

Consolidated Annual Activity Report (CAAR) **2021**



EASA MB 2022-01

Cologne, 1-2 June 2022

WP10c:

EASA Consolidated Annual Activity Report (CAAR) 2021

Summary:

This document presents the EASA 2021 Consolidated Annual Activity Report.

Actions taken:

The Management Board is invited to take note of the content of this document and adopt the CAAR 2021.

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Management Board's Assessment

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



The COVID-19 pandemic created an unprecedented crisis for the aviation sector generating a number of unexpected challenges requiring swift, innovative and flexible solutions. After the initial crisis management in 2020, efforts were directed towards supporting the sector in “Returning to Normal Operations”, which has continued to be the main focus for 2021.

The role of EASA, in close cooperation with external stakeholders/partners, most notably the European Commission (EC) and European Centre for Disease Control (ECDC), has been critical in laying the foundation for a harmonised approach across Europe and preparing the industry for the new normal. In particular, the roll-out of the Digital Green COVID Certificate in June/July 2021 was a key milestone in facilitating a smooth return to operations during the summer season. Although it was not adopted by all Member States (MS) it still proved to be a positive step in many regions.

One of the risk elements identified during 2020 was the degradation of skills for pilots and engineers, as a result of the crisis and drastic reduction in air traffic. EASA and National Competent Authorities have well monitored and appropriately addressed this risk, as seen through the performance of identified aviation groups/professionals which were assessed at a higher level than was expected at the beginning of 2021.

Overall, EASA is commended for its performance in 2021, maintaining a high level of operations and achievement of its annual work programme, progressing on a number of key topics of interest for the sector such as the Environment (Sustainable Aviation), Drones, ATM/ANS, Research & Innovation. Nevertheless, some activities continued to report the effect of the crisis, such as rulemaking. The MB was however pleased to see a positive evolution of related performance indicators towards the end of 2021 and encourages the Agency to continue investing in streamlining processes and optimising working methods to maintain this positive trend.

Further to the actions taken in 2020, EASA's close monitoring of the financial performance is acknowledged, and the approach taken to mitigate the risks with respect to the COVID-19 crisis, in coordination with its partners, have contributed towards ensuring financial resilience during these uncertain times.

Looking forward to 2022, there is still work to be done in returning fully to normal operations, special attention should be given from EASA to support industry in deploying procedural and logistical changes. Furthermore, EASA is encouraged to maintain focus on core files such as the environment and developments towards clean aviation, in particular new ways of propulsion and eliminating traditional fuel sources, progressing on the Environmental Label Project as well as delivering on different projects towards streamlining ATM operations, most notably finding simple technical solutions for the unification of ATCO licensing and Ground Equipment, which will be critical for achieving the benefits and objectives of the “Single Sky”. Taking into consideration the outbreak of war in Ukraine, special emphasis should be also given to “European Information Sharing and Cooperation Platform on Conflict Zones” project as one of the critical EU safeguards of safe and secure air transport operations.

The aviation industry is constantly changing. The development of innovative, digital and clean products is moving at a fast pace, where safety and rulemaking are critical elements. I am looking forward to seeing how EASA will continue to evolve over the coming years to address the new and emerging needs of the sector and I encourage all EASA stakeholders to actively contribute to these efforts.

1st April 2022

Piotr Samson

Chair of the EASA Management Board

Foreword

Message from the EASA's Executive Director (ED)



2021 marked a second challenging year, managing the effects and uncertainties of the COVID-19 pandemic, learning to live with continued restrictions and working with the MS and Industry to prepare for the “Return to Normal Operations”. I was extremely proud to see the level of commitment, consistency and flexibility shown by EASA staff members throughout 2021, which is evidenced in the strong performance results and positive feedback from our stakeholders.

Building on the lessons learned from 2020 and new digital tools, we further streamlined our working methods and processes in 2021 towards working in hybrid formats, digitalising processes and performing oversight remotely. Despite the challenges, we continued to deliver on our core mandate to maintain a high level of safety and environmental protection.

The pandemic has taught us a number of lessons and created an environment of opportunities for development. It has made us more prudent and mindful where health and safety are concerned; changed the way we work and communicate with each other; and has increased the pressure, even from inside the aviation industry, for green solutions. Since the pandemic we have seen accelerated innovation in greener technologies with the aviation industry advancing new products and services such as clean technology solutions, Artificial Intelligence and robotics, Virtual Reality, and advanced materials. Progress also accelerated in digitalisation where we are now experiencing an exciting atmosphere of technical innovation, new start-ups, new markets and business models.

