



EASA

European Union Aviation Safety Agency



Consolidated Annual Activity Report (CAAR) **2022**



EASA MB 2023-01

Cologne, 6-7 June 2023

WP09c:

EASA Consolidated Annual Activity Report (CAAR) 2022

Summary:

This document presents the EASA 2022 Consolidated Annual Activity Report.

Actions taken:

The Management Board is invited to take note of the content of this document and adopt the CAAR 2022.

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Management Board's Assessment

Statement from the Chair of the EASA Management Board (MB)



More than a year has passed since Russia's military invaded neighbouring Ukraine on February 24, 2022. An end to the hostilities is unfortunately not yet within view. The ravages of war and human suffering are unfathomable, and feelings of powerlessness might take the upper hand. In such circumstances, the best way forward for any organisation is to focus even more on its mission and mandate.

In the aviation safety context, EASA did exactly that and lost no time in supporting the sector to adapt to this new reality. On the day of the infamous invasion, EASA published a Conflict Zone Information Bulletin (CZIB) recommending operators to not overfly the areas with intense or heightened military activity. This quick publication was possible due to proper advance planning and preparation. On March 3, EASA launched the European Information Sharing and Cooperation Platform on Conflict Zones, an initiative that had also begun well before. A Safety Information Bulletin (SIB) on intermittent Global Navigation Satellite System (GNSS) outages near Ukraine conflict areas followed on March 17. Taken together, these instruments have proven their worth as critical EU safeguards of safe and secure air transport operations in Europe; EASA's efforts in this regard were recognised in the professional media. There is more light at the end of this dark tunnel: as Ukraine now holds the status of Candidate EU Member State, the focus will shift from converging to integration into the EU system.

2022 was supposed to be a year of returning to normal operations after the COVID-19 pandemic. The road towards post-pandemic recovery was made possible not least through EASA's cooperation with the European Centre for Disease Prevention and Control (ECDC). Updating the jointly developed Aviation Health Safety Protocol was a first step to relaxing COVID-19 restrictions where such was possible. Notwithstanding the disruptions during summer as several European airports struggled to match the demand uptake with the resources needed, by year's end air traffic numbers had increased to a level which, while not yet completely comparable to 2019 in all domains, inspires confidence.

Growth in air traffic means more work for the Agency in Air Traffic Management (ATM). To avoid that this domain becomes a bottleneck for industry, EASA focusses on two pillars: human factors and ground equipment. Similar to what was achieved for Flight Time Limitations (FTL) for aircrew, the aim of the first pillar's ATCO Roadmap is to harmonise ATCOs through licencing and to get to a more effective and efficient system. An ATCO fatigue study has been launched to investigate factors such as operational environment, age, and shift patterns. The study's results should be ready by the end of 2023. The second pillar focusses on the certification by EASA of ATM/ANS ground systems, similar to what EASA does for aircraft. Today, these ground systems vary significantly between Member States, and manufacturers and operators in particular strongly support further harmonisation. Both pillars reduce cost and increase capacity for ATM, and therefore provide significant added value for the Single European Sky 2+ package of initiatives.

As we focus on aviation's recovery, the origins of pandemics and the links with ecological damage are not forgotten. The Management Board is pleased with the progress made in 2022 regarding a wide variety of environment-related initiatives. The EASA Sustainable Aviation Programme, aligned with the ReFuelEU Aviation legislation, foresees a central role for the Agency in the monitoring and reporting on the use of Sustainable Aviation Fuels (SAFs) and in the development of an EU SAF Clearing House. EASA is engaging in 20 new projects in an enhanced cooperation with the Clean Aviation Joint Undertaking, while partnerships with European Industrial Alliances have been forged to enable the entry into service of hydrogen- and electric-powered aircraft. The European Aviation Environmental Report (EAER) has been providing clear, objective, and accurate information on the environmental performance of the European aviation sector for many years. The 2022 edition now also includes practical and realistic recommendations on how to improve that performance without compromising safety.

The Management Board acknowledges that EASA's involvement in emerging areas such as health and security matters came on top of more established areas of engagement. As the Agency celebrates 20 years of successfully implementing an expanding mandate, concerns over whether it has sufficient resources for all tasks still loom. The identified risks to the European aviation system and the processes and initiatives developed to mitigate them -- as explained in this report -- validate each expansion of EASA's remit over the last two decades. But will the total available budget and current sources of financing be sufficient? I believe that this is one of the main topics for discussion and I am convinced that the ongoing Article 124 Evaluation of the Agency's performance in relation to its objectives, mandate, and tasks, will provide an auspicious outlook for EASA.

27th February 2023

Piotr Samson

Chair of the EASA Management Board

Foreword

Message from the Executive Director (ED)



We live in a connected world with economic interests and supply chains that span the breadth of the earth. Aviation, being a system of systems, is a prime example of this and is not immune to shocks. As the world emerged from the COVID-19 pandemic and air traffic figures began to rise again, the aviation sector had to adjust rapidly to the next crisis.

Russia's military invasion of Ukraine is, first and foremost, devastating in terms of human loss. The scale of destruction is such that the disruptive effects are being felt far beyond the region. While the crisis may account for an insignificant drop in air passenger traffic on a global scale, the closure of the region's vast airspace, and Russian retaliation against western sanctions, meant that European air operators had to resort to much longer flight routes reminiscent of the Cold War era.

EASA published a Conflict Zone Information Bulletin (CZIB) within two hours of the Russian invasion being declared, preventing aircraft flying over or into the conflict area. We also reached out to the State Aviation Administration of Ukraine (SAAU) to offer support and solidarity. From a general safety perspective, proper maintenance of Russian passenger fleets, including leased aircraft which were seized by the Russian state, remains a concern.

Such crises test the resilience of the European aviation system and we have demonstrated repeatedly that we are resilient and adaptable.

As EASA looks back on its 20-year history, it is clear that with each crisis along the way (from Malaysia Airlines Flight MH17 and Germanwings Flight 4U-9525, to pandemic-related health risks, armed conflict, and safety-related security aspects) the Agency had to adapt rapidly, but in consequence gained new tasks and responsibilities. Our many achievements in 2022, as described in this report, fit well into this pattern of building and reinforcing an aviation safety system so that it emerges stronger from crises.

EASA can take pride in *proactively* shaping aviation's destiny. By publishing the first set of guidance for U-Space and the design of vertiports, as well as rules for operations of Unmanned Aircraft Systems (UAS) and intense work towards the certification of aircraft capable of Vertical Take-Off and Landing (VTOL), EASA has effectively become the world leader in enabling the development of Urban Air Mobility services and operations.

EASA is also at the forefront of innovation, not least in working towards a carbon-neutral aviation sector by 2050. The Agency has teamed up with the Clean Aviation Joint Undertaking, and with European universities and research facilities, in multiple environmental protection projects, as well as for research in Artificial Intelligence and new approaches to safety risk management. It is therefore not surprising that countries and organisations worldwide wish to adopt our rules and standards, and we will continue to help them to do so. It is a vote of confidence in our achievements.

As my second and final term of office as Executive Director draws to a close, I am proud to have led an organisation with engaged staff who proactively shape the future of aviation, inspire the next generation, and guide our stakeholders through a changing "skyscape" that is characterised by rapid innovation, further digitalisation, and greener technologies. Throughout all this change, EASA never wavered its focus on safety. I am confident, therefore, that the ongoing evaluation under Art. 124 of Regulation (EU) 2018/1139 of the Agency's performance over the last five years will recognise the strategic importance and the added value of the activities described in this report and will set the Agency on a secure path for the future.

3rd May 2023

Patrick Ky
Executive Director

Executive Summary



The Agency in Brief



“Your safety is our mission”

Mission	Our mission is to provide safe air travel for EU citizens in Europe and worldwide.
Vision	Ever Safer & Greener Civil Aviation
Objectives	<ul style="list-style-type: none"> – Ensure the highest common level of safety protection for EU citizens. – Ensure the highest common level of environmental protection. – Single regulatory and certification process among Member States (MS). – Facilitate the internal aviation single market & create a level playing field. – Work with other international aviation organisations & regulators.
Principal Tasks	<p>The work performed by EASA staff is complemented by MS National Competent Authorities (NCAs) as part of the EASA System. The principal tasks consist of:</p> <p> Certification & Approvals: EASA certifies aviation products and approves organisations where it has exclusive competence (e.g. initial airworthiness). This centralisation greatly simplifies the European aviation safety system for regulators and industry alike, ensuring efficiency and expertise.</p> <p> Oversight & Support: EASA provides both oversight and support to Member States in fields where it has shared competence (e.g. Air Operations, Air Traffic Management). This ensures the high and consistently applied implementation of standards across the EU.</p> <p> Rulemaking & Standards: EASA drafts regulatory material, including Certification Specifications, setting a harmonised regulatory environment for aviation in Europe, developed in consultation with stakeholders, often building on industry standards, ensuring transparency, flexibility & proportionality.</p> <p> Safety Intelligence: EASA provides actionable safety intelligence through the collection and analysis of safety data. This drives many Agency processes and priorities, such as the European Plan for Aviation Safety (EPAS). It also supports implementation of safety improvement through safety promotion.</p> <p> International Cooperation: As safety and sustainability shouldn't stop at European borders, EASA cooperates with its international partners in order to promote the highest levels of safety and environmental protection for EU citizens globally and to reduce the redundancy of safety oversight.</p>
Values	Respect, Unity, Integrity, Transparency, Innovation
Legal Mandate	EASA is governed by Regulation (EU) No 2018/1139 (EASA Basic Regulation)

The Year in Brief



Safety is our Core Business



Safety is at the core of what EASA does. EASA's processes have demonstrated their resilience and continued to maintain a high level of core operations through certification and approval activities, inspections, and support to Member States, and fulfilling the Agency's oversight duties and helping the aviation community to maintain the highest level of safety. In 2022, the Agency also doubled the amount of Safety Promotion material produced compared with the previous year, thereby greatly enhancing the safety communication to the industry.

In response to the evolution of the COVID-19 pandemic, EASA and the European Centre for Disease Prevention and Control (ECDC) updated their jointly developed Aviation Health Safety Protocol (AHSP) as a step towards lifting restrictions where such was possible and in a responsible manner.

The war in Ukraine poses additional challenges, which EASA met through the publication of a Conflict Zone Information Bulletin (CZIB) recommending operators to not overfly the areas with intense or heightened military activity, and the publication of a SIB on intermittent GNSS outages near Ukraine conflict areas. A European Information Sharing and Cooperation Platform on Conflict Zones was launched with the objective of sharing information on threats to civil aviation arising from zones of conflict or armed insurgency. EASA was, and continues to be, instrumental in the implementation of EU restrictive measures against Russia, including the suspension of approvals and certificates to Russian aviation organisations.

The journey towards Zero-Emission Aviation



EASA
Sustainable
Aviation
Programme

The EASA Sustainable Aviation Programme continued in 2022 to provide technical support regarding the EU environmental policy actions for aviation, working on various decarbonisation initiatives and developing and implementing environmental standards. Some focus areas to reduce the environmental impact from aviation include Sustainable Aviation Fuels (SAFs), novel technologies, operational improvements, and market-based measures. 2022 marked the Agency's publication of the 3rd edition of the European Aviation Environmental Report, the participation to the Alliance on Zero Emission Aviation (AZEA), the successful contribution to the conclusions on environment of the ICAO 41 Assembly, and the launch of a project to facilitate the approval process of new SAF types.

Further information can be found in Section I.3.1 – Environment, as well as EASA's website: [Environment | EASA \(europa.eu\)](https://www.easa.europa.eu/en/environment)

EASA ATM/ANS enabling digital transformation of EU skies



The digital transformation of the European skies comprises several individual components and building blocks that are critical solutions for Europe's future airspace architecture and aim to support safety, efficiency, and environmental performance. EASA's ATM/ANS pursued activities on two key measures: ATCO Licencing and training; and ATM Ground Systems conformity assessment and interoperability. The Agency supported the EC on the Common Projects One and S3 JU on the Single European Sky ATM Research 3, within the overall EU strategy. The ATCO Fatigue Study is another distinct measure that aims to provide an objective and scientific basis for the assessment of the human dimension and the effects of new technologies.

Further information can be found in Section I.3.3 – ATM/ANS Coordination.

Future Skies – EASA Drones Programme



The safe, secure, sustainable and seamless EU airspace integration of unmanned aircraft systems (UAS) as well as manned electric vertical take-off and landing (eVTOL) capable aircraft (here jointly termed ‘drones’) is critical to facilitate the competitiveness of the European drones industry. During 2022, EASA has been working in close cooperation with National Competent Authorities (NCAs) and industry to support a standardised implementation of the rules applicable to the operations of UAS in the ‘open’ and ‘specific’ categories through a number of targeted measures. The regulatory package for the airworthiness of ‘certified’ drones operated in the ‘specific’ category and a set of operational requirements for eVTOL aircraft was publicly consulted and triggered more

than 1,300 valuable comments from numerous international stakeholders, which are being reviewed before the release of the corresponding EASA Opinion in Summer 2023. In supporting the applicability of the U-Space regulatory package in January 2023, EASA in December 2022 timely published a first set of comprehensive AMC/GM, aimed at harmonised implementation of U-space airspaces and U-space services, as well as providing guidance to NCAs on the certification of U-space service providers. EASA also contributed to the development and initial implementation of the flagship objectives established by the European Commission in its Drones Strategy 2.0.

Further information can be found in Section I.3.2 – EASA Drones Programme, as well as EASA’s website: [Civil drones \(unmanned aircraft\) | EASA \(europa.eu\)](#)

Revised strategic priorities to address the risks to the European aviation safety system (EPAS 2023-2025)



In 2022, the Agency conducted a comprehensive review of the strategic priorities in addressing the risks to the European aviation safety system, which resulted for the new EPAS edition 2023-2025 in a stronger focus on the management of risk interdependencies, competences of personnel, extension of the operational safety priorities, and the safe integration of emerging technologies and new business concepts. The strategic priorities for environmental protection were maintained to support the implementation of the European Green Deal, with the ambitious goal for the EU to be climate neutral by 2050. The revised strategic priorities are set for the entire reference period (2023-2025) to create more stability, with the reference period being shortened from 5 to 3 years to

ensure more focussed and more stable strategic priorities. EPAS Volume II ‘Actions’ and Volume III ‘Safety Risk Portfolios’ will continue to be reviewed and updated annually.

Further information can be found in Section I.2.7 – Rulemaking as well as EASA’s website: [EPAS](#)

Facilitating Research & Innovation

The Agency continues to support innovation from industry through closely monitoring new developments, investing and collaborating on research, creating the dynamic for innovation in the Agency, fostering the sharing of knowledge and information within the EASA system, adapting Agency processes and working methods, and engaging in partnerships with industry and Member States. EASA’s pro-active engagement in innovation and research activities is evidenced by the increase in Horizon Europe research funds that are now managed by the Agency on behalf of the European Commission. Since 2021, EASA takes part in the Clean Aviation and SESAR programmes and has a seat in their technical and governing boards and working with Industry in the projects they fund.



Further information can be found in Section I.3.4 – Research & Innovation and Annex 1.3 – Studies & Research Projects.

New Ways of Working and digital solutions

In the current climate, it is more vital than ever that EASA ensures its own sustainability. This means continuing to deliver the volume and quality of services required by European citizens and the industry, while also preserving the agility to react quickly to external factors, the efficiency to drive the most cost-effective and financially viable organisation, and the digital capability to accompany the trends of the market. Within the transformation programme EASA implemented a simplified rulemaking procedure, as well as pre-application services as a new framework for supporting innovation at industry level.

Destination

FUTURE-PROOF

Powered by **CORAL**

Further information can be found in Section I.3.7 – Transformation Programme-Destination: Future-Proof (DFP).

International Cooperation

As COVID-19 loosened its grip in 2022, EASA resumed its International Cooperation activities abroad and expanded its technical assistance projects in the different regions of the world. The Agency also organised or participated in an unprecedented number of conferences and meetings. EASA supported the Commission and the Members States at the ICAO General Assembly A41.

Environmental protection has remained a top priority in 2022, also for International Cooperation. In addition to its engagement at ICAO level, several workshops and seminars on CORSIA and Sustainable Aviation Fuels (SAF) were provided to beneficiaries as part of technical assistance projects.

Cooperation with Russia was fully suspended in compliance with European sanctions following the unprovoked Russian invasion of the Ukraine. Instead, EASA focussed its attention on activities supporting Ukraine.

Further information can be found in Section I.2.6 – International Cooperation

Part I — Achievements of the Year



1.1. Context & Overview



The Single Programming Document (SPD) for the period 2022-2024 aimed to:

- Build on the work and progress already made in **delivering on EASA's core mandate**.
- Further EASA's efforts towards **achieving its strategy and strategic objectives**.
- **Address and support** the needs and priorities of its stakeholders and the EU.
- **Adapt** to the changing environment and impact of the COVID-19 pandemic.
- **Embed** these new priorities and ways of working into the fabric of the Agency: *Safer, greener & ready for the future*.



Figure 1: EASA strategy 2021-2024

#1		EASA ensures European safety and oversight standards effectively mitigate safety risks pertaining also to security and health threats
#2		EASA develops the standards and practices necessary for aviation to reduce its environmental impact
#3		EASA uses its international presence to promote European standards and support industry competitiveness worldwide
#4		EASA creates favourable conditions for industry, through its rules, policies and research, to innovate safely and profit from new market opportunities
#5		EASA is agile, efficient and ready to face current and future challenges

Figure 2: EASA Strategic Objectives 2021-2023/24

The Annual Work Programme (AWP) is the last operational step to translate the Agency's strategy into concrete actions and outputs. The AWP sets indicators to monitor the performance of its key activities and, in addition to its core tasks, outlines where the Agency efforts shall be focused to drive developments and meet the Agency's medium-term objectives.

EASA monitors the implementation of the AWP through internal quarterly reports to EASA's senior management with the aim to oversee the performance, address any issues, and initiate mitigating actions accordingly.

The 2022 AWP set the plans for 128 objectives/targets and 66 Key Performance Indicators (KPIs) across 11 key activities/areas of operation, as detailed below in Section I.2 – Activities, and complemented by the horizontal projects/initiatives detailed in Section I.3 - Strategic Initiatives & Programmes.

EASA was able to achieve 97% of its AWP ambitions. In terms of performance, the Agency's KPIs report that activities managed to maintain a positive trend and high level of operation with 77% of KPIs on-track.

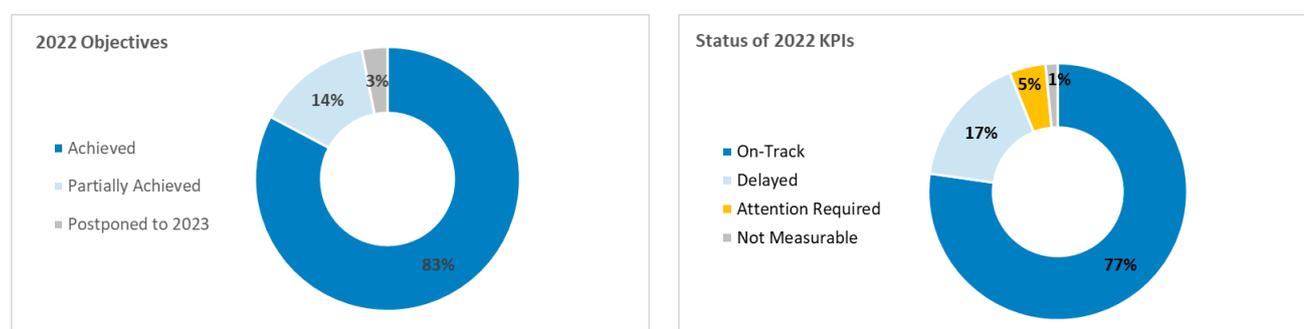


Figure 3: Status of 2022 AWP Objectives & Performance Indicators

Legend	Objective Status	Performance Indicator	Calculation / Status Categorisation
●	Achieved	On-Track	>95%
●	Partially Achieved	Delayed	85%-95% / >30% Indicators delayed or requiring attention
●	Cancelled	Attention Required	<85% / >30% Indicators requiring attention
●	Postponed to 2023	Not Measurable	>50% Not Measurable

1.2. Activities



The results of EASA's 2022 objectives/targets and performance indicators are detailed under the following activities/chapters:

				Objectives Result	KPI Result
CORE & OPERATIONAL		Certification & Approvals	I.2.1. Product Certification		
			I.2.2. Organisation Approvals		
		Oversight & Support	I.2.3. Third Country Operators		
			I.2.4. Standardisation		
			I.2.5. EU Ramp Inspection Programme		
		International Cooperation	I.2.6. International Cooperation		
		Rulemaking & Standards	I.2.7. Rulemaking		
		Safety Management	I.2.8. Safety Intelligence & Performance		
SUPPORT		Govern & Enable	I.2.9. Applicant & Partner Relations		
			I.2.10. Corporate Processes ^[1]		
			I.2.11. Transversal & Enabling Activities ^[2]		
STRATEGY		Strategic Initiatives	I.3.1. Strategic Initiatives & Programmes		N/A

^[1]Legal, Procurement, Internal Audit, Quality, Planning, Strategy, Communications

^[2]HR, IT, Finance, Corporate Services



1.2.1. Product Certification

EASA is responsible for the airworthiness and the environmental certification of aeronautical products and parts. This responsibility encompasses the initial type certification (IAW), including operational suitability data and a variety of related certification activities, such as supplemental type certifications, approval of changes to type certificate and of repair designs. All these activities are performed to maintain the highest level of safety and environmental protection.

Furthermore, it also covers activities to ensure the continuing airworthiness (CAW) of the certified products and parts throughout their entire operational life. This includes identifying and reacting without undue delay to unsafe conditions and issuing and disseminating the applicable mandatory Airworthiness Directives (ADs).

The Agency also provides certification support for EU industry for validation of certificates (CSV) outside the EASA Member States, including through the development and implementation of streamlined procedures with bilateral partners. Likewise, services to external stakeholders such as the approval of maintenance review board reports, technical advice contracts, pre-application contracts, and innovation partnership contracts can be provided upon request of either the industry, aviation authorities, or other public institutions.

Key Achievements

- In the field of UAS, EASA published guidelines on Noise Measurement of Unmanned Aircraft Systems lighter than 600 kg operating in the specific category, Means of Compliance with Light UAS.2511 (Containment), and Means of Compliance to Special Condition Light UAS in SAIL III and below using a functional test bases approach.
- Regarding Vertical Take-Off and Landing aircraft (VTOL), the Agency issued its third publication of proposed Means of Compliance with Special Condition VTOL.
- During 2022, the Agency worked on multiple workstreams to facilitate the certification and oversight of innovative products, including novel propulsion systems and eVTOL projects that will have a decisive impact on future mobility and the ability to meet Europe's green objectives. Agency efforts were focused on Pre-application Support Contracts, ongoing Certification Projects, and support of research. For example, through such efforts progress has been made in the identification of Means of Compliance for Electric and Hybrid Propulsion systems and the definition of standards such as battery testing.
- Significant sourcing efforts were made in 2022 to strengthen technical expertise in the domains of Structures, Hydromechanics, Avionics, Powerplant, Noise and Emissions, Flight Test, DOA, and Safety Assessment, as well as in emerging new technologies.
- Despite the aftermath of the COVID-19 many events were held that generated strong interest and participation, such as the 2022 International Aviation Safety Conference, the European Technical Standard Order (ETSO) Workshop, the [Rotorcraft and VTOL Symposium](#) and the [EASA Certification Conference](#).

Key Facts & Figures

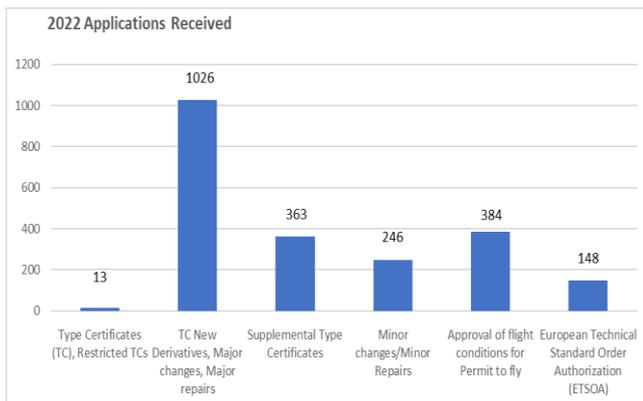


Figure 4: 2022 Applications Received per Certification Activity

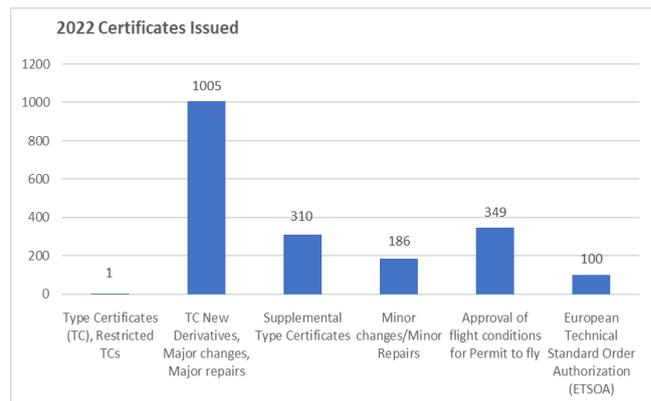


Figure 5: 2022 Certificates Issued per Certification Activity

- Almost 2200 IAW and operational suitability applications were received, and more than 1950 certificates issued, representing a decrease of 10% compared to 2021 (in particular for STC and major changes), still reflecting the impact of COVID-19.
- Some notable Type Certificates (TCs) and significant and complex significant major changes issued are:
 - Large Aeroplanes:
 1. Significant major changes for Airbus Type A318/A319/A320/A321 Model A319-151N/-153N/-171N. With this project, Airbus introduces an increased Maximum Passenger Seating Capacity (MPSC) from 145 up to 160 PAX seats for A319NEO airplanes. The increase in MPSC is based on the improved door credit of 65PAX seats for doors 1 and 4 that was supported by additional test activities.
 2. Significant major changes for Airbus Type A330-941, A330-343, A330-342, A330-341, A330-323, A330-322, A330-321, A330-303, A330-302, A330-301. With this project, Airbus defined and certified improved slide rafts for type A+ exits and defined cabin related requirements to increase maximum seating capacity.
 - General Aviation: significant major change for DAHER AEROSPACE, Model TMB700 N
 - VTOL:
 1. Significant major change for AIRBUS HELICOPTERS for Model H160-B with Single Hoist Goodrich-pop 2 (Right hand side installation).
 2. Complex significant major change for LEONARDO Type AW169 with Kit Skid Landing Gear System and Automatic Search Modes.
 - Propulsion:
 1. Type Certificate for ROLLS-ROYCE DEUTSCHLAND Ltd. & Co. for the BR700-730B2-14 (EASA.E.135), the engine for the Gulfstream GVIII aircraft.
 2. Type Certificates for PRATT & WHITNEY CANADA PW 127XT-M for the ATR 42-500 and ATR 72-212A aircraft, PT 6A-65SC for the Cessna SkyCourier aircraft, PW 207K for the Kazan Ansat helicopter, PW 812D for the Dassault Falcon 6X aircraft, PT6E-66XT for the TBM 900 aircraft; Raikhlin RED A03, a 12-cylinder piston engine for General Aviation aircraft.
- One Pre-applications contract, eight new Technical Advisory Contracts (TACs) and three new Innovation Partnership Contracts (IPCs) were received.
- 321 ADs (including revisions and corrections) and 19 Emergency ADs issued. A detailed list can be found on the [AD publication portal](#).

- 13 Safety Information Bulletins (SIBs) published relating to airworthiness and operational matters.
- 236 foreign ADs adopted, and 16 Foreign Safety Advisory Information (FSAI) publications uploaded onto the AD publication portal.
- More than 400 applications received for supporting the validation by foreign authorities of EU applicants' EASA design certificates (Certification Support for Validation).

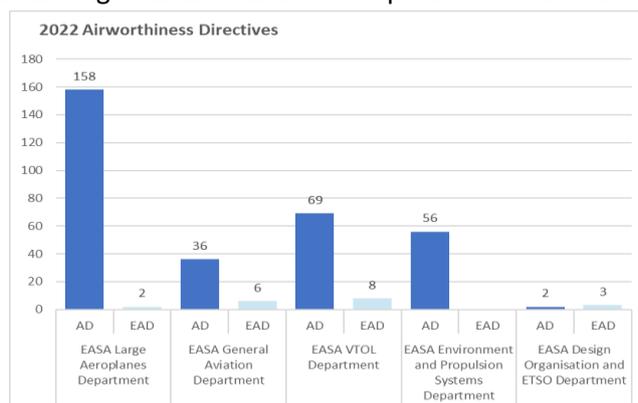


Figure 6 - 2022 ADs & EADs Issued per Certification Department

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Initial Airworthiness (IAW), Environmental Certification and Operational Suitability	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement).	Facilitate the acceptance of applications for innovative products by developing risk-based special conditions for the development of the certification basis.	●
		Adapt draft Part-21 for the purpose of UAS Certification.	●
		Ensure successful implementation of AI Roadmap (Innovation Programme).	●
		Deliver contributions required to achieve 2022 military strategy targets (State & Military Aviation Programme).	●
		Process all applications for product certification in application of the new Level of Involvement (LOI) rules.	●
		eVTOL Standard Settings – progress on the regulatory framework for certification of eVTOL aircraft in Europe.	●
		Further implement the objectives as defined by the GA Roadmap and rotorcraft safety roadmap.	●
		Implement the actions resulting from the B737 Max Lessons Learnt exercise to enhance the overall Certification process.	●
		Develop suitable means of compliance for certification of electric and hybrid propulsion products.	●
Continuing Airworthiness (CAW) and Operational Suitability	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.	Implementation of the Rotorcraft Safety Roadmap recommendations within the related timelines.	●
		Implement the actions resulting from the B737 Max Lessons Learnt exercise to enhance the overall Certification process.	●

Certification Related Services	Support validation of the European products by third countries' authorities, and provide technical support to the European industry in a timely manner.	Continuous support to the validation of European products to third countries including by implementing the TIP with the UK.	
<i>Principal Funding Source: F&C</i>			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	101%	103%	95-105%	85%	
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	3.2%	3.4%	≤5%	2.4%	
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	100%	102%	≥90%	86%	
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	114%	89%	90-110%	109%	
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	7 days	8 days	≤10 days	6 days	
Timeliness of certification support for validation of products	Time of 'Forwarding letters' sent to Third Country Authorities not above 20 working days after the project allocation	71%	60%	≥71%	56%	

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.2. Organisation Approvals



Within the territory of the Member States (MS), EASA is responsible for all design as well as certain other organisation approvals, including those transferred under Article 64/65. The Organisation Approvals (OA) activities also include the approval and oversight of pan-European Air Navigation Service providers and the Network Manager. In this context, EASA exercises certification, oversight, and enforcement tasks, monitors the safe provision of services, and verifies that the applicable requirements are met.

Outside the territory of the Member States, EASA approves and oversees design, production, maintenance, continued airworthiness management, maintenance training, flight crew training organisations, flight simulation training devices, as well as ATM/ANS providers and Air Traffic Controller training organisations.

Key Achievements

- **Addressing requests under Articles 64 & 65 of EASA's (BR) Basic Regulation (EU) 2018/1139:** In 2022, EASA saw an increase in interest from industry in applying for a transfer of oversight to EASA under Article 65. By the end of 2022, the Agency had transferred the oversight of three Air Operator Certificates (AOCs), three Continuing Airworthiness Management Organisation (CAMOs) and one simulation device organisation within the EU MS. Other applications are currently being processed in close coordination with the affected MS.
- **Remote inspections:** On site as well as remote inspections are now both part of the regular surveillance programs and will be used depending on what is more efficient and effective.
- **Streamlining & Digitalising Organisation Approval Processes & Procedures:** In conjunction with the Transformation Programme, the digital workflows in Production (POA) and operations AOC were put in place in addition to the already implemented Inspection and Findings Platform (IFP) for maintenance organisations. The implementation of digital workflows to support OA audits in other domains is ongoing.

Key Facts & Figures

- **OA and Flight Simulation Training Devices (FSTD):** EASA managed at the end of 2022 the oversight of 480 UK approved organisations and 154 FSTDs. Not counting DOA (including Alternative Procedures to DOA) and TCO Authorisations, the total number under EASA oversight stood at 819 approved organisations and 767 FSTDs by the end of 2022. In addition, the oversight of 1700 organisations are covered by the BASAs with US, Canada, and Brazil.
- **DOA:** the overall number of active DOAs under surveillance increased from 324 to 333, representing an increase of 3%, which is still below pre-Brexit figures but steadily increasing.

