMMING FROM DELEGATION AGREEMENTS	0	0	0			0	0
TOTAL REVENUES	1,462,801	620,601	0	0	0	0	0

EXPENDITURES

TABLE 28. EXPENDITURES⁴⁶

Expenditure/title	2023		2024		2025	
	Budget execution Commitments million EUR	Budget execution Payments million EUR	Budget commitment appropriations million EUR	Budget payment appropriations million EUR	Preliminary budget commitment appropriations million EUR ⁴⁷	Preliminary budget payment appropriations million EUR ⁴⁸
Title I — Staff expenditure	67.4	66.0	71.8	71.8	73.2	73.2
Title II — Infrastructure and operating expenditure	13.6	10.4	15.4	15.4	15.7	15.7
Title III — Operational expenditure	74.5	58.5	72.9	66.0	74.5	62.0
Total expenditure	155.5	134.9	160.1	153.1	163.5	151.0

⁴⁶ C1 credits

⁴⁷ It already includes appropriations connected with NGT proposal EUR 0.416 million (EUR 0.405 million + EFTA contribution) and to the expected EU contribution to cover the salaries' indexation (EUR 1.687 million)

⁴⁸ It already includes appropriations connected with NGT proposal EUR 0.083 million (EUR 0.081 million + EFTA contribution) and to the expected EU contribution to cover the salaries' indexation (EUR 1.687 million)



Expenditure	2023 Budget execution	Budget 2024	Commitment appropriations				
			Agency request	VAR 2025/2024	Budget forecast	Envisaged 2026	Envisaged 2027
Title 1 - Staff expenditure	67,356,406	71,807,043	73,214,434	2.0%	73,214,434	75,782,335	78,166,367
Salaries & allowances	57,994,662	61,558,387	61,792,482	0.4%	61,792,482	64,135,000	66,828,000
- Of which establishment plan posts	43,672,216	46,720,000	46,841,000	0.3%	46,841,000	48,547,000	50,422,000
- Of which external personnel	14,322,446	14,838,387	14,951,482	0.8%	14,951,482	15,588,000	16,406,000
Expenditure relating to Staff recruitment	721,711	711,000	450,000	-36.7%	450,000	450,000	450,000
Mission expenses	163,321	165,000	220,000	33.3%	220,000	223,000	225,000
Socio-medical infrastructure	315,457	366,615	359,155	-2.0%	359,155	385,285	373,680
Training	521,729	800,000	1,340,600	67.6%	1,340,600	952,000	832,000
External Services	5,710,289	5,945,041	6,746,197	13.5%	6,746,197	7,261,050	7,011,687
Receptions, events and representation	0	0	0	0.0%	0	0	0
Social welfare	1,929,236	2,261,000	2,306,000	2.0%	2,306,000	2,376,000	2,446,000
Other staff related expenditure	0	0	0	0.0%	0	0	0
Title 2 - Infrastructure and operating expenditure	13,630,869	15,350,917	15,748,482	2.6%	15,748,482	13,527,816	13,710,589
Rental of buildings and associated costs	6,233,131	7,782,091	6,579,649	-15.5%	6,579,649	5,458,632	5,367,632
Information, communication technology and data processing	5,866,335	6,152,089	7,563,083	22.9%	7,563,083	7,403,184	7,652,707
Movable property and associated costs	1,072,172	960,000	1,272,000	32.5%	1,272,000	265,000	285,000
Current administrative expenditure	239,089	203,237	107,500	-47.1%	107,500	107,000	108,000
Postage / Telecommunications	142,358	163,500	128,750	-21.3%	128,750	194,000	194,250
Meeting expenses	70,000	75,000	82,500	10.0%	82,500	85,000	88,000
Running costs in connection with operational activities	0	0	0	0.0%	0	0	0
Information and publishing	7,783	15,000	15,000	0.0%	15,000	15,000	15,000
Studies	0	0	0	0.0%	0	0	0



Expenditure	2023 Budget execution	Budget 2024	Commitment appropriations				
			Agency request	VAR 2025/2024	Budget forecast	Envisaged 2026	Envisaged 2027
Other infrastructure and operating expenditure	0	0	0	0.0%	0	0	0
Title 3 - Operational expenditure	74,466,905	72,943,126	74,547,066	2.2%	74,547,066	76,177,483	77,180,213
Regulated Products	4,461,125	4,940,161	4,847,993	-1.9%	4,847,993	4,701,000	4,701,000
Risk Assessment	4,239,383	4,386,806	4,082,007	-6.9%	4,082,007	4,179,687	4,179,687
Scientific Cooperation & Strategy	35,886,843	36,890,628	33,718,335	-8.6%	33,718,335	35,345,445	35,121,632
Communication	6,956,057	6,005,000	6,550,000	9.1%	6,550,000	5,991,729	6,411,729
Operational support	22,923,496	20,720,531	25,348,731	22.3%	25,348,731	25,959,622	26,766,165
TOTAL	155,454,179	160,101,086	163,509,982	2.1%	163,509,982	165,487,634	169,057,169

Expenditure	2023 Budget execution	Budget 2024	Payment appropriations				
			Agency request	VAR 2025/2024	Budget forecast	Envisaged 2026	Envisaged 2027
Title 1 - Staff expenditure	65,965,774	71,807,043	73,214,434	2.0%	73,214,434	75,782,335	78,166,367
Salaries & allowances	57,994,618	61,558,387	61,792,482	0.4%	61,792,482	64,135,000	66,828,000
- Of which establishment plan posts	43,672,216	46,720,000	46,841,000	0.3%	46,841,000	48,547,000	50,422,000
- Of which external personnel	14,322,402	14,838,387	14,951,482	0.8%	14,951,482	15,588,000	16,406,000
Expenditure relating to Staff recruitment	706,135	711,000	450,000	-36.7%	450,000	450,000	450,000
Mission expenses	142,423	165,000	220,000	33.3%	220,000	223,000	225,000
Socio-medical infrastructure	291,747	366,615	359,155	-2.0%	359,155	385,285	373,680
Training	353,818	800,000	1,340,600	67.6%	1,340,600	952,000	832,000
External Services	4,573,337	5,945,041	6,746,197	13.5%	6,746,197	7,261,050	7,011,687
Receptions, events and representation	0	0	0	0.0%	0	0	0
Social welfare	1,903,695	2,261,000	2,306,000	2.0%	2,306,000	2,376,000	2,446,000
Other staff related expenditure	0	0	0	0.0%	0	0	0



Expenditure	2023 Budget execution	Budget 2024	Agency request	Payment appropriations			
				VAR 2025/2024	Budget forecast	Envisaged 2026	Envisaged 2027
Title 2 - Infrastructure and operating expenditure	10,386,392	15,350,917	15,748,482	2.6%	15,748,482	13,527,816	13,710,589
Rental of buildings and associated costs	4,697,106	7,782,091	6,579,649	-15.5%	6,579,649	5,458,632	5,367,632
Information, communication technology and data processing	4,404,288	6,152,089	7,563,083	22.9%	7,563,083	7,403,184	7,652,707
Movable property and associated costs	919,828	960,000	1,272,000	32.5%	1,272,000	265,000	285,000
Current administrative expenditure	206,823	203,237	107,500	-47.1%	107,500	107,000	108,000
Postage / Telecommunications	102,629	163,500	128,750	-21.3%	128,750	194,000	194,250
Meeting expenses	47,935	75,000	82,500	10.0%	82,500	85,000	88,000
Running costs in connection with operational activities	0	0	0	0.0%	0	0	0
Information and publishing	7,783	15,000	15,000	0.0%	15,000	15,000	15,000
Studies	0	0	0	0.0%	0	0	0
Other infrastructure and operating expenditure	0	0	0	0.0%	0	0	0
Title 3 - Operational expenditure	58,523,703	65,981,970	62,037,445	-6.0%	62,037,445	72,330,830	78,958,327
Regulated Products	4,375,609	4,940,161	4,847,993	-1.9%	4,847,993	4,701,000	4,701,000
Risk Assessment	4,109,924	4,386,806	4,082,007	-6.9%	4,082,007	4,179,687	4,179,687
Scientific Cooperation & Strategy	27,519,071	29,929,472	27,789,547	-7.1%	27,789,547	34,930,579	42,757,427
Communication	6,018,916	6,005,000	6,550,000	9.1%	6,550,000	5,991,729	6,411,729
Operational support	16,500,182	20,720,531	18,767,898	-9.4%	18,767,898	22,527,835	20,908,484
TOTAL	134,875,868	153,139,930	151,000,361	-1.4%	151,000,361	161,640,981	170,835,283



BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS 2023

TABLE 29. BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS 2023

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

Cancellation of appropriations

Cancellation of commitment appropriations

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

Cancellation of payment appropriations for the year

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

Cancellation of payment appropriations carried over

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

Justification

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

Budget outturn

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



ANNEX IV. HUMAN RESOURCES FOR 2025 - 2027 — QUANTITATIVE

1. THE STAFF POPULATION AND ITS EVOLUTION

A. STATUTORY STAFF AND SNE

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

Staff	2023					2024				2025	2026	2027
ESTABLISHMENT PLAN POSTS	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Actually filled 31/12/2023	Occupancy rate %	Authorised staff	Envisaged staff					
Administrators (AD)	232	80	312	305	97.8%	312	316	316	316	316	316	316
Assistants (AST)	88	5	93	97	104.3%	93	93	94	94	94	94	94
Assistants/Secretaries (AST/SC)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL ESTABLISHMENT PLAN POSTS	320	85	405	402	99.3%	405	409	410	410			
EXTERNAL STAFF ⁴⁹	FTE corresponding to the authorised budget - Baseline	FTE corresponding to the authorised budget - 178 TR	FTE corresponding to the authorised budget - TOTAL	Headcount as of 31/12/2023	Execution Rate %	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE			
Contract Agents (CA)	146	21	167	166	99.4%	167	164	164	164	164	164	164
Seconded National Experts (SNE)	15	0	15	11	73.3%	15	15	25	25	25	25	25
TOTAL EXTERNAL STAFF	161	21	182	177	97.3%	182	179	189	189			
TOTAL STAFF	481	106	587	579	98.8%	587	586	598	599			

⁴⁹ Figures do not include CAs and SNEs financed by other sources (see relevant table)



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

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

Human Resources	2024 Authorised FTE	2025 Envisaged FTE	2026 Envisaged FTE	2027 Envisaged FTE
Contract Agents (CA)⁵⁰	2.0	5.0	5.0	3.0
Seconded National Experts (SNE)⁵¹	1.0	1.0	0.6	0.0
TOTAL	3.0	6.0	5.6	3.0

C. Other Human Resources

TABLE 32. OTHER HUMAN RESOURCES

Structural service providers	Actually in place as of 31/12/2023
Security	1
IT	21
Reception	2
Post Office	1
Office Supplies	1
Archive	2
Huissier	3
Outsourcing Service Manager	1
Maintenance	2
Building H&S technical assistance	4
Medical Advisor	0.75
Interim workers	Total FTEs in year 2023
Number	75

⁵⁰ 2 CA FTEs related to the Partnership on Animal Health and Welfare funded by DG-RTD until from 2024 until 2026, 3 CA FTEs related to new Chemical Data Platform funded by DG ENV from 2025 onwards

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



2. MULTIANNUAL STAFF POLICY PLAN FOR 2025-2027

TABLE 33. MULTI-ANNUAL STAFF POLICY PLAN YEAR 2025-2027

Function group and grade	2023								2024		2025		2026		2027	
	Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Actually filled as of 31/12		Authorised Budget - TOTAL		Envisaged budget		Envisaged budget		Envisaged budget	
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Permanent posts	Temporary posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts
AD 16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1	0	1	0	1	0	1	0	1
AD 14	0	1	0	0	0	1	0	0	0	2	0	3	0	3	0	4
AD 13	0	5	0	0	0	5	0	3	0	4	0	3	0	4	0	4
AD 12	0	6	0	0	0	6	0	4	0	5	0	6	0	7	0	9
AD 11	0	12	0	0	0	12	0	6	0	9	0	13	1	16	1	19
AD 10	0	27	0	0	0	27	0	17	1	30	1	33	2	36	3	38
AD 9	3	44	0	4	3	48	1	50	3	48	4	50	2	53	1	56
AD 8	2	63	0	9	2	72	3	62	1	65	0	69	0	71	0	72
AD 7	0	44	0	30	0	74	1	66	0	88	0	82	0	76	0	70
AD 6	0	22	0	31	0	53	0	66	0	45	0	39	0	36	0	31
AD 5	0	2	0	6	0	8	0	25	0	10	0	10	0	8	0	7
AD TOTAL	5	227	0	80	5	307	5	300	5	307	5	309	5	311	5	311
AST 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	3	0	0	0	3	0	1	0	2	0	3	0	3	0	3
AST 7	0	6	0	0	0	6	0	2	0	5	0	6	0	9	0	12
AST 6	0	12	0	0	0	12	0	13	0	14	0	16	0	17	0	18
AST 5	0	24	0	0	0	24	0	25	0	26	0	26	0	26	0	26
AST 4	0	25	0	2	0	27	0	33	0	26	0	24	0	24	0	24
AST 3	0	10	0	3	0	13	0	19	0	15	0	17	0	14	0	11
AST 2	0	8	0	0	0	8	0	3	0	5	0	1	0	1	0	0
AST 1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
AST TOTAL	0	88	0	5	0	93	0	97	0	93	0	93	0	94	0	94



Function group and grade	2023								2024		2025		2026		2027	
	Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Actually filled as of 31/12		Authorised Budget - TOTAL		Envisaged budget		Envisaged budget		Envisaged budget	
	Perm - posts	Temp - posts	Perm - posts	Temp - posts	Perm - posts	Temp - posts	Permanent posts	Temporary posts	Perm - posts	Temp - posts	Perm - posts	Temp - posts	Perm - posts	Temp - posts	Perm - posts	Temp - posts
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	5	315	0	85	5	400	5	397	5	400	5	402	5	405	5	405
GRAND TOTAL	320		85		405		402		405		407		410		410	



- External personnel

TABLE 34. EXTERNAL PERSONNEL - CONTRACT AGENTS

Contract agents ⁵²	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024*	FTE corresponding to the envisaged budget 2025*	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027
Function Group IV	138	131.7	132	140	137	137	137
Function Group III	19	21.7	23	20	20	20	20
Function Group II	10	9.5	11	7	7	7	7
Function Group I	0	0.0	0	0	0	0	0
TOTAL	167	162.9	166	167	164	164	164

*Additional 15 CAs requested from 2022 - 2024, to cover the FTE gap stemming from increased volumes of work, backlog recuperation -5 (vs 2024) from 2025 until 2027. In the current scenario the remaining 10 FTEs will be phased out from 2028.

TABLE 35. EXTERNAL PERSONNEL - SECONDED NATIONAL EXPERTS

Seconded National Experts ⁵³	FTE corresponding to the authorised budget 2022	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the envisaged budget 2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027
TOTAL	15	13.0	11	15	15	25	25

⁵² Figures include 4 CAs utilised by ECHA as per EFSA-ECHA-EC agreement, from 2025 +2 CA FTE New Chemical Data Platform funded by DG-ENV, from 2025 to 2027 10 Short-term CA FTE (-5 FTE vs 2025), do not include CAs financed by other sources (see relevant table)

⁵³ Figures do not include 1 SNE financed by Pre-accession Programme (see relevant table)



3. RECRUITMENT FORECASTS 2025 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS

TABLE 36. RECRUITMENT FORECASTS 2025 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS (INFORMATION ON THE ENTRY LEVEL FOR EACH TYPE OF POSTS: INDICATIVE TABLE)

Job title in the agency	Type of contract (Official, TA or CA)		TA/Official		CA Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement / mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Scientific Data Steward	1		AD5-AD7	AD6	
Engagement and external relations	1				FGIV
Scientific Officer Molecular Biology (NGT)		2	AD5-AD7	AD6	
Service Management Officer	1				FGIV
Team Leader Science (to be defined)	1		AD5-AD12	AD7	
Procurement & Grant Officer	1				FGIV
Legal Officer	1		AD5-AD7	AD5	
Legal Officer	1				FGIV
Scientific Officer	1		AD5-AD7	AD6	
Scientific Officer	2				FGIV
DevOps engineer	2	2			FGIV
Business Analyst	1		AD5-AD7	AD7	
Cloud Architect	2		AD5-AD7	AD6	

Number of inter-agency mobility Year N (2024) from and to the Agency:

- 1 mobility vs EU Agency: secondment to EBA (European Banking Authority) with start date on 1 April 2024 within the Human Resources Unit/Operations Department for the duration of 12 months
- 1 mobility vs National Agency (AGES – Austrian Agency for Health and Food Safety): within the scope of the Memorandum of administrative Cooperation signed in October 2023, EFSA sent a staff member to AGES on mission from 1 March 2024 from a duration on 3 months. Moreover, EFSA has hosted a Guest from AGES until end of November 2024.



ANNEX V. HUMAN RESOURCES FOR 2025 – 2027 QUALITATIVE

A. RECRUITMENT POLICY

Implementing rules in place:

TABLE 37. RECRUITMENT IMPLEMENTING RULES

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

STATUTORY STAFF (OFFICIALS, TEMPORARY AGENTS, CONTRACT AGENTS)

At EFSA, Temporary Agents (TAs) and Contract Agents (CAs) are typically offered a 5-year contract, renewable for another limited period not exceeding 5 years⁵⁴. These contracts are converted into contracts of an indefinite nature if a second renewal is offered and accepted. All contract renewals are subject to an assessment of the performance of the staff member and depend on budget availability and the business needs for the function occupied.

EFSA strives to reach the highest possible occupancy/execution rate by implementing a recruitment plan beyond 100% of its nominal capacity. For both TAs and CAs, EFSA takes advantage of the possibility to offset FTE savings generated with additional appointments, as provided by the Financial Regulations (Art. 53/2) and the Staff Regulations (CEOS Art. 3a).

The grade ranges of TAs and Officials corresponding to each type of post, and their post title equivalence, are outlined in the MB decision available [here](#).

EFSA's comprehensive employer branding strategy enhances its visibility through networks with EU agencies, international organizations, national authorities, and universities. Sourcing campaigns are bolstered by multipliers, such as Member State groups and EFSA staff, who promote EFSA's employer value proposition through an attraction package developed to showcase EFSA as an employer of choice. Committed to diversity and inclusion, EFSA continues to expand initiatives that support gender and disability inclusivity throughout its recruitment processes.