In 2021, we further sharpened our strategy to address these emerging domains. Such as through the launch of a new health initiative, to start building a foundation, with our partners, to apply good practices learned through the pandemic and be prepared for similar events in the future. On environment, under the umbrella of the “EASA Sustainable Aviation Programme” launched in 2020, we have stepped up our actions towards clean aviation, for example on sustainable fuels, as also part of the EUs Fit-for -55 package (ReFuelEU Aviation), which is sadly now even more important in light of recent events in the Ukraine, in order to reduce our reliance on fossil fuels. Moreover, our actions and progresses towards setting the right rules and operating framework for Drones as well as ATM/ANS are key contributors for the greening and future of our skies.

It is clear that at EASA we need to consistently evolve to accompany and guide these developments. We simply have to. As a regulator we play a central role in creating a level playing field, which is more necessary than ever before, by proposing rules that are workable, equitable and proportionate, and by swiftly implementing and overseeing new standards so that the aviation industry can keep the pace with innovation and maintain its competitiveness. This will also set the tone for our activities in 2022.

28th April 2022

Patrick Ky

EASA 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 BR)

The Year in Brief



Safety is our Core Business



Despite COVID-19 and the impact on Agency resources such as the hybrid working environment, social distancing and travel restrictions, 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 MS, fulfilling the Agency's oversight duties and helping the aviation community to maintain the highest level of safety.

Integrating the “New-Normal”

During 2021, the aviation sector continued to be heavily impacted by the effects of the COVID-19 pandemic. EASA's efforts focused on mitigating the impact of this protracted evolution focusing on protecting the travelling public and identifying and mitigating the safety consequences. Furthering the work initiated in 2020 under the Return to Normal Operations (RNO) project EASA published Safety Information Bulletins (SIBs) and guidance material, including the update to and monitoring of the implementation of the Aviation Health Safety Protocol (AHSP), providing adequate flexibility measures and regulatory relief, addressing health and emerging risks, building cooperation with partner states and ICAO etc. EASA processes also evolved during 2021 to adjust to the new reality, for example by embracing different oversight methods or making increased use of digital solutions.



Further information can be found in Section I.3.4 – Return to Normal Operations Project and II.2 - Major Developments, as well as EASA's website: <https://www.easa.europa.eu/web/covid-19>

The journey towards Zero-Emission Aviation



The EASA Sustainable Aviation 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 to ensure the timely certification and oversight of new technologies. Entering its second year, 2021 saw developments towards the uptake of Sustainable Aviation Fuels (SAF), including preparations for EASA's growing role under the upcoming ReFuelEU Aviation legislation, establishment of a competency roadmap on hydrogen technologies in support of introduction as electric, hydrogen & hybrid powered Aviation and completion of Environment Label Programme pilot phase.

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)

Strengthening Actions on ATM/ANS



Initiatives at EU level for the digital transformation of the European skies are critical building blocks of Europe's future airspace architecture in support of safety, efficiency and environmental performance. In 2021, EASA's ATM/ANS regulatory and development activities focused on two main work streams: ATCO Licensing and training; and ATM Ground Systems conformity assessment and interoperability, which will be key contributors to improving the overall efficiency and performance of the European ATM system. In addition, EASA has taken up a key role in supporting the SESAR initiative and EC to accelerate deployment of new technologies.

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

Future Skies – EASA Drones Programme



The safe, secure and sustainable integration of drones, air taxis and sub-orbital aircraft into European airspace, without compromising safety, security or disrupting current operations, is critical to facilitate the competitiveness of the aviation industry. During 2021, further to the publication of the first set of EU UAS regulations in 2020, EASA has been working in close cooperation with National Competent Authorities (NCAs) and Industry to support a standardised implementation of the rules. The regulatory package for the 'certified' category of drones and electrical vertical take-off and landing (eVTOL) aircraft has taken shape and is expected to be published in 2022. In preparation for the U-Space regulation, EASA published the first regulatory package for public comment in

December 2021. EASA continues to work closely with both member states and international partners to ensure a harmonised approach and lay a strong safety foundation for the future of the Drones industry.

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

Continual safety improvement and innovation through EPAS

Amongst a number of opinions published in 2021, the adoption of Opinion 02/2021 in December 2021 on All-Weather Operations (AWO), allowing for increased use of regional airports, was a key project to ensure the highest level of safety while enabling efficiency gains based on the latest technological advancements.