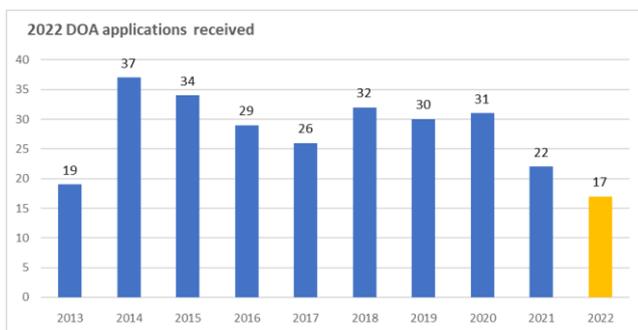


Figure 7 - DOA Applications Received

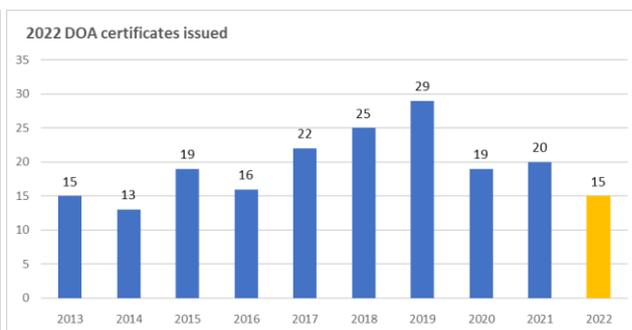


Figure 8 - DOA Applications Issued

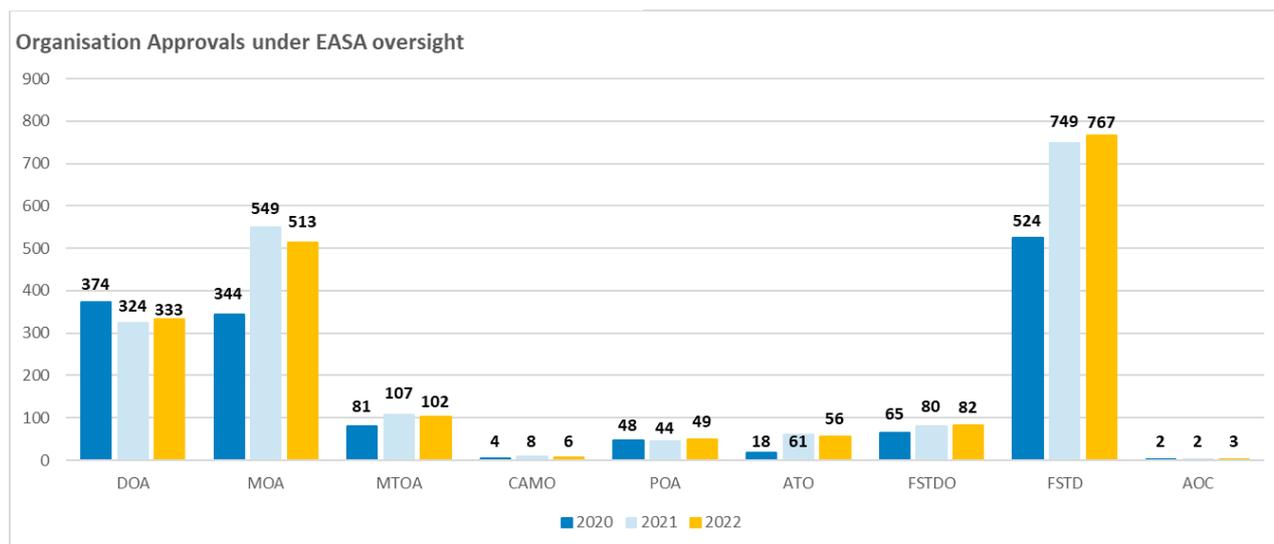


Figure 9 – Evolution of valid Organisation Approvals under EASA Oversight (incl. Outsourced OAs)

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Design Organisation Approvals (DOA)	Conduct a risk-based oversight approach for the design organisation and implement Level of Involvement.	Introduce a sustainable system of oversight of design organisations taking into consideration product certification feedback in a systematic manner in order to address the current and evolving environment whilst ensuring full compliance and maintaining the high level of safety.	●
		Continue with the digitalisation of the Design Organisation Approval processes through active contribution to the CORAL Programme. Support the pilot phase of a digitalised POA platform and adapt to include the DOA environment by end 2022.	●
Other Organisation Approvals (OA)	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	Align the oversight plan for Organisation Approvals with the Return to Normal Operations by catching up on on-site audits of EASA-approved organisations as travel restrictions are removed while keeping remote audits as a tool.	●
		Fully integrate the post-BREXIT oversight of approved organisations located in the UK into the existing Organisation Approvals' framework.	●
		Continue with the digitalisation of the Organisation Approval process through active contribution to the CORAL Programme.	●

	Build and expand on the experience gained with Art. 64 & 65 of Regulation (EU) 2018/1139.	●
	Pending regulatory changes, reassess the procedures and soft law and implement the necessary changes accordingly to remove any obstacles for Risk-Based Oversight.	●
	Ensure that EASA oversight procedures and administrative principles are also implemented in the oversight done by outsourcing partners.	●
	Draft changes to the implementation procedures of existing Annexes to BASAs as required.	●
<i>Principal Funding Source: F&C</i>		
<i>Strategic Objectives:</i> 		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	82.3%	85%	≥80%	83%	●
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	95%	88%	≥75%	91%	●
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	91%	84%	≥80%	84%	●

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.3. Third Country Operators



The Agency is responsible for the authorisation of any third-country operator who intends to perform Commercial Air Transport (CAT) operations into, within, or out of, any of the EU and EFTA Member States' territories. Authorisations are granted based on data-driven analysis, constituting an application example of the data-driven safety plan for Europe.

Key Achievements

- **Maturing remote auditing and new ways of working:** Further to the remaining COVID-19 travel restrictions, remote auditing was continued. Additionally, hybrid technical meetings were also held with operator's staff present in EASA facilities in Cologne and partially at the airline facilities. This variety of possibilities helped to collaborate with stakeholders to find optimal and effective ways of working to ensure an adequate balance between the 'safety mandate' of the Agency and the local security and health and safety situations.
- **UK Authorised operators:** The entire population of UK operators has been integrated in the Continuous Monitoring Assessment activities (CMA) since January 2022.
- **Cargo in the cabin:** As for EU operators, the transport of cargo in the cabin was monitored and discontinued as of August 2022 with the exemption of urgent medical goods only.
- **War in Ukraine:** The situation and its evolution were closely monitored for the Ukrainian authorised operators as well as for Russian operators subject or not to the EU Safety List. The tracking of previously registered aircraft and leased aircraft subject to the EU sanctions was also ensured.

Key Facts & Figures

- At the end of 2022, the total number of TCO Authorisations was around 700. This represents a relative decrease compared with total authorised operators in 2021, but the total workload involved was higher than the previous years with a total of 43 new TCO authorisations issued, and 80 (re-)applications received in 2022.
- During 2022, a total of ten one-off notifications were submitted to the Agency.
- A total of 12 organisations surrendered their TCO authorisation in 2022, which is slightly above the yearly average of 9.5 since the entry into force of the TCO Regulation.
- Two TCO Authorisations were suspended for safety reasons.
- The TCO Authorisations of all 43 Russian TCO Authorisation holders were suspended and the authorisation of those Russian operators that were listed on Annex A of the EU Safety List were revoked, as required by the TCO Regulation.
- Five Ukrainian TCO authorisations were invalidated following temporary discontinuation of operations due to the war.
- In view of the Ukraine crisis, special scrutiny was ensured against Ukrainian operators through specific remote Continuous Monitoring Assessments. This was complimented with a "pulse survey" that was sent on two occasions to all Ukrainian TCOs to better understand their operational status as well as the impact on their safety performances.

- New “Focus areas” were identified and communicated to all operators subject to a Continuous Monitoring Assessment (CMA) planned to take place in the first quarter of 2023. These are: Airworthiness Directives (AD) compliance, Upset Recovery Training, Crew Resource Management.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Third-Country Operators Authorisation	Authorisation and Continuous Monitoring of all commercial Third Country Operators into, within, or out of EU territories, proportionate to the risk involved for EU citizens, in articulation with the EU Air Safety List.	By the end of 2022, all focus areas have been applied to the identified population of authorised third-country operators that are subject to CMA.	
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i>  			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	95%	91.7%	≥90%	90.5%	
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	100%	94.6%	≥80%	94.6%	
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	96%	88.9%	≥80%	90.2%	

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.4. Standardisation



The Agency's standardisation activities focus on the continuous monitoring of how National Competent Authorities apply the Basic Regulation and its Implementing Rules. It guarantees the mutual recognition of certificates and level playing field through the Continuous Monitoring Activities (CMA) where the Agency assesses the ability of Authorities to discharge their safety oversight obligations. Standardisation also assesses the State Safety Programme and occurrence reporting regulation implementation level.

Key Achievements

- **Enhanced Continuous Monitoring Approach (ECMA):** ECMA activities have been widely deployed across all technical domains during 2022. The desktop review of ECMA enabled to survey the correct implementation by all EASA States of new regulations (PBN in ANS; UAS) and address directly off-site findings, whenever required, without waiting for the opportunity of an onsite visit. It also enabled to investigate specific, targeted areas of concern. ECMA has been included in the SIAP 2023 to help NCAs to take this activity into account in their annual planning.
- **Roll-out the SYS phase II inspections:** In 2022, EASA rolled out 10 standardisation inspections in the domain of Systemic Enablers for Safety Management (SYS), assessing in phase II the SSP and EPAS implementation, the Quality Assurance for activities outsourced to Member States in the frame of the partnership agreement, in addition to the monitoring of occurrence reporting and management systems provisions. EASA also worked together with ICAO on the comparison and alignment with SSPIA to limit duplication and enhance convergence between both programmes.
- **Starting effective standardisation in UAS:** The EU drone regulation became applicable on December 31, 2020. Based on the intelligence gathered through an ECMA campaign, the Agency launched targeted pro-active standardisation activities and performed its first onsite inspection, integrating the continuation of UAS activities into the SIAP 2023 and developing an UAS Standardisation inspectors' qualification programme for EASA and NCA inspectors.
- **Extending the standardisation scope to Information Security:** EASA started to plan the standardisation, and training needed, on the management of information security risks.
- **European Commission Internal Audit Service (IAS):** The standardisation process was audited by the IAS in 2022, resulting in agreed important recommendations related to data protection and IT tools' upgrades. No significant findings were issued on the standardisation process itself.
- The **Maturity Model** developed by the Agency together with several Authorities to evaluate the level of safety maturity and performance of Authorities, was tested with Croatia and France. The feedback received, as well as the progress made by SYS, will lead to the revitalisation of the group activity in 2023 to address the difficulties faced in the two pilot cases and how alignment with ICAO can be achieved.

Key Facts & Figures

- The 2022 inspection programme led to a total of 1241 man-days of inspections. In total, 86 inspections were carried out of which 3 unplanned inspections had been added, while 4 inspections had to be postponed to 2023.
- In 2022 the Agency raised 591 findings of non-conformity, among which 391 class C findings mainly on standardisation concerns, 158 class D findings which if not timely corrected also raise safety concerns, and 2 class G findings that represent Immediate Safety Concerns (ISCs) and require the concerned NCA to take immediate corrective actions.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Standardisation: monitor application of regulations and implementing rules	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	Full deployment of SYS Phase 2 inspections in order to expand it to effective implementation of SSP and quality assurance for partnership agreements.	●
		Full implementation of eCMA (enhanced Continuous Monitoring Approach) in all technical domains.	●
		Inspection of the Drones domain in the first batch of countries through onsite inspections.	●
Implementation Support	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations.	Make further use of the Implementation Support process, upon request from Member States in need and subject to available resources.	●
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i>  			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Efficient and robust Standardisation (yearly)	5% year-on-year decrease of the total number of findings raised against Regulations that have been applicable for more than 2 years	67%	217%**	≤-5%	22.3%***	●
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	35%	9.8%	≤20%	11.9%	●
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	86%	85%	≥90%	95.4%	●

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

**In 2020, as a direct impact of the COVID-19 crisis, the standardisation programme was significantly reduced. Only 1/3 of planned inspections took place in 2020 and as a result the number of findings dropped dramatically compared to previous years. The standardisation activity normalised in 2021 resulting in a strong increase (compared to 2020) in the number of findings.

***The indicator counts all findings, irrespective of the domains, which can vary from one year to another. This implies counting the findings of the new domains, which typically bring more findings than "mature" domains. The KPI measurement cannot be harmonised among the domains. Therefore, this KPI will be discontinued as of 2023.

1.2.5. EU Ramp Inspection Programme



The EU Ramp Inspection Programme is a European programme regarding the performance of ramp inspections on aircraft used by Third Country Operators (Safety Assessment of Foreign Aircraft inspections - SAFA) or used by operators under the regulatory oversight of another EU Member State (Safety Assessment of Community Aircraft inspections - SACA).

The Programme is regulated by Commission Regulation (EU) 965/2012 and provides for the inspection of aircraft suspected of non-compliance with the applicable requirements (based on e.g. safety-relevant information collected by the Participating States or based on regular analyses of the centralised database performed by EASA). Ramp inspections may also be carried out in the absence of any suspicion of non-compliance. In this case a spot-check procedure is used.

Key Achievements

- RAMP expansion:** To expand the global view on the safety performance of operators, EASA signs working arrangements with States in other continents to participate in the EU ramp inspection programme. In 2022, such a working arrangement was signed with Brazil, becoming the 51st State in the programme.
- Support to the enforcement of sanctions on the Russian Federation:** Following the Russian invasion of Ukraine, the EU has imposed sanctions on Russian nationals in the aviation domain. Using all intelligence sources at hand, the Ramp Coordination team has supported the European Commission in establishing a list of aircraft registrations that are used or controlled by Russian nationals. The list consists of confirmed aircraft (for which appropriate evidence was found), suspected aircraft (with a high probability) and white-listed aircraft (for which evidence was provided that the aircraft was not used/controlled by Russian nationals. The list was updated 38 times in 2022, having between 1050 and 1200 aircraft listed in one of the three sections.
- Ramp inspection instructions:** In 2022, the ramp inspection instructions underwent a major reform; the existing inspections for SAFA and SACA, which were designed for the inspection of Commercial Air Transport (CAT), were complemented by instructions for the inspection of General Aviation (GA). All 4 inspection regimes are now listed tabularly instead of in separate sections.
- “The Future of RAMP” project (RAMP NextGen):** The project started at the end of 2022 by drafting the roadmap and developing Terms of References that pave the way for the establishment of a Working Group with Authority and industry representatives. The project is expected to be finalised by 2025.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Safety Assessment of Foreign Aircraft (SAFA) Coordination	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of Foreign Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of Community Aircraft inspections) as the leading programme in the world, through continuous improvement of the programme and steady expansion of its membership.	One new SAFA Working Arrangement signed.	●
		Complete the study on data analysis linked to the comprehensive review of the safety-relevance of the ramp inspection items.	●
		Following the study on data analysis, start the “Future of RAMP” project, to perform an in-depth analysis of Programme output and a comprehensive review of the inspection scope, inspection methodology and data analysis methodology.	●
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	100%	100%	100%	100% ●
Timely issuance of the system wide coordination targets to the Member States – twice a year	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	N/A	100%	100%	100% ●

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.6. International Cooperation



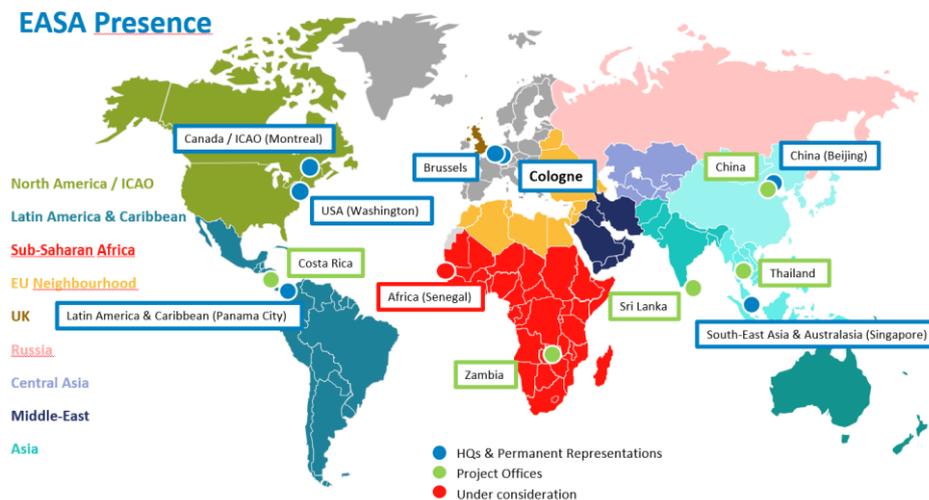
EASA works with foreign Civil Aviation Authorities (CAAs) and other international partners worldwide to promote **European safety and environmental standards, policies, and technology**, and to provide a more compatible and open market for the EU aviation industry. In this context, there are several instruments by which this is being achieved.

To expand and reinforce Europe's global network of Aviation Partners, EASA supports the European Commission (EC) in the development of **international cooperation instruments** in the form of Bilateral Aviation Safety Agreements (BASAs) at EU level, and develops Working Arrangements (WAs) at EASA level. These instruments define the cooperation with international aviation partners.

EASA also provides **technical assistance** to countries/regions and helps to improve the regulatory and oversight capabilities of national authorities and Regional Safety Oversight Organisations (RSOOs). In this context, EASA develops and implements **EU-funded civil aviation cooperation projects (technical assistance projects)** in the field of aviation safety and environmental protection, working closely with the EC. The Agency's own technical expertise, together with the strong partnership with Member States' CAAs, is vital for the successful implementation of these projects. Over the years, the Agency has positioned itself as the leading implementing body of EU-funded technical cooperation programmes in the field of aviation safety and environmental protection.

EASA is mandated to **assist the EU Member States in fulfilling their ICAO obligations**. Many ICAO Standards and Recommended Practices (SARPs) have direct implications for safety and environmental protection, and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and influence the ICAO processes upstream, both through EASA and the Member States. EASA therefore seeks a close partnership with other ICAO Member States to facilitate the understanding of the European system and practices. As a **Regional Safety Oversight Organisation (RSOO)** itself, EASA assists ICAO in the development of the RSOO concept through the RSOO cooperative platform. Strengthening the role of RSOOs at ICAO level and demonstrating the benefit of RSOOs to ICAO Member States, will contribute to improving safety oversight levels and managing oversight of a global industry. Furthermore, EASA will continue to put a focus on the integration of EASA's standardisation activity into ICAO's Universal Safety Oversight Audit Programme (USOAP).

EASA Presence



Key Achievements

- The COVID-19 pandemic continued impact EASA's international cooperation activities, even though measures were relaxed over the year in the majority of the world's regions. Where necessary, remote implementation of project activities continued, and as the year progressed more hybrid and in-person meetings could be organised. This resulted in achieving overall 85% (more than the target of 80%) of the approved work plans for the projects, with an average satisfaction feedback rate of 6.5 (out of the maximum score of 7).

- The Russian military invasion of Ukraine in February 2022 further impacted EASA's International Cooperation activities. As an EU Agency, EASA complied with the sanctions and policies set by the European Commission. Consequently, all cooperation activities with the Russian Federation were suspended. The war also resulted in several projects being postponed or redefined, particularly the two projects (one bilateral, one regional) affecting Ukraine.
- International Cooperation continued to support the implementation of the BASAs. The BASA amendment with Brazil was finally ratified and diplomatic notes were exchanged in December 2022. Significant progress was made on the strained relationship with China concerning several certification projects, where EASA substantially supported the discussions at the Certification Oversight Board.
- In 2022, EASA entered into a Working Arrangement (WA) with Brazil on SAFA. Memoranda of Understanding (MoU) were signed with Singapore and ACI World. Several other agreements were brought to maturity, but not yet signed due to a lack of physical events (e.g. with South Africa, Montenegro, and Serbia).
- With the return to normal operation following the COVID pandemic, significant progress was made in the field of Technical Cooperation. Those projected were mainly financed through either DG-NEAR, DG-INTPA, or the FPI. Further details can be found in Annex VI 'Contribution, Grants & Service Level Agreements'.
- COVID-19 delayed the activities related to the Air Safety List support contract with DG-MOVE. All suspended activities (i.e. Mozambique, Nepal and Moldova) could be performed in the second half of 2022.
- After a COVID-induced interruption over a year, EASA's global presence was enhanced in 2022 by the deployment of an EASA Representative to Singapore and a Representative to Panama City for the Latin America and Caribbean (LAC) region. Toward the end of 2022, a new EASA Representative to ICAO/Canada was appointed.
- EASA International Cooperation also organised, or was represented at, high-level events, for example the ICAO-EASA Joint virtual RSOOs conference in January 2022 on Strengthening Regional Cooperation. Overall, more than 400 activities (conferences, webinars, training, workshops, meetings, etc) were organised with the support of over 100 different stakeholders, which attracted an audience of approximately 12.000 persons.
- EASA's International Cooperation effort was recognised by the EU Member States and the Commission, particularly for its outstanding role in the coordination of European positions during the 41st ICAO Assembly.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Bilateral Agreement and Working Arrangement	Reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by concluding Working Arrangements (WA) and implementing Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA's proactive support.	Support the implementation of the BASAs by implementing robust maintenance of confidence mechanisms and relevant update of implementation procedures, facilitating acceptance of products and oversight results while ensuring adequate safety levels.	●
		Signature of at least 4 WA by Q4 2022.	●

Technical Support	Safety, sustainability, support of EU industry and greater EU influence through recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this, EASA shall become the leading implementer of EU funded technical cooperation programmes for safety and environmental protection in the field of civil aviation, in partnership with Member States.	Support the EC in developing regional projects in line with EU objectives and successfully launch and implement those projects.	●
		Support beneficiaries in improving their achievements as reported in the ICAO USOAP performance dashboard.	●
		Support the strengthening of RSOOs.	●
		Support the implementation of environmental protection including CORSIA prioritising those States where the implementation impact on the worldwide environment will be the most significant.	●
ICAO cooperation	Promote the European aviation system by effectively representing coordinated European positions on matters under EU/EASA competence and supporting Member States in fulfilling their ICAO obligations.	Support the preparation and on-site coordination for the ICAO Assembly 41.	●
		Support the accomplishment of the follow-up actions resulting from the HLCC.	●
		Timely delivery of EFOD compliance checklists and State Letter recommendations.	●
		Presenting results of the discussions with ICAO ANB on better integration of EASA STD into USOAP.	●
		Build and strengthen EASA's presence and visibility in ATM, drone, security and public health activities.	●
		Sustain the cooperation with ICAO EUR/NAT office through dedicated platforms of exchanges and regular meetings (EUR/NAT PCG and EASPCG meetings).	●
		Support ICAO Council preparation on a regular basis.	●
		Cooperate with ICAO to promote EU regulatory material, tools, initiatives and opinions in areas where global recognition is essential. This includes environmental and sustainability measures against climate change impacts, long-term aspirational CO2 goals and noise and air pollution prevention.	●
Build a network with ICAO Regional Offices and key States so as to engage understanding of the EU system and policies and support at ICAO level.	●		
Better synchronisation of EASA and ICAO rulemaking activities (SARPS) and their reflection in EPAS.	●		
<i>Principal Funding Source: EU Contribution + Earmarked funds from the EU</i>			
<i>Strategic Objectives:</i>   			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	66.6%	85%	≥80%	100%	●
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	100%	100%	≥90%	100%	●
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	80.3%	88%	≥80%	85%	●

Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	6.5	6.4	≥5 on scale of up to 7	6.5	
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	≥90%	100%	
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	Achieved	Achieved	Updated compliance checklists for 2 ICAO Annexes per year	Achieved	

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.7. Rulemaking



Legislation is not an end in itself. Modern, proportionate rules that are fit for purpose are essential in aviation safety and environmental protection to uphold high common standards and ensure the competitiveness of the European industry.

The EC's "Better Regulation" Agenda aims to deliver tangible benefits to European citizens and address the common challenges Europe faces. To meet this policy goal, EASA ensures that its regulatory proposals deliver maximum safety and environmental benefits at minimum cost to citizens, businesses, and workers without creating unnecessary regulatory burdens for Member States and EASA. To that end, EASA designs regulatory proposals transparently, based on evidence, and that are easily accessible and understandable by those who are affected, and backed by the views of stakeholders. To further strengthen this, the Agency, together with the MAB & SAB, amended the Rulemaking process to make rulemaking more efficient, effective, and flexible. Rulemaking actions form an integral part of the [European Plan for Aviation Safety \(EPAS\)](#), being a tool to mitigate risks to the European aviation safety system. Rulemaking actions may also be preceded, complemented, or followed by other actions identified in the EPAS to address risks to the European aviation safety system, such as Research projects, Implementation Support, Safety Promotion, or actions assigned to Member States.

Key Achievements

- A comprehensive review of the strategic priorities for addressing the risks to the European aviation safety system was conducted in 2022, which resulted in a stronger focus on the management of risk interdependencies, as well as on the competences of personnel (particularly through the implementation of competency-based training and assessment across all aviation domains), and an extension of the operational safety priorities. Additional priorities for the safe integration of emerging technologies and new business concepts are also included. The strategic priorities for environmental protection are maintained to support the implementation of the European Green Deal with the ambitious goal for the EU to be climate neutral by 2050. These new strategic priorities are now in the 2023-2025 edition EPAS.
- Opinion 06/2022 on enhanced mobility options and streamlined qualifications for air traffic controllers was issued in September 2022.
- Other important Opinions were issued, such as for a repository of aviation-related information, for additional airworthiness requirements for operations (large aeroplane tyre pressure monitoring, helicopter ditching and water impact occupant survivability, and conversion of Class D compartments) and amendments to the aeronautical data catalogue and the aeronautical information publication structure and content.

Key Facts & Figures

- 8 opinions were issued in 2022, which is the same number as planned in EPAS. 24 Decisions of the EASA Executive Director, and 19 NPAs.
- The adoption of the Management Board Decision 01-2022, laying the foundation for a more efficient, effective, and flexible Rulemaking process, showed positive results already in 2022. For instance, new ICAO SARPs were transposed in minimal time while ensuring compliance with all elements of Better Regulation. EASA staff members were trained on the revised procedure.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Rules Development and Better Regulation	Modern, proportionate rules that are fit to uphold high common standards for safety and environmental protection, and ensure the competitiveness of the European industry.	Timely publication of opinions, as identified in the EPAS, to support and further the strategic priorities and ambitions, in particular on new air mobility, safety of commercial air transport, General Aviation.	
		In the framework of the transformation programme, enhance and streamline the rulemaking process with a view to make it more efficient, effective and flexible through implementation of the recommendations from the process review in accordance with the high-level action plan.	
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i>   			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Quality of NPAs	Number of feedback received, which rates the quality of published NPAs as not or not at all satisfactorily, vs total number of commentators	New KPI	1%	<15%	1%	
Timely Progress on Rulemaking Actions	Strategic actions planned vs actual.	N/A	64%	80%	63%	
	Opinions planned vs actuals.	80%	75%	80%	100%	
	Decisions planned vs actuals.	58%	81.8%	80%	110%	
	NPAs planned vs actuals.	73%	93.8%	80%	58%	
Rulemaking Process Efficiency	Average time with standard procedure.	3.2 years	4.4 years	≤3.5 years	5.9 years	
	Average time with Art.15/16.	1.16 years	1.2 years	≤1.5 years	2.3 years	
Best Intervention Strategy (BIS) Coverage	At the programming level, almost all actions to be supported by impact assessment in the Best Intervention Strategy.	100%	N/A	≥95%	100%	
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules (3 year moving average)	2	2	1	1	
Timely answer to exemption requests (as defined by the Basic Regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	97.2%	95.7%	≥90%	97.9%	

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.8. Safety Intelligence & Performance



EASA is tasked to manage safety risks in aviation. In essence, the main goal of Safety Intelligence and Performance is to identify the operational and systemic safety risks of the European aviation system and to recommend relevant mitigation actions. Understanding where the safety issues are enables and supports EASA's transition towards an **efficient, pro-active, and evidence-based safety system**.

Safety Intelligence relies on the collection, processing, and analysis of all relevant safety data and information. Relevant data are, amongst others, flight data generated by the aircraft, safety reports, air traffic data, weather data and stakeholder surveys. To enhance its analysis capabilities, EASA works extensively with safety partners such as industry stakeholders and National Aviation Authorities (NAAs). The analysis of the collected data aims to identify and prioritise systemic safety issues. Subsequently, mitigating measures are recommended, including safety promotion activities. The outputs of this process are an important element in developing the [European Plan for Aviation Safety \(EPAS\)](#) priorities.

The main functions of the Safety Intelligence and Performance department are:

Safety Risk Mgmt. (SRM)	Safety Promotion	Integrated Risk Mgmt. (IRM)	Accident Investigations and Safety Recommendations
<p>Aim is to strengthen SRM capacity by investing in innovative technologies for data capture and analysis, ensuring safety intelligence feeds even more efficiently into the EPAS and leveraging outputs from European Big Data Programme or Data4Safety (D4S). (See also Section 1.3.8).</p>	<p>Aim is to provide useful information that engages the European and Global industry in positive conversations about safety so that the aviation community can comply with the necessary rules and reduce their risks to ensure safe and effective operations.</p>	<p>Aim is to encompass security, cybersecurity and emerging risks that impact aviation safety, combing information sharing, research, competence building and development of industry standards. These activities are coordinated through the European Strategic Coordination Platform made up of wide representation of EU institutions, agencies, and organisations, as well as States and Industry.</p>	<p>Aim is to participate to the investigations of serious incidents and accidents to infer the lessons learned and apply the relevant corrective actions (reactive safety) in accordance with Article 8 of Reg (EU) 996/2010. The Agency obligations in terms of Safety Recommendations are also managed via this function.</p>

Key Achievements

- After the trial phase of the initiative, **the European Information Sharing and Cooperation Platform on Conflict Zones** became operational in early 2022. The primary objective of the platform is to share information on threats to civil aviation arising from zones of conflict or armed insurgency so that the Member States and air operators can conduct their risk assessments in a timely manner. The platform also aims to support the existing EU Conflict Zone Alerting System, and particularly the Integrated EU Aviation Security Risk Assessment Group to improve the availability and swiftness of relevant information exchange.
- **The 2022 The SAFE 360° forum** was held in September 2022 with a focus on the safety landscape, integrated risk management, and the latest developments in the Data4Safety programme. There were dedicated break-out sessions and workshops on approach path and energy management, safe airspace integration of UAW, the human performance challenge, the management of repetitive defects in safety critical systems, and on Flight Data Monitoring (FDM).

- With the **Annual Safety Review 2022 edition**, EASA introduced a new chapter that covers the outcome of the standardisation aiming to achieve and maintain a high and uniform level of safety within the EU. The level of compliance of the system remained stable, but the level of Immediate Safety Concerns observed shows a need to remain vigilant about emerging safety issues. For the first time, EASA identified “Unlawful acts involving aviation” as opposed to “normal aviation accidents” in the 2022 Annual Safety Review (ASR) as fatalities related to unlawful acts have re-emerged since 2014. (When focusing on 2014-2021, the fatalities caused by unlawful acts represent a significant percentage of the total number of fatalities.) In terms of safety performance, most safety trends either improved or remain stable. The exception to this is Non-commercial helicopter operations. It was also observed that regarding Commercial Air Transport (CAT), over half (6/11) of the *worldwide* fatal accidents in 2021 involved cargo operations.



- At the end of May 2022, EASA shared with its safety partners a review of safety issues arising from the Russian invasion of Ukraine to support organisations and Member States and allow them to evaluate the applicability of the safety issues listed in the review to their own organisations and, where applicable, capture them in their own Safety Management System (SMS).
- Safety issues determined as part of the **2022 Safety Risk Management (SRM)** cycle continue to address systemic/cross-domain risks, as well as operational risks. ‘Safe Return to Operations’, introduced as a new strategic priority for the 2022-2026 edition, is not maintained as a stand-alone priority as the management of risks stemming from the pandemic is now embedded into normal operating modes. Accordingly, the COVID-19 Safety Risk Portfolio (SRP) is transferred into a new ‘Systemic and conjunctural’ SRP, together with the new safety issues arising from the war in Ukraine.
- The Volume III of EPAS 2023-2025 also identify safety issues that are affected by climate change. For example, if a weather hazard contributes to a safety issue and there are indications that climate change is likely to influence trends related to this weather hazard, the affected safety issue are marked accordingly.

- **EASA’s Safety Promotion** activities have continued to play a key role in supporting continued recovery of the industry following the COVID-19 pandemic. EASA held its Safety Week in June as part of the wider “Stronger, Safer, Together Campaign”. In July 2022, EASA launched the “Ready to Fly” campaign addressing the issue of “Unruly Passengers” for the summer season. Other highlights include the EASA Annual Safety Conference with focus on safety in Air Traffic Management, SAFE 360°, and the Rotorcraft and VTOL Symposium, the [General Aviation Season Opener](#), and the [EASA Certification Conference](#).



- Under the Together4Safety and Aviator’s Club brands, **EASA’s Safety Promotion** activities doubled in 2022 compared to the previous year with the publication of 110 articles across the domains of Air Operations, Drones, General Aviation and Rotorcraft, and over 300 social media posts. There were 50 online events with a high level of engagement from the commercial aviation community on LinkedIn and the General Aviation community on Facebook. The Community Site Membership increased to over 35,000 members, with more than 100,000 website views, and over 810,000 social media views.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Safety Intelligence and Performance	Ensure the Agency has a Safety Intelligence capability that integrates all relevant safety data sources with the aim to identify and prioritise the systemic safety issues along with recommendations of mitigation. This provides input to the European Plan of Aviation Safety.	Delivery of Risk Portfolios with a cross-domain prioritisation of safety issues to be fed into the EPAS for supporting the programming exercise by cross-domain safety priorities.	●
Safety Promotion	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	Completion of planned EPAS Safety Promotion tasks in the domains of Air Ops (including ATM, Aerodrome and Continuing Airworthiness aspects), Rotorcraft, General Aviation and Drones plus other tasks to support the continued return to normal operations by helping to mitigate risks generated by the COVID-19 pandemic.	●
		Continual monitoring of the reach and engagement of Safety Promotion activities and refine tactical approaches accordingly.	●
Cybersecurity in Aviation and Emerging Risks	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats. Assist the European Commission in safety-related security issues, including an alert system for conflict zones.	Publication of the AMC/GM once the organisation requirements for the management of cyber risks are adopted by the Commission.	●
		Implementation a long-term solution for the European Information Sharing Platform on Conflict Zones based on the experience from the trial phase.	●
		Adaptation of safety reporting tools to aviation security occurrences with safety impact, including cybersecurity.	●
		Establishment and implementation of the new cybersecurity platform and services for European Union cybersecurity intelligence initiatives.	●
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	62% 7 days	45% 15.5 days	≥85% ≤4 days	50% 28.8 days	●
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	99.8%	99.9%	≥95%	100%	●
Timeliness to answer safety recommendations	% of first replies provided within 90 days	94.4%	97.6%	≥97.5%	100%	●
Productivity and Quality of Safety Analysis process and SRM Process	Number of Safety Issues Analysis or Outcomes of D4S directed Study or Ad-Hoc Safety Risk Portfolios documents presented and endorsed by the SRP.	4	6	≥4	4	●
	The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	N/A	Achieved	Published end Q2	Published Aug 2022	●

	Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	N/A	100%	≥ 92%	100%	
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	≥90%	100%	
	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	9.4 FTE	9 FTE	12 FTE	10 FTE	

**For further details on KPIs and status please see Annex I.1. Key Performance Indicators.*

1.2.9. Applicant & Partner Relations



The applicant services and partner relationships domain are **EASA's front door for industrial and individual applicants for the certification of their product or organisation**. It aims to make EASA a more user-friendly regulator by guiding applicants through the application process, ensuring that EASA's requirements and working methods are transparent and predictable.