EFSA is using a state-of-the-art recruitment solution to attract, source and select its staff and manage the end-to-end selection process in a digital and automated way. The recruitment tool includes a

⁵⁴ The Notice on Policy adopted by EFSA (Policy on the duration of Staff Contracts is available [here](#))



branded career site and facilitates the dissemination of jobs, referrals and provides analytics on candidates. The tool is also used to manage the hiring process of experts, trainees and SNEs.

NON-STATUTORY STAFF

Seconded national experts (SNE)

The objective of the SNE programme is to foster the exchange of experience and knowledge in food safety assessment, playing a key role in expanding the network of expertise. Experts can be seconded to EFSA for a period comprised between 6 months and 4 years.

The SNE programme offers mutual benefits to both EFSA and National Administrations. It allows EFSA to tap into high-level professional expertise, while providing National Administrations with the opportunity to build partnerships with EFSA, thereby contributing to the enhancement of the EU's scientific assessment capacity.

Additionally, SNEs provide valuable insights into the experience of both EFSA and Member States in contributing to EU risk assessments, playing a key role in facilitating the exchange of expertise and partnerships between the organisations.

Traineeships

EFSA continues to invest in its successful traineeship programme to gain visibility among young professionals across Europe and beyond, ultimately aiming to create a pool of young people with first-hand experience who may be prepared to collaborate with EFSA in the future. Currently, a 12-month traineeship programme is in place, offering approximately 120 positions every year.

Interims

EFSA holds a framework contract with an interim staff agency selected through a public call for tenders to purchase interim services for the following purposes:

- Coverage of long-term absences typically due to maternity leaves, long-term sick leaves and CCP (Congé Convenance Personnelle/unpaid leave on personal ground)
- Support to EFSA staff for peaks of workloads in business development projects

The duration of the deployment of interim workers at EFSA is subject to the limits and provision set by the national legislator.

Guest Programme

This scheme provides the opportunity to Master students, PhD candidates, employees of public administration, research institutes and international organisations to join EFSA as guest for a few months to collaborate in a remit of mutual relevance. Guests do not receive any remuneration or allowances from EFSA.

Structural service providers

All services are procured via dedicated open calls for tenders. All procurement activities are carried out in accordance with the following legal provisions.

- Basic act: Council Regulation (EC) No 178/2002 (EFSA's founding regulation).
- Financial regulation: Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast).



B. APPRAISAL AND RECLASSIFICATION/PROMOTIONS

Implementing rules in place:

TABLE 38. IMPLEMENTING RULES

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

EFSA's Performance Management cycle is built towards a fully integrated Talent Management approach. Each step contributes to the appropriate development and management of EFSA's talents, which, therefore, influences and positively impacts the performance of the organisation as a whole.

EFSA promotes a culture of ongoing feedback throughout the year through the performance dialogue exercise that entails goal setting and development opportunities discussed in Q1, a mandatory intermediate dialogue also known as the mid-year review, ample informal opportunities for discussion throughout the year and a final formal end-of-year assessment.

EFSA's promotion rate increased in the past few years from 13.5% in 2020 to 18.9% in 2023 resulting in 73 statutory staff members being promoted/reclassified.

Among EFSA's reclassified staff, the average seniority in some grade appears relatively high. This is primarily due to the presence of a few individuals who had been in their current grade for an extended period of time before being reclassified or promoted. However, because of the higher promotion/reclassification rates applied over the last few cycles, these biases on the metrics will disappear and converge to the Annex IB guiding averages.

EFSA will continue to monitor and analyse its annual appraisal exercise to ensure that for Officials/TAs and CAs, the promotion and reclassification policies remain fair and effective in recognising and rewarding staff achievements.

EFSA has established processes to identify organisational competency gaps and learning needs, typically addressed through a mix of formal (internal and external), and informal learning solutions, such as on-the-job experiences and project work. However, to support the growth of high-potential individuals poised for advancement—whether in leadership or cross-functional roles—EFSA has launched its flagship *Personal Leadership* program. This program is designed to prepare individual contributors for leadership, expert, and coordination roles. With the rapid rise of AI and evolving work methods, the program is now being updated to equip employees with the mindset, which is essential for success in the post-digital era .

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

Grades	Average seniority in the grade among reclassified staff					Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
	Year N-4 (2020)	Year N-3 (2021)	Year N -2 (2022)	Year N-1 (2023)	Year N (2024)		
AD05	4.00	6.11	4.46	2.17	2.87	3.46	2.8
AD06	6.38	6.39	4.67	5.01	3.26	4.96	2.8
AD07	6.31	6.17	8.12	4.79	7.85	6.51	2.8
AD08	6.73	5.60	9.04	6.37	8.39	7.11	3
AD09	5.84	7.73	9.70	6.84	8.03	8.19	4
AD10			4.84	5.42	7.84	5.88	4
AD11	12.91	16.76	18.77		5	13.27	4
AD12	11.72		5.51		4	7.69	6.7
AD13							6.7
AST1				15.01	15.01		3
AST2	10.77	10.87	8.85	9.14	16.43	10.48	3
AST3		7.54	5.34	4.67	6.84	5.65	3
AST4	2.50	6.61	5.65	8.09	6.04	6.63	3
AST5	8.84	7.42	4.00	5.37	7.9	6.52	4
AST6			5.00	4.62		4.72	4
AST7		18.77				18.77	4
AST8	na	na	na	na	na	na	4
AST9	na	na	na	na	na	na	N/A
AST10 (Senior assistant)	na	na	na	na		na	5
	na	na	na			na	
AST/SC1	na	na	na			na	4
AST/SC2	na	na	na			na	5
AST/SC3	na	na	na			na	5.9
AST/SC4	na	na	na			na	6.7
AST/SC5	na	na	na			na	8.3



TABLE 40. RECLASSIFICATION OF CONTRACT STAFF

Function Group	Grade	Staff in activity at 1.01.2022 (N-2)	How many staff members were reclassified in Year 2023 (N-1)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	3	0		Between 6 and 10 years
	16	14	2	3.59	Between 5 and 7 years
	15	27	1	11.85	Between 4 and 6 years
	14	59	7	2.91	Between 3 and 5 years
	13	12	0		Between 3 and 5 years
CA III	11	1	0		Between 6 and 10 years
	10	2	0		Between 5 and 7 years
	9	6	2	3.34	Between 4 and 6 years
	8	2	1	2.84	Between 3 and 5 years
CA II	7	2			n/a
	6	9	1	4	Between 6 and 10 years
	5	6	0		Between 5 and 7 years
	4	2	0		Between 3 and 5 years
CA I	2	0			Between 6 and 10 years
	1	0			Between 3 and 5 years

C. GENDER REPRESENTATION

TABLE 41. DATA ON 31/12/2024 /STATUTORY STAFF (ONLY OFFICIALS, AT AND AC)

		Official		Temporary		Contract Agents		Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	2	40.0%	157	39.3%	87	51.2%	246	42.8%
	Assistant level (AST & AST/SC)	0	0.0%	77	19.3%	26	15.3%	103	17.9%
	Total	2	40.0%	234	58.5%	113	66.5%	349	60.7%
Male	Administrator level	3	60.0%	147	36.8%	47	27.6%	197	34.3%
	Assistant level (AST & AST/SC)	0	0.0%	19	4.8%	10	5.9%	29	5.0%
	Total	3	60.0%	166	41.5%	57	33.5%	226	39.3%
Total		5	100.0%	400	100.0%	170	100.0%	575	100.0%

**TABLE 42. DATA REGARDING GENDER EVOLUTION OVER 5 YEARS OF THE MIDDLE AND SENIOR MANAGEMENT⁵⁵**

	2020		2024	
	Number	%	Number	%
Female Managers	10	41.7%	9	40.9%
Male Managers	14	58.3%	13	59.1%

The overall gender balance among EFSA's staff shows female prevalence; this majority is more marked among TA/AST staff and CAs.

With specific reference to the managerial population in 2023, we noted different compositions among (a) managers (Executive Director, Heads of Departments and Heads of Units) and (b) Team Leaders: (a) 9 women out of 24 corresponding to 37.5%/62.5%; (b) 33 women out of 59 corresponding to 56%/44%. The overall gender balance for managerial positions, including Team Leaders, is of 51% women/49% men (42 women out of a total managerial population of 83).

As a measure to promote equal opportunities, the terms of published vacancy notices prevent any kind of discrimination, and the composition of the selection board is balanced as far as possible.

Without prejudice to non-discrimination practices, EFSA will, as much as possible, pursue a gender-balanced structure for its staff at the time of the appointment of the successful incumbent.

D. GEOGRAPHICAL BALANCE

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

TABLE 43. DATA ON 31/12/2024 - STATUTORY STAFF ONLY (OFFICIALS, AT AND AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FG I/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	10	2.3%	1	0.8%	11	1.9%
Belgium	24	5.4%	8	6.1%	32	5.6%
Bulgaria	2	0.5%	3	2.3%	5	0.9%
Croatia	3	0.7%	0	0.0%	3	0.5%
Cyprus	0	0.0%	0	0.0%	0	0.0%
Czech Republic	1	0.2%	1	0.8%	2	0.3%
Denmark	1	0.2%	1	0.8%	2	0.3%
Estonia	0	0.0%	0	0.0%	0	0.0%
Finland	1	0.2%	0	0.0%	1	0.2%
France	28	6.3%	4	3.0%	32	5.6%
Germany	19	4.3%	1	0.8%	20	3.5%
Greece	36	8.1%	2	1.5%	38	6.6%
Hungary	6	1.4%	2	1.5%	8	1.4%
Ireland	6	1.4%	3	2.3%	9	1.6%

⁽⁵⁵⁾ Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.



Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Italy	209	47.2%	84	63.6%	293	51.0%
Latvia	0	0.0%	0	0.0%	0	0.0%
Lithuania	0	0.0%	1	0.8%	1	0.2%
Luxembourg	2	0.5%	0	0.0%	2	0.3%
Malta	0	0.0%	1	0.8%	1	0.2%
Netherlands	4	0.9%	0	0.0%	4	0.7%
Poland	9	2.0%	3	2.3%	12	2.1%
Portugal	14	3.2%	3	2.3%	17	3.0%
Romania	9	2.0%	3	2.3%	12	2.1%
Slovakia	4	0.9%	1	0.8%	5	0.9%
Slovenia	0	0.0%	0	0.0%	0	0.0%
Spain	51	11.5%	8	6.1%	59	10.3%
Sweden	1	0.2%	0	0.0%	1	0.2%
United Kingdom	3	0.7%	2	1.5%	5	0.9%
TOTAL	443	100.0%	132	100.0%	575	100%

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

Most represented nationality	2020		2024	
	Number	%	Number	%
Italy	222	47.3%	293	51.0%

Pursuing a more balanced representation of nationalities remains EFSA's ambition and priority. This ambition is hampered by a number of different element such as geographical location (remote from main international connections), poor labour market for spouses, recurrent issues with the local "Scuola per l'Europa", high cost of living and availability of rental accommodations, limited access to remote working. Furthermore, the continuous deterioration in Italy's salary correction coefficient has further limited our ability to offer competitive conditions.

Nevertheless, a number of initiatives have been launched to increase attractiveness and improve the nationality balance such as a revamp of a comprehensive employer branding strategy, social media promotions - more targeted in specific under-represented countries - participation/organization of career events in all EU Member States and reinforced collaboration with Focal Point Network representing national food safety authorities. We are also investing on creating more diverse pipelines, for example with our successful traineeship programme.

E. SCHOOLING

EFSA considers schooling to be an essential part of its staff policy. For this purpose a European School type II (Scuola per l'Europa) was established in 2004 and accredited in 2008 under the European Schools system. The new school facilities were completed in 2017 and opened at the occasion of the start of the 2017-2018 school year.



A contribution to the EU-accredited European School in Parma worth around EUR 1.78 million was paid from EFSA's 2023 budget for the 2023-2024 school year. At the beginning of the school year 2023-2024, 196 EFSA pupils - out of a total 752 pupils - were enrolled at the "Scuola per l'Europa" in Parma.

TABLE 45. SCHOOLING

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



ANNEX VI. ENVIRONMENT MANAGEMENT

EFSA is ISO 14001 certified since 2016 and EMAS registered since 2017. By sharing the fundamental value of sustainable development, EFSA has adopted a way of managing its activities based on the principle of sharing responsibilities to the environment, in accordance with the EMAS regulation. As an integral part of the Integrated Management System (IMS), EFSA regularly communicates the environmental effects of its business, implements its environmental policy and plans actions to improve its environmental performance.

From the design phase of the building, many solutions have been adopted to minimise environmental impacts, such as energy and water consumption. The building is thermally insulated and has the following systems:

- a geothermal heat pump and a solar thermal system for the self-production of thermal energy from renewable sources (in the case of this thermal energy is not sufficient, it is supplemented by the thermal energy purchased by the city's district heating network);
- two photovoltaic systems that produce electric energy;
- technological solutions to contain energy consumption due to air conditioning;
- rainwater collection for toilets flushes and irrigation, to reduce the use of high-quality water if not necessary.

ACTIVITIES AIMED AT IMPROVING ENVIRONMENTAL PERFORMANCE

Best environmental practices

EFSA has implemented some best environmental practices for sustainable offices to improve environmental performance related to consumption and includes environmental criteria in public procurement for the purchase of products or services, as indicated by the decision (EU) 2019/61.

EFSA reduces the environmental impacts due to energy and water consumption by the implementation of some best practices for sustainable offices that include:

- energy certification of the building (energy class "A");
- monthly monitoring of specific energy and water consumption, thanks to the installation of partial meters that permit to measure the consumption due to different uses and the amount of energy and water coming from the different sources;
- analysis of monitored data to identify anomalies and/or actions to improve environmental performance.

To reduce water consumption, in addition to the rainwater recovery system, there are water-reduction systems in the toilets consisting of electronic taps with photocell sensors, which automatically interrupt the flow of water when your hands are removed from the tap.

Electricity consumption

Regarding electricity consumption, in 2019 EFSA signed a power supply contract with a "green option" to purchase electricity produced exclusively from renewable sources.

The contract stipulates that EFSA can request the supply of electricity produced from renewable sources at the time the service request is issued. Since 2020, all electricity used in EFSA comes exclusively from renewable sources. This objective has been renewed until 2027.



From September 2022 a number of specific actions were also taken to reduce electricity consumption in the building:

- optimisation of settings in manual and automatic mode for lights in common areas;
- increasing the set temperature in summer mode;
- meeting room screens put on stand-by mode in the evening and switched on again in the morning;
- panel screens for internal communication in the corridors and common areas put in stand-by mode from 17:30 to 8:30 instead of 19:30 to 8:30;
- four of the five monitors used for internal communication in the canteen switched off.

Through the use of electricity from renewable sources, the environmental impact of the greenhouse effect from CO₂ generated by the production of electricity through fuel sources has been eliminated.

In 2023, an energy diagnosis was carried out to analyse in detail all the building's energy consumption, check the efficiency of the systems and identify possible measures to improve consumption, both at plant and management level.

In 2025, it is planned to install several multimeters to monitor specific electricity consumption in order to identify energy-saving actions.

Internal communication on environmental issues

In order to disseminate information about EFSA's environmental management and raise staff awareness about environmental sustainability, an internal mini-site called ThinkGreenThinkEMAS was created. The mini-site publishes information about EMAS registration and some tips for leading a green life.

An energy consumption awareness campaign is planned for 2025 to give guidance on how to reduce energy consumption at work.

Organization of events

For health reasons, the Covid 19 pandemic forced the organisation of events remotely.

Since then, it has become normal to participate in events by videoconferencing. The renewal of the EFSA meeting rooms with simultaneous improvement of the audio and video systems allows to guarantee an excellent quality of the connection remotely: for this reason now participants can freely choose whether to take part in the meetings physically or not. Meetings and events can therefore be held in presence, by videoconferencing or by hybrid mode (part in presence and part in videoconferencing), depending on the choice of participants.

This allows for a reduction in environmental impacts due to the travel of experts and meeting participants.

New environmental criteria are being defined to be applied to in-person events in order to increase their sustainability.

Greenhouse gas emissions

Climate change is one of the most important challenges that organizations, governments and citizens will have to face in the coming decades. Climate change affects both natural systems and human socio-economic systems and it influences the future approach to the use of resources, the implementation of production processes and the performance of human economic activities. The most important greenhouse gas is carbon dioxide (CO₂), that is generated by the oxidation of carbon mainly for combustion use.



EFSA carried out its carbon footprint assessment with reference to the Greenhouse gas Protocol Corporate Accounting and Reporting Standard, in order to have the necessary knowledge to make decisions on how to reduce or offset greenhouse gas emissions generated by all its activities.

As included in the contract, the maintenance provider was asked to calculate the CO₂ emissions produced from its work at EFSA in 2023. In 2024, these emissions were offset through planting. **Green procurement**

EFSA support services are entrusted to suppliers selected through calls for tender.

Decision (EU) N. 2019/61 on best environmental management practices in public administration suggests that environmental criteria should be included in public procurement for the purchase of products or services. Criteria may include ISO 14001 environmental certification, EMAS registration, or the use of materials and products with low environmental impact or that have obtained environmental product certifications.

Environmental criteria have been introduced in the following calls for proposals:

- canteen, catering and bar service;
- maintenance service;
- cleaning service;
- organisational and logistical services;
- security and guard service;
- building management (civil and plant engineering).

In 2023, as a result of further improvement objectives, environmental criteria were also included in the call for tenders for shuttle service activities - that consider the option of carpooling and the use of low-emission hybrid vehicles - and in the call for tenders for the service activity of the travel agency.

Garden revamping

The renovation of the garden has the following aims:

- creation of a dedicated area for pollinating insects;
- laying of a turf with a good tolerance to drought in order to reduce water consumption due to irrigation and planting of trees and shrubs with maintenance of the naturalistic belt currently present on the western border;
- redesign of the irrigation system aimed at saving water;
- improving the visual impact of the building and wellbeing.

The activity has been completed in the summer of 2024.

Mobility plan

In 2024, the assessment of staff home-work travels has been updated to identify sustainability awareness actions.



ANNEX VII. BUILDING POLICY

1. CURRENT BUILDING

TABLE 46. CURRENT BUILDING.