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



Boeing 737 MAX Return to Service

In early 2021, EASA approved the return to service of a modified version of the B737 MAX, mandating a package of software upgrades, electrical wiring rework, maintenance checks, operations manual updates and crew training which allowed the plane to fly safely in European skies after almost two years on the ground. The lessons learned from the B737 Max policy developments will continue to impact our certification policy and processes, for example on "Change Product Rule" process, Development Assurance process, System Safety Assessment process, Human Factors evaluation process including improved integration of Human Factors in Continuing Airworthiness process as well as to better addressing flight crew Human Factors in Functional Hazard Assessments.

Further information can be found on EASA's website: [B737 Max Return to Service Europe](#)

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, adapting Agency processes and working methods and engaging in partnerships with industry. EASA's pro-active engagement in innovation and research activities is evidenced in the increase in research funds that are now managed by the Agency on behalf of the European Commission. Since 2021 we also are now full part of the Horizon Europe, Clean Aviation and SESAR programmes, seating in their governing boards and accessing their funding.



Further information can be found in Section I.3.5 – Research & Innovation and Annex 1.3 – Research Projects.

Creating Digital Solutions & New Ways of Working

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. Entering its second year the transformation programme has launched initiatives addressing key processes including the core activities rulemaking, initial airworthiness and organisation approvals and continues to guide investments in digitalisation. Concrete examples are now ready for deployment, amongst others, in the occurrence reporting (ECCAIRS2), in the access to EASA rules (e-Rules), new portal features for applicants, FlexTool for gathering exemptions and derogations, collaborative sites and the Drones repository.

Further information can be found in Section I.3.7 – Transformation Programme.

Destination

FUTURE-PROOF

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Part I — Achievements of the Year



1.1. Context & Overview



The EASA Single Programming Document (SPD) for the period 2021-2023 introduced a revised multi-annual strategy to build on the work and progresses already made in delivering on EASA's core mission, address EU and stakeholder priorities, but also to address the changing environment anticipated as a result of the COVID-19 crisis.

With the goal that recovery be: **“Safer, Greener and Ready for the Future”**.



Figure 1: EASA strategy 2021-2023/24



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

The 2021 AWP planned around 130 objectives/targets and 64 Key Performance Indicators (KPIs) across 11 key activities/areas of operation detailed below in Section I.2 – Activities and complemented by the horizontal projects/initiatives detailed in Section I.3 - Strategic Initiatives & Programmes.

EASA monitors the performance of the annual work programme through internal quarterly reporting to EASA senior management with the aim to oversee the performance, address any issues and initiate mitigating actions accordingly.

The COVID-19 crisis continued to have an effect on certain KPIs and targets, whereby challenges and delays were noted, owing mainly to travel restrictions, availability of external stakeholders and/ or residual delays from 2020 and postponements/changes made by EASA in order to relieve pressure on the industry.

Nevertheless, EASA was able to achieve 84% of its AWP ambitions. In terms of performance, the Agency's KPIs report that activities were able to maintain a positive trend and high level of operation with 76% of KPIs on-track.

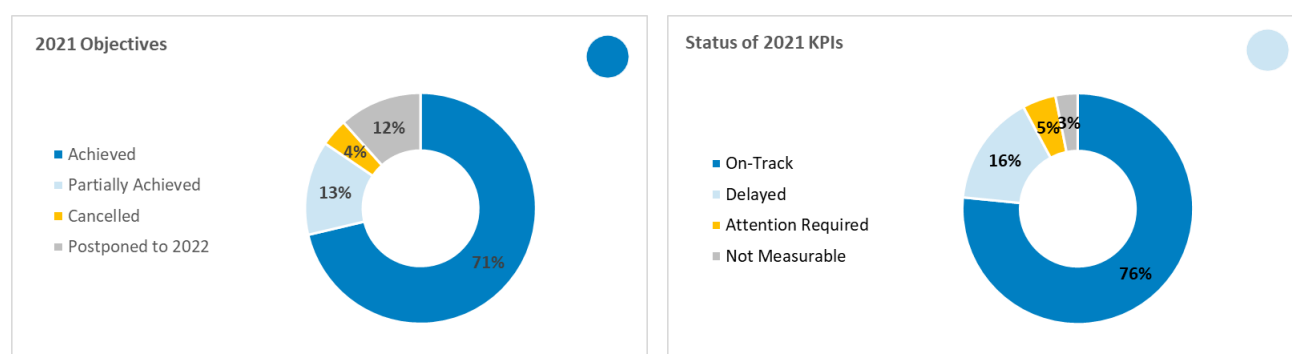


Figure 3: Status of 2021 AWP Objectives & Performance Indicators

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 2022	Not Measurable	>50% Not Measurable

1.2. Activities



The results of EASA's 2021 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 Services	●	●
			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 compatibility.