As the central hub of resource management in the system, EASA also **maintains strong partnerships with a growing number of National Aviation Authorities (NAAs)** to ensure access to the right certification and oversight expertise in the right place at the right time, Europe-wide. Lately, cooperation extended to additional, non-certification activities such as Approved Training Organisations (ATOs) and Continuing Airworthiness Management Organisations (CAMOs).

Key Achievements

- Reinforcing and promoting the EASA Portal:** The EASA Portal aims to enhance user experience acting as a single-entry point for stakeholders (industry, NAAs, bilateral/foreign partners, etc.) and to simplify and accelerate access to the different digital solutions and available functions applicable to them. In 2022, a survey was launched amongst external Portal Users, the results of which show a high appreciation of the Portal and a clear mandate by Industry for further development of the tool to cover all application types. While awaiting further developments on the Portal, the Applicant Relations team continued to provide a quality service to Portal Users by monitoring the EASA Portal inbox, carrying out credential management, responding to queries, and addressing any bugs encountered in the tool by Users.
- Enhancing customer relationships:** improved FAQs on EASA website to better address Industry needs and quicker response times to incoming queries, increased data quality in SAP for precise reporting, reduction in the number of dormant projects through follow-up on project status, reduction of open debt cases through enhanced monitoring and follow-up with applicants.
- Developing partnerships with NAAs:** Planning and implementation of simplification measures to reduce administration and fasten workflows. New outsourcing of the single CAMO project. Preparation of direct accreditation of Qualified Entities (QEs). Further implementation of the Quality Assurance program through domain specific checks.
- Engaging with MS:** New Partnership Agreements concluded with Greece, Belgium, and Estonia.



Key Facts & Figures

- 6.172 applications registered. Including 2.040 online applications received via the EASA Portal (75% of applications within the scope of the Portal).
- 5.532 technical closures carried out by the Agency on registered applications (issuance of an approval or project closure).

- 28 Partnership Agreements with NAAs and 2 framework contracts with Qualified Entities (QEs), facilitating the outsourcing of 2500 projects (accounting for 64.000 hours) for certification and oversight activities.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Applicant Relations	Full service EASA portal and dedicated applicant relationships team simplifies and accelerates certificate delivery, supports transparency on related F&C invoicing and enhances customer relationships management.	Continue implementing information campaign to make sure registered and new users of the EASA Portal are aware and understand the new features that result from the further digitalisation of the certification processes in conjunction with the CORAL programme.	
		Enhance customer relationships by engaging with applicant groups ensuring transparency and accuracy of business relations.	
Partner Relations (National Aviation Authority (NAA) & Qualified Entity (QE))	Implement the EASA strategic priorities 2022-2027 including the further development of Partnership Agreements.	Engage with MS to extend number of available partners and range of services.	
		Explore outsourcing of new domains (military, security); extended use of Qualified Entities; Regional centres of excellence.	
		Implementation of the Quality Assurance Programme.	
		Close monitoring of the outsourcing programme and flexible solutions depending on the further development of the COVID-19 pandemic.	
<i>Principal Funding Source: F&C</i>			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Typical processing times met	Measures the percentage of applications that are completed within the typical processing time communicated to the applicant (date of submission to date of issuance of certificate)	65%	76%	60%	54%	
Actual outsourced hours committed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is committed within the period compared to the partnership targets	87%	93%	90%	94%	
Total applications received online	Measures the percentage of all applications (that can be submitted through the portal) submitted through the web portal	87%	89%	70%	74.9%	

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.2.10. Corporate Processes



To support the effective oversight, promotion, and governance of the operational, core, and transversal activities of the Agency, EASA has in place several corporate processes:

- Strategy and business programming activities
- Management of external stakeholder relations and stakeholder engagement
- Legal Advice
- Procurement & Contract Management
- Quality Assurance
- Audit Management
- Risk & Internal Control Management
- Corporate Communication
- Emergency Management

Key Achievements

- The business programming cycle for 2023-2025 was simplified through enhanced analysis of historical data, clarification of strategic and corporate priorities, and greater rigour in the assessment of workload and resource requirements.
- The reorganisation of the Stakeholders Advisory Body (SAB) was completed in view of a more effective involvement and contribution to the Agency activities.
- EASA continued its work on emergency response to build resilience and to ensure EASA's preparedness for emergency or crisis situations. In a few instances in 2022, the emergency response mechanism was activated with beneficial results.
- Various workstreams of research activity were launched to support the implementation of EASA's strategy and address common priorities for the Agency stakeholders. *Further information on EASA's research and innovation activities can be found in Section 1.3.4. – Research & Innovation.*
- The communications strategy was updated to make the entire communication activity more proactive and interactive.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Strategy and Safety Planning	Make recommendations based on internal and external factors to achieve the Agency's vision and mission in line with the European	Develop strategic notes / roadmaps in domains as established by the annual strategic priority review in line with the objectives of the SPD and EPAS.	●

	Plan for Aviation Safety (EPAS). Support development of the Agency's strategy and decision making on priorities and planning in line with anticipated risks and developments.	Launch the annual review of the Agency's priorities in line with developments in the aviation industry and the priorities identified by senior management.	
Business Programming and Reporting	Coordinate the Agency's business programming activities and support senior management to: establish the single programming document (SPD) including (multi-)annual work programme and budget; subsequently monitor its performance through quarterly reporting and address issues through mitigating actions; and report overall status and achievements through the consolidated annual activity report.	In the framework of the transformation (Destination: Future-Proof) programme, continue to enhance programming and monitoring capabilities with a view to simplifying data collection, increasing efficiency and streamlining the annual programming exercise.	
Governance Activities, Legal & Procurement	Ensure the entity is operating in compliance with necessary legal regulations, internal and external guidelines and policies, and addressing stakeholder expectations. Support the Agency in achieving its strategic objectives and fulfilling its mandate in the most efficient manner while promoting sound financial management and proportionate administrative workload. Ensure the Agency purchases the best value for money available on the market and has contracts in place which enable the Agency to maintain its high performance.	Ensure readiness to respond and manage an emergency, if it occurs.	
		Realise one simulation exercise to test EASA capability to react and respond to an emergency.	
Corporate Communication	Raise awareness of the Agency's activities with the public in general and the travelling public, while also continuing to serve industry and experts with the information they require and offer them enhanced ways to quickly find what they need. Enhance and grow the Agency's standing by portraying it as a modern, innovative organisation.	Review existing communications strategy and update/adjust to meet evolving requirements. Modernise communication to include elements which make the agency appear more human and approachable, for example by allowing our experts greater external exposure.	
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*	
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	79%	60%	80%	54%	
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0%	0%	0%	0%	

Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI	New KPI	≥90%	93%	
Effectiveness of procurement procedures	% of procedures receiving 2 or more offers.	New KPI	New KPI	≥ 85%	82%	
Implementation of purchasing strategy (maximise competition)	% of procedures using preferred purchasing solutions (i.e. framework contracts, calls for expression of interest, database of experts, list of vendors) from total number of procedures.	New KPI	New KPI	≥ 70%	90%	
Timely execution of committed research projects	# research projects decided to be launched in N, towards the end of N-1 vs. # research projects launched in N	100%	100%	100%	100%	
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	100%	100%	≥80%	100%	
Research Expert Engagement	Measures the volume of effort dedicated to external research projects (cross-services). Percentage of cross services hours provided in relation to SPD target hours	4.1 FTE	3.08 FTE	≥5 FTE	3.4 FTE	

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.



1.2.11. Transversal and Enabling Activities

To enable the implementation of the operational and core activities of the Agency, several transversal and enabling activities are conducted at EASA, including:

- Human Resources Management: Employee Services and Learning & Development
- Information Technology Services
- Corporate Services
- Facility Management
- Travel Management
- Financial Management

Key Achievements

The proactive and streamlining of processes and tools was and continues to be a key driver for the above support activities to create efficiencies but also build resilience and agility into the EASA organisation:

- Continued revision of EASA's **human resources (HR)** services toward a more modern and dynamic model allowing for a better match between the Agency's capacity needs and the staff's skills and development. With significant investments on reinforcing Agency technical capabilities during 2022 and on offering career progression opportunities with a renewed competence policy, the Agency successfully recruited over 60 newcomers; onboarded the third generation of Junior Qualification Programme (JQP); offered internal career development opportunities to over 70 staff members and delivered 98% of planned technical trainings to staff during 2022. Furthermore, Agency invested in creating attractive working conditions and enhancing work-life balance by adopting a renewed flexible policy on working time and hybrid working, and by investing into managing psycho-social risks at work.
- The **information technology (IT)** services continued to implement business solutions using the AGILE methodology and satisfy the requirements of the Agency digitalisation. Further, EASA continued to work towards on a streamlined digitalisation approach and the new digitalisation roadmap, this to enhance transparency and effectiveness of business solution delivery. This was further underpinned by the roll-out of new technologies in support of business process digitalisation. Cyber security was enhanced through staff education, technical improvements, and collaboration with other EU bodies. IT service delivery continued delivering high-quality services and upgrades with emphasis on resource management while the service desk managed more than 13.000 tickets.
- EASA became compliant with EUCI requirements for handling EU Restricted documents on paper as well as electronically. Many corrective actions related to building defects/warranty cases were implemented and EASA was included in the Critical Infrastructure of Cologne. Following a decrease in business travel to control the spread of COVID-19, a gradual increase could be reported in 2022. The customer satisfaction survey on travel is postponed to 2023 when it is expected that business travel will return to normal levels.
- **Finance** continued to offer solid and reliable financial services resulting in a strong year-end budget implementation rate. During 2022, finance processes were further improved with technical enhancements in the areas of revenue, expenditure management, treasury, and asset management. Further process developments and system enhancements will continue in the coming years.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
HR Management - Employee Services	Create a culture of innovation, adaptability, agility and collaboration, building on a knowledgeable and skilled workforce that is able to anticipate and quickly change, and is willing to learn and develop.	SWP for selected core business areas / strategic competence areas implemented at Agency level according to business priorities.	
		People Master Data and digitalisation of end-to-end processes are further enhanced to allow data driven decision making and gradual process automation and self-services.	
HR Management – Learning & Development (L&D) Services	Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Support the competence development of aviation experts in the EASA system and drive forward decisions on the governance for external training collaboration and delivery in EASA.	Development activities (e.g. redeployment, up- or re-skilling) are decided in selected core business areas based on staff competences taking into account strategic workforce data (e.g. demographics, number of upcoming retirements).	
		Development of flexible learning offers focusing on “learner experience” virtual, on-the-job, and peer learning support models for managers and staff following a strength-based approach and using competence management data.	
IT Services	Establish and implement a coherent IT architecture, considering the impact of the Regulation (EU) 2018/1139, the EU e-government action plan 2016/2020, BREXIT and the digitalisation of the European aviation industry. Provision of IT services.	IT continues building the New Digital Core (NDC) - IT technical platform, in line with the CORAL/digitalisation roadmap.	
		Continue the development analytical capabilities based on the progress made in initiating the Analysis stream in 2021.	
Corporate Services & Facility Management	Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.	Establish and execute the Service Level Agreement with the new service provider for technical facility management services, removals & caretaking services and media technician services.	
		Implementation of centralised event management in line with the newly approved concept.	
		Further implementation of the risk-based approach for overseeing facility and building management service providers.	
		Start implementation of EUCI infrastructural requirements.	
Finance Management	High budget implementation rate maintained and in line with sound financial management principles.	Provide data and recommendations to ensure that the agreed budget appropriations are used as planned, specifically that at least 95% of subsidy appropriations have been committed for agreed purposes.	
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

Performance Indicators

Activity	Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022*
HR Mgmt.	Training days per staff member per year	Implementation of service targets as specified in the training plan	77%	75%	≥90%	71% 
	Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4.2	4	≥3.8	4.4 

	Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	94.3%	91.9%	≥98%	93.1%	●
	Turnover rate	Numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	1.2%	0.84%	≤5%	0.1%	●
	Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	N/A - Next survey in 2022/23		68-76%	71%	●
	Sick leave (annually)	Annual average days of short-term sick leave per staff member (yearly reporting)	7.7 days	7.6 days	≤9 days	8.2 days	●
IT	Operational cost of legacy services vs. total operational IT costs	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms (excl. investment into new services – expand)	N/A	96.6%	65%	94%	●
	IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	80%	106%	≥90%	98.9%	●
Finance	Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	98.97%	96.3%	≥95%	97.1%	●
	Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	5.46%	1.55%	≤5%	2.8%	●
Corporate Services, Facility & Travel Mgmt.	Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes	Within 5 mins	1 min	Max 5 min	2 mins	●
	Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	63%	93.1%	>70%	51.5%	●
ECQB	Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	100%	100%	≥90%	100%	●
	Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	97%	99%	≥90%	99%	●

*For further details on KPIs and status please see Annex I.1. Key Performance Indicators.

1.3. Strategic Initiatives & Programmes



To meet its high-level strategic objectives and complement the work performed under key areas of operation, EASA conducts several horizontal projects, initiatives, and programmes with transversal teams that utilise the broad spectrum of expertise in-house (as well as leveraging external resources when required), consolidate efforts at corporate level, maximise success, and optimise the use of resources.

During 2022, EASA managed the following key programmes/projects:

			Objectives Result	
STRATEGY		Future Skies	1.3.1. EASA Sustainable Aviation Programme	●
			1.3.2. EASA Drones Programme	●
			1.3.3. ATM/ANS Coordination	●
		Research & Innovation	1.3.4. Innovation & Future Developments Programme	●
			1.3.4. Research	●
		Secure Aviation	1.3.5. State and Military Aviation Programme	●
		Health	1.3.6. Health Certification	●
		Efficiency & Digitalisation	1.3.7. Transformation & CORAL Programme	●
			1.3.7. Digital Licence for Aviation Pilot (dLAP) Project	●
1.3.8. Data4Safety (D4S) Programme & ECCAIRS	●			

1.3.1. Environment – EASA Sustainable Aviation Programme



In cooperation with global partners and industry, the Agency launched the EASA Sustainable Aviation Programme in 2020, focusing efforts towards achieving a **cleaner, quieter, and more sustainable aviation system**.

This ambitious programme aims to coordinate actions to address policy changes, support research and development, increase transparency, and strengthen international cooperation – as well as to support the EU lead on standards, leveraging knowledge between stakeholders and embedding sustainability in EASA’s core tasks, and ensure the timely certification and oversight of new technologies.

These activities are aligned with the Fit for 55 package to cut greenhouse gas emissions by at least 55% by 2030 and put Europe on a responsible path to becoming climate neutral by 2050, and in particular with the EC Sustainable and Smart Mobility Strategy related to aviation.

Key Achievements

The programme progressed on multiple work streams such as:

- Facilitating the uptake of **Sustainable Aviation Fuels (SAF)** within Europe including preparations for EASA’s role under the upcoming ReFuelEU Aviation legislation and the start of a project in 2022 to develop an EU Clearing House for SAF, facilitating an efficient EU based approval process of new SAF types. 2022 also marked the start of the European Commission’s Renewable and Low-Carbon Fuels Value Chain Industrial Alliance, in which EASA will play an active role as regards the facilitation of new SAF pathways.
- Promoting low-emission solutions through facilitating the introduction of **electric, hydrogen & hybrid powered Aviation**. A key milestone in 2022 was the establishment of a H2 competency roadmap to enable EASA playing a leading role in the introduction of hydrogen solutions.
- **Engaging with MS and Industry** to conclude dedicated innovative partnerships. A key milestone in 2022 was the selection of EASA to chair a workgroup on regulations, certification, and standards in the European Commission’s Alliance for Zero Emission Aviation, aiming to facilitate commercial deployment of hydrogen and electric aircraft.
- **Development & oversight of environmental standards** to contribute to state-of-the-art noise and emission reduction technologies. 2022 milestones included the publication for consultation of noise measurement guidelines for drones of up to 600kg MTOM, as well as the A-NPA 2022-05 on Environmental Requirements in the field of Landing and Take-off noise and CO2 for Supersonics. Following the launch in 2021 of the Aircraft Noise Certificate database, the database was populated in 2022 with more than 11000 aircraft noise certificates. The standards work also included contribution to ICAO CAEP activities, as well as the preparation of the ICAO 41st Assembly.
- **Environmental transparency through** publication of the 3rd edition of the European Aviation Environmental Report 2022, which includes an overview of the environmental performance of aviation in the EU, as well as a set of recommendations on how this performance can be improved.
- **Environmental Labelling for Aviation** project and conclusion of the prototype phase leading up to a demonstrator label version being evaluated in an operational test phase (started in 2022).
- Support the European Commission with technical input on environmental policy and regulatory framework developments, in particular related to the **Fit for 55** legislative proposals on aviation.



Further information can be found on EASA’s Website: <https://www.easa.europa.eu/domains/environment>

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result	
Sustainable Aviation Programme	A. Facilitate the decarbonisation of the aviation system through Agency initiatives.	Sustainable aviation fuel (SAF): Supporting actions leading to a stronger European role in the SAF approval and facilitation process and ensuring coordination and preparation as regards the legislative proposal on RefuelEU Aviation (EASA tasks proposed)	●	
		New technologies: Electric, Hybrid and Hydrogen propulsion technologies: Innovative Partnership projects to be developed in cooperation with main industry players to enable the introduction of Electric, Hybrid and Hydrogen technologies in aviation.	●	
		Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation (E.g. Clean Aviation, and follow-up research as regards Climate impact from Non-CO2 emissions).	●	
		Continued implementation of Environmental label programme (Phase II) with the support of a dedicated Contribution Agreement with the EC, and including life cycle analysis approaches. Prepare for Phase III (operational phase).	●	
	B. Act towards sustainable aviation through environmental certification and standards.	Continue developing environmental standards for Supersonic transport, eVTOLS and Drones.	●	
		EU environmental standard implementation.	●	
		Providing support to the European Commission as regards ICAO standard setting (CAEP).	●	
		Aircraft environmental certification: maintain a high level of product environmental compatibility and promote voluntary CO2 certification and maintain the CO2 certification database.	●	
		Continued implementation of the tasks allocated to EASA under the Balanced approach regulation, including management of the related noise databases.	●	
	C. Act towards sustainable aviation through effective transversal actions.	Publication of EAER 2022 and related recommendations.	●	
		Provide technical expertise on environmental and sustainability topics to the European Commission and Member States.	●	
		Contribute to the implementation of actions related to environmental protection and CORSIA under the EU funded technical cooperation programmes.	●	
	D. Act towards sustainable aviation through flight standards and ATM/ANS.	Continue implementation of actions towards sustainable aviation in the domains of maintenance and production, flight operations, flight crew licencing/training, aerodromes operations and ATM/ANS.	●	
	<i>Duration:</i> 2020-2024			
	<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
	<i>Strategic Objectives:</i> 			

1.3.2. EASA Drones Programme



The safe, secure, and sustainable integration of drones and air taxis into European airspace, without compromising safety, security or disrupting current operations, is critical to facilitate the competitiveness of the aviation industry.

Initiated in 2016 the programme aims to establish a risk based, operation centric EU regulatory framework for Unmanned Aircraft Systems (UAS) forming the basis for a common and safe European drones' market and enable UAS integration in some portions of airspace specially designated and named U-space airspace (U-Space). This innovative field requires upstream engagement with stakeholders to allow these new technologies, operations, and business models to enter the market through a timely and proportionate regulatory approach.

The programme has already achieved several key milestones through publication of first sets of EU UAS regulations covering UAS operations in the 'open' and 'specific' categories, as well as a comprehensive regulatory package for U-space. In 2022, the Agency has continued to maintain close **cooperation with the NCAs and Industry** to facilitate a standardised implementation of UAS rules including publication of easy access rules.

Key Achievements

- **UAS operations in the 'open' and 'specific' categories:** In 2022 the Agency has continued working in close cooperation with the NCAs and Industry to support facilitate a standardised implementation of the UAS rules including publication of easy access rules for [Unmanned Aircraft Systems](#) and [Drones](#), for example through NCA surveys and webinars. A new UAS TeB was established as part of the Advisory Body structure. Standardisation inspections of Member States have commenced.
- **U-space:** In support of the applicability of the U-space regulation on the 26 of January 2023, EASA published in December 2022 a first set of comprehensive AMC/GM to enable harmonised implementation of U-space airspaces and U-space services, as well as certification of U-space service providers across the European airspace. A new task force with NCAs on USSP certification was established.
- **'Certified' category:** an NPA was published in June 2022 on the regulatory package for the airworthiness of ['certified'](#) drones operated in the 'specific' category and a set of operational requirements for manned or piloted vertical and take-off landing capable aircraft. Following review of approx. 1,350 comments received, publication of the opinion is envisaged in Summer 2023.

For further information please visit the EASA Website: [Civil drones \(unmanned aircraft\) | EASA \(europa.eu\)](#)

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Programme: Drones Programme (2016-2023)	Establish harmonised rules for unmanned aircraft systems (UAS) operators and U-space service providers for equipment and performance of the UAS and for the services provided in the U-space in order to ensure the safety of operations in that airspace.	Release of a first NPA and Opinion supporting operations in the certified category for which industry interest is the highest (e.g. Urban Air Mobility operations).	●
		Engage in international cooperation with selected countries with advancing drone industries, including the APP North Asia.	●
		Support EASA Innovation Partnership Contracts (IPC) and/or Technical Advice Contracts (TAC) on drones and urban air mobility.	●

		Provide implementation support and standardisation to Member States on Regulations applicable to drones operated in the open and specific categories.	●
		Develop, amend and release as necessary acceptable means of compliance (AMC) and guidance material (GM).	●
		Provide implementation support and standardisation to Member States on Regulations applicable to drones.	●
		Complete the implementation of the EASA counter drones action plan.	●
		Support the Commission on aspects related to its EU Drones Strategy 2.0.	●
		Contribute to, and where appropriate coordinate, EASA activities related to technical standards, studies and research in the field of drones.	●
<i>Duration:</i> 2016-2023			
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

1.3.3. ATM/ANS Coordination



EASA pursued a wide range of ATM/ANS activities in the fields of rulemaking, standardisation, and oversight to support the air traffic sector and national supervisory authorities. The Agency also monitored ATM developments at international level. Within the overall EU strategy for the digitalisation of the EU skies, the Agency progressed work on two key measures: future ATCO Licensing and training; and ATM/ANS equipment conformity assessment and interoperability that fulfil requirements for improving the overall efficiency, safety, and performance of the European ATM system. EASA contributions to the Single European Sky ATM Research (SESAR) initiative are recognised and enable the acceleration and deployment of new technologies.

Key Achievements

- The Agency published key draft regulatory material (NPA 2022-09 and NPA 2022-107) establishing ATM Ground Equipment conformity assessment scheme and transposing the SES interoperability rules into the EASA framework, which are critical blocks for the introduction of new technologies and digital transformation of ATM. EASA actively engaged with ANSP CEOs and NSA DGs in the ATM GE High-Level Steering Group which strategic advice was used for the development of the ATM Ground Equipment draft rules. Regarding the ADSP (ATM Data Service Providers), concrete regulatory actions for the update of Regulation EU 2017/373 (including Part ADS on ADSP common requirements) are anticipated to take place after the adoption of the SES 2+ package, currently under co-decision by the European Council and Parliament. In anticipation of future regulatory actions, EASA is developing preparatory work with the requirements applicable to organisations providing ATM Data Services. In this respect, the Agency held discussions with ANSPs at expert level on the assessment of the requirements for ADSP and the considerations relevant regarding the segregation of ADSP activities from ATS activities. Several familiarisation meetings took place during 2022.
- Pursued activities on the evolution of ATCO licensing, issuing NPAs and Opinion introducing simplification to ATCO ratings' structure and endorsements, streamlined training requirements, enhanced the mobility options for instructors and assessors and to allow for dynamic cross-border sectorisation. The ATCO Steering Group provided strategic advice on the evolving future needs, the human dimension aspects and technological solutions related to ATC provision which will be considered as part of future regulatory activities. The Agency commissioned the ATCO fatigue study for a more objective and scientific base assessment of the fatigue aspects, human dimension of ATC provision and analysis of the effects of digitalisation on the ATCO profession.
- Coordinated and supported activities with institutional stakeholders with respect to SES and SESAR activities with the aim to accelerate the green and digital transition, including on Single European Sky ATM Research 3 in line with the European ATM Master Plan priorities. Enacting the Single Basic Act establishing SESAR3 Joint Undertaking (S3JU), EASA fully implemented the Service Level Agreement (SLA) and Work programme 2022 with S3 JU, assessing about 50 projects/solutions, held various board meetings, and participated to the SJU governance bodies and technical committees. Moreover, it engaged with project consortia for EASA involvement as third party. EASA signed SLA and Work programme 2023 by the end of 2022 to build and reinforce on the good cooperation with S3 JU.
- In the same vein, the Agency supported DGMOVE on the synchronised deployment of common projects (ATM functionalities/solutions), through the implementation of the contribution agreement, under the CP1 regulation. This contributes to the SES ATM Research activities in accordance with the European ATM Master Plan vision and the Basic Regulation provisions.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
ATM/ANS Coordination	Ensure consistent and coordinated actions with respect to all ATM/ANS, SESAR and SES activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European Sky.	Full implementation of the current SJU SLA and agreed new SLA re SJU 3.	●
		Efficient implementation of Agency's role in SESAR 3 governance.	●
		Progress the planned evolution of the ATCO Plan (licensing scheme): assess SESAR R&D Solutions related to ATC provision (e.g. virtual centre concept, capacity on demand services, system-based licensing) and consider their implementation by amending the applicable regulations (e.g. Commission Regulation (EU) 2015/340) via RMT.0668, as an enabler for increased ATCO mobility and increasing ATC system efficiency and resilience overall.	●
		Progress and contribute as necessary in the implementation of ADSP service, including in necessary regulatory and oversight measures.	●
<i>Duration:</i> 2019 - Open-End			
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			



1.3.4. Research & Innovation

As innovation is accelerating, EASA needs to support the integration of new technologies, operations, and business models into the European aviation system without compromising on safety or becoming a bottleneck to progress. Through its upfront involvement in innovative concepts, EASA provides an effective regulatory framework, reduces barriers to market entry, and fosters innovation by leveraging its expertise and position as a European hub for the benefit of European industry and citizens. A close partnership with the industry, research centres, academia, as well as the Member States is key to ensure that the competences to support the time-to-market of new innovative technologies, and to ensure that high safety levels are shared among the regulatory authorities.

Over the last years, EASA has ramped up its research and innovation activities by managing 30 research projects, totalling nearly 30M€, for the EC under the 1st and 2nd Contribution Agreements. These projects address a large set of fields such as Safety (Issues/lessons learned from recent accidents, introducing new technologies, runway safety, standards supporting the digital transformation of aviation, and more), Environment (setting new environmental standards for emissions and noise, and further developing market-based measure instruments), Health (aeromedical standards), and Security (Impact of security threats and measures on safety standards).

Key Achievements

- EASA managed the implementation of 10 **research projects** with a total budget of 13M€, funded under Horizon 2020, in the field of aviation safety and environmental standards (1st Contribution Agreement).
- 
- EASA launched 20 research projects with a total of 14.2M€ funded under Horizon Europe (2nd Contribution Agreement). These research projects cover the domains of Health (aeromedical standards), Safety (Issues/lessons learned from recent accidents, introducing new technologies, runway safety, Standards supporting the digital transformation of aviation) and Security (Impact of security threats and measures on safety standards).
 - Close involvement in the new **Clean Aviation and SESAR Partnership Programmes** through EASA representatives in the Governing Boards, Technical Committee and Scientific Advisory Board. Furthermore, EASA engaged through service contracts with the industry-led consortia awarded by Call#1 of Clean Aviation programme, to enable regular exchanges of knowledge and reduce time-to-market of new products and solutions. A similar approach is followed for the involvement of the Agency in SESAR 3 industrial research and exploratory research projects, for which service contracts will be signed in 2023.
- 
- EASA launched the **Pre-Application services** as a new framework for supporting innovation at industry level. Further information can be found on EASA's website: [Pre-Application Services Contracts | EASA \(europa.eu\)](#).
 - Progress was achieved in the **implementation of Artificial Intelligence (AI) Roadmap** launching research activities on the approval of Machine Learning (ML) technology for systems intended for use in safety-related applications. The research activities enabled the release in February 2023 the Issue 2 of the Concept Paper on Artificial Intelligence (AI) and Machine Learning. Further information can be found on EASA's website: [AI Roadmap | EASA \(europa.eu\)](#).
 - Publication of the Special Condition SC-AI-01 Trustworthiness of Machine Learning based Systems - Issue 01.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Innovation & Future Development Programme	Coordinate changes necessary to adapt the Agency activities and processes to innovation through Projects and Roadmaps. Create a dynamic of innovation in the Agency and foster the sharing of innovation knowledge and information through an Innovation Network. Support the Industry on innovation through Partnership Agreements identifying needs and enablers for regulatory evolutions.	Pursue the actions on Agency staff knowledge building on innovation.	●
		Further Increase cooperation with new entrants.	●
		Further develop Industry partnerships on innovation through MoU and IPCs.	●
		Further develop synergies between Scientific, Research and Innovation Activities.	●
<i>Duration:</i> 2020 - Open-End			
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

Activity	Objective	2022 Target / Output	2022 Result
Research	Implement the research and innovation strategy that supports the needs of the European Plan of Aviation Safety (EPAS), the wider aviation industry/ research community, and the development of key activities and competences of the Agency.	Implement 1st and 2nd Research Contribution Agreements with the European Commission (and, if agreed, commence preparatory tasks for the 3rd Contribution Agreement).	●
		Commence EASA contributions to the Clean Aviation Programme and establish working methods with all relevant stakeholders.	●
		Deliver EASA contributions to European public funded research projects.	●
		Establish a technology monitor function to contribute to strategic decision making and the strategic competency development.	●
		Contribute to competency management through research dissemination and delivery of knowledge sharing actions.	●
		Contribute to and deliver research actions for the sustainable aviation programme, drones programme, AI roadmap and hydrogen roadmap.	●
		Implement EASA PhD scheme with association of universities.	●
<i>Duration:</i> 2004 - Open-End			
<i>Principal Funding Source:</i> EU contribution and Horizon Europe (Contribution Agreements)			
<i>Strategic Objectives:</i>  			

1.3.5. Secure Aviation – Military Programme



The resilience of the aviation system cannot be taken for granted. The implementation of many aviation security measures can directly or indirectly impact safety aspects of aerodrome and aircraft operations. Aerodromes, aircraft security, cargo, mail and/or inflight security are the areas where interdependencies are particularly highly visible and where any security requirements should also consider possible impacts on aviation safety. In addition to supporting the interface between safety and security, and facilitating the sharing of security information between aviation stakeholders, EASA also needs to play a role in assisting the EU in taking proactive action on growing new cybersecurity threats that accompany digitalisation. *See also Section 1.2.8 - Safety Intelligence & Performance – Cybersecurity.*

The EU has identified opportunities for more synergy between civilian and military needs under the Action Plan on Military Mobility by simplifying processes and aligning rules. This provides scope for EASA to further support states and industry competitiveness, for example through common rulemaking and the certification of state aircraft.

Within the Agency, civil-military cooperation has been a strategic priority for a very long time. It results in certification activities, military involvement in rulemaking tasks, and cooperation actions with national military airworthiness authorities and organisations (such as EDA, NATO, EUROCONTROL, OCCAR, ASD). To enhance the cooperation between civil and military in the field of aviation, the Basic Regulation issued in 2018 introduced the possibility for Member States to opt-in to EU rules (Airworthiness, Aircrew, Air Operations or Unmanned aircraft) for state aircraft (including military aircraft).

Key Achievements

- EASA became a participant of the Civil-Military Airspace Safety Team Ukraine to consider the consequences of the war in Ukraine on the “new normal” concept, with regard to the increasing needs for air space to conduct State and NATO military exercises.
- Implementation of the work programme with the European Defence Agency (EDA), enhancing the cooperation in the new domain of innovation.
- EASA supported EC initiatives in the framework of RescEU program (fire fighters’ contract and aeronautical MEDEVAC/transport capacity).