#	Building Name and type	Location	SURFACE AREA (in m ²)			RENT (€/year)	RENTAL CONTRACT			Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	Host country (grant or support)
			Office space sqm	Non-office sqm	Total sqm		Duration of the contract	Type				
1	EFSA seat	Parma	14,200	13,300	27,500	EFSA seat was acquired on 19.12.2011	NA	NA	NA	NA	NA	NO
2	EFSA representative office	Brussels	36	NA	36	43,649, all services included	1 year	Renewable	NA	NA	NA	NO
3	Shared Services Office	Brussels	54	NA	54	54,572, all services included	4 years	Renewable	NA	NA	NA	NO
TOTAL			14,290	13,300	27,590	123,207						

2. BUILDING PROJECTS IN THE PLANNING PHASE

Through the building revamp project EFSA is optimizing the building spaces to facilitate hybrid working modalities (onsite and homeworking). This entails mainly the creation of increased collaboration zones, quiet and confidential spaces for tele-meetings and the renovated garden to enhance wellbeing and provide additional informal working spaces. The building revamp project covers 3 years, it has been launched in 2023 and it is expected to be completed by end of 2025.

3. BUILDING PROJECTS SUBMITTED TO THE EUROPEAN PARLIAMENT AND THE COUNCIL

Not applicable.



ANNEX VIII. PRIVILEGES AND IMMUNITIES

TABLE 47. PRIVILEGES AND IMMUNITIES.

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



ANNEX IX. EVALUATIONS

Internal ex-post evaluations of projects encompass a continuous assessment of selected development initiatives according to a defined set of parameters, providing a solid evidence base to drive decisions and contribute to optimising the use of resources to ensure efficiency & effectiveness. As of 2025 the projects evaluations process will be extended to all projects and will be fine-tuned to deliver a stronger fact-base analysis. In particular, ex-post evaluations will assess the following indicators:

1. Planned Cost vs. Actual Cost: the comparison between the original project budget and the final expenditure. Variances will be analysed to determine their causes and potential areas for cost optimization in future projects.
2. Planned Timelines vs. Actual Timelines the comparison between planned timelines against actual delivery dates. Any delays will be investigated to understand the root causes, such as resource constraints, unforeseen risks, or scope changes.
3. Planned Scope vs. Actual Scope: the degree to which the project met its original scope. This will help improve scope management and ensure that future projects are better aligned with their initial objectives.
4. Planned Benefits vs. Actual Benefits: the degree to which the project delivered the intended benefits. Variances between planned and actual benefits will provide insight into the effectiveness of project execution, resource use, and overall impact.

The success of the ex-post evaluation depends on the quality of the information captured in the projects planning artefacts (e.g. project charters). To this extent, a quality check (**ex-ante evaluations**) will be performed on those artefacts to ensure that all the necessary information is documented to allow an accurate **ex-post** evaluation.

Indicative number of projects that will undergo an ex-ante and ex-post evaluations in the period 2025-2027:

Year	Ex-ante evaluations	Ex-post evaluations
2025	5	12
2026	10	11
2027	Not known yet	15

The 4th EFSA external evaluation was kicked-off by the EC in 2024 with the launching of a "[Call for Evidence for the evaluation of EFSA's operation \(2017-2024\)](#)" and with the outsourcing of an evaluation study to an external contractor. The evaluation study final report is planned to be delivered in July 2025 and the evaluation process shall be finalised by March 2026.

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



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

EFSA'S INTEGRATED MANAGEMENT SYSTEM AND CONTROL ENVIRONMENT

EFSA has put in place an Integrated Management System (IMS), which provides a structured framework for ensuring that the organisation is meeting its intended objectives. The IMS addresses the requirements and provisions of EU legislation and international standards, and particularly the Financial and Staff regulations, the EFSA Founding regulation, the COSO Internal Control Framework and the ISO management standards.

This IMS is comprised of the following key components i) the overarching governance and decision making, and the three management objectives of ii) legality and regularity against legislation and standards, iii) quality and performance, against customer and stakeholder expectations and iv) safety and security of people, the environment and assets. The effective management of these components requires the organisation to have a number of checks and controls that together constitute EFSA's Control Environment, which can be clustered as follows: process controls, external/internal evaluations, external and internal ISO audits, external EU audits (ECA/IAS) and the internal control monitoring criteria (a snapshot of which is shown on the table below).

EFSA's control environment allows us to provide reasonable assurance regarding the achievement of five objectives set out in Article 30 of the EFSA Financial Regulation: (i) effectiveness, efficiency and economy of operations; (ii) reliability of reporting; (iii) safeguarding of assets and information; (iv) prevention, detection, correction and follow-up of fraud and irregularities; and (v) adequate management of risks relating to the legality and regularity of the underlying transactions.

TABLE 48. INTERNAL CONTROL MONITORING CRITERIA.

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2023	TARGET 2024	TARGET 2025
CONTROL ENVIRONMENT					
1. EFSA DEMONSTRATES A COMMITMENT TO INTEGRITY AND ETHICAL VALUES.	Overall staff satisfaction in the following area: - Staff engagement survey questions related to management leading by example % of EFSA staff participating in mandatory training on ethics and integrity. Average # of findings resulting from veracity checks over total	59% (Staff engagement survey 2019) 100%	67.50% 96%	>67.5% ≥94%	>67.5% ≥95%
2. THE MANAGEMENT BOARD DEMONSTRATES INDEPENDENCE FROM MANAGEMENT AND EXERCISES OVERSIGHT OF THE DEVELOPMENT AND PERFORMANCE OF INTERNAL CONTROL THROUGH THE AUDIT COMMITTEE MONITORING	(Y/N) European Court of Auditors clean audit opinions on reliability of accounts and legality & regularity. New 'critical' and 'very important' audit findings issued by the European Court of Auditors and the Internal Audit Services during reporting year. Number of non-compliances (major/minor) from ISO auditing body against EFSA's various ISO	Yes 2 5	Yes 2 7	Yes <5 <10	Yes <5 <8



INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2023	TARGET 2024	TARGET 2025
ASSURANCE ACTIVITIES, AUDIT RESULTS AND THE OUTCOME OF THE DISCHARGE PROCEDURE.	<p>certifications (9001 Quality Management, 22301 Business Continuity, 45001 Occupational Health and Safety, ISO/IEC 27001 Information Security Management, 14001 Environmental Management) and EMAS</p> <p>(Y/N) EFSA's MB formally endorses the main planning and reporting documents (SPD, AAR).</p> <p>(Y/N) Regular reporting to the MB on the IMS findings and activities (including audit outcomes)</p> <p>(Y/N) Discharge granted and discharge recommendations on track.</p> <p>(Y/N) EFSA has defined and it's implementing its Accountability Policy.</p> <p>(Y/N) Financial circuits: Roles and tasks are clearly defined and documented.</p> <p>(Y/N) EFSA has defined and it's implementing its Decision-Making Framework.</p>	Yes	Yes	Yes	Yes
3. MANAGEMENT ESTABLISHES, WITH OVER-SIGHT, STRUCTURES, REPORTING LINES AND APPROPRIATE AUTHORITIES AND RESPONSIBILITIES IN THE PURSUIT OF OBJECTIVES.	<p>Overall staff satisfaction in the following area:</p> <ul style="list-style-type: none"> - Staff engagement survey questions related to discussions on career development (e.g career aspirations, learning needs, involvement in projects, etc.) <p>Occupancy rate</p> <p>% of learning needs covered by the annual learning offer</p>	Roll out on track	Roll out on track	Yes	Yes
4. EFSA DEMONSTRATES A COMMITMENT TO ATTRACT, DEVELOP AND RETAIN COMPETENT INDIVIDUALS IN ALIGNMENT WITH OBJECTIVES	<p>68% (Staff engagement Survey 2019)</p> <p>93.50%</p> <p>80%</p>	75%	≥72%	≥72%	97%
5. EFSA HOLDS INDIVIDUALS ACCOUNTABLE FOR THEIR INTERNAL CONTROL RESPONSIBILITIES IN THE PURSUIT OF OBJECTIVES.	<p>Overall staff satisfaction in the following area:</p> <ul style="list-style-type: none"> - Staff engagement survey questions related to accountability at work <p>(Y/N) Individual job profiles/objectives are clearly defined, and are discussed performance dialogue</p>	55% (Staff engagement Survey 2019)	87%	≥88%	≥88%
6. EFSA SPECIFIES OBJECTIVES WITH SUFFICIENT CLARITY TO ENABLE THE IDENTIFICATION AND ASSESSMENT OF RISKS RELATING TO OBJECTIVES.	<p>RISK ASSESSMENT</p> <p>% of KPIs and Process metrics measured over total applicable</p> <p>(Y/N) EFSA reports on risks related to the achievement of objectives at process, project and corporate level (as evidenced in the process and project charters, in the SPD, and CAAR, and in the quarterly reporting at workplan and performance reports level)</p>	-	90%	≥96%	≥96%



INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2023	TARGET 2024	TARGET 2025
7. EFSA IDENTIFIES RISKS TO THE ACHIEVEMENT OF ITS OBJECTIVES ACROSS THE ORGANISATION AND ANALYSES RISKS AS A BASIS FOR DETERMINING HOW THE RISKS SHOULD BE MANAGED.	(Y/N) Risk management is embedded in the process management methodology and is integrated in both the corporate level analysis and in EFSA's annual planning cycle.	Yes	Yes	Yes	Yes
8. EFSA CONSIDERS THE POTENTIAL FOR FRAUD IN ASSESSING RISKS TO THE ACHIEVEMENT OF OBJECTIVES.	(Y/N) EFSA has an up-to-date anti-fraud strategy in accordance with the European Anti-Fraud Office methodology and guidance, that foresees fraud as a corporate risk that is reviewed and assessed annually	Yes	Yes	Yes	Yes
9. EFSA IDENTIFIES AND ASSESSES CHANGES THAT COULD SIGNIFICANTLY IMPACT THE INTERNAL CONTROL SYSTEM.	(Y/N) EFSA processes are reviewed at least once/year, and validated by the relevant actors, as part of the planning cycle (Y/N) EFSA performs an annual review of the changing external and internal context and assesses their implications on its internal control system	Yes -	Yes Yes	Yes Yes	Yes Yes
CONTROL ACTIVITIES					
10. EFSA SELECTS AND DEVELOPS CONTROL ACTIVITIES THAT CONTRIBUTE TO THE MITIGATION OF RISKS TO THE ACHIEVEMENT OF OBJECTIVES TO ACCEPTABLE LEVELS	(Y/N) EFSA updates its control activities annually in line with the evolution of its risk map (Y/N) EFSA has defined and implements a performance framework at the level of strategy and operations (Y/N) Evaluations performed as per Financial Regulations and implementation recommendations on track. (Y/N) EFSA has a Business Continuity Plan supported by an updated Business Impact Analysis defining dependencies and recovery time objectives for IT systems.	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes
11. EFSA SELECTS AND DEVELOPS GENERAL CONTROL ACTIVITIES OVER TECHNOLOGY TO SUPPORT THE ACHIEVEMENT OF OBJECTIVES.	(Y/N) Control activities over technology are in place (IT roadmap, IT plan) (Y/N) Targeted governance is in place for overseeing the performance of technology – Accountability/Preparedness Council (Y/N) Indicators are in place to measure the satisfaction on technology	Yes Under development Yes	Yes Yes Yes	Yes Yes Yes	Yes Yes Yes
12. EFSA DEPLOYS CONTROL ACTIVITIES THROUGH CORPORATE POLICIES THAT ESTABLISH WHAT IS EXPECTED AND IN PROCEDURES THAT PUT POLICIES INTO ACTION.	Number of non-conformities/financial & non-financial exceptions/financial impact (Y/N) EFSA has defined a Hierarchy of Documents which is maintained and reviewed annually	<than 120/ <than 90/ no more than EUR 150K -	61 non- conformities 16 exceptions Financial impact: 41.462€ Roll out of new hierarchy	<than120/<tha n90/no more than EUR 150K Yes	<than120/<th an90/no more than EUR 150K Yes



INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2021	ACTUAL 2023	TARGET 2024	TARGET 2025
INFORMATION AND COMMUNICATION					
13. EFSA OBTAINS OR GENERATES AND USES RELEVANT QUALITY INFORMATION TO SUPPORT THE FUNCTIONING OF INTERNAL CONTROL.	(Y/N) EFSA adopted and implements the Information Management Policy defining its approach to information management and security.	Yes	Yes	Yes	Yes
14. EFSA INTERNALLY COMMUNICATES INFORMATION, INCLUDING OBJECTIVES AND RESPONSIBILITIES FOR INTERNAL CONTROL, NECESSARY TO SUPPORT THE FUNCTIONING OF INTERNAL CONTROL.	(Y/N) Objectives and results of internal control are communicated through annual IMS review to senior management and all staff via the Quality Circle. (Y/N) Existence of the whistleblowing, harassment and disciplinary procedures	Yes	Yes	Yes	Yes
15. EFSA COMMUNICATES WITH EXTERNAL PARTIES ABOUT MATTERS AFFECTING THE FUNCTIONING OF INTERNAL CONTROL.	(Y/N) EFSA publishes its Annual Report with a dedicated chapter on the assessment of the internal control systems in EFSA.	Yes	Yes	Yes	Yes
MONITORING ACTIVITIES					
16. EFSA SELECTS, DEVELOPS AND PERFORMS ONGOING AND/OR SEPARATE ASSESSMENTS TO ASCERTAIN WHETHER THE COMPONENTS OF INTERNAL CONTROL ARE PRESENT AND FUNCTIONING.	(Y/N) The SPD provides the overview of risks, ICMC and audit plans. (Y/N) Annual IMS review successfully completed (Y/N) Completion of all planned internal and external audits % of authorizing officers that have followed the mandatory training on the Internal Control Framework, and thus are aware of their responsibilities/accountability towards it	Yes Yes Yes 100%	Yes Yes Yes 100%	Yes Yes Yes 100%	Yes Yes Yes 100%
17. EFSA ASSESSES AND COMMUNICATES INTERNAL CONTROL DEFICIENCIES IN A TIMELY MANNER TO THOSE PARTIES RESPONSIBLE FOR TAKING CORRECTIVE ACTION, INCLUDING SENIOR MANAGEMENT AND THE MANAGEMENT BOARD, AS APPROPRIATE.	(Y/N) Outcomes of (internal/external/ISO certification) audits and the state of play of all outstanding recommendations are presented and discussed with the Accountability Council during the IMS planning and review phases (and ad hoc as necessary) and presented to the Audit Committee of the EFSA Management Board twice a year.	Yes	Yes	Yes	Yes



RISK MANAGEMENT AT EFSA

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

TABLE 49. RISKS AND MITIGATING ACTIONS.

Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
SO1 to SO3	Transparency, Confidentiality and Content Sanitisation				
All EPA processes					
2.3 Confidentiality assessment	The need to ensure openness and, transparency while being compatible with the protection of confidentiality and personal data as established by the Transparency Regulation.	3 - Moderate	4 - Severe	The implementation of the measures identified through the EFSA transparency and engagement initiative will continue with the roll-out of additional measures focusing, among other things, on enhancing engagement with stakeholders during different steps of the RA process such as the protocol development; the proactive release of evidence used in RA in a readable/reusable format; and increasing transparency on how and why methods and data were/were not used.	1. Risks related to the external environment
5.9 Content Sanitization					
SO1 to SO3	Scientific Expertise and capacity				
11 Staff and Expert Management	Inadequate selection and/or talent management of scientific experts and staff may have an impact on achieving quality of scientific outputs due to a lack of required competences and expertise, and geographical balance.				
6.4 Capacity Building					
7.1 Partnerships	Inadequate resourcing of new tasks/increased volume of work.	4 - High	4 - Severe	EFSA developed a comprehensive approach to coordinate planning, sourcing, selection and competency management for staff and experts. There are guidelines to govern the process of selection of external experts. EFSA staff policies and guidelines are laid down in respective implementing rules and serve as terms of reference for all actions and decisions regarding human resources management.	3. Risks related to people and the organisation
7.3 Strategic engagement					
12.1 Strategy, planning and analysis	Constraints and obstacles for the development of a long-term and structured cooperation with other EU and international agencies as well as with competent authorities in member			EFSA, together with DG SANTE is following developments of the new legislative proposals and financial fiches; moreover, they ensure a close cooperation to discuss fluctuations in workload and changing priorities. Increased resources (budget and FTEs) in co-developing with Member States partnership grant agreements. EFSA is defining a	
E2E risk assessment					



Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
SO1 E2E Science	<p>stated might impact EFSA's objective to further outsource its operations.</p> <p>The expected increased productivity of the EU food ecosystem through digitalisation is proving to be an expensive, complex and long term endeavour.</p> <p>Speed of risk assessment</p> <p>Failure to improve the throughput time of the E2E science process may have an impact on the ability to comply with the deadlines, volume and stock of scientific questions, and impact the satisfaction of the relevant stakeholders.</p>	4 – High	4 – Severe	<p>short- and longer-term ambition in terms of digital partnerships within the EU food ecosystem. In parallel it is continuing to investing in a dedicated L&D scheme for its staff on "beyond digital".</p>	2. Risks related to planning, processes and systems
SO1 E2E Science	<p>Quality of risk assessment</p> <p>The changing operating model and the pressure to improve the speed of risk assessment and reduce the stock of questions, among other factors, could have implications on quality attributes, such as meeting legal deadlines, and maintaining fit for purpose scientific guidances.</p> <p>Moreover, EFSA's scientific advice might fail to be a clear basis for regulatory action, due to the potential inconclusiveness/inconsistency/unclarity of the opinions issued.</p>	4 – High	4 – Severe	<p>EFSA is safeguarding quality via regular exchanges with the risk managers and stakeholders, dedicated customer and stakeholder feedback mechanisms, the strengthened "mandate dialogue" exercise with DG SANTE.</p> <p>The root cause analysis to improve the speed of risk assessment is focusing on actions to maintain and improve quality, such as reducing re-work, including in the exchanges with applicants.</p>	2. Risks related to planning, processes and systems
SO2	Crisis Preparedness & Response	3 –	3 –	EFSA organizes crisis preparedness trainings on a	1. Risks



Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
4.1 E2E Generic Mandates 7.6 Coordinated comm. development	<p>Inadequate preparation to respond to situations requiring urgent advice may have an impact on the quality and efficiency of crisis response.</p>	Moderate	Serious	<p>regular basis and participates in crisis preparedness events organized by others to improve incident response collaboration between public health authorities from multiple countries and to plan and practice EFSA's management of risk communication, in conjunction with other European bodies, during a joint urgent response to a multi-country animal health/public health outbreak.</p>	related to the external environment
SO2	<p>Readiness for regulatory and scientific developments</p> <p>Inadequate preparation to be able to carry out a risk assessment addressing new regulatory requirements or relevant scientific developments. The evolution of policy developments to regulatory changes (e.g. on CSS/OSOA, GMO, FCM, Farm to fork strategy) affect the tasks assigned to EFSA as well as EFSA's operations and underlying resource needs. The parallel evolution of scientific advancements with implications on the scientific risk assessment approaches and on the preparedness in exploiting the large quantity of scientific data available and its growth in the future.</p>	3 - Moderate	3 - Serious	<p>EFSA has strengthened its capability in managing preparedness via a set of new processes including environment scanning, capacity building and a set of three programmes implementing development projects, and the set-up of the Preparedness Council. Under its Strategic planning process, EFSA is strengthening the approach to manage the planning and monitoring of new capability development under the three strategic transformation priorities.</p>	2. Risks related to planning, processes and systems
SO3 13.2 Transformation Implementation and Programmes	<p>Fraud consideration</p> <p>EFSA considers possible incentives, pressures, opportunities and attitudes which may lead to any type of fraud, notably fraudulent reporting, loss of assets, disclosure of sensitive information and corruption.</p>	2 - Low	3 - Serious	<p>EFSA set up and implemented measures to counter fraud and any illegal activities affecting the interests of the EFSA by putting in place a sound anti-fraud strategy and implementing rules to improve the prevention, detection and conditions for investigating fraud, and to set out reparation and deterrence actions, with proportionate and dissuasive measures.</p>	4. Risks related to legality and regularity aspects
SO3 All EPA processes	<p>Grants & Procurement</p>	2 - Low	3 - Serious	<p>EFSA grants and procurement policies and guidelines are defined and serve as terms of</p>	4. Risks related to



Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
10 Grants, Procurement and Contract Management	<p>Inadequate grants and procurement management may lead to noncompliant grants and procurement procedures and/or failure to obtain value for money.</p> <p>The continuing increase in grants and procurements expenditure since 2022 may put pressure on maintaining sufficient control activities.</p> <p>Independence</p> <p>Inadequate conflict of interest management for staff and experts may lead to the involvement of staff and experts in a potential conflict of interest situation, which may - in reality or perception - affect their independence and influences their opinion.</p>			<p>reference for all actions and decisions regarding grants and procurement management. EFSA organises dedicated trainings on grants and procurement processes. Risk-based control activities are in place for grant agreements, procurement procedures and mass payments, updated in 2022. Annual financial, legality and regularity audits are performed by the European Court of Auditors.</p> <p>The EFSA Independence Policy provides a clear framework for the way in which the Authority manages the interests of its scientific experts and others with whom it works in the course of its activities. There are processes and guidelines that detail how to declare, assess and publish relevant interests. A committee on conflict of interest advises on issues related to competing interests. A mandatory training on ethics and integrity is in place. Annual compliance and veracity checks are carried out by EFSA on a sample of declarations of interest.</p> <p>An external evaluation of the EFSA independence policy took place in 2023, with an overall positive outcome, providing recommendations suggesting possible interventions worth exploring. Following the ex post evaluation and based on its review, in June 2024 the Management Board of EFSA adopted targeted revisions in the EFSA Policy on Independence.</p>	
SO3 11.4 Competing Interest Management		3 - Moderate	4 - Severe		3. Risks related to people and the organisation
SO3 12.4 Security Management	<p>IT Security & Data Protection</p> <p>Due to the everchanging cybersecurity landscape, there is a risk that the use of AI and machine learning and of external cyber-attacks leading to potential operational damage, loss of data, unauthorized disclosure of</p>	2 - Low	4 - Severe	<p>EFSA's business continuity plan is based on a business impact analysis defining dependencies and recovery times for IT systems. The business continuity project fully implemented the IT disaster recovery solutions documented in the disaster recovery plan. The Information Security Policy details EFSA's approach to information security management. EFSA organizes dedicated</p>	2. Risks related to planning, processes and systems



Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
	<p>information, breach of GDPR and consequently reputational damage.</p> <p>Inadequate preparation to be ready for the enhanced requirements of the new cybersecurity regulation expected to be adopted by the EU Institutions in 2023 and in force within 18 months.</p>			<p>trainings on Information Security awareness.</p> <p>EFSA has been recently certified in 2023 with the ISO 27001 certification which will provide the framework to address all requirements of this regulation.</p> <p>In this context EFSA is maintaining the guidance of the 10% of the agencies IT budget for cybersecurity. and, considering the AI roadmap, is proposing to recruit an extra FTE.</p>	

DRAFT



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

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

Actual or expected date of signature	Total amount	Duration	Counterpart	General information			Financial and HR impacts			
				Short description	2024 (N)	2025 (N+1)	2026 (N+2)	2027 (N+3)		
Grant agreements										
Project 101136346 - EUP_AHW	15/03/2024 (expected)	637,996 €	120 months	European Research Executive Agency	European Partnership Animal Health & Welfare (EUP AH&W)	Amount	637,996 €			
					Number of CAs	2	2	2	2	
					Number of SNEs					
Total grant agreements: 1										
Contribution agreements										
2023/444-820	07/06/2023	1,150,000 €	36 months	European Commission	Preparatory measures for the participation of the IPA beneficiaries in the European Food Safety Authority 2023-2026	Amount	1,150,000 €			
					Number of CAs					
					Number of SNEs	1	1	1	0	
Total contribution agreements: 1										
Service-level agreements										
SLA with DG AGRI	14/12/2023	370,301 €	18 months	European Commission	Technical assistance to the European Commission (DG AGRI) by preparing detailed scientific and technical information regarding food and feed products certified as organic	Amount	370,301 €			
					Number of CAs	1	0	0		
					Number of SNEs					
Total service-level agreement agreements: 1										
TOTAL										
					Amount	2,095,297 €				
					Number of CAs	3	3	2	2	
					Number of SNEs	1	1	1	0	



ANNEX XII. FINAL WORK PROGRAMME FOR GRANTS AND OPERATIONAL PROCUREMENTS FOR 2025

1. OPERATIONAL SOURCING BY STRATEGIC OBJECTIVE

TABLE 51. OPERATIONAL SOURCING BY SO.

Strategic objective	2025 budget
SO1 — Deliver trustworthy scientific advice and communication of risks farm to fork	EUR 21,053,727
Main areas	
Generating, collecting, collating, synthesizing, and analysing evidence supporting preparatory work for evidence-based scientific assessment at EFSA, including literature review in the areas of animal health and welfare, plant health, biological hazards, contaminants, pesticides, novel foods	
Implementation of tasking grant for high-risk plants	
Expert assistance in drafting the One Health Zoonoses report, TSE EU Summary Reports, other EU summary reports, including analysis of antimicrobial resistance (AMR) data	
Tasking grant on priority pest	
Partnership in the Risk Assessment of Food Enzymes, Food additives & flavourings, Feed additives t	
Call for expression of interest in the areas of residue Activities, approval of active substances, novel foods, nutrient sources, feed additive applications, GMO, Animal and plant Health	
Support for Flavourings Completion of the evaluation	
Support for Food contact materials (FCM)	
Support for food additives re-evaluations	
Support for safety evaluation of food enzymes	
Implementation of tasking grant for approval of active substances of pesticides	
Activities relating to the assessment of GMO applications (statistical & toxicological support and literature searches)	
Partnership for contribution to the Risk Assessment of Novel Foods and Nutrient Sources in the EU.	
GMO applications sequencing quality check	
Expert support and literature review in assessing feed additive dossiers	
Development of integrated communication campaigns and development of multimedia and online communications- related services as stand-alone products	
Development of static & interactive information and storytelling products	
EFSA Journal	
Experts meeting costs	
SO2 — Ensure preparedness for future risk analysis needs	EUR 27,762,106
Main areas	
Focal point agreements with EU/EEA Member States	
Fellowship programme	
Capacity Building	
Specialised training courses on certain aspects of food safety RA	
Implementation of artificial intelligence approaches	
Plant Health emerging risks identification	
Environmental scan	
Partnership on Pesticides Environmental Risk Assessment (PERA)	
Support for Arthropod vectors	
Wild life surveillance	
Wild Bird data collection	
Benchmark Dose Model (BMD)	
Data collection and analysis on animal disease outbreaks	



Strategic objective	2025 budget
Integrating new approaches in chemical risk assessment	
Library management services	
Consultancy costs relating to the projects	
Institutional and stakeholders' relations	
Experts meeting costs	
SO3 - Empower people and ensure organisational agility	EUR 18,364,064
Main areas	
Technical support for operational IT systems	
Consultancy costs related to EFSA Programmes	
Consultancy costs relating to quality and change management	
Logistical support for experts' meetings and missions	
Design and rollout of multi-actor engagement plans	
Translations	

2. SCIENCE PROGRAMME: PROCUREMENTS AND GRANTS

Introduction

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

- Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast).
- Article 110(1) of the EU Financial Regulation states that: 'A budgetary commitment shall be preceded by a financing decision adopted by the Union institution or by the Authority to which powers have been delegated by the Union institution. The financing decisions shall be annual or multiannual. The first subparagraph of this paragraph shall not apply in the case of appropriations for the operations of each Union institution under its administrative autonomy that can be implemented without a basic act in accordance with point (e) of Article 58(2), of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71'. Article 110(2) states that: 'The financing decision shall at the same time constitute the annual or multiannual work programme and shall be adopted, as appropriate, as soon as possible after the adoption of the draft budget and in principle no later than 31 March of the year of implementation. In addition, Article 110(2) states that 'the work programme shall be published on the website of the Union institution concerned immediately after its adoption and prior to its implementation.' Article 110(2) and 110(3) sets out the elements of a financing decision.