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 safety problems and issuing and disseminating the applicable mandatory Airworthiness Directives (ADs).

The Agency also provides services to external stakeholders, such as the approval of maintenance review board reports, technical advice contracts upon request of either the industry, aviation authorities or other public institutions, as well as certification support for EU industry for validation of certificates outside the EU, including through the development and implementation of streamlined procedures with bilateral partners.

Key Achievements

- **Boeing 737 MAX Return to Service:** In early 2021, EASA approved the return to service of a modified version of the Boeing 737 MAX, mandating a package of software upgrades, electrical wiring rework, maintenance checks, operations manual updates and crew training which allowed the plane to fly safely in European skies after almost two years on the ground. Lessons learned from the B737 MAX continue to be addressed and actions are implemented to enhance the overall Certification process. Several actions were delivered in 2021 and shall continue in 2022. *Further information can be found on EASA's website: [B737 Max Return to Service Europe](#).*
- **Facilitating Innovation:** In 2021 the Agency's experts on product certification contributed to a number of work streams to facilitate the certification and oversight of innovative products such as streamlining the application process, facilitating remote witnessing, publication of the special conditions SC-Light UAS, working on the [regulatory framework for certification of eVTOL aircraft](#) in Europe as well as supporting key strategic programmes on drones and sustainable aviation. In line with the Agency's [Artificial Intelligence Roadmap 1.0](#), EASA released the Concept Paper '[First usable guidance for Level 1 machine learning applications](#)' in December 2021.
 
- **Key Events & Workshops:** Despite COVID-19 a number of events were held with strong interest and participation, such as:
 - In June the **Information session on EASA Electrical & Hybrid Propulsion System (EHPS)** was held virtually to present to external stakeholders (Airworthiness authorities and Industry) the Special Condition E 19 for EHPS published on 13/04/2021 and EASA's strategy on how to certify an EHPS.
 - In November the [Rotorcraft and VTOL Symposium 2021](#) provided a unique forum in Europe to discuss the latest rotorcraft and VTOL developments from a safety perspective. This Symposium was an opportunity for Authorities, Industry, Operators, Pilots, Safety Investigators, Researchers and all those vesting an interest in improving rotorcraft safety worldwide, to share and exchange ideas. The EASA Symposium was organised as part of **EUROPEAN ROTORS**. This event had its first edition in 2021 and is the largest rotorcraft and VTOL event in Europe.
 

- In November the [DOA & Certification Workshop 2021](#) offered its audience via Live Stream an important update on a wide range of topics, covering Rulemaking, International activities, STC & product certification, remote test witnessing and remote auditing, EPAS, DOA and technical matters. The Virtual event was attended by 1300 participants and the format included 12 pre-recorded videos posted before the sessions.
- In November the **2021 EASA-FAA Industry-Regulator Additive Manufacturing (AM) Event was held**. Further to the FAA-EASA Industry-Regulator annual AM Event, hosted in 2020 by the FAA, this was the 4th joint EASA-FAA Additive Manufacturing Workshop and aimed to continue the outcomes of the successful 2015-2020 workshops, while striving to offer new coverage and technical insights based on the most recent developments in the area of Q&C for AM.