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
State and Military Aviation Programme	Maintain the necessary relationship with European State and Military Aviation Authorities, and the European Defence Agency (EDA), OCCAR (Organisation for Joint Armament Cooperation) and NATO, as appropriate for the discharge of the Agency’s tasks, in accordance with Regulation (EU) 2018/1139, all conducive to improve flight safety and security in Europe.	Continue commitment to airworthiness for state aircraft, dual-use platforms and civil derivatives.	●
		Implement of NATO Roadmap according commonly defined items.	●
		Implement work programme with the European Defence Agency, focus on Single European Sky (SES) and ATM rulemaking.	●
		Follow-up and support on EC initiatives on States and military aviation domains.	●
<i>Duration:</i> 2020 - Open-End			
<i>Principal Funding Source:</i> Mix of EU Contribution and F&C			
<i>Strategic Objectives:</i>			

1.3.6. Health

The COVID-19 pandemic saw aviation identified as a vector of disease transmission to a far greater extent than other transport modes. EASA therefore continues to support the competitiveness of the European aviation industry by managing health threats/risks in aircraft by offering the safest aircraft interior environments to reduce the risk of disease transmission, restore public trust, and facilitate future responses to similar events. Managing health threats and risks in aviation, working with public health authorities, and managing the interface between safety and security, reduces the risk of uncoordinated or even incompatible actions.

In line with the provisions of Art. 87 and Art. 91 of Regulation EU 2018/1139, EASA initiated in 2022 an initiative on Health Safety Certification to enhance crisis resilience and mitigate health safety threats in aviation. The Health Safety Certification is expected to assess the feasibility of including technological improvements used in other domains to reduce surface contamination, further reduce the risk of airborne contamination during air travel, and ultimately enhance the trust of the passengers, crew members, and relevant competent authorities (public health authorities, national authorities, etc.). This is expected to be achieved through investments over the next years in:

- Competency building: Consolidating and reinforcing EASA competence in Health Safety Certification, as initiated in 2022, through a new Innovation Partnership with Industry on inflight aircraft sanitisation.
- Protection measures: Together with industry and selected medical entities, review which passive and active means of protection can be implemented, starting with the flying fleet, and under which conditions, including the impact on operational (and other) products, define baseline threats, develop design specifications, reinforce guidance material, clarify the role of EASA for the full aviation service chain (including airports) and adapt EASA processes accordingly.
- Institutional cooperation: Continue to foster relationships and harmonise approaches with other institutions, including European Commission, ICAO, FAA, ECDC, WHO, US CDC, etc.

Key Achievements

- As part of the implementation of the Health strategy endorsed by EASA senior management, EASA became a key organisation in the global activities for public health related to the transport sector. EASA experts were invited to provide lectures during the ICAO CAPSCA Asia-Pacific regional meeting and to support the meeting organised by Frontex on cross border threats. In addition to that, EASA provided technical advice to third country national authorities such as China, Singapore, or South Africa.
- EASA assessed the technologies proposed by SAFRAN and its partners as part of the IPC work on identifying and implementing technologies to reduce the spread of micro-organisms on board aircraft.
- EASA supported the EC in the management of COVID-19 related measures for the transport sector by participating in the discussions with the Member States public health authorities during the EU Health Security Committee as well as in the high level IPCR meetings.
- EASA continued close coordination with ICAO, WHO, ECDC, and the US CDC to monitor and assess public health threats and adjusted the recommendations for the aviation sector accordingly.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Health Certification	Enhance crisis resilience and mitigate health safety threats in aviation by engaging in "Aviation Health Safety Certification".	Review which passive/active protection can be implemented on the flying fleet and under which conditions.	●
		Define baseline health safety threats.	●
		Develop Design Specifications.	●
		Identify approval formats adapted to the type of protection.	●
<i>Duration: 2022-Open End</i>			
<i>Principal Funding Source: Mix of EU contribution and F&C</i>			
<i>Strategic Objectives:</i> 			

1.3.7. Transformation Programme-Destination: Future-Proof (DFP)



Destination

FUTURE-PROOF

Powered by **CORAL**

The Agency launched a corporate transformation programme in 2020 called “Destination: Future-proof” (DFP), which consolidates existing efficiency initiatives and the ongoing digitalisation initiative (“CORAL”) to reduce costs, improve efficiency, and address these key drivers:

	<p>Resilience: The impact of the COVID-19 crisis on the industry has reinforced and accelerated the need for EASA to act on the original driving factors. In addition to the range of measures being put in place to support the immediate recovery of industry and Member States directly, the Agency intends to extend the review of its own working practices, including remote working capabilities, to reduce any indirect barriers to recovery.</p>
	<p>Financial Sustainability: The transformation programme supports the commitment made to industry during the 2019 revision of the fees & charges regulation to moderate its cost growth. It aims to create the conditions for the Agency to cope with the planned reduction in resources due to natural attrition by simplifying or modernising its working practices and digitalising or automating its processes as appropriate.</p>
	<p>Digital, Effective & Efficient: This investment in large scale change is seen as an opportunity to involve a wide cross-section of the Agency staff in cutting red tape. The principal aim is to remove all activities that do not add value and re-orientate internal working practices towards the actual needs of the stakeholder. In doing so the Agency will consolidate its data and be able to limit additional requests to information that has not yet been provided. Consolidated data and new digital platforms will also create opportunities for greater productivity at marginal additional cost. These platforms will adopt existing standards wherever possible to enable interoperability with stakeholder systems in the longer term.</p>
	<p>Competitiveness - Cost Savings/Productivity Gains: Overall the programme aims to increase productivity by at least 8%, improve the quality of Agency procedures, shorten lead times, and strengthen the engagement between the agency and its stakeholders. (For further details see section <i>II.2.6 Strategy for Efficiency Gains</i>).</p>

The transformation programme was formally concluded at the end of 2022, but several projects continue as standalone initiatives to complete the last deliverables. Importantly, the programme approach for achieving efficiency, as well as the infrastructure to initiate new initiatives, have been established so that the Agency can continue to improve processes.

In parallel, a strategic review reorganised the Agency’s digitalisation programme to accelerate progress and optimise the use of resources. The new programme will be launched in 2023 and aims to build a professional, secure set of information systems integrating all core processes, and the capability to rapidly upgrade or extend these systems to meet new requirements.

Key Achievements

Key changes delivered include:

- A simplified [rulemaking procedure](#).
- [Pre-application services](#) for innovative technologies.

- An improved corporate programming process.
- A project management capability with a comprehensive set of programme management methodologies and tools.
- 12% overall productivity/efficiency gains: Since 2019, the Agency has progressively reduced the time spent on overhead and technical coordination/overhead activities. Comparing the 2022 outputs to 2019, the Agency has reduced overhead by nearly 12% (the equivalent of 36 FTEs). Time saved on administrative activities have been converted into cost savings and/or invested in more strategic/development projects/tasks.

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
Programme: Transformation Programme- Destination: Future-Proof (2021-2023)	The Agency has simplified and digitalised its working methods, reorienting activities to support industry recovery, reducing costs and increasing productivity to align with stable staffing.	Streamlined rulemaking procedure adopted by Management Board.	●
		Rationalised EPAS focussing on coordinated priority actions by regulatory domain.	●
		New app to manage stakeholder consultations.	●
		Pre-application support for innovative product designs.	●
		Effort spent on corporate planning and procurement reduced by up to 25%.	●
<i>Duration:</i> 2021-2023			
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

Activity	Objective	2022 Target / Output	2022 Result
digital Licence for Aviation Pilot (dLAP) Project	Facilitate digital interaction between licensing authorities and pilots/business for high quality services and cross-border interoperability, developing a financially self-sustained IT solution.	Complete Rulemaking tasks allowing for full digital licences.	●
<i>Duration:</i> 2018-2022			
<i>Principal Funding Source:</i> EU contribution			
<i>Strategic Objectives:</i> 			

1.3.8. Data4Safety (D4S)



Data4Safety (also known as D4S) is a data collection and analysis programme to support the goal of ensuring the highest common level of safety and environmental protection for the European aviation system. The programme aims to collect all data that may support the management of safety risks at European level. This includes safety reports (or occurrences), flight data (i.e. data generated by the aircraft via the Flight Data Recorders), surveillance data (air traffic data), and weather data.

As for the data analysis, the programme's ultimate goal is to "know where to look" and to "see it coming" thus supporting the Performance-based Environment and set up a more predictive system. More specifically, the programme will allow better visibility on where the risks are (safety issue identification), determine the nature of these risks (Risk Assessment), and verify if the safety actions are delivering on the safety level needed (performance measurement). It aims to develop the capability to discover vulnerabilities in the system across terabytes of data.

Key Achievements

- In 2022, EASA finalised the Proof-of-Concept phase of the European Big Data Programme "Data4Safety" (D4S), in partnership with the EU Aviation Founding Members of the Data4Safety Programme. This collaborative and voluntary programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the EPAS. Notably, the Proof-of-Concept phase allowed to deliver a Collaborative Governance, Data Protection framework, Big Data and Data science platforms for aviation safety, and technical outputs. This was achieved by gathering on the platform a wide range and volume of consolidated data (e.g. more than 1 million flight recordings and more than 100 million traffic tracks). A presentation of the results of the proof-of-concept and introduction of the new phase was done during a public Webinar at the end of August 2022.
- Several activities for the development of the Programme (2022-2025) towards an operational setting (2026 onwards) were conducted in 2022. Building on the outcomes of the Proof-of-Concept phase, the programme aims to provide a Big Data Platform and Analysis capability at European scale and level, including a structural link with ECCAIRS2 that enables analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).

Annual Work Programme Objectives

Activity	Objective	2022 Target / Output	2022 Result
European Big Data Programme	Proof-of-Concept Phase: Launch and deliver the proof-of-concept phase of the European Big Data Programme "Data4Safety". This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the European Plan of Aviation Safety.	Based on the outcome of the proof-of-concept phase, follow-up phase, further developing the scope of the proof of concept, to be prepared to support the start of an operational/run phase Programme at the horizon 2024/2025. This will include a structural link with ECCAIRS2 that enables analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).	
<i>Duration I:</i> 2016-2022 (Proof of Concept Phase)			
<i>Principal Funding Source:</i> EU grants + F&C accumulated reserve + in-kind contribution (expertise time and data sources shared with the Programme) from programme members			
<i>Strategic Objectives:</i>			

Activity	Objective	2022 Target / Output	2022 Result
ECCAIRS 2 (E2)	Develop, maintain and operate a software solution suite in coordination with the EASA Member States to support the implementation of the Occurrence Reporting Processing procedures of Industry & Members States as per Regulations (EU) 376/2014. Further develop ECCAIRS E2 solution features as requested by the Industry/MS at the inception of the ECCAIRS 2 programme.	Establish the Development Roadmap 2022 in agreement with the Governance bodies.	●
		Further develop the agreed requested features of E2 as per the Development Roadmap 2022 as agreed by the Governance bodies and deploy a monthly “sprint version” in E2 Production.	●
		Continue to Operate and Support the in-place E2 Production solution as it incrementally evolves over time.	●
<i>Duration I: 2021/22-2023</i>			
<i>Principal Funding Source: Mix of EU contribution and F&C</i>			
<i>Strategic Objectives:</i> 			

Part II (a) — Management



2.1. Management Board



EASA's activities are supervised by its Management Board (MB), composed of representatives from the Member States and European Commission. The MB plays a key role in monitoring the Agency's operations, steering the work and priorities of the Agency, establishing EASA's annual budget, and ensuring that EASA is working to the highest standards.

For planning and resources related matters, the MB is assisted by the Programming and Resources Advisory Group (PAR), allowing the MB to focus on items of strategic nature and directly relating to aviation safety.

Members

- 27 EU Member States (each with 1 member & 1 vote)



- European Commission (2 members & 2 votes)



- 4 EFTA Member States (Iceland, Liechtenstein, Norway and Switzerland (each with 1 member, no voting rights))



Observers

- Observer countries (Albania, Bosnia & Herzegovina, Georgia, Moldova, Montenegro, North Macedonia & Serbia)

- EASA Stakeholder Advisory Body (SAB)



A complete list of the MB members as well as related documentation and decisions can be found on EASA's Website: [Management Board Members | EASA \(europa.eu\)](#)

In 2022, the MB had two meetings with a focus on the following main topics:

- Activities and measures taken in relation to the war in Ukraine and the related EU Sanctions.
- Oversight of EASA as Competent Authority.
- Data4Safety deliverables.
- Certification of ATM Ground Systems.
- Partnership Strategy.
- Environmental matters, aiming towards a more sustainable aviation.

The following **key MB decisions** were taken during 2022 and where relevant endorsed also by the PAR:

- Adoption of [2021 Consolidated Annual Activity Report \(CAAR\)](#).
- Opinion on [2021 Annual Accounts](#).
- Financing Decision for accumulated fees and charges for the D4S, ECCAIRS 2 and conflict zones platforms, as well as a financing decision for the ATCO Fatigue Study.
- HR Implementing rules on:
 - payment of education allowance.
 - the conduct of administrative inquiries and disciplinary proceedings.
 - working time and hybrid working.
 - home leave for officials, TAs and CAs serving in third countries.
- Adoption of [Single Programming Document \(SPD\) 2023-2025](#) (including 2023 Budget and Establishment Plan) and Draft SPD 2024-2026 (including Draft Budget 2024) outlining the Agency's strategy, multi-annual objectives and annual work programme 2022.
- Adoption of the 2023 Audit Programme.
- Adoption of the [European Plan for Aviation Safety \(EPAS\) 2023-2025](#).

2.2. Major Developments



Aviation is a dynamic sector, constantly evolving and reinventing itself with innovative business models and new technologies. The COVID-19 pandemic has further fuelled the pace of innovation, and the European aviation industry has seen many developments over the last years, in particular towards greener and more sustainable products and services such as clean technology solutions, clean fuel solutions, drones, urban air mobility products, artificial intelligence, and additive manufacturing.

The Agency, as a regulator, has a central role to play in setting safety standards and providing oversight to enable these developments and further these goals, providing a framework within which the European industry can maintain its competitiveness, enhance its environmental credentials, digitalise, innovate safely and, quickly, and profit from new market opportunities, a goal aligned with the European Commission's (EC) priorities and the EU industrial strategy.

Since EASA's inception in 2002, the Agency's mandate (core tasks) has evolved to meet the needs of the industry, aviation sector, member states and political priorities. Moreover, in cooperation with the EC, EASA has consecutively invested and mobilised its resources to work on key priorities, such as the environment (EASA's Sustainable Aviation Programme), ATM/ANS, research, drones, international cooperation/global outreach, cybersecurity, safety analysis, health, and digitalisation.

In 2021, in collaboration with the EC, EASA took up key roles in Horizon Europe, Clean Aviation, and SESAR programmes to further advance the deployment of innovative and clean solutions in various domains. EASA deepened its engagement in 2022 with these initiatives, which will continue to be a strong focus for the coming years. Furthermore, EASA is preparing to take on new tasks and responsibilities under the ReFuelEU Aviation Legislation (e.g. concerning Sustainable Aviation Fuels) from the beginning of 2024. ReFuelEU is part of the Fit for 55 package to cut greenhouse gas emissions by at least 55% by 2030.

The EU aviation sector is recovering after the COVID-19 pandemic. Eurocontrol's three-year forecast anticipates air traffic recovery up to 85% compared to 2019 levels (*Reference: [EUROCONTROL 3-year Forecast 2022-2024 | EUROCONTROL](#)*). EASA therefore anticipates that its workload will grow over the period. This reflects a moderate growth in its market-driven workload financed by fees & charges, with applications from industry increasing in complexity and novelty because of emerging domains and new technologies. In addition, to prepare for market developments further in the future, EASA will continue to invest in strategic priorities and related new tasks.

At the same time, the Russian military invasion of Ukraine, rising fuel prices and inflationary pressures will challenge the sector over the period. EASA will respond by contributing its expertise to EU actions, notably in support of sanctions and the recovery of the aviation sector in the Ukraine.

Considering the above and given the additional budgetary constraints and uncertainties as a result of global recession, high inflation rates, and increasing travel costs, it is more important than ever that the EU contribution is sufficient to address the mandate and scope of the Agency's activities.

A lack of adequate funding would bear adverse effects not only on the Agency's ability to invest on strategic priorities (such as the environment, research and innovation, digitalisation, and ATM/ANS regulatory developments) but also on core activities (such as the scope of standardisation, rulemaking (including EPAS), implementation support and safety promotion, as well as international outreach & coordination activities).

2.3. Budgetary & Financial Mgmt.



2.3.1. Summary on Budgetary & Financial Management

Implementation of Appropriations

Appropriations authorised in the Agency's initial budget for 2022 totalled 224M€ (compared to 204M€ in 2021). There were no Amending Budgets in 2022. The available appropriations were executed as detailed below:

Expenditure	Initial budget 2022	Transfers 2022	Final budget	Executed budget 2022
T1 Staff	101,363	364	101,727	101,389
T2 Buildings & Equipment	26,176	290	26,466	25,226
T3 Operational	39,206	3,061	42,267	36,568
T4 Special Programmes	-	-	54,133	41,227
T5 Accumulated Surplus	57,521	- 3,715	53,806	-
Total Expenditure excl. internal assigned	224,266	-	278,399	204,410

Table 1: 2022 Budget Implementation – C1 & R0 Appropriations

Achievement of Budget Implementation Targets

As a result of comprehensive in-year budget monitoring, the final budget implementation rate for 2022 current-year appropriations (C1) was 97.1% (compared to 96.3% in 2021 and 98.6% in 2020) and within the European Commission's target of 95%.

The cancelled appropriations relating to commitments carried over to 2022 (C8) was 2.82% (compared to 1.55% in 2021 and 5.46% in 2020, whereby the vast majority of cancelled C8 volumes in 2022 were attributable mainly to expert's meetings costs, translation costs, international cooperation expenditure and reduction in administrative expenditure) and well below the European Commission's target of <5%.

Further information on budget implementation rates for all fund sources is provided in Annex II - Statistics on Financial Management.

Waivers of Recoveries

In accordance with Art. 66 of the EASA Financial Regulation and Art. 101(6) of Regulation (EU) 2018/1046, the Agency is required to report on waivers of established amounts receivable granted during the year. The waivers granted during 2022 totalled 914K€ and were largely related to solidarity measures applied to Ukrainian customers.

Budget Result

The 2022 F&C budgetary result was negative 8.2M€ (compared to positive 11.2M€ in 2021). Staff expenditure increased by 4.98M€, administrative expenditure increased by 1.4M€, operational expenditure increased by 9.6M€ and the F&C income decreased by 3.4M€ compared to 2021. The accumulated F&C surplus was brought down from 72.1M€ to 63.9M€.

Regarding subsidy-related activities, staff expenditure decreased by 1.3M€, administrative expenditure increased by 1.4M€ and operational expenditure increased by 0.6M€ compared to 2021. The overall subsidy budget result was +0.2M€.

		2022	2021
REVENUE	Balancing Commission subsidy	+ 40,614,867.00	39,950,300.00
	Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+ 23,691,632.25	13,741,801.10
	Fee income	+ 109,408,979.99	112,755,543.91
	Other income	+ 713,239.31	1,055,342.39
TOTAL REVENUE (a)		174,428,718.55	167,502,987.40
EXPENDITURE	<i>Title I: Staff</i>		
	Payments	- 101,178,179.84	97,720,092.26
	Appropriations carried over to the following year	- 342,321.33	218,313.52
	<i>Title II: Administrative Expenses</i>		
	Payments	- 18,115,400.44	16,918,412.01
	Appropriations carried over to the following year	- 7,118,694.92	5,438,518.09
	<i>Title III: Operating Expenditure</i>		
	Payments	- 39,628,723.10	27,900,958.48
Appropriations carried over to the following year	- 127,294,421.26	124,731,944.52	
TOTAL EXPENDITURE (b)		293,677,740.89	272,928,238.88
OUTTURN FOR THE FINANCIAL YEAR (a-b)		-119,249,022.34	-105,425,251.48
Cancellation of unused payment appropriations carried over from previous year	+ 366,662.92	133,742.44	
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from ass	+ 119,157,847.52	105,632,673.55	
Exchange differences for the year (gain +/loss -)	+/- -34,808.13	-22,989.12	
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		240,679.97	318,175.39
Balance year N-1	+/- 318,175.39	2,352,619.68	
Positive balance from year N-1 reimbursed in year N to the Commission	- 318,175.39	-2,352,619.68	
Result used for determining amounts in general accounting		240,679.97	318,175.39
Commission subsidy - agency registers accrued revenue and Commission accrued expense		40,374,187.03	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		240,679.97	

Table 2: 2022 Budget Result

2.3.2. Procurement & Contract Management

The Agency managed 32 high-value and middle-value (>60K€) procedures during 2022, resulting in the signature of 41 contracts. In addition, 79 low value (1-60K€) procurement procedures were concluded, as well as approximately 690 specific contracts and purchase orders, of which 48 related to expert contracts.

For further details see also Annex I.4 - Procurement Procedures.

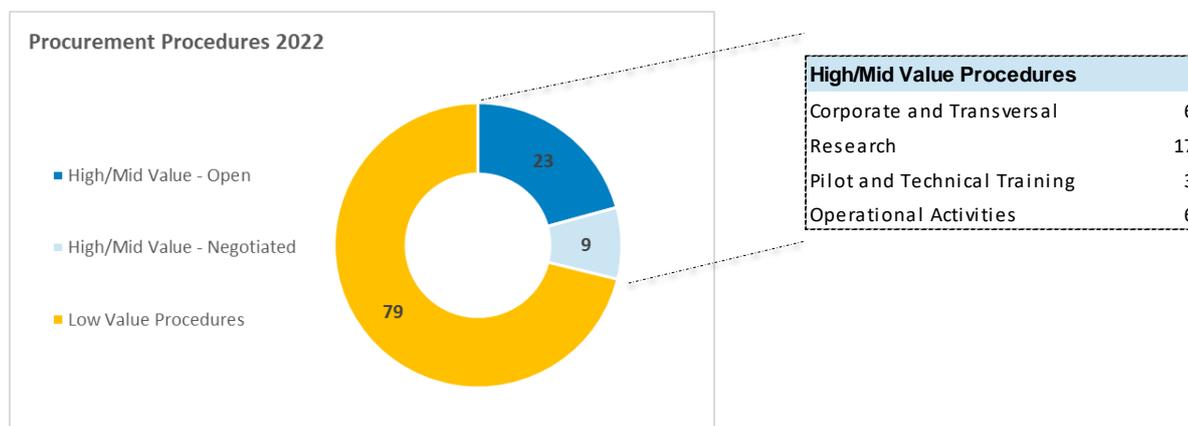


Figure 10: 2022 Procurement Procedures

2.3.3. Grant, Contribution & Service Level Agreements

The Agency is currently managing an increasing number of projects on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of predominantly international technical cooperation, but also safety intelligence, research, environmental protection, as well as collaboration with other institutions such as SESAR.

During 2022 the Agency managed 51 such projects, with a total (maximum agreement) value of approximately 116M€ over 3-5 years, resulting in financial commitments of almost 30M€ in 2022 (compared to 27M€ in 2021). The Agency deployed approximately 21 FTEs of internal resources (compared to 15 FTEs in 2021), internal expertise or contract staff (project managers/assistants), making use of the broad spectrum of (transversal) in-house competence, to ensure the successful execution of these projects.

For further details see Annex VI - Contribution, Grants & Service level Agreements.

Agreements (by kind)	Total Amount ^[1]	Nr of Agreements	FTE = CA & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 6,749,000	3	0.20	€ 722,000
b. Contribution Agreements	€ 74,620,500	18	13.00	€ 23,137,000
c. Delegation Agreements	€ 33,800,000	6	6.60	€ 5,632,000
d. Collaboration Agreements	€ 811,565	23	0.60	€ 112,000
e. Service Level Agreements	€ 200,000	1	0.60	€ 104,000
Total	€ 116,181,065	51	21.00	€ 29,707,000

Table 3: 2022 Earmarked Projects Implementation

^[1] Maximum agreement value over total duration of the agreement

^[2] FTE represents the number of hours charged to the projects in 2022/1600 including approx. 0.2 FTE of working hours from before 2022, relevant however for 2022 project implementation on EUROMED 2 (ETAP).

^[3] € represents the total committed amount (RO) in 2022

2.3.4. Cost & Benefits of Controls

EASA implements several controls, procedures/processes, and tools to ensure the legality and regularity of its activities, safeguard the sound financial management of its resources, provide adequate transparency and oversight of key activities/resources to support management decisions, as well as to maintain and continuously improve the quality of its outputs.

In comparison to the total human and financial resources of the Agency, the balance between effectiveness (including benefits), efficiency and economy of controls is around 3%. Of the 737 FTE¹ deployed in 2022, 3.8% (compared to 4.0% in 2021) were dedicated to the control functions listed in Annex I.5 and of the approx. 160M€ budget deployed by the Agency in 2022 3.2% (compared to 3.3% in 2021) were invested in the control functions listed in Annex I.5. The cost of controls is overall comparable to 2021.

The controls in place are considered adequate and in terms of costs proportionate to the risks it serves to mitigate and provides reasonable assurance for that the budget has been effectively implemented, on time and complying with the rules. Nevertheless, the Agency continues to review its internal control procedures and policies to implement improvements, risk management and ensure a proportionate balance between cost of benefits and controls.

For further details please see table in Annex I.5. Report on Cost & Benefits of Controls which provides a summary table of the key controls in place at the Agency, summarising their i) Effectiveness (purpose, overall benefits and volume of controls), ii) Efficiency (volume of human resources dedicated to the control) and iii) Economy (cost of the controls).

¹ FTE: Value represents the actual working time (Hours) recorded by staff members (TA, CA & SNE), in EASA's time booking tool, for each activity / 1600 i.e. Transformed into FTE (Full Time Equivalent). This does not represent the number of staff recruited (posts).

2.4. Delegation & Sub-Delegation



In accordance with the EASA Financial Regulation, the Executive Director (ED), as Authorising Officer, delegates to Agency staff certain powers of budget implementation that are covered by the Staff Regulations. The ED has delegated budget implementation tasks to seven delegated Authorising Officers who have, in turn and with the explicit agreement of the ED, subdelegated budget implementation tasks to 26 sub-delegated Authorising Officers.

Time limits are not systematically set to financial delegations; however, when staff departures/transfers are notified/identified, an end date is entered in the financial system, which indicates the termination of the respective financial delegations.

Ex-post checks on financial delegations are conducted twice a year, and additional checks to identify leavers, transfers, etc. are carried out twice a month, in line with the internal procedures, implementing transfers/leavers etc on the first or the 16th of the month.

The ED is presented with an annual report on financial delegations, which provides full details of all delegations in force, budget lines covered, financial limits, and specific conditions, as well as the actions taken in respect of ex-post controls and their results.

2.5. Human Resources (HR) Management



The establishment plan is expected to be stable until 2024. The demographic trend towards an ageing staff population means that the Agency expects an increasing number of retirements. The ability to anticipate trends in the job market, maintain key competencies and assess investment needs for the future domains will be critical to ensure an adaptable, engaged and agile workforce for the Agency. For this reason, a competency management and strategic workforce planning (SWP) programme was established in 2021 and shall continue into 2023 onwards to assess where external resource investments are needed. Sourcing of additional external resources to reinforce technical competences, invest in expertise areas in emerging and growing domains / tasks is to be expected.

Benchmarking Exercise

Following the Network of Agencies' methodology, which is based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for the eighth year in a row. Compared to previous years, the result in 2022 shows an increase in percentage of the 'Administrative and Support and Coordination' categories while the 'Neutral' and the 'Operational' decrease. This tendency changes when showing the statutory staff only with slight increase in both 'Administrative and Support and Coordination' and in 'Operational', and a decrease in 'Neutral'. This is due to the effect of investments in digitalisation efforts performed mainly with outsourced (non-statutory) resources.

Full details can be found in Annex IV.4 - Establishment Plan & Additional Information on Human Resources Management - Benchmarking Exercise.

Recruitment Policy

According to the Agency's mandate and business plan, the Agency recruits staff to mainly perform tasks of a permanent nature to ensure sufficient expertise in all domains across the organisation. The majority of tasks are performed by temporary agents (TAs) in the administrator (AD) and assistant (AST) function groups.

The Agency investments in staff and related costs increased in 2022, reinforcing its technical expertise to meet industry demand both on traditional and emerging domains. As a result, Agency staffing level at the end of the year increased compared to 2021. During 2022, there were over 60 newcomers and 8 SNEs onboarded.

The Agency adopted a stable mid-term staffing scenario to reinforce key competence areas both with technical and corporate expertise required for traditional tasks and emerging domains across new technologies, including for example environment, innovation and research. Fostering staff development included offering professional career opportunities internally across various competence areas to more than 70 staff members during 2022. The Agency onboarded Junior Qualification Programme during 2022 to reinforce technical expertise domains and succession planning based on Agency mid-term strategic priorities.

Temporary Agents (TAs)

All temporary agent posts are identified as posts of long-term duration. The TAs are engaged to ensure the Agency carries out its mandate on all technical, administrative, and managerial levels of the organisation.

The criterion for identifying long-term duration posts is whether such posts involve tasks of a permanent nature. These tasks are derived from the Agency's strategic workforce planning, which is cascaded down to the multi-annual recruitment plan, which is in line with the Agency's key objectives and serves the need for continuous expertise in specific areas. In addition, selection procedures are designed to foster internal mobility, complemented by external recruitment for specific profiles. The Agency is filling in its vacant posts in accordance with the MB Decision 07/2015 outlining the procedure on engagement and use of temporary staff under Article 2 (f).

Contract Agents (CAs)

The Agency employs short-term and long-term contract agent (CA) staff to support TA staff in performing specific projects, tasks, and carry out administrative work with a long-term duration.

CA staff, which accounted for 12.5% of the statutory Agency staff in 2022, play an essential role in many of the Agency's core activities and processes. Due to the specific nature of the tasks covered by CA staff, the Agency employs CA staff only in function groups III and IV. In June 2019 the Agency has adopted the Implementing rules, governing the conditions of engagement and use of contract staff employed under the terms of Art. 3a. EASA MB Decision 11/2019 allows for optimisation of the recruitment process and provides career and mobility opportunities for CA staff.

Seconded National Experts (SNEs)

For certain expertise, seconded national experts (SNEs) are temporarily working at the Agency under the rules applicable to such experts. In general, their assigned tasks require in-depth expert knowledge and extensive work experience in a specific field of aviation.

Interims

A limited number of short-term staff ('interims') work at the Agency, contracted through an external service provider, who is selected following an open tender procedure. The Agency is following an established policy determining the business criteria for the use of interims. In 2022, the Agency has maintained the use of interim staff on a sustainable level.

Implementing Rules

In 2022 Agency Management Board adopted the Commission Decision on working time and hybrid working. The new guidelines for working time and hybrid working including relevant training and tools were implemented at the end of the year. The Agency Management Board adopted in 2022 Implementing Rules on home leave for officials, temporary agents serving in third countries; Implementing Rules on conduct of administrative inquiries and disciplinary proceedings and Implementing Rules on payment of education allowance.

Diversity & Inclusion

EASA believes that diversity and inclusion bring a richer variety of perspectives, which fosters innovation, and improves risk assessment and solution-finding. Inclusion means inviting and supporting staff to bring their whole self to work and give their best. As an equal opportunity employer, the Agency has introduced several measures over the last years to address the topic and in particular gender imbalance:

- **Supporting Change:**

- In November 2017, the European Commission set up the [Women in Transport Platform](#), with the aim to strengthen women's employment and equal opportunities for women and men in the transport sector. EASA's Executive Director is a signatory to the EC 'Women in Transport' declaration. The Declaration promotes, among other aspects, involvement of women at all levels including representation, management and decision-taking. It calls upon all actors to address equality issues through appropriate measures.
- EASA is also a sponsor for the UN Initiative "[HeforShe](#)" a global solidarity movement for gender equality.



- EASA maintains links and builds cooperation with the Women in Transport and other international networks like the international gender balance network and EUAN (EU Agencies Network), to learn from each other's experience.
- **Promoting Change in EASA:** In 2018 to promote and more actively address the ambitions for the declaration the Agency appointed a **gender balance “advocate”** to identify best practices and propose actions to promote gender equality with the intention to attract more women and ensure true inclusion of all staff. This role has since evolved to a wider promotion of **“Diversity and Inclusion”** considering not only gender diversity, but also sexual identity, ethnicity, nationality, age and neurodiversity.
- **Attracting the very best people:** Gender balance is taken into account as far as possible during selection procedures. EASA is systematically monitoring the gender distribution among applicants. While the data confirms that the specific technical labour market in which the Agency operates is dominated by male candidates, EASA actively reaches out for female candidates, by publishing the positions in the right forums, explicitly encouraging applications from female candidates, and drafting positions with precise information as it may affect work-life balance. In addition, and to the extent possible, selection panels include members from both genders.
- **Raising Awareness:** EASA pursues to raise awareness of unconscious bias and counter it with female role models examples. This is achieved through regular Communications campaigns and events, and training.
- **Creating the favourable working conditions:** Various options are in place to enable staff to achieve an appropriate work-life-balance such as maternity and parental leave, part-time working regimes, special arrangements for breast feeding, flexi-leave, and teleworking.
- **Monitoring & Gender Balance Evolution:**
 - To ensure a factual basis and to measure effectiveness of actions, there is continuous monitoring of gender disaggregated statistics and the perception of inclusion.
 - Since 2018 the representation of women in managerial positions (from Section Manager to Director) has increased from 16.9% to 24,4% in 2022.
 - Since January 2020, out of the 4 Directors in the Agency, 2 are female.

2.6. Strategy for Efficiency Gains



In February 2020 the Agency launched a corporate transformation programme, “Destination: Future-proof” (DFP) consolidating existing efficiency initiatives and the ongoing digitalisation initiative (“CORAL”) with a view to reducing its costs and improving efficiency. The programme was formally concluded at the end of 2022 but the programme approach for achieving efficiency as well as the infrastructure to initiate new initiatives has been established so that the Agency can continue to improve processes and digitalise.