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002, amended by Regulation (EU) 2019/1381 of the European Parliament and of the Council of 20 June 2019 on the transparency and sustainability of the EU risk assessment in the food chain, 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, referred to hereafter as 'EFSA's founding regulation'.

The following refer specifically to grants:

- Article 36 of EFSA's founding regulation.



- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of EFSA's founding regulation concerning the network of organisations operating in the fields within the European Food Safety Authority's mission. In particular, Article 5(2) envisages that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules.

Budget lines: 3210- RASC: Risk Assessment and scientific cooperation, 3210- IT: Scientific IT systems

Tasks to be entrusted, objectives to be achieved, priority areas and results to be expected:

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

The 2025 work programme on science grants and procurements will be directly linked to the EFSA strategy 2027, implementing its strategic objectives.

Forms of grants to be used by EFSA:

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

- Financing not linked to the costs of the relevant operations based on:
 - i. Fulfilment of conditions set out in sector-specific rules of Commission decisions; or
 - ii. Achievement of results measured by reference to previously set milestones or through performance indicators
- According to Art. 183 (3) of the EU Financial Regulation, the following principles and requirements are NOT applicable to this form of grants:
- article 193 (co-financing);
- article 194(3) (non-cumulative);
- Art. 195(3)(d) (no-profit principle);
- article 185 (need of estimated budget);
- article 189(2) (grant cannot exceed the eligible costs);
- article 189(3) (requirement for the costs to be eligible);
- article 189(4) (costs categories eligible for funding);
- article 206(4) (certificate on the financial statements of the action for the payments);

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

Maximum rate of co-financing:

- Up to 99 % of the eligible costs; however, the call for proposals may specify lower co-financing rates. Overall, EFSA's grant schemes will support actions defined in Article 4 Regulation (EC) No 2230/2004 and / or Article 1, point 5e of Regulation (EU) 2019/1381, covering risk assessment support tasks and/or capacity building tasks.
- Co-financing may be provided through direct grant agreements or, for wider scope and long-term cooperation projects with Article 36 organisations, through a framework partnership agreement (FPA). The FPA are implemented via Specific Agreements with



reimbursement of actually incurred eligible costs, based on simplified forms of grants or via financing not linked to costs.

- The Focal Point grant agreements (FPAs), signed with each Member State foresee the co-financing rate of 70 % embedded in the lump sum for principle activities. Specific Agreements for tailor made activities will be based on financing not linked to the costs.

Eligibility and exclusion criteria

- For all forms of grants:

Applicants must be on the Article 36 list adopted by the EFSA MB on 19 December 2006, which is updated regularly, implying fulfilment of the criteria laid down in Commission Regulation (EC) No 2230/2004; and shall not be in one of the exclusion situations referred to in Articles 138 and Article 143 of the EU Financial Regulation and as listed in the EFSA guidance for tenderers available on the EFSA website.

- For procurement:

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

Selection and award criteria

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

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

Each call will specify in detail the relevant award criteria.

Monitoring the added value of science programme implementation

KPIs for measuring the impact of the science programme in 2025 are defined within the new performance monitoring framework of the Strategy 2027.

Indicative amounts available for calls for proposals/tenders for 2025 and indicative list of scientific activities to be outsourced

The indicative budget of EUR 33.8 million for scientific projects in 2025 is lower than the 2024 budget of EUR 36.8 million and slightly higher than the 2023 budget of EUR 33.5 million for scientific activities. The scientific activities to be outsourced in 2025 will ensure the continuation of the projects initiated in 2024 and will comprise new initiatives directly linked to the implementation of EFSA's Strategy 2027 and to EFSA's entry into force of the Transparency Regulation in 2021. During 2024 the indicative list of scientific activities to be outsourced in 2025 will be defined.

3. COMMUNICATION PROGRAMME

For the basic act and legislation, eligibility, exclusion, selection and award criteria see Section 2 of this annex, 'Science programme — procurements and grants'.

Budget lines: 3410, 3420, 3520

Indicative amounts available for calls for tenders for 2025 and indicative list of operational activities to be outsourced



The indicative budget of EUR 7.47 million for operational support in 2025 in support of EFSA's SOs, as an indication, will cover processes and projects such as communications content development, content dissemination, EFSA Journal, social media, social science, media relations, institutional and stakeholder relations, organisation of communication events relating to specific scientific topics and the EU Agencies Network. During 2025 the indicative list of activities to be outsourced in 2026 will be defined.

4. OPERATIONAL SUPPORT

Basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria: see Section 2 of this annex 'Science programme — procurements and grants.

Budget lines: 3500- RUN: IT run services, enhancement and maintenance of IT platforms, 3500-SUB: Subscriptions, 3500-DEV: IT platforms development, 3500-PROJECT: IT project support, 3500- INNOV: Innovation, 3501, 3512, 3514-MEETINGS: Scientific meetings and missions organisation support, 3514-TRAVEL: Prepaid travel and shuttle services 3515,3530

Indicative amounts available for calls for tenders for 2025 and indicative list of operational activities to be outsourced.

The indicative budget of EUR 21 million for operational support in 2025 in support of EFSA's SOs, as an indication, will cover logistical support for meetings, operational IT system running costs, various business transformation projects, consultancy costs relating to quality management, consultancy costs related to the Programmes, strategy support and library management services. During 2024 the indicative list of activities to be outsourced in 2025 will be defined.

General provisions

Synergies with interagency and interinstitutional procurements

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

Indicative schedule of calls for proposals and of calls for tenders for 2025

It is expected that the majority of the calls will be launched during the first half of 2025. Potential applicants/tenderers are invited to visit the EFSA website to see the list with the forthcoming calls for tenders (procurement) and calls for proposals (grants).



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

EFSA's strategy for international cooperation is designed to enhance its role as a global player in the field of risk assessment and risk communication, related to food and feed safety, animal health and welfare, nutrition, plant protection, and plant health. The strategy is structured around several core objectives:

aSupport to the European Commission (EC): Provide scientific and technical support to the EC to uphold its international commitments and promote a unified European stance.

- Data Access and Evidence Base: Expand EFSA's evidence base and optimize access to data from international sources.
- Scientific Capacity Building: Increase international scientific assessment capacity and foster a global knowledge community.
- Methodological Harmonization: Contribute to international initiatives that aim to develop, validate, implement, and harmonize methodologies, tools, and approaches in risk assessment and communication.
- Global Visibility and Reputation: Enhance EFSA's global presence and reputation as a competent and innovative regulatory risk assessment agency.

EFSA's implements its International Cooperation Strategy via:

- Regular Contact with DG SANTE: Biannual meetings between EFSA and DG SANTE ensure the alignment of activities and EU priorities involving third countries and international organizations. These meetings facilitate ongoing and new collaborations .Activity Summaries and Action Points: EFSA regularly consults and update EC of its international activities and, following meetings with DG SANTE, key discussion points and action points are shared.
- Engagement and External Relations Unit (ENREL): ENREL oversees international cooperation activities, serving as a single liaison point and supporting EFSA's senior management in these endeavours.
- Communication Tools: Regular exchanges with international partners are maintained via email, phone, and software applications, with increased activity around virtual meetings and potential delegation trips.
- Cooperation with Public Institutions: EFSA collaborates with international organizations and authorities in third countries to share expertise, methodologies, and data for risk assessment.
- Formal Arrangements: Scientific cooperation is often facilitated through Memoranda of Cooperation (MoC), Memoranda of Understanding (MoU) or EoL (Exchange of Letters) which provide a framework for cooperation, addressing the handling of confidential information, and allowing for joint activity planning.
- Alignment with EC Priorities: The establishment of arrangements with international entities is done with advice from the EC, aiming to align with EU priorities and policies and to identify synergies with other actors for maximum impact.
- Internal Support and Strategic Advice: EFSA's approach to international cooperation is supported by internal meetings that involve science experts, management, and ENREL staff to gather strategic advice and knowledge.



- Holistic Engagement Approach: EFSA continues to engage with international organizations and third countries as part of its comprehensive engagement strategy, liaising closely with the EC to support scientific quality and preparedness.

By following this strategy, EFSA aims to strengthen its global partnerships, enhance scientific exchange, and contribute to the global harmonization of risk assessment standards and practices, while ensuring alignment with European Commission priorities and policies. This global engagement not only helps EFSA in fulfilling its mission but also contributes to the broader goal of maintaining high standards of food safety and public health both within the European Union and worldwide.

DRAFT