Key Facts & Figures

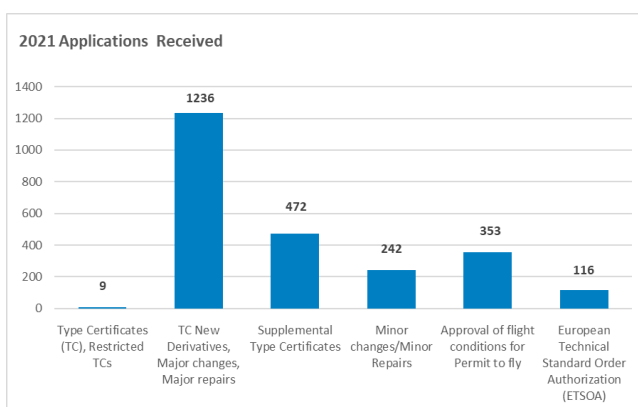


Figure 4: 2021 Application Received per Certification Activity

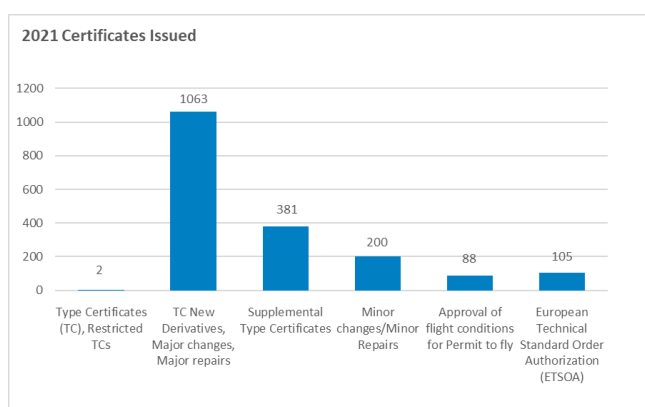


Figure 5: 2021 Certificates Issued per Certification Activity

- More than 2400 IAW and operational suitability applications were received and more than 1800 certificates issued, representing a decrease of 8% compared to 2020 (in particular for STC, approval of flight conditions for permit to fly and ETSOA certificates), reflecting the impact of COVID-19.
- Some notable Type certificates (TCs) issued are:
 - *Large Airplanes*: Return to Service of the 737 Max (27th January 2021 AD + SD issuance), The third 737 Max model / 737-8200, MAX PAX concept Airbus A319Neo models: A319-153N, A319-171N, Airbus A220-300 (Max. Pax. Extension), Airbus CASA C-212.
 - *Engines*: Safran HE Arriel 2L2, BRP Rotax 915 iSc2 C24 and Rotax 915 iSc3 C24, Pratt & Whitney (Ca) PW210A1 for Leonardo AW169, Pratt & Whitney (Ca) PT6C-67C1 for Leonardo AW139, Pratt & Whitney (U.S.) PW1500 – ETOPS validation (Airbus A220).
 - *Business Jets, GA, VTOL*: Textron 700 TC, EC225 Fail Safe, H160 Japanese/ Brazil Validation, BK117 Hoist Approval, Zeppelin IFR (Instrument flight rules) Operation Approval, Approval of Emergency Automatic Landing on TBM900 and on the Piper PA-46, Ballon Chaize 10,000 & 12,000 m³ Approved for commercial operation.
- 1 new Technical Advisory Contract received with a further 7 still under discussion. Similarly, 7 new Innovation Partnership Contracts were received and a further 4 under discussion as of the end of 2021.
- 331 ADs (including revisions and corrections) and 24 Emergency ADs issued. A detailed list can be found on the [AD publication portal](#).
- 28 Safety Information Bulletins (SIBs) published relating to airworthiness and operational matters.

- 189 foreign ADs adopted and 20 Foreign Safety Advisory Information (FSAI) publications uploaded onto the AD publication portal.
- More than 510 applications received for supporting the validation by foreign authorities of EU applicants' EASA design certificates (Certification Support for Validation).

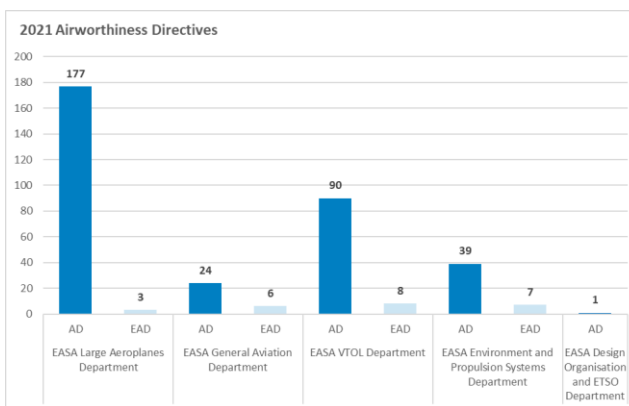








Figure 6 - 2021 ADs & EADs Issued per Certification Department

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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 acceptance of application for innovative products by developing ad hoc materials, enabling definition of risk-based certification basis.	●
		Publication of the special conditions SC-Light UAS.	●
		Ensure successful implementation of AI Roadmap (See 1.3.5. Research & Innovation).	●
		Deliver contributions required to achieve 2021 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.	●
		Implement the objectives as defined by the GA Roadmap.	●
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.	●
		Development of a new process to replace the Specific Airworthiness Specifications for the management of orphan aircraft.	●
		Provide technical inputs and contributions required to achieve the 2021 Return to Normal Operations Project targets (RNO Project).	●
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 China and Japan.	●
<i>Principal Funding Source: F&C</i>			
<i>Strategic Objectives:</i>			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	89%	101%	95-105%	103%	
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	4.3%	3.2%	≤5%	3.4%	
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	95%	100%	≥90%	102%	
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	77%	114%	90-110%	89%*	
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	13 days	7 days	≤10 days	8 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	67%	71%	≥71%	60%*	