Programme Approach for Achieving Efficiency:

- Wave based:** The original wave-based approach has been modified. Instead of addressing each department in turn, the programme has started to select those business processes where productivity gains will have a significant impact in several departments across the Agency. This approach emphasises short-to-medium term gains and has permitted a reduction in the external consultancy costs of the transformation programme. Nevertheless, the original aim to eliminate activities that add little or no value and automate simple steps remains, thereby quickly freeing resources for redeployment.
- Invest in people:** By engaging staff more closely in cutting red tape, rather than using an external team of consultants, the Agency expects to make the results of the transformation more sustainable. In addition, a core implementation team is gaining knowledge and experience in business analysis, process redesign, project management and digital transformation, which builds competence for the future.
- Harmonise:** A core aim is to eliminate duplicated or competing practices by harmonising procedures at corporate level, thereby minimising inefficiency and miscommunication. The Agency has now adopted a capability-based architecture, which will reuse standard processes wherever feasible, instead of building tailored processes for each department. This improves consistency for users, enables rapid incremental changes, and reduces maintenance costs.
- AGILE IT:** The Agency digitalisation programme supports transformation by focusing on the availability, accessibility and use of data for business processes. Initial application developments based on agile methodologies and the selected technology platforms have been encouraging. In 2022 much of the underlying groundwork will have been completed and focus in 2023 will shift to the rapid digitalising of business processes, which will have been redesigned in the meantime.
- Workforce Management:** Due to budget restrictions the Agency will adopt a more ambitious programme to reskill or reassign existing staff to priority activities in lieu of recruiting replacements. This will depend on creating a more reliable means to assess knowledge and skills, where the future gaps in workforce will be and the availability of key staff. The Agency has therefore initiated a medium-term programme to build a strategic workforce planning capability. The outsourcing policy has accordingly also been prioritised for review as part of the transformation programme.



For further information see also section 1.3.7 – Transformation Programme-Destination: Future-Proof (DFP).

2.7. Assessment of Audit & Ex-Post Evaluation Results



2.7.1. Internal Audit Services (IAS)

In 2022, the European Commission's Internal Audit Service (IAS) carried out an audit on standardisation activities. The objective of the audit was to assess the adequacy of the design and the effectiveness and efficiency of EASA's management and control system for the standardisation process.

In particular, the audit assessed whether the controls in place provide reasonable assurance regarding compliance with the relevant legislation and the standardisation activities are organised in an efficient way to effectively support the achievement of EASA's business objectives (as stipulated in the EU regulations).

Three recommendations were raised as result of the audit. The Agency drafted an action plan that will be implemented in the course of 2023.

2.7.2. Internal Audit Capability (IAC)

The 2022 audit programme of EASA's Internal Audit Capability (IAC) consisted of 8 engagements (4 assurance audits, including 1 audit performed by IAS, 2 consulting, and 2 follow-up audits) and was delivered in full, without scope limitations or changes. Except for the last follow-up, (2022-06) Data4Safety Programme, all the final reports were delivered by December 31, 2022. The delivery of the contract and final report on Data4Safety Programme was extended, thus impacting 80 % of the action plan and its assessment. The audit started in 2022 and the final report will be delivered in Q1 of 2023. The issuance of the final report for the last audit engagement does not have an impact on the overall state of assurance of the IAC.

The objective of the assurance audits was to assess whether there is reasonable assurance that the relevant regulations and/or requirements were complied with, that the process objectives were met, and that the key risks were properly mitigated through a robust internal control system. In each of the audits, the required level of assurance was provided, and recommendations were given to enhance the control environment or the overall efficiency of the processes.

The two follow-up audits assessed the status of agreed actions resulting from the initial audits performed in 2021, including their effectiveness, as well as any residual risks associated with the objectives of each audited activity. During the 2022 follow-up audits, 2 out of the 13 actions identified in the initial audit could be closed, whereby the residual risks were considered to have been reduced to an acceptable level through the implementation of the agreed mitigating actions, while 6 actions were assessed as partially implemented. The implementation of the 6 partially implemented and 5 remaining open actions will be assessed on a case-by-case basis and will continue in 2023.

The results of the 2022 audit programme were formalised in the Internal Audit Annual Activity Report (dated February 28, 2022) and shared with the Executive Director.

2.7.3. European Court of Auditors (ECA)

With regard to the audit of the 2021 annual accounts, the Court opined that "in the Court's opinion, the accounts of the Agency for the year ended 31 December 2021 present fairly, in all material respects, the financial position of the Agency at 31 December 2021, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector". On revenues, the Court noted that the revenue underlying the accounts for the year ended 31 December 2021 is legal and regular in all material respects. And on payments, that the payments underlying the accounts for the year ended 31 December 2021 are legal and regular in all material respects.

2.8. Follow-up of Audits & Recommendations



2.8.a. Follow-up to Audit Plans, Audits & Recommendations

Internal Audit Services (IAS)

Regarding the previous audit work of the IAS and the status of the resulting actions, all actions have been closed. The table below provides an overview of the 2022 recommendations:

Recommendation	Status
IAS.A1-2022-EASA-001 - Standardisation activities: EASA 2022 Rec No1 - Definition and implementation of data retention principles in standardisation activities	Pending
IAS.A1-2022-EASA-001 - Standardisation activities: EASA 2020 Rec No2 - Upgrade of the Standardisation Inspection Database	Pending
IAS.A1-2022-EASA-001 - Standardisation activities: EASA 2020 Rec No3 - Consider updating the tool supporting the Model	Pending

Internal Audit Capability (IAC)

Of the 13 recommendations raised in the 2021 audits, 2 were categorised as significant and 7 as marginally significant. During the follow up audits in 2022 and ongoing action monitoring in 2022, 1 action has been closed as cancelled. Of the 8 remaining recommendations (6 marginally significant and 2 significant), the 6 marginally significant recommendations have been assessed as partially implemented. A revised timetable for implementation has been agreed for all the 8 actions and shall be followed-up accordingly in 2023.

European Court of Auditors (ECA)

The following table provides an overview of the ongoing ECA observations from the period 2016-2022 including the current status of implementation:

Year	ECA Observation	Status	EASA: Corrective Actions
2016	The Agency has accumulated a 52M€ surplus from industry-financed activities over the years, for which there is no provision in the Agency's Founding Regulation.	On-going <i>(not under Agency's control)</i>	The Agency has and continues to further actions to address this observation, most notably through the 2019 Financial Regulation Revision and 2018 Fees & Charges Regulation Revision. However, a long-term solution has not yet been found / agreed with the EU institutions.

2.8.b. Follow-up of Recommendations issued following investigations by OLAF

There were no recommendations by OLAF for follow-up in 2022.

2.9. Follow-up of Observations from the Discharge Authority



On 4th May 2022, the European Parliament (EP) granted its **discharge to the Agency in respect of the implementation of the budget for the financial year 2020** (European Parliament Decision Nr: [2021/2121\(DEC\)](#)) and approved the formal closure of the Agency's 2020 annual accounts.

At the time of writing the process for the 2021 Discharge was ongoing² and shall be reported on in the CAAR 2023 accordingly.

In its resolution, the EP made observations around key themes on budget and financial management, performance, staff policy, procurement, prevention, and management of conflicts of interest and transparency.

The EP acknowledged, amongst others, EASA's role in the Green Deal and the ongoing work to improve the environmental impact of aviation as well as the measures introduced by the Agency to mitigate risks associated with the UKs withdrawal from the EU. Some of the observations are highlighted below in particular those for which Agency measures are underway:

- **Research:** Over the last years, in line with the increase in research activities performed by EASA as well as the related EP observation, the Agency has taken steps to increase the focus on communicating and disseminating information to the general public. Measures include making publications available on [EASA's website](#), dedicated project websites and various social media channels. Furthermore, the Agency also engages in organising specific events aimed at using media to communicate to the public on specific topics as well as engaging in cooperation with academia and universities to promote the communication of results (see for example the [European Academia@EASA](#) conference 2023).
- **HR Policy & Staffing:**
 - EP observations encouraged the Agency to maintain focus on gender and diversity (including gender balance, geographical balance, and integration of people with disabilities), career development, teleworking, work-life-balance, and social environment.
 - EASA continuously works on further refining and aligning its HR policy framework towards modern and forward-looking work practices such as implementation of flexible working time arrangements (including teleworking) and hybrid working techniques, establishment of a competence management and strategic workforce planning framework, addressing diversity and inclusion through various work streams (see also section 2.5 – Human Resource Management for further details on actions relating to diversity & inclusion), inclusive recruitment and deployment of junior qualification programme.
 - During 2021, the Agency invested in competency management and initiated a competence self-assessment survey for staff, with a good response rate of 76% and with the aim to further integrate competence approach into strategic resource, performance and learning management.
 - The Agency works actively with its colleagues in the EASA Staff Committee and Union. Since signing the first agreement with a trade union in 2018 the Agency invests in social dialogue on various topics that are of vital importance for the running of EASA and the staff of the Agency.
 - Continuous dialogue with staff committee and social partners led to a regular exchange of views in the context of consultation and decision making during 2021. A political level agreement was reached with trade union, represented by U4U Brussels and U4U Cologne, on financial contribution

² Please note that during the CAAR 2022 adoption process the Agency was granted on 9th May 2023 the Discharge for the year 2021

to international schools; on reclassification, providing a system fostering career progression over time; and on staff members of UK nationality.

- **Efficiency & Digitalisation:**

- The transformation programme came to a close in late 2022. It delivered several important changes including a rationalised rulemaking process, a new procedure to encourage innovation in product certification and a programme and project management capability.
- The medium-term benefits will be tracked in the quarterly management reports. Indications at the end of 2022 were that efficiency gains of 12% had been achieved in the overhead functions. These resources can now be reallocated to higher priority tasks across EASA.

- **Procurement:** Following the observations from the EP EASA has further improved and refined its procurement practices. Regarding the implementation of e-Procurement tools, further to the implementation of the e-submission tool used by all EUIs EASA is implementing the e-Procurement module PPMT, aiming to progressively manage all procurement procedures through a single IT tool.

- **Prevention and management of Conflicts of Interest and transparency:** The EP observation acknowledges the measures implemented by the Agency so far but further encouraged the Agency to continue developing preventative measures, in particular to assess and ensure the independence of staff involved in decision-making. The Agency maintains and develops a comprehensive set of measures including Code of Conduct (and training), policies on impartiality and independence, prevention and mitigation of Conflict of Interest, gifting, and hospitality, as well as an annual Declaration of Interest process including assessment by the EASA Ethical Committee. In addition, further to EP observation, the CVs and Declarations of Interest by the EASA Management Board members are now published on its website accordingly.

2.10. Environment Management



In 2020 the Agency adopted a comprehensive Sustainable Aviation Programme. The Agency is monitoring and managing EASA environmental footprint with the following main considerations/actions:

- **Building:** Since 2016 we moved to a certified building DGNB gold (German Sustainable Building Council), with technical features such as: Well water cooling, centralized ventilation with heat recovery; CAT 2+ certified Data Centre with app. 85% non-active cooling; LED lights in conference areas; E-chargers for cars and e-bikes.


- **Utilities:** The building, located at the main Cologne public transportation hub, optimises the use of energy and water consumption, and has centralized waste collection points for paper, plastic, residual waste and glass in the team spaces. We purchase 100% renewable energy. Electrical energy is 100% renewable (RheinEnergie Ökostrom), while heating energy used is efficient district heating (Fernwärme), which is produced using 100% fossil resources (natural gas and oil).


- **Supplies:** We implemented the Green Public Procurement (GPP) tool for the selection of contractors, and have measures in place to reduce paper and office supplies consumption, saving paper/toner/resources with the centralized copy/printing machines with intelligent print management instead of having individual printers, collection of used batteries for recycling, paper towels made of recycled paper, equipment of showers, soap and towel dispensers with sensors saving cleaning products and resources (water, energy).


- **Services:** We included energy management as a service in the tender specifications of the technical facility management services to ensure optimized operation of EASA equipment. The same service is included in the contract of the landlord's facility management service provider.
- **Canteen & Kitchens:** Fresh/on demand cooking is offered in our canteen, with focus on local products, the reduction of disposables and a minimized use of plastic & disposable containers.
- **Transportation:** EASA encourages cycling and the use of public transport by subsidising the transport ticket and offer flexible working time as well as teleworking.
- **Travel:** EASA travel policy encourages use of public transport as much as possible, for both long distance (use train instead of rental or private car) and short trips (use local transport instead of taxi or car to go to the airport). In general, for trips up to 800km, where feasible, train travel is the preferred means of transport. EASA is participant in Deutsche Bahn business customers programme, which ensures that all energy used for business travel have been powered only by electricity from renewable sources.


- **Remote working:** The Agency has also invested and continues to invest in videoconference facilities as an incentive to reduce business travel. To facilitate this, since end of 2018 all staff have WebEx licences and in 2021, additional videoconferencing equipment was installed to facilitate organization of online meetings.
- **Events & Conferences:** EASA acquired a multifunctional, modular, and reusable circular stand that will be used for EASA internal and external events and fairs (virtual, hybrid and face-to-face) as well as for the EASA recording studio, resulting in cost reduction as it has been designed to fit all these purposes. In addition, the stand is made of durable materials that, together with the modular approach, will facilitate the reduction of EASA's environmental footprint.



2.11. Assessment by Management



In 2022, the Agency continued to implement effective management, monitoring and control procedures to ensure the performance of its processes, achievement of its annual work programme objectives and efficient deployment of its human and financial resources. EASA systematically reviews results of controls, audits, and checks to further develop and enhance its processes and internal control procedures.

A summary of the main management achievements, as reported in the previous sub-sections, is provided below:

Overall Budget Implementation Rate

The 2022 budget was subject to close and regular monitoring to ensure optimal and sound management of the Agency's financial resources. Comprehensive budget monitoring ensured a final current year (C1) budget implementation rate of 97.1%, above the European Commission's (EC) target of 95%. The cancellation of amounts relating to commitments carried over to 2022 from the previous year (C8) was 2.82% compared to 1.55% in 2021. This is below the 5% ceiling of the EC.

Further information on financial performance can be found in Annex II - Statistics on Financial Management.

Legality & Regularity

EASA has implemented robust processes, tools, and control steps/financial circuits to ensure the sound financial management of Agency funds, the legality and regularity of financial transactions, and compliance with the key principles of expenditure and revenue management (including earmarked funds), as well as rules and guidelines prescribed by the Financial Regulation and the European Commission.

Ex-ante verifications were performed on each of the 24.800 financial transactions processed by the Agency in 2022: approximately 7.200 by financial verifying agents and 17.600 by reporting Authorising Officers (for recovery orders, mission expenditure reimbursements, and 'low-risk transactions').

Additionally, in accordance with the Ex-post Control Annual Programme for 2022, 33 ex-post control exercises were performed on financial transactions. The report concluded that the sampled transactions were considered legal and regular in all material aspects, and overall, there is reasonable assurance that, for the verified areas, suitable controls are in place and working as intended, risks are appropriately monitored and mitigated, with necessary improvements being implemented.

Procurement Procedures

The Agency managed 32 high-value and middle-value (>60K€) procedures during 2022, resulting in the signature of 41 contracts. In addition, 79 low value (1-60K€) were concluded, as well as approximately 690 specific contracts and purchase orders, of which 48 related to expert contracts.

Further details can be found in Annex I.4 - Procurement Procedures.

Human Resources

The Agency adopted a stable mid-term staffing scenario, thereby continuing to reinforce its technical expertise to meet industry demand both on traditional and emerging domains, especially on F&C activities, and strengthen in competencies in various strategic areas such as environment, research and innovation, clean aviation, and drones. The Agency onboarded more than 60 newcomers and 8 SNEs in 2022. Fostering staff development included offering professional career opportunities internally across various competence areas to more than 70 staff members. The Agency onboarded the third generation of Junior Qualification Programme to reinforce succession planning based on Agency mid-term strategic priorities.

The Agency continued investing in competence management with a renewed competence development policy and with a new framework contract providing a wide range of aviation technical training, supporting on-the-job learning opportunities, and delivering 98% of planned technical training sessions in 2022. The Agency reinforced its learning offer for managers with a focus on managing psycho-social risks, and provided coaching and guidelines to ensure engagement with staff.

The Agency conducted a Staff Engagement Survey to identify strengths and further improvement areas, which resulted in a 71% staff engagement rate based on a representative response rate of 73%. Overall, these results are comparable to previous surveys conducted.

In June 2022, the Agency's Management Board adopted the Commission Decision on working time and hybrid working. The new guidelines for working time and hybrid working, including relevant training sessions and tools, were implemented in January 2023. The Agency's Management Board also adopted Implementing Rules on home leave for officials, temporary agents and contract agents serving in third countries, Implementing Rules on conduct of administrative inquiries and disciplinary proceedings, and Implementing Rules on payment of education allowance.

The Staff Committee and Social Partners were consulted through a continuous formal dialogue and frequent informal exchanges of views on staff-related decisions and matters. A Social Dialogue agreement was reached at political level in a spirit of cooperation with the trade union, represented by the U4U presidium and the U4U EASA section on working time and hybrid working, and on reclassification providing a system fostering career progression over time.

Registration of Exceptions

The Agency has an exception process in place to document deviations from established processes and procedures. Deviations from the rules and/or procedures are documented in an exception request and recorded in a dedicated exception register. For each request, corrective/preventive actions and level of risk is identified prior to approval by the relevant director.

In 2022, a total of 14 exceptions were registered with a value of 672.811,31€ (6 Ex-Ante³ deviations - 263,384.22€ and 8 ex-post⁴ exceptions - 409.427,09€). The continued exceptional circumstances and restrictions brought about by the COVID-19 pandemic and the war in Ukraine on the supply chain, accounted for one ex-ante deviation.

The Agency's 'Audit and Assurance Section' reviewed the exception requests submitted in 2022. The results of this review were reported to the directors during the Management Review. There were no significant financial exceptions registered in 2022.

Audit Results & Recommendations

All recommendations following audits as well as observations from the Discharge Authority have been closed or are being actively addressed as detailed in Section 2.7, 2.8 and 2.9 accordingly.

Business Continuity & Emergency Management

Despite continued disruptions because of the COVID-19 crisis, EASA maintained a high level of performance and operations. EASA continued to actively support the Member States and industry, as well as its staff members, through ensuring a safe working environment and facilitating flexible working arrangements.

³ A foreseeable deviation approved before action is taken.

⁴ A deviation, non-compliance event or anomaly noticed after it has taken place.

Further to the experiences gained from the crisis, EASA has implemented a revised Emergency Management procedure, with the aim to build resilience into the system and increase effectiveness of reaction in case of crisis/emergency situations.

Part II (b) – External Evaluation



Article 124 – External Evaluation of the Agency



Article 124 of Regulation (EU) 2018/1139 (the EASA Basic Regulation (BR)) sets out a legal obligation for the European Commission (EC) to perform, every five years, an evaluation assessing the Agency's performance in relation to its objectives, mandate, and tasks, considering the view of the Management Board (MB) and stakeholders of EASA as well. The next evaluation should conclude no later than September 12, 2023. The EC has started the first assessment of EASA under this legal basis, aiming to assess the impact of the BR, of the Agency, and of its working practices in establishing the highest common standards of safety and environmental protection in civil aviation, and ensuring that all passengers benefit from the same, high level of safety in the EU.

The evaluation will address the need to modify the mandate of the Agency and assess the financial implications of any such modification. A consultant has been contracted by the EC to conduct a study that will be the basis for the EC Staff Working Document. The Agency will be involved in the whole process, providing inputs and contributions.

The evaluation will also assess the Agency's efficiency in terms of cost-effectiveness and proportionality of actual costs to benefits, as well as its relevance to current and emerging needs, namely its fitness to handle challenges the aviation sector has been facing. The evaluation will further analyse the coherence of the Agency's objectives, mandate, tasks, and working practices within the overall EU aviation regulatory framework and the EC's priorities. In this respect it will evaluate the EU added value of the Agency's work.

Part III – Assessment of the Effectiveness of Internal Control Systems



3.1. Effectiveness of Internal Control Systems



The Internal Control Standards (ICS) of the Agency include the internal control framework of the European Commission, consisting of five internal control components and 17 principles, and the international quality standards (ISO 9001), resulting in 22 EASA Management Standards.

The Agency established and maintains an ISO-certified Integrated Management System (IMS) ensuring that resources and processes are managed and controlled. Processes are described and managed according to the objectives, risks, and key performance indicators (KPIs) identified, including risks linked to fraud. Through continuous assessments and improvements, the Agency ensures compliance with applicable regulations and a high level of performance. The completeness and effectiveness of the IMS is reviewed once a year through a self-assessment. The results of this assessment are reported to the directors at the Management Review meeting, where the continued effectiveness of the system is examined. As part of the Agency's planning and reporting cycle, regular reporting at management level is in place regarding the use of resources, in particular in the fields of human resources and financial activities.

The Integrated Management System of the Agency was recertified with the ISO 9001:2015 standard in 2022, during which the auditors identified no nonconformity. The Agency directors reviewed the effectiveness of the management system during the 'Management Review' meeting. On that occasion, the results of the IMS were presented and improvement actions were submitted for approval. Based on all these activities, it was concluded that the internal control system fully complies with the Agency's management standards.

Further information on EASA's Strategy for the Organisational Management and Internal Control can be found in Annex X to the latest [Single programming document \(SPD\) 2023-2025](#) published on EASA's Website.

3.1.1. Risk Assessment

The Agency maintains a central risk register where risks are assessed based on their criticality, likelihood of occurrence, and potential impact. All risks are assessed on an annual basis regarding the risk trend, relevance and to establish mitigating actions for implementation during the year. The status of critical risks are reported bi-annually to EASA senior management for awareness and to adopt corrective actions as needed.

A summary of the critical risks identified in the SPD 2022-2024 including the reported status and actions taken during 2022 is provided in Annex I.7 – Critical Risks & Mitigating Actions.

3.1.2. Agency Actions to Prevent Fraud

The Agency has developed its own Anti-Fraud Strategy in the framework of the Commission's Anti-Fraud Strategy. Based on an internal risk assessment exercise carried out in accordance with the methodology and guidance of the European Anti-Fraud Office (OLAF) the strategy covers the whole anti-fraud life cycle and is built on key objectives and specific actions tailored to the Agency's environment.

The Agency's Anti-Fraud Strategy aims to complement the Commission's and OLAF's general anti-fraud frameworks and actions by promoting a high level of fraud awareness among the Agency's management and staff and by helping to reduce the potential fraud risks and their impact on the effectiveness and reputation of the Agency.

Last updated in 2020, the Agency's Anti-Fraud Strategy outlines 3 key objectives and actions to address the following:

- Awareness: Maintain & enhance anti-fraud culture underpinned by high levels of awareness, integrity, impartiality, and transparency within the organisation through regular communications and compulsory e-learning training.

- Reporting: Maintain an efficient system for internal reporting of suspected fraud or irregularities through dedicated anti-fraud tools/registers.
- Detection: Strengthen measures for detection of suspicious behaviours and deterrence through risk assessment, self-assessments, internal controls etc.

The Management Board (MB) endorsed the Agency's Anti-Fraud Strategy in 2014. All related actions have been completed. The IAS team conducted an ethics audit in 2018, including the areas of code of conduct, ethics, and fraud; the final audit report was published in 2020. The report concluded that the Agency's management and control systems for fraud prevention, ethics, and conflict of interest are adequately designed, efficient, effectively implemented, and support the Agency in achieving its strategic objectives. All audit recommendations have been implemented to date.

3.2. Conclusion of Assessment of Internal Control Systems



The Agency performed the annual assessment of its management standards. The conclusion of this assessment was that the Agency's management system complies with the management standards, thanks to the robust monitoring system that was established at both management and process levels.

3.3. Statement of the Manager in Charge of Risk Management & Internal Control



I, the undersigned,

Manager in charge of risk management and internal control within the European Union Aviation Safety Agency (EASA),

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

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

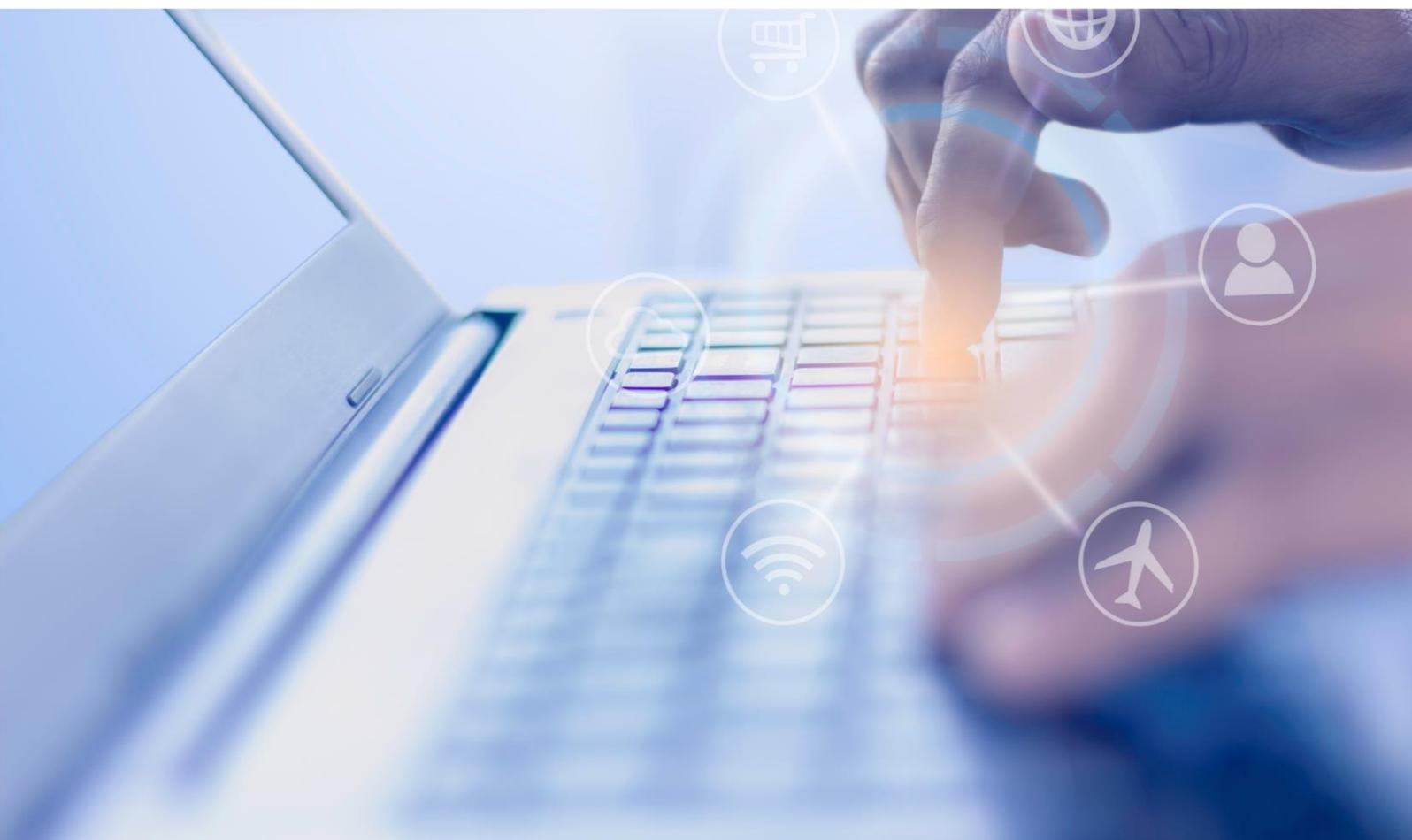
Digitally signed through ARES [Document Mgmt. System]

Cologne, 21st April 2022

Jean-Christophe NICAISE

Section Manager — Internal Audit & Assurance of the European Union Aviation Safety Agency

Part IV – Management Assurance



4.1. Review of the Elements Supporting Assurance



The Agency established and maintains an ISO-certified Integrated Management System (IMS) ensuring that resources and processes are managed and controlled. Processes are described and managed according to the objectives, risks, and key performance indicators (KPIs) identified. This includes risks linked to fraud. Through continuous assessments and improvements, the Agency ensures compliance with applicable regulations and a high level of performance.

The completeness and effectiveness of the IMS is reviewed once a year through a self-assessment. The results of this assessment are reported to the Directors at the Management Review meeting, where the continuous effectiveness of the system is examined. As part of the Agency's planning and reporting cycle, regular reporting at management level is in place regarding the use of resources, in particular in the fields of human resources and financial activities.

In 2022, controls were exercised through:

- A robust Internal Audit Capability.
- Ex-post and ex-ante controls, exceptions, and delegations of power.
- The EASA Ethical Committee.
- Regular European Court of Auditors (ECA) and Internal Audit Service (IAS) audits.
- The anti-fraud process.

Related corrective actions are then followed up as part of the management system. In summary, all information reported in Parts II and III stems from the following:

- Assurance given by the Agency management.
- Results of the internal-control self-assessment of EASA management standards.
- Audit results of the EASA Internal Audit Capability.
- Results of the European Commission Internal Audit Service (IAS) and ECA audits, and implementation of the measures to address weaknesses thus identified.
- Reporting on exceptions and preventive/corrective actions implemented.
- Mitigating measures implemented, following the annual risk assessment exercise.
- Ex-ante and ex-post controls.
- The annual Management Review letter signed by the Agency's Accounting Officer together with the Executive Director.

4.2. Reservations



Based on the information and the materiality criteria provided above, no reservations are made.

4.3. Overall Conclusions on Assurance



In conclusion, the management has reasonable assurance that, overall:

- Suitable controls are in place and working as intended.
- Risks are being appropriately monitored and mitigated.
- Necessary improvements and reinforcements are being implemented.
- The Executive Director, in his capacity as Authorising Officer, signed the Declaration of Assurance without reservation.

Part V – Declaration of Assurance



Declaration of Assurance of the ED



I, the undersigned, Patrick KY, Executive Director of the European Union Aviation Safety Agency, in my capacity as Authorising Officer,

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

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the EASA management standards self-assessment, exceptions analysis, ex-post controls, risk assessment, the work of the Internal Audit Capability, the observations of the Internal Audit Service (IAS) and the lessons learned from the reports of the European Court of Auditors (ECA) on years prior to the year of this declaration.

Confirm that I am not aware of anything not reported that could harm the interests of the Agency.

*Digitally signed through ARES [Document Mgmt. System]
Cologne, 3rd May 2022*

Patrick KY
Executive Director of the European Union Aviation Safety Agency

Annexes



I. Core Business Statistics



The following annex provides more detailed information regarding some of the Agency's core business statistics:

Sub-Annex	Content
I.1. Key Performance Indicators (KPIs)	2022 result and evolution of EASA KPI trend.
I.2. Rulemaking Decisions, Opinions & NPAs	List of published rulemaking Decisions, Opinions & NPAs in 2022.
I.3. Studies & Research Projects	List of research projects completed, continued, or initiated by EASA in 2022.
I.4. Procurement Procedures	List of procurement procedures that were either launched and/or finalised in 2022.
I.5. Report on Cost & Benefit of Controls	Further to Section 2.3.4 summary table of the key controls in place at the Agency, summarising their i) Effectiveness (purpose, overall benefits, and volume of controls), ii) Efficiency (volume of human resources dedicated to the control) and iii) Economy (cost of the controls).
I.6. Access to Documents	Report on requests for access to documents received by the Agency in 2022 pursuant to Article 119(1) of EASA's Basic Regulation.
I.7. Critical Risks & Mitigating Actions	Summary of the critical risks identified in the SPD 2022-2024, including the reported status and actions taken during 2022.

I.1. Key Performance Indicators (KPIs)

In line with the KPIs and targets set in the SPD 2022-2024 to measure the performance of EASA's key activities, the tables below provide the detailed results per indicator, as well as an overall summary per key activity including comments in case of non-achieved targets using the following calculation:

Legend	Performance Indicator	Calculation / Status Categorisation	Result 2020	Result 2021	Result 2022
	On-Track	>95%	63%	75%	77%
	Delayed	85%-95% / >30% Indicators delayed or requiring attention	20%	15%	17%
	Attention Required	<85% / >30% Indicators requiring attention	5%	5%	5%
	Not Measurable	>50% Not Measurable	12%	5%	1%

Summary Table

Activity				Result 2020	Result 2021	Result 2022
CORE & OPERATIONAL		Certification & Approvals	I.2.1. Product Certification			
			I.2.2. Organisation Approvals			
		Oversight & Support	I.2.3. Third Country Operators			
			I.2.4. Standardisation			
			I.2.5. EU Ramp Inspection Programme			
		International Cooperation	I.2.6. International Cooperation			
		Rulemaking & Standards	I.2.7. Rulemaking			
		Safety Management	I.2.8. Safety Intelligence & Performance			
SUPPORT		Govern & Enable	I.2.9. Applicant Services			
			I.2.10. Corporate Processes			
			I.2.11. Transversal & Enabling Activities			

Detailed 2022 KPI Results

Product Certification

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	101%	103%	95-105%	85%	 War in Ukraine, applications cancelled/delayed and resourcing challenges are the main reasons of not fully meeting the target.
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	3.2%	3.4%	≤5%	2.4%	
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	100%	102%	≥90%	86%	 Slightly lower than anticipated CAW activities for some product lines.
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	114%	89%	90-110%	109%	
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	7 days	8 days	≤10 days	6 days	
Timeliness of certification support for validation of products	'Time of 'Forwarding letters' sent to Third Country Authorities not above 20 working days after the project allocation	71%	60%	≥71%	56%	 Delays in completion of the required steps by the applicants are the main reasons of not meeting the target.