*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. 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 Member States, EASA approves and oversees design, production, maintenance, continued airworthiness management, maintenance staff training, training devices and flight crew training organisations 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 2021, EASA saw an increase in interest from industry in applying for a transfer of oversight to EASA under Article 65. In the domain of ATM/ANS Organisation Approvals, EASA extended the organisation approval oversight scope to include Flight Procedure Design. 33 mostly European organisations have now EASA as a competent authority in the ATM field. By the end of 2021, the Agency had transferred the oversight of two AOCs, two CAMOs and one simulation device organisation within the EU MS. Other applications are currently being processed in close coordination with the affected MS.
- **Maturing remote auditing and new ways of working:** Further to the travel restrictions as a result of the COVID-19 crisis EASA continued to use hybrid working solutions through remote and on-site auditing, collaborating with stakeholders to find optimal effective ways of working.
- **Streamlining & Digitalising Organisation Approval Processes & Procedures:** In conjunction with the Transformation Programme implementation of the digital workflow in Production (POA), in addition to the already implemented Inspection and Findings Platform (IFP) for maintenance organisations. The implementation of digital workflow to support OA audits in other domains is on-going.
- **UK approved organisations:** Following BREXIT, EASA took over on 1 January 2021 the oversight of all approved UK organisations, mainly in the domains of continuing airworthiness, ATO, FSTD and AeMC.

Key Facts & Figures

- **OA and Flight Simulation Training Devices (FSTD):** The number of organisation approvals and FSTD qualifications has grown steadily over the years. In addition, in light of the UK's withdrawal from the EU, EASA had taken over at the end of 2021 the oversight of 326 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 850 approved organisations and 750 FSTD by the end of 2021. In addition, the oversight of 1700 organisations are covered by the BASAs with US, Canada and Brazil.
- **DOA:** 22 DOA applications received in 2021, representing a decrease compared to previous years. Nevertheless, 20 certifications were issued, comparable to 2020.

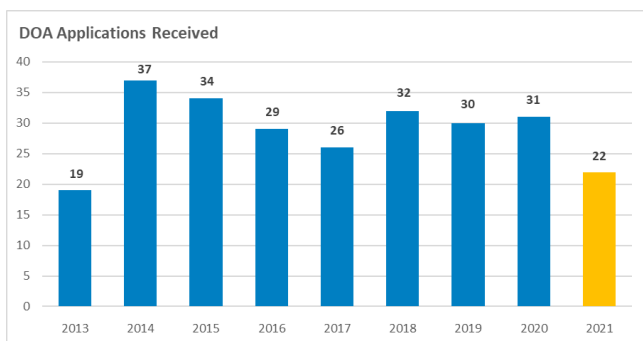


Figure 7 - DOA Applications Received

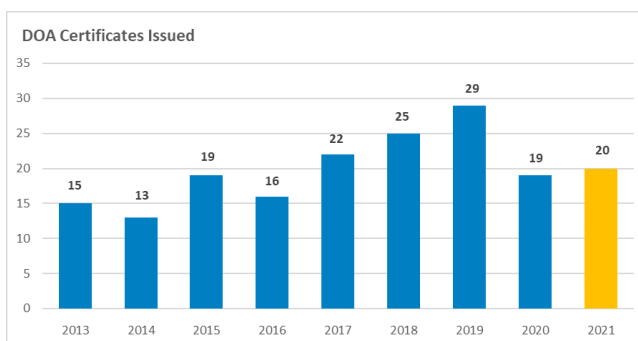


Figure 8 - DOA Applications Issued

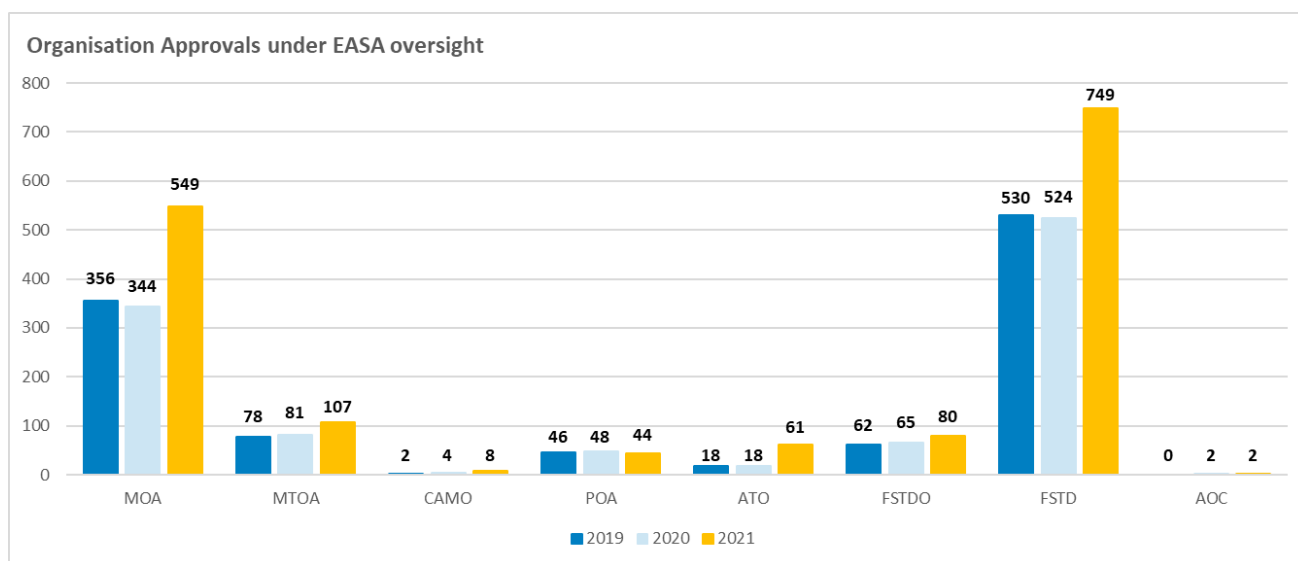





Figure 9 – Evolution of valid Organisation Approvals under EASA Oversight (incl. Outsourced OAs)

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 Result
Design Organisation Approvals (DOA)	Conduct a risk-based oversight approach for the design organisation and implement Level of Involvement.	In light of the COVID-19 crisis, adapt the approach and introduce a sustainable system of oversight of design organisations to address the current and evolving environment whilst maintaining the high level of safety and ensuring compliance.	●
Other Organisation Approvals (OA)	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	The oversight plan for Organisation Approvals is to be aligned with the Return to Normal Operations (RNO Project) (post-COVID-19 situation) giving attention to Third Country organisations with risks for European aviation.	●
		Establish a post-BREXIT oversight regime for approvals located in the UK.	●
		Continue with the digitalisation of the Organisation Approval process through active contribution to the CORAL Programme.	●
Principal Funding Source: F&C			
Strategic Objectives:			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	97%	82.3%	≥95%	85%*	
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	95.4%	95%	≥50%	88%	
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	89.5%	91%	≥70%	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 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

- During 2021, the number of one-off notifications (e.g. ad-hoc flights for COVID-related cargo operations, repatriations, and other humanitarian reasons) normalised compared with the peak recorded in 2020.
- Following the UK's withdrawal from the EU, EASA delivered TCO authorisations to UK operators, which became third country operators on 1 January 2021.

Key Facts & Figures


- At the end of 2021, the total number of TCO Authorisations was around 860 compared with 750 in 2020. This represents an increase of 15% amongst the total population of authorised operators. This was predominantly an effect of the UK Withdrawal from the EU whereby 83 UK operators were subsequently holding a TCO authorisation by the end of 2021.
- A total of 8 organisations surrendered their TCO authorisation in 2021 which is much lower than had been initially anticipated as an impact of the COVID-19 pandemic.
- A total of 60 operators have contacted the Agency to request endorsement of exemptions to transport cargo in the cabin as granted by their competent authorities.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	The 2020 TCO safety focus areas will be reactivated once the COVID-19 situation allows. A Recovery Plan will be developed to ensure that third-country operators having undergone the programme for Continuous Monitoring Activity (CMA) during the COVID-19 period will be subjected to these focus areas before their next CMA.	●
		Handling approvals from BREXIT with a risk-based approach.	●
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i>  			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	99.5%	95%	≥90%	91.7%	●
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	80%	100%	≥70%	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)	New KPI	96%	≥80%	88.9%	
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1.2.4. Standardisation