Organisation Approvals

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	82.3%	85%	≥80%	83%	
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	95%	88%	≥75%	91%	

On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	91%	84%	≥80%	84%		
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Third Country Operators

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	95%	91.7%	≥90%	90.5%	
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	100%	94.6%	≥80%	94.6%	
Timely closure of TCO findings of authorised operators according to the agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	96%	88.9%	≥80%	90.2%	

Standardisation

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022
Efficient and robust Standardisation (yearly)	5% year-on-year decrease of the total number of findings raised against Regulations that have been applicable for more than 2 years	67%	217%*	≤-5%	22.3%	The indicator counts all findings, irrespective of the domains, which can vary from one year to another. This implies counting the findings of the new domains, which typically bring more findings than “mature” domains. The KPI measurement cannot be harmonised among the domains. Therefore, this KPI will be discontinued as of 2023.
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	35%	9.8%	≤20%	11.9%	
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	86%	85%	≥90%	95.5%	

*In 2020, as a direct impact of the COVID-19 crisis, the standardisation programme was significantly reduced. Only 1/3 of planned inspections took place in 2020 and as a result the number of findings dropped dramatically compared to previous years. The standardisation activity normalised in 2021 resulting in a strong increase (compared to 2020) in the number of findings.

EU Ramp Inspection Programme

Indicator	Description	Result 2020	Result 2021	Target 2022			Result 2022
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	100%	100%	100%	100%		
Timely issuance of the system wide coordination targets to the Member States – twice a year	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	N/A	100%	100%	100%		

International Cooperation

Indicator	Description	Result 2020	Result 2021	Target 2022			Result 2022
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	66.6%	85%	≥80%	100%		
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	100%	100%	≥90%	100%		
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	80.3%	88%	≥80%	85%		
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	6.5	6.4	≥5 on scale of up to 7	6.5		
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	≥90%	100%		
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	Achieved	Achieved	2 ICAO Annexes per year	Achieved		

Rulemaking

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022	
Quality of NPAs	Number of feedback received, which rates the quality of published NPAs as not or not at all satisfactorily, vs total number of commentators	New KPI	1%	<15%	1%		
Timely Progress on Rulemaking Actions	1. Strategic actions planned vs actual.	N/A	64%	80%	63%		10 out of 16 deliverables with strategic priority achieved
	2. Opinions planned vs actuals.	80%	75%	80%	100%		
	3. Decisions planned vs actuals.	58%	81.8%	80%	110%		
	4. NPAs planned vs actuals.	73%	93.8%	80%	58%		11 out of 19 NPAs delivered
Rulemaking Process Efficiency	1. Average time with standard procedure.	3.2 years	4.4 years	≤3.5 years	5.9 years		Some complex RMT (e.g. helicopter ditching) and RMTs which were deprioritised in the past (e.g. Review part 66 and new teaching method) have led to prolonged average procedure time
	2. Average time with Art.15/16.	1.16 years	1.2 years	≤1.5 years	2.3 years		Some complex RMT (e.g. Enhanced mobility options and streamlined qualifications for air traffic controllers; Amendments to the SERA radiotelephony phraseologies for pilot-air traffic controller voice communications) have led to prolonged average procedure time
Best Intervention Strategy (BIS) Coverage	At the programming level, almost all actions to be supported by impact assessment in the Best Intervention Strategy.	100%	N/A	≥95%	100%		
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules (3 year moving average)	2	2	1	1		

Timely answer to exemption requests (as defined by the Basic Regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	97.2%	95.7%	≥90%	97.9%		
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Safety Intelligence & Performance

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	62% 7 days	45% 15.5 days	≥85% ≤4 days	50% 28.8 days	 Resourcing challenges have created a backlog. The increase of resources in Q4 2022 allowed the catch up part of the backlog, which will continue in 2023. This KPI will continue being carefully monitored in 2023.
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	99.8%	99.9%	≥95%	100%	
Timeliness to answer safety recommendations	% of first replies provided within 90 days	94.4%	97.6%	≥97.5%	100%	
Productivity and Quality of Safety Analysis process and SRM Process	1. Number of Safety Issues Analysis or Outcomes of D4S directed Study or Ad-Hoc Safety Risk Portfolios documents presented and endorsed by the SRP.	4	6	≥4	4	
	2. The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	N/A	Achieved	Published end Q2	Achieved	
	3. Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	N/A	100%	≥ 92%	100%	
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	≥90%	100%	

	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	9.4 FTE	9 FTE	12 FTE	10 FTE		Below target but increasing compared to previous years. Level of outputs not impacted through use of external collaborative partners and experts to ensure fulfilment of safety promotion plan, using EASA experts for the most critical elements to make best use of Agency internal resources.
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Applicant Services

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022	
Typical processing times met	Measures the percentage of applications that are completed within the typical processing time communicated to the applicant (date of submission to date of issuance of certificate)	65%	76%	60%	54%		This KPI does not longer reflects the current processes at EASA. It has been replaced by a more specific KPI as of 2023.
Actual outsourced hours committed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is committed within the period compared to the partnership targets	87%	93%	90%	94%		
Total applications received online	Measures the percentage of all applications (that can be submitted through the portal) submitted through the web portal	87%	89%	70%	74.9%		

Corporate Processes

Indicator	Description	Result 2020	Result 2021	Target 2022		Result 2022	
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	79%	60%	80%	54%		6 out of 13 actions are more than six months overdue, the remaining are within the deadline. The overdue actions are related to one audit, for which revised implementation dates have been agreed.

Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0%	0%	0%	0%	●	
Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI	New KPI	≥90%	93%	●	
Effectiveness of procurement procedures	% of procedures receiving 2 or more offers.	New KPI	New KPI	≥ 85%	82%	●	
Implementation of purchasing strategy (maximise competition)	% of procedures using preferred purchasing solutions (i.e. framework contracts, calls for expression of interest, database of experts, list of vendors) from total number of procedures.	New KPI	New KPI	≥ 70%	90%	●	
Timely execution of committed research projects	# research projects decided to be launched in N, towards the end of N-1 vs. # research projects launched in N	100%	100%	100%	100%	●	
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	100%	100%	≥80%	100%	●	
Research Expert Engagement	Measures the volume of effort dedicated to external research projects (cross-services). Percentage of cross services hours provided in relation to SPD target hours	4.1 FTE	3.08 FTE	≥5 FTE	3.4 FTE	●	The project EmCo/SiPo has been launched later than planned, and Clean Aviation projects started later than forecasted.

Transversal and Enabling Activities

Indicator	Description	Result 2020	Result 2021	Target 2022	Result 2022	Result 2022
Training days per staff member per year	Implementation of service targets as specified in the training plan	77%	75%	≥90%	71%	● The result was impacted by a large number of unplanned training requests during 2022.
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4.2	4	≥3.8	4.4	●
Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	94.3%	91.9%	≥98%	93.1%	●

Turnover rate	Numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	1.2%	0.84%	≤5%	0.1%	●	
Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	N/A - Next survey in 2022/23		68-76%	71%	●	
Sick leave (annually)	Annual average days of short-term sick leave per staff member (yearly reporting)	7.7 days	7.6 days	≤9 days	8.2 days	●	
Operational cost of legacy services vs. total operational IT costs	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms (excl. investment into new services – expand)	N/A	96.6%	65%	94%	●	
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	80%	106%	≥90%	98.9%	●	
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	98.97%	96.3%	≥95%	97.1%	●	
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	5.46%	1.55%	≤5%	2.8%	●	
Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes	Within 5 mins	1 min	Max 5 min	2 mins	●	
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	63%	93.1%	>70%	51.5%	●	High number of claims received during the second half of the year and the shortage of staff have increased the processing time. To be monitored in 2023.
Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	100%	100%	≥90%	100%	●	
Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	97%	99%	≥90%	99%	●	

I.2. Rulemaking Decisions, Opinions & Notices of Proposed Amendment (NPAs)

a) Executive Director Decisions (EDD)

Reference	Task Nr.	Title
ED Decision 2022/001/R	RMT.0643	Regular update of AMC-20 - AMC-20 Amendment 23
ED Decision 2022/002/R	RMT.0730	Regular update of the AMC & GM to Regulation (EU) 2019/947: AMC & GM to Regulation (EU) 2019/947 - Issue 1, Amendment 2 AMC & GM to the Annex to Regulation (EU) 2019/947 - Issue 1, Amendment 2
ED Decision 2022/003/R	RMT.0688	Certification Specifications for Simulator Data (CS-SIMD)
ED Decision 2022/004/R	RMT.0681 RMT.0719	Air traffic management/air navigation services Common Requirements and Update of the AMC & GM on occurrence reporting and on meteorological services
ED Decision 2022/005/R	RMT.0573	Fuel/energy planning and management - fuel schemes
ED Decision 2022/006/R	RMT.0591	Certification Specifications and Guidance Material for Aerodrome Design (CS-ADR-DSN)
ED Decision 2022/007/R	RMT.0379/1b	Certification specifications, including airworthiness codes and acceptable means of compliance, for all-weather operations - CS-AWO Issue 2
ED Decision 2022/008/R	RMT.0519	Regular update of CS-ACNS
ED Decision 2022/009/R	RMT.0690	CS-STAN Issue 4
ED Decision 2022/010/R	RMT.0725	CS-29 - Amendment 10 - corrigendum
ED Decision 2022/011/R	RMT.0251 RMT.0681	Amendment of the AMC & GM to Commission Regulation (EU) No 1321/2014 SMS in Part-145 and Occurrence reporting
ED Decision 2022/012/R	RMT.0379	All-weather operations - AMC & GM to air operations rules
ED Decision 2022/013/R	RMT.0379	All-weather operations - AMC & GM to aerodrome rules
ED Decision 2022/014/R	RMT.0599	Update of ORO.FC - review of crew training provisions
ED Decision 2022/015/R	RMT.0719	Aeronautical information publication - AMC & GM to the ATM/ANS rules
ED Decision 2022/016/R	RMT.0719	Aeronautical information publication - AMC & GM to the Aerodromes rules
ED Decision 2022/017/R	RMT.0734	Continuing airworthiness management in a single air carrier business grouping
ED Decision 2022/018/R	RMT.0457 RMT.0709	Regular update of CS-ETSO and ETSO for electrical hoist equipment
ED Decision 2022/019/R	RMT.0120 RMT.0586	Large aeroplane tyre pressure monitoring Helicopter ditching and water impact occupant survivability
ED Decision 2022/020/R	RMT.0476	Amendments to the SERA radiotelephony phraseologies for pilot-air traffic controller voice communications AMC and GM to the rules of the air - Issue 1, Amendment 5

Reference	Task Nr.	Title
ED Decision 2022/021/R	RMT.0251	Embodiment of safety management system and occurrence-reporting requirements into Part 21 — Amendment to the Acceptable Means of Compliance and Guidance Material to Part 21
ED Decision 2022/022/R	RMT.0230	AMC and GM to Implementing Regulation (EU) 2021/664 - Issue 1
ED Decision 2022/023/R	RMT.0230	AMC and GM to Part-ATS - Issue 1, Amendment 4
ED Decision 2022/024/R	RMT.0230	AMC and GM to the rules of the air - Issue 1, Amendment 6

b) Opinions

Reference	Task Nr.	Title
Opinion No 01/2022	RMT.0120 RMT.0586	Large aeroplane tyre pressure monitoring Helicopter ditching and water impact occupant survivability Conversion of Class D compartments
Opinion No 02/2022	RMT.0736	Update of Commission Regulation (EU) No 452/2014 (Third-Country Operator (TCO) Regulation)
Opinion No 03/2022	RMT.0719	Amendments to the aeronautical data catalogue and the aeronautical information publication structure and content
Opinion No 04/2022	RMT.0732	Repository of aviation-related information (Article 74 of the Basic Regulation)
Opinion No 05/2022	RMT.0392-1c	Regular update of air operation rules — Postponement of the requirements for locating an aircraft in distress
Opinion No 06/2022	RMT.0668-1/2	Enhanced mobility options and streamlined qualifications for air traffic controllers
Opinion No 07/2022	RMT.0255 RMT.0281	Review of Part-66 and New training methods and new teaching technologies
Opinion No 08/2022	RMT.0325	Helicopter emergency medical service performance and public interest sites

c) NPAs

I. Public consultation

Reference	Task Nr.	Title
NPA 2022-01	RMT.0128	Regular update of the Certification Specifications for Small Rotorcraft (CS-27), and Large Rotorcraft (CS-29)
NPA 2022-02	RMT.0624	Remote aerodrome air traffic services
NPA 2022-03	RMT.0711	Reduction in accidents caused by failures of critical rotor and rotor drive components through improved vibration health monitoring systems
NPA 2022-04	RMT.0476	Regular update of the SERA regulatory framework (IRs and AMC & GM)
A-NPA 2022-05	RMT.0733	Environmental protection requirements for supersonic transport aeroplanes

NPA 2022-06	RMT.0230-C1	Introduction of a regulatory framework for the operation of drones - Enabling innovative air mobility with manned VTOL-capable aircraft, the IAW of UAS subject to certification, and the CAW of those UAS operated in the 'specific' category
NPA 2022-07	RMT.0673	Regular update of CS-25
NPA 2022-08	RMT.0118	Analysis of on-ground wing contamination effect on take-off performance degradation
NPA 2022-09	RMT.0161	Establishment of a regulatory framework on the conformity assessment of ATM/ANS systems and ATM/ANS constituents (ATM/ANS equipment) (Subtask 1)
NPA 2022-10	RMT.0710	Improvement in the survivability of rotorcraft occupants in the event of a crash - Phase 1 - Crash resistant fuel systems
NPA 2022-11	RMT.0392	Regular update of the Air Operations rules: lessons learnt from standardisation inspections, helicopter operation issues, and transposition of several ICAO SARPs

II. Focused consultation

Reference	Task Nr.	Title
NPA 2022-101	RMT.0736	Update of Commission Regulation (EU) No 452/2014 (Third-Country Operator (TCO) Regulation)
NPA 2022-102	RNT.0732	Repository of aviation-related info
NPA 2022-103	RMT.0687	Regular update of the Certification Specifications for Normal-Category Aeroplanes
NPA 2022-104	RMT.0392	Postponement of the requirements for locating an aircraft in distress
NPA 2022-105	RMT.0392	Regular update of air operations rules
NPA 2022-106	RMT.0476	Amendment of SERA RT phraseologies for communication between pilots and air traffic controllers
NPA 2022-107	RMT.0161	Simpler interoperability framework for the single European sky airspace
NPA 2022-108	RMT.0392	Regular update of air operations rule

I.3. Studies & Research Projects

The following table provides the list of research projects completed, continued, or initiated by EASA in 2022:

Collaboration Agreements:

Project Short Title	Domain	Title description	Project start date	Project end date	Total Budget
CL - AVIATOR	Environment	Assessing aviation emission Impact on local Air quality at airports: towards Regulation	01/06/2019	31/05/2022	€70,000
CL - CerTEST	Safety	Certification for Design - Reshaping the Testing Pyramid	01/04/2019	31/03/2024	€30,000
CL - DESIRE	Safety	Drone Strike on Aircraft	01/10/2018	30/09/2022	€16,500
CL - DOMMINIO	Safety	Data-driven multi-purpose manufacturing of multi-functional aircraft structures	07/06/2022	06/06/2025	€19,175
CL - EASIER	Environment	Electric Aircraft System Integration Enabler	01/06/2020	31/05/2023	€16,000
CL - FMCD	Safety	FMCD Demonstrator - Future Metallic Cargo Door Demonstrator	01/10/2021	31/12/2022	€14,916
CL - FUTPRINT50	Environment	Future Propulsion and Integration: towards a hybrid-electric 50-seat regional aircraft	01/01/2020	31/03/2023	€20,000
CL - ICE GENESIS	Safety	Creating the next generation of 3D simulation means for icing	01/01/2019	31/12/2022	€47,600
CL - IMOTHEP	Environment	Investigation and Maturation of Technologies for Hybrid Electric Propulsion	01/01/2020	31/12/2022	€50,000
CL - InSiDE	Safety	Industrialized Simulation of Ditching Events	01/07/2020	30/06/2024	€9,000
CL - KIEZ4.0 AI	Safety	Artificial Intelligence European certification under Industry 4.0 aspects	01/07/2020	30/06/2024	€59,000
CL - MORPHO	Safety	Manufacturing, Overhaul, Repair for Prognosis Health Overreach	01/04/2021	30/09/2024	€35,000

Project Short Title	Domain	Title description	Project start date	Project end date	Total Budget
CL - MUSIC-HAIC	Safety	3D Multidisciplinary tools for the Simulation of In-flight icing due to High Altitude Ice Crystals	01/09/2018	31/08/2022	€21,700
CL - OBSERVATOR	Safety	Development of a Digital Twin for low-sensor, high-load aircraft components	01/10/2020	01/01/2024	€20,000
CL – OLGA	Environment	Holistic Green airport	01/10/2021	01/10/2024	€29,750
CL - PAFA-ONE	Safety	Plug&Fly Avionics: Foundations for safe and qualified self-organization	01/04/2020	30/06/2024	€36,000
CL - PROVING	Safety	Production, optimisation, and Virtual verification for generative manufacturing processes	28/03/2022	27/03/2026	€61,040
CL - RAPTOR	Public / Occupational Health Issues	Research of Aviation PM Technologies, Modelling and Regulation	01/11/2019	31/04/2022	€10,500
CL - RoCS	Safety	Rotorcraft Certification by Simulation	01/05/2019	30/04/2022	€93,000
CL - SAFEMODE	Safety	Strengthening synergies between Aviation and maritime in the area of human Factors towards achieving a more Efficient and resilient MODE of transportation	14/05/2019	13/05/2022	€76,800
CL – TRANSCEND	Safety	Technology Review of Alternative and Novel Sources of Clean Energy with Next-generation Drive trains–	01/10/2019	31/03/2022	€6,000
CL - ViCKI	Safety	Virtual Crew Assistant – context-sensitive assistance for reduced crew operations through artificial intelligence	01/07/2020	30/06/2024	€59,000

EASA Tenders/Contracts:

Project short title	Domain	Title description	Project start date	Project end date (planned)	Total Budget
CA1 - CAQ	Public / Occupational Health Issues	Cabin Air Quality	29/11/2021	28/11/2024	€1,535,000
CA1 - Drone strikes	Safety	Vulnerability of manned aircraft to drone strike	03/06/2020	02/06/2023	€1,795,000

Project short title	Domain	Title description	Project start date	Project end date (planned)	Total Budget
CA1 - Environment - Emissions	Environment	Assessment of Environmental Impacts – Emissions	23/09/2020	22/09/2024	€ 900,000
CA1 - Environment - MbM–	Environment	Market-based Measures (ETS and CORSIA)	27/05/2020	26/05/2024	€550,000
CA1 - Environment – Noise	Environment	Assessment of Environmental Impacts – Noise	27/05/2020	26/05/2024	€900,000
CA1 – Flotation systems	Safety	Helicopter Off-Shore Operations – New Flotation Systems	25/06/2020	24/06/2023	€1,475,000
CA1 - FRD	Safety	Quick recovery of flight data recordings	02/03/2021	01/03/2023	€650,000
CA1 – FTL	Safety	Effectiveness of FTL	01/12/2021	26/09/2024	€1,985,000
CA1 – PED Fire Risk	Safety	Fire risks with large PED in checked luggage	01/01/2020	31/12/2022	€600,000
CA1 - MGB	Safety	Integrity improvement of rotorcraft main gear boxes (MGB)	16/06/2020	15/03/2023	€1,700,000
CA2 - Aeromedical fitness	Public / Occupational Health Issues	Monitoring pilot health during the active life and after retirement	01/01/2021	31/12/2024	€1,250,000
CA2 - AIRDATA	Safety	Air data enhanced fault detection and diagnosis and fault-tolerant control	15/11/2022	14/11/2024	€760,000
CA2- CaVD	Public / Occupational Health Issues	Treatments and Diagnostics for cardiovascular diseases	17/11/2022	17/11/2025	€370,000
CA2 - DATAPP	Safety	Digital Transformation: Data science applications	12/12/2022	12/08/2024	€799,600
CA2 – DM	Public / Occupational Health Issues	Diabetes mellitus	27/10/2022	27/10/2025	€467,000
CA2 – eMCO/SiPO	Safety	Extended Minimum Crew Operations - Single Pilot Operations – Safety risk assessment framework	30/08/2024	29/08/2024	€929,00
CA2 - Flight control Laws	Safety	Monitoring of flight control laws	04/10/2022	03/10/2024	€670,000

Project short title	Domain	Title description	Project start date	Project end date (planned)	Total Budget
CA2 - HUE2	Safety	Helicopter Underwater Evacuation 2	27/04/2022	26/04/2024	€546,000
CA2 - i-conspicuity	Safety	GA collision risk - Interoperability of e-conspicuity systems	12/12/2022	11/03/2024	€430,000
CA2 – LOKI PEDs	Safety	PED fire/smoke risks in aircraft cabin	20/07/2022	19/07/2025	€799,000
CA2-LithiumBAT	Safety	Detection of Lithium batteries in baggage at airports	22/12/2022	21/06/2024	€350,000
CA2 – MESAFE	Public / Occupational Health Issues	Mental Health of Pilots and ATCOs : assessment methods for aviation use	30/04/2022	29/04/2024	€350,000
CA2 – MLEAP	Safety	Machine Learning Application Approval	03/05/2021	02/05/2024	€1,457,400
CA2 – RAT	Safety	Risk assessment tool technical specifications	11/05/2022	10/05/2023	€92,000
CA2 – RWYMT	Environment	Practical use and validation of high-resolution surface laser scanners for assessing runway micro texture	20/06/2022	19/06/2025	€1,500,000
CA2 - 'Triple' one	Safety	Implementation of the “triple one” concept at aerodromes (or one runway, one frequency, one language)	25/10/2022	24/10/2024	€415,000
CA2 - MODEL-SI	Safety	Digital Transformation: Modelling and Simulations	12/12/2022	12/08/2024	€700,000
CA2 – Security requirements	Security	Impact of security measures on safety	05/10/2022	04/10/2025	€1,256,000
CA2 - SHEPHERD	Safety	New standards for drones and U-Space	06/05/2022	05/05/2024	€315,000
CA2 – VRS	Safety	Helicopter Vortex Ring State experimental research	02/11/2022	01/11/2024	€380,000
CA2 – VIRTUA	Safety	Digital Transformation: Virtualisation	09/12/2022	09/08/2024	€440,500

I.4. Procurement Procedures

The following table provides the list of the procurement procedures that were either launched and/or finalised in 2022:

Type of Contract abbreviations refers to:

FWC – Framework Contracts (long term ones ran over several years)

DC – Direct contracts (may be short or long but with a clear roadmap and set of tasks to be performed).

Contracts Initiated in 2022 (Tenders launched but not signed in 2022):

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	OF	TYPE OF CONTRACT
Operational activities	OPEN	EASA.2022.HVP.20	Technical Support on Aviation Emissions and Impact Assessment		FWC

Contracts Signed in 2022:

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
Communications	OPEN	EASA.2021.HVP.01	Communication Services	FWC	4.0	€300,000	Kick and Rush	23/02/2022	22/02/2026
				FWC	4.0	€2,500,000	Adria Congrex	10/03/2022	09/03/2026
							CECOFORMA SA Conception, Etudes et Coopération de Formation		
Media Consulta International									
Internal/Administrative services	COMPETITIVE DIALOGUE	EASA.2021.HVP.03	Medical services - leave and absences (lot 2)	FWC	4.0	€250,000	Christian Heimbach	23/02/2022	22/02/2026
			Medical services - occupational medicine (lot 1)			€900,000	Praxis Bachner	23/02/2022	22/02/2026
Corporate and IT Services	OPEN	EASA.2021.HVP.07	Technisches Gebäudemanagement inkl. Hausmeisterservices	FWC	7.0	€9,452,000	Spie GmbH	31/01/2022	30/01/2029

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
Operational activities	OPEN	EASA.2021.HVP.09	subscription to a Conflict Zone Alerting System	FWC	4.0	€200,000	"Sora Risk Solutions Limited Business Name: Osprey"	06/01/2022	05/01/2026
Pilot and Technical Training	OPEN	EASA.2021.HVP.10	Flight Test Refresher Training	FWC	4.0	€250,000	QinetiQ Sweden AB	05/07/2022	04/07/2026
Financial Services	NEGOTIATED	EASA.2021.HVP.11	Banking Services - Savings Account	DC	5.0	€505,000	ING Belgium SA/NV	23/03/2022	22/03/2027
Pilot and Technical Training	NEGOTIATED	EASA.2021.HVP.14	Flight Activity on A320 Aircraft	FWC	4.0	€400,000	Avion Express Malta Limited	13/01/2022	12/01/2026
Operational activities	OPEN	EASA.2021.HVP.15	Conflict Zones Platform	FWC	4.0	€1,600,000	Osprey Flight Solutions (Ireland) LTD	10/01/2022	09/01/2026
Research	OPEN	EASA.2021.HVP.17	Horizon Europe Project: Helicopter Underwater Escape #2	DC	2.0	€545,502	CAA INTERNATIONAL LIMITED	27/04/2022	26/04/2024
Research	OPEN	EASA.2021.HVP.18	Horizon Europe Project: Machine Learning Application Approval	DC	2.0	€1,457,400	Airbus Protect SAS (former Apsys SAS)	03/05/2022	02/05/2024
Research	OPEN	EASA.2021.HVP.22	Horizon Europe project: UAS Standards	DC	2.0	€314,600	Deep Blue Srl (leader), Wing Aviation Finland Oy, Azur Drones and Michael Allouche (consortium members)	06/05/2022	05/05/2024
Research	OPEN	EASA.2021.HVP.23	Horizon Europe Project Extended Minimum Crew Operations – Single Pilot Operations – Safety risk assessment framework	DC	2.0	€929,000	Stichting Nationaal Lucht- en Ruimtevaartlaboratorium (NLR) & Deep Blue srl	30/08/2022	29/08/2024
Research	OPEN	EASA.2021.HVP.24	"Horizon Europe project: PED - Lithium batteries fire/smoke risks in cabin"	DC	3.0	€799,092	Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.	20/07/2022	19/07/2025
Research	OPEN	EASA.2021.HVP.25	Horizon Europe Project Pilot and ATCO aeromedical fitness" - Lot 2	DC	3.0	€370,046	Deutsches Zentrum für Luft- und Raumfahrt e.V.	17/11/2022	16/11/2025
			Horizon Europe Project Pilot and ATCO	DC	3.0	€467,216	Medical University of Graz [Consortium partners: University of	28/10/2022	27/10/2025

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
			aeromedical fitness" - Lot 3				Surrey; CAA International Ltd; Katholieke Universiteit Lueven]		
Research	OPEN	EASA.2021.HVP.26	Horizon Europe Project: Runway micro texture	DC	3.0	€1,500,000	Stichting Koninklijk Nederlands Luchten Ruimtevaartcentrum (NLR) IHS Global Ltd. (consortium member)	20/06/2022	19/06/2025
Research	OPEN	EASA.2021.HVP.27	Horizon Europe Project: Mental health	DC	2.0	€350,000	Deep Blue Srl	06/05/2022	05/05/2024
Research	OPEN	EASA.2021.HVP.28	Horizon Europe Project: Flight control laws and air data monitors lot 1	DC	2.0	€670,000	LIEBHERRAEROSPACE LINDENBERG GMBH, TECHNISCHE UNIVERSITAT BERLIN (consortium member)	04/10/2022	03/10/2024
			Horizon Europe Project: Flight control laws and air data monitors lot 2	DC	2.0	€760,000	AIRBUS OPERATIONS SAS, TECHNISCHE UNIVERSITEIT DELFT (consortium member)	10/11/2022	09/11/2024
Research	OPEN	EASA.2021.HVP.30	Horizon Europe Project: Implementation of the aerodrome 'Triple One' Concept	DC	2.0	€415,600	Airsight GmbH	25/10/2022	24/10/2024
Research	OPEN	EASA.2022.HVP.01	Horizon Europe Project: Digital Transformation – Case Studies for Aviation Safety Standards. Lot 1: Modelling and Simulation	DC	1.7	€700,000	Zürcher Hochschule für Angewandte Wissenschaft (ZHAW)	12/12/2022	11/08/2024
			Horizon Europe Project: Digital Transformation – Case Studies for Aviation Safety Standards. Lot 2: Virtualisation	DC	1.7	€440,500	FPT SOFTWARE EUROPE	09/12/2022	08/08/2024
			Horizon Europe Project: Digital Transformation – Case Studies for Aviation Safety Standards. Lot 3: Data Science Applications	DC	1.7	€799,597	ALG Global Infrastructure Advisors, S.L.U.	12/12/2022	11/08/2024
Research	OPEN	EASA.2022.HVP.02	Horizon Europe Project: Helicopter Vortex Ring State experimental research	DC	2.0	€379,762	OFFICE NATIONAL D'ETUDES ET DE RECHERCHES AEROSPATIALES (ONERA)	02/11/2022	01/11/2024

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
Operational activities	NEGOTIATED	EASA.2022.HVP.03	Cybersecurity and other Emerging Risks Platform	FWC	1.0	€1,200,000	Leonardo Spa	01/08/2022	31/07/2023
Research	OPEN	EASA.2022.HVP.04	Horizon Europe Project: Impact of Security Measures on Safety	DC	3.0	€1,264,580	"CAA International Limited (consortium leader), APAVE Aeroservices SAS APSS Software & Services AG, CASRA/APSS"	05/10/2022	04/10/2025
Pilot and Technical Training	OPEN	EASA.2022.HVP.07	Aviation training services for EASA	FWC	4.0	€600,000	Consortium OSAC (SENASA, S.M.E.M.P.S.A.; FRANCE AVIATION CIVILE SERVICES; ECOLE NATIONALE DE L'AVIATION CIVILE)	10/11/2022	09/11/2026
Operational activities	OPEN	EASA.2022.HVP.10	ECCAIRS.2 - DevOps extended	FWC	1.0	€1,900,000	Bilbomàtica S.A.	30/06/2022	29/06/2023
Research	OPEN	EASA.2022.HVP.12	Horizon Europe Project: Interoperability of electronic conspicuity systems for General Aviation	DC	1.2	€430,000	Horvath & Partner GmbH	12/12/2022	11/03/2024
Operational activities	NEGOTIATED	EASA.2022.HVP.13	D4S – Big Data Platform – Bridging to Development phase	FWC	1.0	€300,000	Palantir Technologies UK Ltd.	25/05/2022	24/05/2023
Financial Services	NEGOTIATED	EASA.2022.HVP.14	Maintenance of Payment System and related services	FWC	5.0	€70,000	Contidata Datensysteme GmbH	27/09/2022	26/09/2027
Research	NEGOTIATED	EASA.2022.HVP.22	Horizon Europe Project: Detection of lithium batteries using airport security screening equipment (re-launch)	DC	1.3	€350,000	Consortium Rapiscan Systems Limited (leader), CAA International Limited	22/12/2022	21/04/2024
Research	OPEN	EASA.2021.MVP.05	"Horizon Europe Project: Risk Assessment Tool Technical Specifications"	DC	1.0	€92,000	Stichting Nationaal Lucht- en Ruimtevaartlaboratorium (NLR)	11/05/2022	10/05/2023
Internal/Administrative services	NEGOTIATED	EASA.2022.HVP.17	Witness Counselling	FWC	4.0	€60,000	"verte rechtsanwälte Sommer, Püschel, Bündgens, Schmitz und Partner mbB"	12/05/2022	11/05/2026
Operational activities	NEGOTIATED	EASA.2022.HVP.15	Business Consultancy Framework (Lot 2) Amendment	FWC	4.0	€3,900,000	Cylad Consulting	21/07/2020	20/07/2024
							Deloitte Consulting & Advisory		

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
							McKinsey Solutions SPRL (Consortium leader), CGI Belgium NV/SA		
							Horváth & Partner GmbH		
							The Boston Consultancy Group GmbH		

I.5. Report on Cost & Benefits of Controls

Cost of Controls

#	Functions & Activities	i. Effectiveness <i>(See full details below)</i>	ii. Efficiency			iii. Economy	
		Controls	Hours ^[1]	FTE ^[2]	Staff Cost ^[3] (€)	Other Cost (€)	TOTAL COST (€)
1	Financial Management including Budget & Accounting	Finance Department - Accountants/Controllers, Payment Controllers, BME, Managers, FVAs	17,318	10.8	€ 1,489,230	€ 236,015.70	€ 1,725,245.36
2	Procurement Management	Procurement Section	12,307	7.7	€ 1,058,267	€ -	€ 1,058,267.46
3	Strategic Programming & Planning, Internal Control, Assurance and Quality Management	Business Programming Team & Assurance Team	6,355	4.0	€ 546,468	€ -	€ 546,468.08
4	Internal and External audit including ISO Certification plus Anti-Fraud	Audit Team	3,473	2.2	€ 298,609	€ 21,600.00	€ 320,208.68
5	ICT	CIO board members	1,629	1.0	€ 140,101	€ 888,073.24	€ 1,028,173.81
6	Impact Assessment	All EASA - Impact Assessment	4,034	2.5	€ 346,910	€ 70,295.00	€ 417,204.77
Total (Controls)			45,115	28.2	€ 3,879,584	€ 1,215,984	€ 5,095,568
Total (All EASA)^[4]			1,179,044	737	€ 101,388,871	€ 58,934,509	€ 160,323,380
% Cost of Controls 2022			3.8%	3.8%	3.8%	2.1%	3.2%
% Cost of Controls 2021			4.0%	4.0%	4.0%	2.3%	3.3%

^[1] 2022 Working Hrs recorded in CATS (EASA Time Booking Tool)

^[2] Working Hrs / 1600

^[3] Staff Cost – Working Hours multiplied by average hourly rate (T1/FTE)

^[4] Excl. Earmarked & Reserve

Benefits & Effectiveness of Controls

Functions & Activities	Description, Characteristics & Benefits of Controls	Cost-Effectiveness Indicators
Financial Management including Budget & Accounting	<p>EASA has implemented robust processes, tools and control steps/financial circuits to ensure the sound financial management of Agency funds, legality and regularity of financial transactions, compliance with the key principles of expenditure and revenue management (including earmarked funds) as well as the rules and guidelines prescribed by the financial regulation and European Commission.</p> <p>Key Control Functions:</p> <ul style="list-style-type: none"> Ex-Ante Financial Verification: Financial transactions are subject to a pre-defined and documented workflow including ex-ante financial verification either from a FVA (financial verification agent centralised in the finance department (FD)) or authorising officer (AO). Ex-Post Controls: For those financial transactions considered low-risk/value an ex-ante financial verification by FVA is not performed, but rather an ex-post control programme is in place to sample and audit a number of those transactions for quality control, learning purposes and assessment of adequacy of controls. Budget Monitoring Exercises (BME): Led by FD with key focal points in operational directorates to revalidate and amend budget planning assumptions and track budget implementation rates and EC targets. Tools & Services: 	<p>In 2022:</p> <ul style="list-style-type: none"> 24.800 Ex-Ante Financial Verifications performed: 7.200 by FVAs and 17.600 AOs. 33 Ex-Post Control cycles (in accordance with the 2022 Ex-post Control Annual Programme) performed on recovery orders, mission expenditure reimbursements, low-risk and low-value transactions, procurement procedures, ICT equipment and development of organisational apps, and language and technical training transactions. 3 Budget Monitoring Exercises (BMEs). An advanced management accounting system (SAP CO) approved by external auditors provides accurate cost accounting information required by the Agency's complex financial structure.

	<ul style="list-style-type: none"> - Central (in FD) corporate budget and accounting services, drawing up the Agency accounts and ensuring accounting quality. - The Agency's integrated financial systems supported by SAP enable robust, accurate and efficient financial management and reporting to support management decision making. - Budget implementation and financial accounting are performed in a largely paperless environment supported by integrated financial workflows covering all steps of the financial circuits improving the speed, efficiency and integrity of transaction processing and minimising risks of error occurrence. <p>– <u>Continuous Monitoring & Audit</u>: These processes undergo regular review, audits and improvements in to maximise the effectiveness and efficiency of the controls.</p>	
Procurement Management	The Agency has in place a centralised procurement team to coordinate, lead/plan and oversee the procurement activities of the Agency to most notably: ensure a standardised and professional approach, safeguard the legality and regularity of procedures, leverage specific procurement and legal expertise to improve the quality of tenders, evaluations and contract design, support contract/project managers in reaching optimal contract designs for their needs and roadmaps for supplier performance.	The Agency managed 32 high-value and middle-value (>60K€) procedures during 2022, resulting in the signature of 41 contracts. In addition, 79 low value (1-60K€) were concluded as well as approximately 690 specific contracts (under framework contracts), of which 48 related to expert contracts.
Strategic Programming & Planning, Internal Control, Assurance and Quality Management	The Agency has dedicated teams in place to manage i) Strategic Planning, ii) Business Programming & Reporting and iii) internal control and quality management which coordinate the preparation and follow-up Strategic/Management Plans (including Single Programming Document SPD), Annual Activity Reports, monitoring of progress of objectives/strategy and key performance indicators, regular quality reviews of business processes and measurement of performance of internal controls through, amongst others, exception management process and annual assessment of EASA Management Standards.	<ul style="list-style-type: none"> – Single Programming Document (SPD). – Consolidated Annual Activity Report (CAAR). – Annual assessment of the EASA Management Standards. – Annual review of Exceptions registered reported to the EASA Management Review (14 exceptions registered – with no significant financial exceptions).
Internal and External audit including ISO Certification plus Anti-Fraud	<p>Internal Audit Capability – IAC - (including manager in charge of risk management & internal control) prepares annual internal audit programme, which is endorsed by the Management Board and validated by Executive Director. The IAC also reports outputs to senior management. Actions (recommendations) are systematically followed up and re-assessed until closure.</p> <p>External Audit activities carried out to ensure that the Agency funds are spent in accordance with EU rules and regulations. Including activities in the Agency corporate level to counter fraud and any illegal activities affecting the EU's financial interests.</p>	<ul style="list-style-type: none"> – Implementation of sound management system, with procedures to support the monitoring of the effectiveness and efficiency; prevention of conflict of interest, risk mitigation measures for the detection and prevention of fraud to protect the EU's financial interest and avoid potential reputational damage. – Annual internal audit programme implemented. – ISO 9001 Certification maintained. – IAC Certification (IPPF) maintained
ICT	EASA's IT and Digitalisation strategy, governance, architecture and expenditure planning is overseen and managed by a dedicated committee, "CIO Board" (Chief Information Officer Board), made up of representatives from each of the Agency's directorates, Head of IT Department, Head of IT Strategy, Planning & Support Section, Managers of the Agency's Digitalisation Programme: It acts as a key control to ensure that the IT strategy is aligned with the Agency's key priorities, safeguards the Agency's assets and information, makes effective use of the funds allocated to IT activities and ensures that the needs of the key stakeholders are met.	The CIO Board meets as required, typically monthly, and oversees the IT budget and digitalisation investment costs. Since 2019 it has supervised the implementation of a new Agile development methodology, the digitalisation of processes and delivery of stable ICT services to EASA stakeholders.

<p>Impact Assessment</p>	<p>The impact assessment team at EASA supports business units in gathering and analysing evidence to support policymaking by establishing inception Impact Assessment (IA), including data, scientific advice, other expert views and stakeholder input, drafting IA reports (or review) and coordinating related activities with relevant rulemaking tasks (RMTs), Safety Promotion Tasks, Member States Tasks and areas of expertise. The IA team provide key inputs and substantiations to the EPAS publication (European Plan for Aviation Safety).</p>	<p>In 2022:</p> <ul style="list-style-type: none">- 8 BIS on going (Best Intervention Strategy), out of which 1 were consulted.- 20 RIAs on going (Regulatory Impact Assessment), out of which 6 draft RIAs published in NPAs (Notice of Proposed Amendment) and 6 final RIAs published in Opinions.
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I.6. Access to Documents

The principle of transparency and the rights of individuals to access documents of EU bodies are laid down in both Art. 15 of the TFEU and Art. 42 of the Charter of Fundamental Rights of the EU, and implemented through Regulation (EC) No 1049/2001⁵ that is applicable to documents held by the European Union Aviation Safety Agency (EASA) under Art. 119(1) of Regulation (EU) No 2018/1139⁶.

Regulation (EC) 1049/2001 is implemented at EASA by MB Decision N°17-2019 of 13 December 2019.

According to the current legal framework, any citizen of the Union, and any natural or legal person residing or having its registered office in a Member State, has a right of access to documents of the institutions, subject to the principles, conditions, and limits defined in this Regulation.

At the same time, Art. 4 of the Regulation (EC) 1049/2001 lays down exceptions where the institution shall refuse access to documents. This would be the case for example if the disclosure of a document would:

- undermine the protection of the public interest or the privacy and integrity of an individual.
- undermine the protection of commercial interests, court proceedings and legal advice.
- undermine the purpose of inspections, investigations, and audits.
- seriously undermine the institutions decision making process.

In 2022, EASA received a total of 41 requests related to access to documents (which represents an increase of 95% compared with the previous year). The increase of applications could be explained due to the new web-based tool implemented in 2022 that allows applicants to request access to documents. This is a specific tool that allows applicants to address easier their requests and at the same time allows EASA to reduce the time of response to applicants. Applicants use this web-based tool as a portal for not necessarily only asking for access to documents, but also access to information or asking questions about other aspects of EASA activities.

Nonetheless, in this report all the requests submitted through this web-based tool as considered as ‘access to documents requests’ for statistical and reporting purposes. Out of these 41 requests, 38 were “initial applications” in accordance with Art. 7 of Regulation (EC) 1049/2001, 1 was a “confirmatory application (Art. 8 of the Regulation), and 2 were “third-party consultations” (Art. 5 of Regulation (EC) 1049/2001).

Overall, EASA has refused access to documents in 23 cases (which represents an increase of 475% compared with the previous year). This figure could be explained because of the implementation of the above-referred web-based tool for access to documents applications.

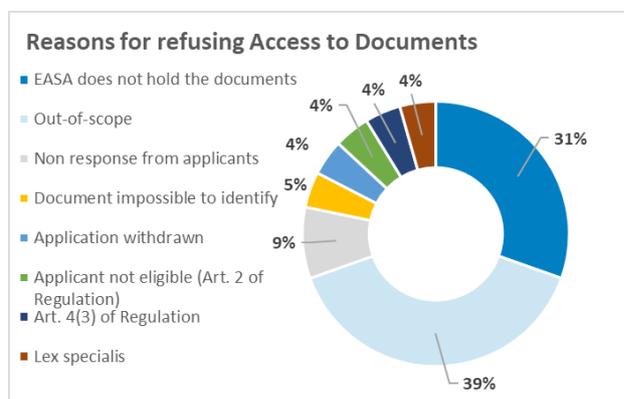
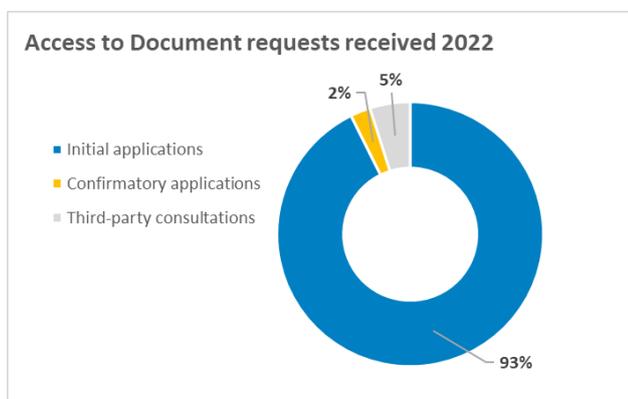
With the new tool, the number of applications has risen, but so has the number of out-of-scope applications since applicants use the tool to address different questions and concerns to EASA. Only in 1 reply out of 23, EASA refused to disclose documents based on Art. 4(3) of Regulation (EC) 1049/2001 (to *protect EASA’s decision-making process*). Additionally, the reasoning to refuse the disclosure of another application was that the requested documents were subject to a Regulation with specific provisions on confidentiality⁷.

⁵ Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents. [EUR-Lex - 32001R1049 - EN - EUR-Lex \(europa.eu\)](#)

⁶ Regulation (EU) 2018/1139 of the European Parliament and of the Council of 4 July 2018 on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency, and amending Regulations (EC) No 2111/2005, (EC) No 1008/2008, (EU) No 996/2010, (EU) No 376/2014 and Directives 2014/30/EU and 2014/53/EU of the European Parliament and of the Council, and repealing Regulations (EC) No 552/2004 and (EC) No 216/2008 of the European Parliament and of the Council and Council Regulation (EEC) No 3922/91. [EUR-Lex - 32018R1139 - EN - EUR-Lex \(europa.eu\)](#)

⁷ Regulation (EU) No 376/2014 of the European Parliament and of the Council of 3 April 2014 on the reporting, analysis and follow-up of occurrences in civil aviation, amending Regulation (EU) No 996/2010 of the European Parliament and of the Council and repealing Directive 2003/42/EC of the European Parliament and of the Council and Commission Regulations (EC) No 1321/2007 and (EC) No 1330/2007 (OJ L 122, 24.4.2014, p. 18-43)

For the rest of refusals, in 9 out of 23 cases, the reason for the refusal was that the application was out of scope of Regulation (EC) 1049/2001⁸; in 7 out of 23 cases, the reason to refuse access to documents was that EASA does not hold the documents requested; in 2 out of 23 cases, EASA could not proceed with the application since there was no response from the applicants when EASA requested further clarifications to identify the documents requested; in 1 out of 23 cases, the document requested was impossible to identify; in 1 out of 23 cases, the applicant withdrew his application; and finally, in 1 out of 23 cases, the applicant was not eligible to request access to documents in accordance with Art. 2(1) and Art. 2(2) of Regulation (EC) 1049/2001.



I.7. Critical Risks & Mitigating Actions

Below is a summary of the critical risks identified in the SPD 2022-2024, including the reported status and actions taken during 2022:

Risk	Description	Controls	Actions	Status
CRO1: Information Security	Partial protection of information managed by the Agency, including third party information, to an adequate level of security.	<ul style="list-style-type: none"> EASA Security Officer nominated. Information Security Cell chaired by the Chief Information Management Security Officer. Protection of privacy data established as per EDPS rules. New Cyber security strategy implementation including a single Digital Identification and Access System. 	<p>Prior Actions:</p> <ul style="list-style-type: none"> IT Security Strategy drafted in 2018 and approved by ExCom - this still forms the basis for ongoing cyber security efforts. <p>Completed & Continuous Actions:</p> <ul style="list-style-type: none"> IT Security Officer runs EC based SaaS risk assessments and helps draft DPO records. IT actively participates in Agency security cell. IT aided IM on info security markings work. IT involved in ad-hoc security (phishing) & training offered to all staff. <p>Future Actions:</p> <ul style="list-style-type: none"> Update IT security strategy based on agreed digitalisation & IT strategies. 	Ongoing
CRO2: Emergency Management	Lack of / or inappropriate response to an emergency/crisis.	<ul style="list-style-type: none"> Emergency Management preparation. Emergency/Crisis Cell. Participation in the European Aviation Crisis Control Cell (EACCC). 	<p>Prior Actions</p> <ul style="list-style-type: none"> Revised emergency management procedure (incorporating also lessons learned from COVID-19 pandemic) established in 2021. Following experiences gained in 2020 and 2021, and further to internal discussions on crisis management, also considering 	Ongoing

⁸ The application was considered a request for information instead of access to documents or the request is out of the remit of EASA.

			<p>EASA interfaces with the EACCC crisis cell of ECTL and with the ICAO regional office.</p> <p>Ongoing Actions</p> <ul style="list-style-type: none"> - Further refine and implement emergency management procedure. 	
CR03: Legal Liability	The Agency or its staff is found guilty and/or civil/criminal liability is engaged.	<ul style="list-style-type: none"> - Compliance with the EASA Integrated Management System, especially state-of-the-art technical working procedures. - Involvement of Legal Department. - Separation of duties. - Policy on sensitive functions. - European Commission liability coverage. - Recruitment of highly qualified staff. - Internal Occurrence Reporting System. - CSR. - Chief Experts / PCMs and Senior Experts / PCMs matrix in place. - Product Safety Boards for Continuing Airworthiness issues. 	<p>Prior Actions</p> <ul style="list-style-type: none"> - Set of working procedures and management system. - Sensitive decisions taken collectively (safety boards). <p>Ongoing Actions</p> <ul style="list-style-type: none"> - Create a certification monitoring process, also covering outsourced tasks incl. staff training, Set up competency matrix, Set up of knowledge management database, Simplification of processes, Implement the resulting actions stemming from the B737 Max Lessons Learnt exercise to enhance the overall Certification process. 	Ongoing
CR04: Security incidents impacting the accessibility of business critical applications	The security in the information technology environment is of a crucial importance for running business critical applications.	<ul style="list-style-type: none"> - Ongoing monitoring of security threats. 	<p>Ongoing Actions</p> <ul style="list-style-type: none"> - Strengthen IT security team and avoid fluctuation of resources as much as possible. - Implement IT Security Strategy (See also Critical Risk CR01). 	Ongoing
CR05: Safety Investigations	Failure to support the safety investigations led by the SIAs of the MS as per the requirements of Regulation (EU) 996/2010 and duly manage the responses to Safety Recommendations, as well as to monitor the progression of the mitigating actions associated to them.	<ul style="list-style-type: none"> - Strategic workforce planning (SWP) Programme and quarterly staffing review exercise to regularly review and address resource needs. - Quarterly Reporting to ExCom to highlight any key issues, delays (KPI/Objectives) and set-up mitigating measures as needed. 	<p>Prior Actions</p> <ul style="list-style-type: none"> - Alignment with HR team to ensure staffing of team and in particular replacement of leavers addressed in 2022. <p>Ongoing Actions</p> <ul style="list-style-type: none"> - Continue to manage outputs and review/ implement sustainable staffing measures for the activity to mitigate risk. 	Ongoing
CR06: Safety Data Management	Failure to timely process the incoming Safety Reports submitted to EASA in our role of Competent Authority per Regulation (EU) 376/2014 and duly manage the FS & CT investigations and create and follow up actions initiated by the Agency	<ul style="list-style-type: none"> - Strategic workforce planning (SWP) Programme and quarterly staffing review exercise to regularly review and address resource needs. - Quarterly Reporting to ExCom to highlight any key issues, delays (KPI/Objectives) and set-up mitigating measures as needed. 	<p>Prior Actions</p> <ul style="list-style-type: none"> - Alignment with HR team to ensure staffing of team and in particular replacement of leavers addressed in 2022. <p>Ongoing Actions</p> <ul style="list-style-type: none"> - Continue to manage outputs and review/ implement sustainable staffing measures for the activity to mitigate risk. 	Ongoing
CR07: ECCAIRS2	Failure to manage the global ECCAIRS 2 programme Operational phase.	<ul style="list-style-type: none"> - The CIOB and IT to ensure to get the required human and budgetary resources secured. 	<p>Prior Actions</p> <ul style="list-style-type: none"> - Extensive Stakeholder management ensures continuous alignment on both Operations for migrated MS as well as bilateral MS migration preparation support. - Measures introduced to oversee the implementation of the programme and means to react/escalate in case of issues 	Managed

			<p>and ensure financial sustainability.</p> <p>Ongoing Actions</p> <ul style="list-style-type: none"> - Alignment with programming & Budget team to ensure financial sustainability. - Continuous stakeholder management. 	
CR08: Cashflow and Balanced Budget	Insufficient income to cover the Agency's expenditure	<ul style="list-style-type: none"> - Regular alignment with European Commission (annual programming exercise or ad-hoc) and reporting of issues/shortfalls. - Quarterly budget monitoring exercise with financial actors – results and recommended mitigating actions reported to ExCom. - Regular detailed follow-up on cash flow evolution. 	<p>Prior Actions</p> <ul style="list-style-type: none"> - Pro-active engagement with industry to ensure payments. Regular communication with the commission to provide timely information in case granting of the balancing budget from the subsidy is necessary. - High cash generation, in line with budget assumptions. <p>Ongoing Actions</p> <ul style="list-style-type: none"> - Regular alignment with financial actors and senior management. - Pro-active engagement with industry and customers. - Regular communication with the commission. 	Managed

II. Statistics on Financial Management



II.1. Budget Implementation

2022 Budget Implementation - All fund sources (thousands of euros)

C1 - Current year appropriations							
Title	Amounts received 2021_C4 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Carried Over Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2023 (2)-(3)
Total Title 1 - STAFF	91,653	91,317	100%	336	91,006	99%	311
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	26,465	25,225	95%	1,240	18,107	68%	7,118
Total Title 3 - OPERATIONAL EXPENDITURE	15,107	12,799	85%	2,308	7,037	47%	5,762
Grand Total	133,225	129,341	97%	3,884	116,150	87%	13,191

C1 Current year appropriations - the majority of EASA's budget lines are funded by a combination of F&C revenue and the EU subsidy, the C1 funds source is used for appropriations for the year financed by the EU subsidy as well as appropriations financed by both EU subsidy and external assigned revenue from fees & charges.

R0 - External Assigned Revenue Current year appropriations							
Title	Amounts received 2021_C4 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Carried Over Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2023 (2)-(3)
Total Title 1 - STAFF	10,074	10,072	100%	2	10,071	100%	1
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	1	1	100%	-	1	59%	0
Total Title 3 - OPERATIONAL EXPENDITURE	27,160	23,769	88%	3,391	12,399	46%	11,370
Total Title 4 - SPECIAL OPERATION PROGRAMMES	54,133	41,227	76%	12,906	7,419	14%	33,808
Grand Total	91,368	75,069	82%	16,300	29,890	33%	45,179

The R0 fund source is used for external assigned revenues related purely to fees & charges activities as well as external assigned revenues related to special operations programmes funded by, inter alia, other Commission DGs (Grants & delegation agreements mainly for International Technical Cooperation projects).

C4 - Internal Assigned Revenue Current year appropriations							
Title	Amounts received 2021_C4 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Carried Over Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2023 (2)-(3)
Total Title 1 - STAFF	72	41	57%	31	41	57%	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	0	-	0%	0	-	0%	-
Total Title 3 - OPERATIONAL EXPENDITURE	47	1	2%	46	-	0%	1
Grand Total	119	42	35%	77	41	34%	1

C4 internal assigned revenue relates mainly to income received from participants to EASA organised events.

C5 - Internal Assigned Revenue carried over appropriations						
Title	Amounts received 2021_C5 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)
Total Title 1 - STAFF	60	60	100%	-	60	0%
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	7	7	100%	-	7	0%
Total Title 3 - OPERATIONAL EXPENDITURE	7	7	94%	0	7	0%
Grand Total	74	74	99%	0	74	0%

C5 internal assigned revenue relates mainly to income received from participants to EASA organised events carried over from the previous year.

C8 - Carried over from previous year						
Title	Carried over Commitment Amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Carried over to 2023 (1)-(2)	Cancelled Appropriations (1)-(2)	Cancelled Appropriations %
Total Title 1 - STAFF	158	154	98%	-	0	2%
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	7,192	5,205	72%	1,761	226	3%
Total Title 3 - OPERATIONAL EXPENDITURE	5,642	5,505	98%	-	137	2%
Grand Total	12,992	10,864	84%	1,761	367	3%

EU subsidy and mixed funded appropriations carried over from the previous year.

R8 - External assigned revenue carried over from previous year				
Title	Carried over amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Cancelled Appropriations (1)-(2)
Total Title 1 - STAFF	0	0	100%	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	0	0	100%	-
Total Title 3 - OPERATIONAL EXPENDITURE	7,658	5,127	67%	2,531
Total Title 4 - SPECIAL OPERATION PROGRAMMES	21,340	7,641	36%	13,699
Grand Total	28,998	12,768	44%	16,230

The R8 fund source is used for external assigned revenues related purely to fees & charges activities as well as external assigned revenues related to special operations programmes funded by, inter alia, other Commission DGs (Grants & delegation agreements mainly for International Technical Cooperation projects) carried over from the previous year.

II.2. Budget Result

BUDGET RESULT ACCOUNT FOR FINANCIAL YEAR 2022 (thousands of euros)

		2022	2021	Variance
REVENUE	Fee income (Fees & Charges)	109,408,980	112,755,544	-3%
	European Union Subsidy	39,678,000	38,900,000	2%
	Third Countries Contribution (EU)	936,867	1,050,300	-12%
	Third Countries Contribution (Switzerland)	1,761,242	1,726,707	2%
	Delegation agreements & Grants	21,930,391	12,015,094	45%
	Financial interests (Fees & Charges)	176,579	195,313	-11%
	Parking and others (Fees & Charges)	301,223	353,694	-17%
	Parking and others (Subsidy)	116,562	151,583	-30%
	Services rendered against payment		84,981	
	Internal Assigned Revenue	118,875	269,771	-127%
TOTAL REVENUE (a)		174,428,719	167,502,987	4%
EXPENDITURE	<i>Title I: Staff</i>			
	Payments	- 101,178,180	97,720,092	3%
	Appropriations carried over	- 342,321	218,314	36%
	<i>Title II: Administrative Expenses</i>			
	Payments	- 18,115,400	16,918,412	7%
	Appropriations carried over	- 8,880,020	7,199,844	19%
	<i>Title III: Operating Expenditure</i>			
	Payments	- 24,568,958	18,290,547	26%
	Appropriations carried over	- 17,178,918	13,306,267	23%
	<i>Title IV: Earmarked projects</i>			
	Payments	- 15,059,766	9,610,411	36%
	Appropriations carried over	- 6,870,625	2,404,683	65%
TOTAL EXPENDITURE (b)		192,194,188	165,668,569	14%
	Result before carry over not used	- 17,765,470	1,834,418	110%
	Cancellation of unused payment appropriations carried over from previous year	+ 366,663	133,742	64%
	Carry over C8	1,761,325	1,761,325	0%
	Adjustment of Assigned Revenue carried over	+ 7,732,170	7,838,185	-1%
	Exchange differences for the year (gain +/- loss -)	+/- - 34,808	- 22,989	34%
Result of the year		-7,940,120	11,544,682	245%
Related to Subsidy Activities		240,680	318,175	-32%
Related to Fees and Charges Activities		- 8,180,800	11,226,506	237%
Total		-7,940,120	11,544,682	245%
Accumulated surplus on Fees and Charges Activities				
	Accumulated surplus from previous year	+ 72,124,612	60,898,105	16%
	Adjustment of accumulated provision	+/- - 8,180,800	11,226,506	237%
Accumulated Surplus		63,943,812	72,124,612	-13%

II.3. Budget Transfers & Amending Budgets

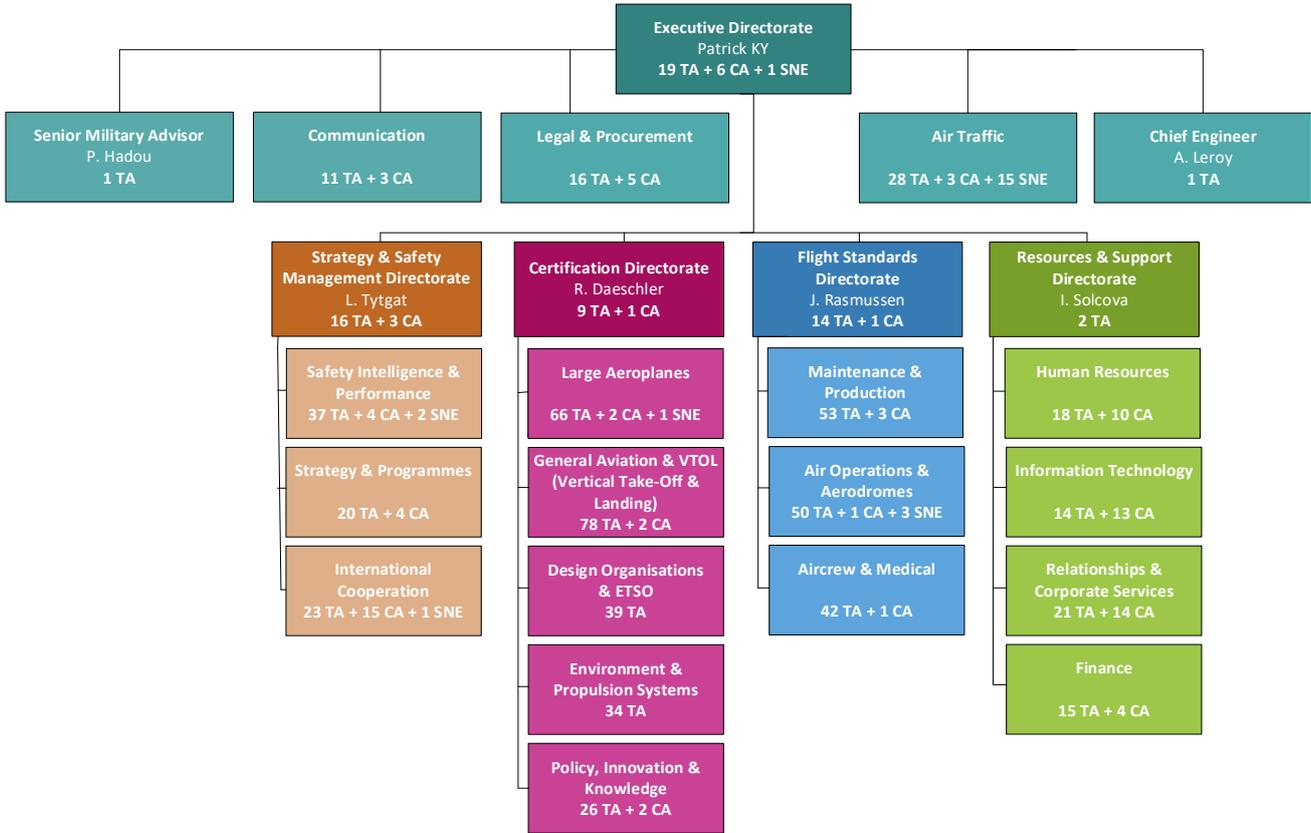
88 transfers, totalling 15.3M€, were carried out during 2022. The most significant transfers were:

- Budget reallocations to cover Management Board decision 07-2021, to cover negative interests on EASA's bank account in year 2022 and to cover additional funds needed on the budget line to pay the December 2022 salaries.
- Local transfer to cover the salary increases related to the application of the “automatic” annual updating of remunerations resulted in a 4.5% increase to basic salaries/allowances and a 0.5% increase of the ‘correction coefficient’ (weighting factor) for Germany in December salaries.
- Local transfer to cover additional fund needs for various environmental activities.
- Local transfer to fund the “impact analysis, prevention and management of ATCO’s fatigue in the EU”.
- Local transfers within IT budget lines to readjust resources in line with activities.
- Local transfer to cover costs of consultancy services related to "job structure and competence work" and "assistance in staff selection procedures".
- Transfers within the budget line for outsourcing of certification activities (3000) to cover changes of outsourcing demand.

II.4. Late-Payment Interest

Late-payment interest paid in 2022 amounted to a total of 0,005M€ (2021: 0,013M€).

III. Organisational Chart



IV. Establishment Plan & Additional Info on Human Resources Management



IV.1. Statutory Staff & SNEs

Establishment Plan

Temporary Agents	2022		2023
	Authorised under the EU Budget	Actually filled as of 31.12.2022 ^[1]	Authorised under the EU Budget ^[2]
	Temporary posts	Temporary posts	Temporary posts
AD 16			
AD 15	1	1	1
AD 14	25	2	25
AD 13	33	5	33
AD 12	66	17	66
AD 11	88	63	88
AD 10	110	87	110
AD 9	120	131	120
AD 8	78	96	78
AD 7	32	36	32
AD 6	11	56	13
AD 5	2	59	12
AD TOTAL	566	553	578
AST 11			
AST 10			
AST 9	1		1
AST 8	3	1	4
AST 7	11	9	11
AST 6	27	24	27
AST 5	28	38	28
AST 4	25	14	15
AST 3	15	11	12
AST 2	2	1	2
AST 1			
AST TOTAL	112	98	100
AST / SC 6			
AST / SC 5			
AST / SC 4			
AST / SC 3	1		1
AST / SC 2	1		1
AST / SC 1			
AST TOTAL	2	0	2
TOTAL	680	651	680

^[1] Posts occupied including offer letters sent and approved.

^[2] Modified by the MB Decision 15-2022 of 14 December 2022

External Personnel – Contract Agents

Contract Agents	2022		2023
	Authorised under the EU Budget	Recruited as of 31.12.2022	Authorised under the EU Budget
Function Group IV	36	38	36
Function Group III	68	59	68
Function Group II	2		2
Function Group I			
TOTAL	106	97	106

External Personnel – Seconded National Experts

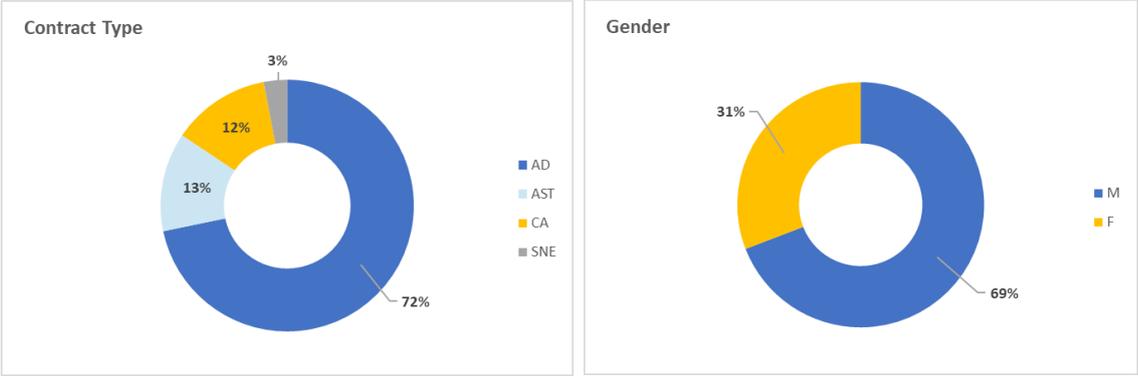
Seconded National Experts	2022		2023
	Authorised under the EU Budget	Recruited as of 31.12.2022	Authorised under the EU Budget
SNE	24	23	24
TOTAL	24	23	24

IV.2. Key Functions

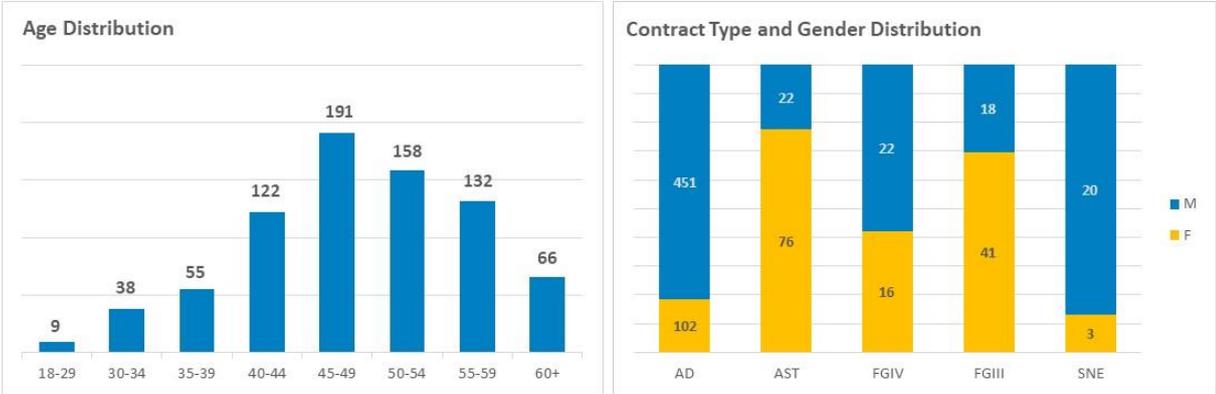
Key Functions (examples)	Type of Contract (official, temporary agent (TA) or contract agent (CA))	Function Group, Grade of Recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration, support, or policy (operational)
CORE FUNCTIONS			
Director	TA	AD 12	Depending on the Directorate, operational in the aviation area, support in the administrative area, e.g.: Finance and Business Services Director (support), Certification Director (operational)
Head of Department	TA	AD 9-AD 12 (depending on complexity, size, and responsibilities of the Department)	Depending on the Department, operational in the aviation area, support in the administrative area, e.g.: Head of Finance (support); Head of Product Department (operational)
Head of Unit	N/A	N/A	N/A
Head of Section	TA	AD 7-AD 10 (depending on complexity, size, and responsibilities of the Section)	Depending on the Section, operational in the aviation area, support in the administrative area
Senior Officer	TA	AD 9-AD 10	Depending on the Section, operational in the aviation area, support in the administrative area
Officer	TA or CA IV	AD 6-AD 8	Depending on the Section, operational in the aviation area, support in the administrative area
Junior Officer	TA or CA IV	AD 5	Depending on the Section, operational in the aviation area, support in the administrative area
Senior Assistant	TA or CA III	AST 3	Depending on the Section, operational in the aviation area, support in the administrative area
Junior Assistant	TA or CA III	AST 1	Depending on the Section, operational in the aviation area, support in the administrative area
SUPPORT FUNCTIONS			
Head of Administration	TA	AD 12	
Head of Human Resources	TA	AD 10	
Head of Finance	TA	AD 10	
Head of Communication	TA	AD 10	
Head of IT	TA	AD 12	
Senior Officer	TA	AD 9-AD 10	
Officer	TA	AD 6-AD 8	
Junior Officer	TA	AD 5	
Webmaster-Editor	TA	AD 7 ('Web Content Officer'/'Web Master')	
Secretary	TA	AST 1	
Mail Clerk	N/a	N/a	
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD 8	
Accounting Officer	TA	AD 10	
Internal Auditor	TA	AD 9	

IV.3. Key Statistics

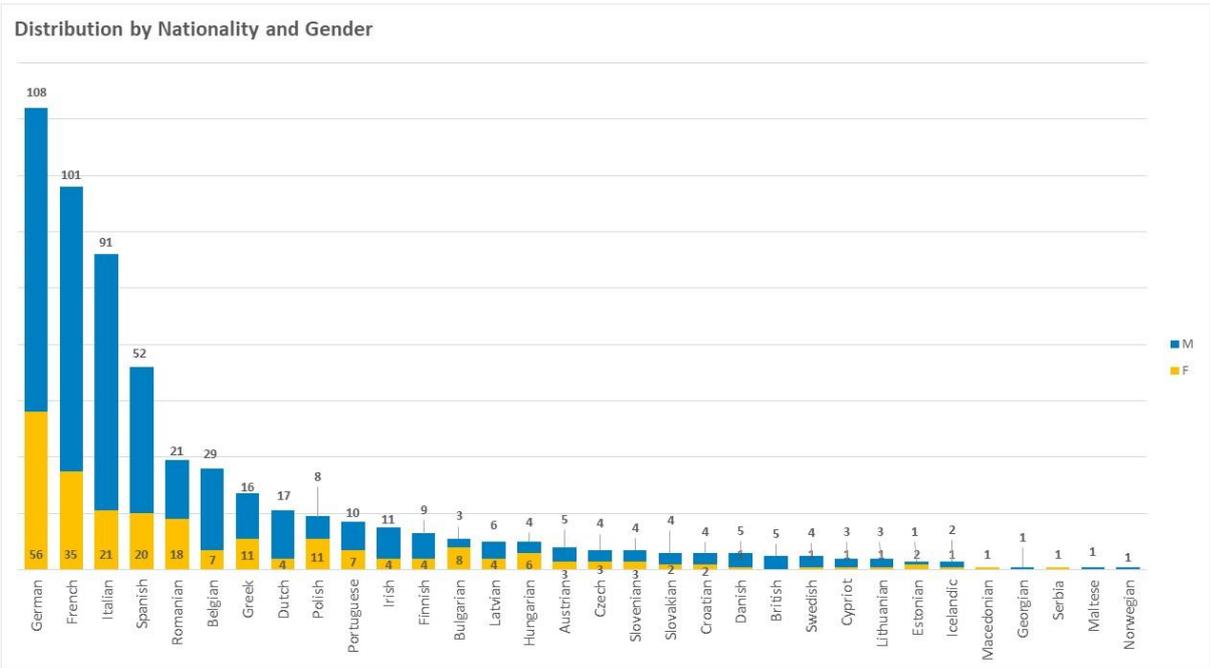
Headcount by Contract Type & Gender:



Age Distribution and Staff distribution by Contact Type including Gender:



Staff distribution by Gender and Country of Nationality



IV.4. Benchmarking Exercise

Total^[1]

Job Type (subcategory)	Aggregated 2020	Aggregated 2021	Aggregated 2022
Administrative Support and Coordination	10.76%	16.04%	18.32%
Administrative Support	8.85%	14.67%	16.75%
Coordination	1.91%	1.37%	1.57%
Operational	84.09%	79.07%	76.93%
Top Level Operational Coordination	1.45%	1.18%	1.33%
Programme Management & Implementation	53.66%	47.95%	45.29%
Evaluation & Impact Assessment	12.29%	14.95%	16.36%
General Operational	16.69%	14.99%	13.96%
Neutral	5.15%	4.89%	4.75%
Finance/Control	4.63%	4.38%	4.28%
Linguistics	0.52%	0.50%	0.47%

Statutory Staff Only^[1]

Job Type (subcategory)	Aggregated 2020	Aggregated 2021	Aggregated 2022
Administrative Support and Coordination	8.49%	8.28%	8.56%
Administrative Support	6.67%	6.74%	6.79%
Coordination	1.83%	1.54%	1.77%
Operational	86.03%	86.23%	86.33%
Top Level Operational Coordination	1.55%	1.33%	1.51%
Programme Management & Implementation	54.85%	51.72%	51.21%
Evaluation & Impact Assessment	12.31%	16.36%	18.49%
General Operational	17.32%	16.83%	15.13%
Neutral	5.48%	5.49%	5.11%
Finance/Control	4.92%	4.92%	4.58%
Linguistics	0.55%	0.56%	0.53%

^[1]Trend: Following the Network of Agencies' methodology, which is based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for the eighth year in a row. Compared to previous years, the result in 2022 shows an increase in percentage of the 'Administrative and Support and Coordination' categories while and the 'Neutral' and the 'Operational' decrease. This tendency changes when showing the statutory staff only with slight increase in both 'Administrative and Support and Coordination' and in 'Operational', and a decrease in 'Neutral'. This is due to the effect of investments in digitalisation efforts performed mainly with outsourced (non-statutory) resources.

V. Human & Financial Resources by Activity



V.1. Financial Resources - Funds by Activity

Values in thousands of euros		2022	2021	
Fees & Charges	Product Certification	Revenue ^[1]	55.55	61.216
		Title 1	-50.177	-44.140
		Title 2	-10.845	-7.833
		Title 3 NAA/QE	-3.701	-6.580
		Title 3	-6.392	-3.730
		Title 4	p.m.	p.m.
	Total		-15.566	-1.067
	Organisation Approvals	Revenue ^[1]	54.337	52.074
		Title 1	-22.942	-24.003
		Title 2	-5.209	-6.825
		Title 3 NAA/QE	-15.016	-6.125
		Title 3	-3.786	-2.826
		Title 4	p.m.	p.m.
	Total		7.385	12.293
	Total Fees & Charges		-8.181	11.227

^[1] Revenue including interest, parking & other revenue

Subsidy and other contributions	EU Contribution	EU subsidy	39.678	38.582
		Third-country contribution	2.698	2.777
		Other income	0.117	0.548
	Total		42.493	41.907
	Third-country operators	Title 1	-1.904	-1.526
		Title 2	-587	-404
		Title 3	-137	-152
		Title 4	p.m.	p.m.
	Total		-2.628	-2.082
	Standardisation	Title 1	-7.127	-8.505
		Title 2	-2.100	-1.721
		Title 3	-874	-674
		Title 4	p.m.	p.m.
	Total		-10.101	-10.900
	SAFA	Title 1	-275	-576
		Title 2	-107	-67
		Title 3	-21	-22
		Title 4	p.m.	p.m.
	Total		-0.403	-0.666
	Rulemaking	Title 1	-9.188	-9.290
		Title 2	-2.745	-2.058
		Title 3	-0.946	-1.101
		Title 4	p.m.	p.m.
	Total		-12.879	-12.449
	International cooperation	Title 1	-3.741	-3.272
		Title 2	-1.540	-1.810
		Title 3	-646	-421
Title 4		p.m.	p.m.	
Total		-5.927	-5.502	
Safety Intelligence & Performance	Title 1	-6.032	-6.383	
	Title 2	-1901	-1548	
	Title 3	-2.381	-2.058	
	Title 4	p.m.	p.m.	
Total		-10.314	-9.989	
Total EU Contribution		0.241	0.318	
Grand Total		-7.940	11.545	

V.2. Human Resources - Time spent by Activity

Activity	2022 ^[1]	2021 ^[1]
Product certification	219	223
Organisation approvals	103	98
Third-country operators	12	10
Standardisation	47	49
EU ramp inspection programme	4	3
Rulemaking	61	59
International cooperation	21	19
Safety Intelligence & Performance	37	35
Applicant Services	23	25
Corporate	109	111
Transversal	81	85
Earmarked	21	14
Total	737	731

^[1] FTE: Value represents the actual working time (Hours) recorded by staff members (TA, CA & SNE), in EASA's time booking tool, for each activity / 1600 i.e. Transformed into FTE (Full Time Equivalent). This does not represent the number of staff recruited for each activity.

VI. Contribution, Grants & Service Level Agreements



The Agency is currently managing an increasing number of projects/assignments on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of international technical cooperation, safety intelligence, research, environmental protection, as well as collaboration with other institutions such as SESAR.

To implement such projects the Agency continues to streamline a comprehensive framework for managing them with a view to ensuring and optimising the efficient and effective processing of such assignments, both technically and administratively.

The table below provides details of the ongoing projects/ assignments in 2022:

Agreements (by kind)	Total Amount ^[1]	Nr of Agreements	FTE = CA & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 6,749,000	3	0.20	€ 722,000
b. Contribution Agreements	€ 74,620,500	18	13.00	€ 23,137,000
c. Delegation Agreements	€ 33,800,000	6	6.60	€ 5,632,000
d. Collaboration Agreements	€ 811,565	23	0.60	€ 112,000
e. Service Level Agreements	€ 200,000	1	0.60	€ 104,000
Total	€ 116,181,065	51	21.00	€ 29,707,000

^[1] Maximum agreement value over total duration of the agreement

^[2] FTE represents the number of hours charged to the projects in 2022/1600 including approx. 0.2 FTE of working hours from before 2022, relevant however for 2022 project implementation on EUROMED 2 (ETAP).

^[3] € represents the total committed amount (RO) in 2022

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2022	
a. Grant Agreements						FTE = CA & TA	€
1. Data4Safety (D4S) programme - Big Data for Aviation - Grant 2	May-19	€ 5,000,000	2019-2022	DG MOVE	Expansion of the scope of the Data4Safety programme as envisaged under Grant Agreement 1 and development of ECCAIRS 2.	0	€ 611,000
2. "ENGAGE" project	Jan-18	€ 37,000	2018-2021	SESAR JU	Networking between research org. to improve linkage between exploratory research and operational needs and transport policy.	0	€ -
3. PASTA-CO ECCAS (Project d'Appui au Transport Aerien en Afrique Centrale et Occidentale (ECCAS) (Economic Community of Central African States))	Apr-18	€ 1,712,000	2018-2024	EEAC (Afrique Centrale)	The overall objective of the project is to mainly provide the following training: Familiarisation training to the community regulation, Inspector training (PEL, OPS, AIR and AGA)	0.2	€ 111,000
a. Total Grant Agreements		€ 6,749,000			3	0.2	€ 722,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2022	
b. Contribution Agreements						FTE = CA & TA	€
1. EU-SEA CCCA CORSIA: EU-South East Asia Cooperation on mitigating Aviation Environmental and Climate Change Impacts)	Aug-19	€ 4,000,000	2019-2023	FPI - Delegation of the EU to Thailand	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in South East Asia in the areas of civil aviation environment and climate change.	1.4	€ 635,000
2. CORSIA Africa & the Caribbean: Capacity building for CO2 mitigation from aviation	Dec-19	€ 5,000,000	2019-2024	DG INTPA	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in Africa in the areas of civil aviation environment and climate change. This will be a follow-up of a previous project finance by DG INTPA and implemented by ICAO.	1.1	€ 1,077,000
3. EASA – IPA 5 Programme on aviation safety	Feb-20	€ 840,000	2020-2023	DG NEAR	"The overall objective of the action is to increase IPA beneficiary countries compliance with the EU aviation acquis.	0.9	€ 305,000
4. EUROMED 2: Euro Med Transport Aviation Project (ETAP)	Dec-19	€ 3,000,000	2020-2024	DG NEAR	In line with the European Neighbourhood Policy (ENP) and the Aviation Strategy for Europe, this project will develop and support the Euro Mediterranean Southern neighbourhood countries, by strengthening institutional links, promoting regulatory harmonization, addressing capacity limitations and supporting environmental protection and climate change action. It will promote harmonized policy, standards and best practice in order to support the development of a wider Common Aviation Area (CAA).	0.6	€ 736,000

5. Contribution Agreement Environmental Labelling	Jul-20	€ 1,500,000	2020-2023	DG MOVE	The purpose of this Agreement is to provide a contribution for the implementation of the Entrusted Tasks identified under the Pilot Project "Environmental labelling for aviation". Notably, tasks identified under the Environmental labelling for aviation - Demonstration project for the development/feasibility of an environmental labelling system in aviation.	0	€ 101,000
6. EC-EASA Contribution Agreement Research	Mar-20	€ 13,000,000	2020-2027	DG MOVE	The purpose of this Agreement is to provide a contribution by the Contracting Authority for the implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation (the entrusted tasks'). Notably, tasks identified under the 2018-Programme 2020 Work programme (Commission Implementing Decision C(2019)4575) implementing the Horizon 2020 Specific Programme: Actions relating to aviation safety research to prepare future regulation within the specific objective "Other Actions" of Part 11 "Smart, green and integrated transport".	0	€ 832,000
7. EU-South Asia APP II	Jun-21	€ 5,500,000	2021-2024	FPI	Enhancing the partnership between the EU and South Asian countries in the domain of civil aviation	1.7	€ 1,406,000
8. SAATM - Operationalisation of the Single African Air Transport Market (SAATM) – Support to the African Civil Aviation Commission (AFCAC)	Jul-21	€ 5,000,000	2021-2025	DG INTPA	Support the implementation of the Single African Air Transport Market 1. Assist AFCAC as SAATM implementing agency 2. Assist African States committed to SAATM 3. Help other African States to commit to SAATM	1.4	€ 450,000
9. EU-North Asia APP - EU-North Asia Aviation Partnership	Mar-21	€ 7,000,000	2021-2024	FPI	Enhancing the partnership between the EU and North Asian countries in the domain of civil aviation	2.3	€ 1,896,000
10. Hellenic Authority	Dec-19	€ 340,000	2019-2021	DG-REFORM	Technical Support to the Hellenic Civil Aviation Regulatory Authority (HCARA) and HCAA	0	€ 28,000
11. Technical assistance to the Commission with respect to SESAR	Dec-21	€ 450,000	2021-2023	DG-MOVE	Implementation of the action "EASA support to the SESAR project"	2	€ 245,000
12. Armenia	Nov-21	€ 1,000,000	2021-2023	EU Delegation to Armenia	Capacity building of the state of safety oversight system	0.4	€ 735,000
13. EU-LAC (Latin America Cooperation on Civil Aviation) APP II	Dec-21	€ 4,000,000	2021-2025	DG-DEVCO	Enhance political, economic and environmental partnership between the EU and LAC region in the domain of civil aviation.	1.1	€ 1,297,000
14. Sustainable Innovative Air Mobility Hub (IAM Hub)	Nov-22	€ 1,590,500	2022-2024	DG MOVE	Comprehensive digital handbook for building local Innovative Air Mobility (IAM) ecosystem in Europe - IAM Hub.	0	€ 320,000
15. Horizon Europe 2nd Contribution Agreement Research	Feb-22	€ 14,200,000	2022-2029	DG MOVE	Implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation.	0	€ 13,037,000
16. EU Clearing House for Sustainable Aviation Fuels (SAF)	Sep-22	€ 2,000,000	2022-2025	DG MOVE	Set up an EU Clearing House to guide EU fuel producers through the applicable SAF qualification process which is to be enhanced by a stronger EU qualification capacity through the development of EU Fuel Standards.	0	€ -
17. PAGIRN: Support Programme for the Management of Regional and National Infrastructures	Apr-22	€ 1,700,000	2022-2025	Ministry of Economy, Plan, Development and International Cooperation, Chad	Capacity building of the state and regional safety oversight systems.	0.1	€ 37,000
18. Eastern Partnership	Dec-22	€ 4,500,000	2022-2026	DG NEAR	Strengthening interconnectivity through of Common Aviation Area Agreements and Improved civil aviation safety.	0	€ -
Total Contribution Agreements		€ 74,620,500			18	13	€ 23,137,000

General Information								
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2022		
c. Delegation Agreements						FTE = CA & TA	€	
1. Zambia – Aviation Sector Support Programme II	Aug-17	€ 1,800,000	2017-2023	DG INTPA	To develop a reliable and effective aviation sector capable of contributing to economic growth in Zambia. Improve compliance with international aviation standards, especially in terms of both air safety and security oversight.	0.7	€ 229,000	
2. EU South East Asia Aviation Partnership Project	Jan-18	€ 7,500,000	2018-2023	FPI	Enhance political, economic and environmental partnership between the EU and South East Asia in the domain of civil aviation. Align EU and South East Asia policy in the field of civil aviation, facilitate market access for EU aviation industry and minimise the impact of aviation on the environment and climate change. Areas of intervention will include regulatory convergence, and preparation and support for implementing the EU-ASEAN comprehensive air transport agreement and a Global Market Based Measure (GMBM) for carbon neutral growth. The project will also raise the profile and visibility of the EU as a centre of aviation excellence when engaging in this partnership.	2.2	€ 1,844,000	
3. EU Latin America Cooperation on Civil Aviation (EU LAC)	Jan-18	€ 7,000,000	2018-2021	FPI	The EU-LAC Aviation Partnership Project is funded by the European Union and implemented by the European Aviation Safety Agency (EASA) to enhance political, economic and environmental partnership between the EU and LAC region in the domain of civil aviation.	0.7	€ 623,000	
4. ARISE PLUS	Dec-17	€ 5,000,000	2017-2023	DG INTPA	"Support the development of the ASEAN Single Aviation Market, and in particular aviation safety, security and, air traffic management which are key priorities outlined under the Kuala Lumpur Transport Strategic Plan 2016-2025 adopted by the ASEAN Transport Ministers in November 2015. This project will also address environmental protection issues, shall enhance the air transport market and will provide support for an EU-ASEAN comprehensive air transport agreement.	1.9	€ 1,161,000	
5. EU-Africa Safety in Aviation (EU-ASA)	Dec-18	€ 5,000,000	2019-2023	DG INTPA	"The overall objective is to improve aviation safety in Africa.	1.1	€ 1,332,000	
6. SOUTH ASIA APP	Dec-16	€ 7,500,000	2016-2020	FPI	The overall objective of the project was to contribute to the development of European aviation interests in South Asia in order to provide a more compatible and open market for the European aviation industry. This should have been done by promoting European aviation policies, standards and technology which is expected to foster a higher level of aviation safety and environmental standards in the region	0	€ 443,000	
c. Total Delegation Agreements		€ 33,800,000			6	6.6	€ 5,632,000	

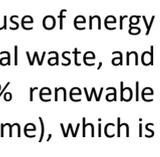
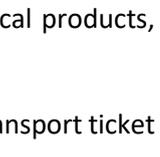
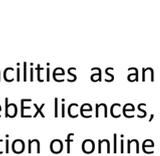
General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2022	
d. Collaboration agreements						FTE = CA & TA	€
Research Collaboration Agreements	Various	€ 811,565	Various	Various	Research projects in different domains (<i>see also Annex I.3 - for Research Projects</i>)	0.6	€ 112,000
d. Total Collaboration Agreements		€ 811,565			1	0.6	€ 112,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2022	
e. Service Level Agreements (SLAs)						FTE = CA & TA	€
Service Level Agreement SESAR JU	26/03/2021	€ 200,000	Automatic renewal provision (yearly basis)	Sesar JU	Service Level Agreement between EASA and SESAR Joint Undertaking for the provision of services related to SESAR and the ATM Master Plan	0.6	€ 104,000
e. Total Service Level Agreements		€ 200,000			1	0.6	€ 104,000

VII. Environment Management



The Agency is monitoring and managing EASA environmental footprint with the following main considerations/actions:

- Building:** EASA moved into a certified building DGNB gold (German Sustainable Building Council) in 2016, with technical features such as: Well water cooling, centralised ventilation with heat recovery; CAT 2+ certified Data Centre with app. 85% non-active cooling; LED lights in conference areas; E-chargers for cars and e-bikes.
 
- Utilities:** The building, located at the main Cologne public transportation hub, optimises the use of energy and water consumption, and has centralised waste collection points for paper, plastic, residual waste, and glass in the team spaces. EASA purchases 100% renewable energy. Electricity is 100% renewable (RheinEnergie Ökostrom), while the heating energy used is efficient district heating (Fernwärme), which is produced using 100% fossile resources (natural gas and oil).
 
- Supplies:** EASA implements a Green Public Procurement (GPP) tool for the selection of contractors, and has measures in place to reduce the consumption of paper and office supplies, saving paper/toner/resources with the centralised copy/printing machines with intelligent print management instead of having individual printers, collection of used batteries for recycling, paper towels made of recycled paper, equipment of showers, soap, and towel dispensers with sensors saving cleaning products and resources (water, energy).
 
- Services:** EASA includes energy management as a service in the tender specifications for all technical facility management services to ensure an optimised operation of EASA equipment. The same service is included in the contract of the landlord's facility management service provider.
 
- Canteen & Kitchens:** Fresh/on demand cooking is offered in the canteen, with focus on local products, reduction of disposables, and a minim use of plastic & disposable containers.
 
- Transportation:** EASA encourages cycling and the use of public transport by subsidising the transport ticket and offering flexible working times as well as teleworking.
 
- Travel:** EASA travel policy encourages the use of public transport as much as possible, for both long distance (train instead of rental or private car) and short trips (local transport instead of taxi or car to go to the airport). In general, for trips up to 800km, where feasible, train travel is the preferred means of transport. EASA participates in Deutsche Bahn business customers programme, which ensures that all energy used for business travel have been powered only by electricity from renewable sources.
 
- Remote working:** The Agency has invested and continues to invest in videoconference facilities as an incentive to reduce business travel. To facilitate this, since the end of 2018 all staff have WebEx licences, and in 2021 additional videoconferencing equipment was installed to facilitate the organisation of online meetings.
 
- Events & Conferences:** EASA acquired a multifunctional, modular and reusable circular stand that will be used for EASA internal and external events and fairs (virtual, hybrid and face-to-face) as well as for the EASA recording studio, resulting in cost reduction as it has been designed to fit all the aforementioned purposes. In addition, the stand is made of durable materials that together with the modular approach will facilitate the reduction of EASA's environmental footprint.
 

VIII. Final Annual Accounts⁹



VIII.1. Balance Sheet

Thousands of euros

ASSETS	31/12/2022	31/12/2021
NON-CURRENT ASSETS		
<i>Intangible fixed assets</i>		
Computer Software	2,572	4,214
Intangible under construction	-	495
<i>Tangible fixed assets</i>		
Computer Hardware	1,181	1,460
Furniture	5,721	6,414
Other fixture and fittings	61	24
Tangible assets under construction	-	16
Total	9,535	12,622
CURRENT ASSETS		
Current receivables	7,626	7,171
Accrued revenues	3,401	2,155
Prepaid expenses	3,760	3,497
EU entities receivables	33	23
Cash and equivalents	133,957	130,496
Total	148,779	143,342
TOTAL ASSETS	158,313	155,965
LIABILITIES		
NON-CURRENT LIABILITIES		
Non current pre-financing EU entities	15,088	8,987
Total	15,088	8,987
CURRENT LIABILITIES		
Current payables	6,599	5,529
Deferred revenues	41,521	42,138
EU entities short-term	20,905	25,116
Non-EU entities	76	186
Accrued charges	23,688	18,438
Total	92,788	91,407
TOTAL LIABILITIES	107,876	100,393
NET ASSETS		
Surplus (deficit) forwarded from previous years	55,571	50,553
Net surplus(deficit) for the period	-5,134	5,018
TOTAL NET ASSETS	50,437	55,571

⁹ Subject to validation by the ECA and adoption by the MB during its meeting in June 2022

VIII.2. Statement of Financial Performance (SFP)

Thousands of euros

	2022	2021
OPERATING REVENUE		
Fees and Charges	112,052	108,993
Contribution from EU entities	60,511	51,680
Contribution from non- EU entities	111	307
Other revenues	538	730
Contribution from EFTA ^[1] countries	1,761	1,727
TOTAL OPERATING REVENUE	174,973	163,437
OPERATING EXPENSES		
Staff expenses	-102,704	-98,562
Buildings and related expenses	-10,042	-10,101
IT & administrative expenses	-12,833	-10,770
Other expenses	-866	-458
Depreciation and write offs	-4,373	-2,778
Outsourcing and contracting activities	-49,173	-35,877
TOTAL OPERATING EXPENSES	-179,990	-158,545
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	-5,017	4,892
NON-OPERATING REVENUES (EXPENSES)		
Interests received from third parties	171	172
Interests & charges paid to third parties	-288	-46
SURPLUS/ (DEFICIT) FROM NON-OPERATING ACTIVITIES	-117	126
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	-5,134	5,018
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS/ (DEFICIT) FOR THE PERIOD	(5,134)	5,018

^[1] EFTA: European Free Trade Association

VIII.3. Statement of Financial Performance (SFP) by Funding Source

Thousands of euros

	2022 SFP FINAL				2021 SFP FINAL				2021 VS 2022 DELTA			
	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA
OPERATING REVENUE												
Fees and Charges	112,047	5	-	112,052	108,993	-	-	108,993	3,054	5	-	3,059
Contribution from EU entities	21	40,386	20,103	60,511	-	39,687	11,993	51,680	21	699	8,110	8,831
Other contributions non EU	-	-	111	111	-	30	277	307	-	(30)	(166)	(196)
Other revenues	340	198	-	538	466	264	-	730	(126)	(66)	-	(192)
Contribution from EFTA countries	-	1,761	-	1,761	-	1,727	-	1,727	-	35	-	35
TOTAL OPERATING REVENUE	112,408	42,351	20,214	174,973	109,459	41,708	12,270	163,437	2,949	643	7,944	11,536
OPERATING EXPENSES												
Staff expenses	(71,067)	(29,227)	(2,411)	(102,704)	(67,637)	(29,300)	(1,626)	(98,562)	(3,430)	73	(784)	(4,142)
Buildings and related expenses	(6,763)	(3,278)	-	(10,042)	(6,667)	(3,434)	-	(10,101)	(97)	157	-	59
IT & administrative expenses	(8,346)	(4,434)	(54)	(12,833)	(7,079)	(3,657)	(34)	(10,770)	(1,267)	(776)	(20)	(2,063)
Other expenses	(428)	(439)	-	(866)	(270)	(188)	-	(458)	(158)	(250)	-	(408)
Depreciation and write offs	(3,212)	(1,161)	-	(4,373)	(1,628)	(1,149)	-	(2,778)	(1,584)	(11)	-	(1,595)
Outsourcing and contracting activities	(26,674)	(4,749)	(17,750)	(49,173)	(20,554)	(4,712)	(10,611)	(35,877)	(6,120)	(36)	(7,140)	(13,296)
TOTAL OPERATING EXPENSES	(116,489)	(43,287)	(20,214)	(179,990)	(103,833)	(42,441)	(12,270)	(158,545)	(12,656)	(845)	(7,944)	(21,446)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	(4,081)	(936)	-	(5,017)	5,626	(734)	-	4,892	(9,707)	(202)	-	(9,909)
NON OPERATING REVENUES (EXPENSES)												
Interests received from third parties	171	-	-	171	172	-	-	172	(1)	-	-	(1)
Interests & charges paid to third parties	(188)	(99)	-	(288)	(31)	(16)	-	(46)	(157)	(84)	-	(241)
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	(17)	(99)	-	(117)	142	(16)	-	126	(159)	(84)	-	(242)
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	(4,098)	(1,035)	0	(5,134)	5,768	(750)	0	5,018	(9,866)	(286)	0	(10,152)
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS												
NET SURPLUS FOR THE PERIOD	(4,098)	(1,035)	0	(5,134)	5,768	(750)	0	5,018	(9,866)	(286)	0	(10,152)

IX. List of Acronyms



Acronym	Explanation
AD	Airworthiness Directive
ADOA	Alternative Procedures to Design Organisation Approval
ADSP	ATM Data Service Provider
AeMC	Aeromedical Centre
AHSP	Aviation Health Safety Protocol
AI	Artificial Intelligence
AMC	Acceptable Means of Compliance
ANS	Air Navigation Services
AOC	Air Operator Certificate
ASR	Annual Safety Review
ATO	Approved Training Organisation
ATCO	Air Traffic Controllers
ATM	Air Traffic Management
AWP	Annual Work Programme
BASA	Bilateral Aviation Safety Agreement
BIS	Best Intervention Strategy
BR	Basic Regulation
BREXIT	UK withdrawal from the EU
CAAs	Civil Aviation Authorities
CAEP	Aviation Environmental Protection
CAMO	Continuing Airworthiness Management Organisation
CAW	Continuing Airworthiness
CIO Board	Chief Information Officer Board
CoI	Conflict of Interest
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
COVID-19	Contagious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)
CMA/P	Continuous Monitoring Activities/Programme
CS	Certification Specifications
CSV	Certification Support for Validation
CZIB	Conflict Zones Information Bulletin
ECMA	Enhanced Continuous Monitoring Approach
eVTOL	electrical Vertical Take-off and Landing (Aircraft)
DFP	Destination: Future-proof
dLAP	Digital Licence for Aviation Pilot
DOA	Design Organisation Approval
D4S	Data for Safety Programme
EAER	European Aviation Environmental Report
EASA	European Union Aviation Safety Agency
EC	European Commission
ECCAIRS	European Co-ordination Centre for Accident and Incident Reporting Systems
ECDC	European Centre for Disease Prevention and Control
ECA	European Court of Auditors
ECQB	European Central Question Bank
EDA	European Defence Agency
EP	European Parliament
EPAS	European Plan for Aviation Safety
ETSO	European Technical Standard Order
EU	European Union
F&C	Fees and Charges

FAA	Federal Aviation Administration
FCL	Flight crew licensing
FDM	Flight Data Monitoring
FSTD	Flight Simulation Training Device
FTL	Flight Time Limitations
GA	General Aviation
GM	Guidance Material
GNSS	Global Navigation Satellite System
IAC	Internal Audit Capability
IAS	Internal Audit Service
IAW	Initial Airworthiness
ICAO	International Civil Aviation Organisation
IPC	Innovation Partnership Contract
IMS	Integrated Management System
IR	Implementing Rule
KPI	Key Performance Indicator
LAC	Latin America and Caribbean
MB	Management Board
MoU/C	Memorandum of Understanding/Cooperation
MS	Member State
NAA / NCA	National Aviation Authority / National Competent Authority
NPA	Notice of proposed amendment
OA	Organisation Approval
QE	Qualified Entity
OLAF	European Anti-Fraud Office
RMT	Rulemaking Task
RNO	Return to Normal Operations
RSOO	Regional Safety Oversight Organisation
SACA	Safety Assessment of Community Aircraft inspections
SAF	Sustainable Aviation Fuel
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SES	Single European Sky
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletin
SLA	Service Level Agreement
SMS	Safety Management System
SNE	Seconded National Expert
SPD	Single Programming Document
SRM	Safety Risk Management
SRP	Safety Risk Portfolio
STC	Supplementary Type Certificate
SWP	Strategic Workforce Planning
SYS	Systemic Enablers for Safety Management
TA	Temporary Agents
TAC	Technical Advice Contract
TC	Type Certificate
TCO	Third Country Operators
TIP	Technical Implementation Procedures
UAM	Urban Air Mobility
UAS	Unmanned Aircraft System
VTOL	Vertical Take-off and Landing (Aircraft)

WA	Working Arrangement
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