The Agency's standardisation activities focus on the continuous monitoring of how Authorities apply the Basic Regulation and its Implementing Rules. Through continuous monitoring activities (CMA) the Agency assesses the ability of Authorities to discharge their safety oversight obligations. CMA also inform the prioritisation, planning and scope of inspections. In 2021 standardisation activities nearly reached the level of 2019. The number of findings is also close to the 2019 level. Nevertheless, activities continued to be impacted by the COVID-19 pandemic, in particular the need to rely on remote inspections, with their limitations. Furthermore, the Agency's standardisation experts continued to support national authorities and industry in dealing with and overcoming COVID-19 related constraints by providing and improving pandemic related guidance material.

Key Achievements

- Extending standardisation scope to UAS:** The EU drone regulation became applicable on 31 December 2020 and therefore 2021 was the first year of standardisation activities in this domain. Instead of a traditional approach focussing on a first cycle of on-site inspections in all Member States, EASA decided to adopt a novel approach to monitor the initial implementation of the rules by means of dedicated surveys. The two surveys conducted in 2021 provided valuable indications about the overall situation in each State, while the Agency continued to support Authorities by means of 11 webinars with the network of Authorities drone focal points addressing the most relevant implementation issues.
- Testing SYS 2.0:** In 2021 EASA completed the first cycle of standardisation inspections in the domain of Systemic Enablers for Safety Management (SYS Phase I) assessing the common Authority Requirements and their management of occurrences. Phase II of SYS was also tested in 2021 and has the objective to assess the effective implementation of the occurrence reporting regulation, SSP and SPAS. It furthermore contributes to quality assurance efforts of EASA and the Authorities regarding the partnership agreements.
- The Maturity Model** was developed by the Agency together with several Authorities to evaluate the level of safety maturity and performance of Authorities across the different technical domains. In 2021 the model was tested with Croatia and France. Following the feedback from the testing countries, it is intended to disseminate the tool in 2022.
- Enhanced Continuous Monitoring Activities (ECMA):** in 2021 the Agency developed a methodology and process to complement the existing continuous monitoring activities by means of targeted desktop reviews, to address specific issues in a timely manner. ECMA activities will be deployed from 2022 onwards across all technical domains.

Key Facts & Figures

- The 2021 inspection programme led to a total of 938 man-days of on-site or remote inspections. In total 76 inspections were carried out of which 41 were conducted remotely.
- In 2021 the Agency raised a total of 481 findings of non-conformity. Class C findings (318) mainly on standardisation concerns, class D findings (157) if not timely corrected also raise safety concerns and class G findings (6) represent immediate safety concerns (ISCs) requiring the concerned NCA to take immediate corrections. All findings were addressed immediately by the Authorities involved.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	Total number of inspections to remain stable compared to 2019 level, while implementing the extension of the scope to the Drones domain (implementation monitoring).	
		Proportion of focused inspections to remain around 67% (2/3) for the established domains (Airworthiness, Operations, Aircrew, ATM/ANS).	
		Proportion of remote inspections to reach at least 10% of the total number of inspections.	
		All EASA MS have been inspected in the Systemic enablers for safety management domain at least once by the end of 2021.	
		One pilot SYS 2.0 inspection covering SSP implementation assessment to be performed by end 2021.	
Implementation Support	The Agency will develop a process for providing support to EASA MS in the implementation of European aviation safety Regulations.	Conduct one or several missions, on-site or remote, upon request of NAAs.	
		Implementation support process established.	
Project: digital Licence for Aviation Pilot (dLAP)	Facilitate digital interaction between licensing authorities and pilots/business for high quality services and cross-border interoperability, developing a financially self-sustained IT solution.	Initiate the development of a dLAP App based on the requirements already developed in the Proof of Concept.	
		14 MS have committed to participate.	
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i>			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
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	-17%	67%	≤-5%	217%*	
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	17.1%	35%	≤20%	9.8%	
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	92.2%	86%	≥90%	85%*	

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

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). 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 analysis 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

- **Return to Formal Operations:** The COVID-19 impact continued to affect the ramp inspection domain. EASA updated the guidance (issued in 2020) to inspectors on the conduct of inspections during the crisis while dealing with infection risks and the extensive use of exemptions providing implementation support to the Participating States. Furthermore, EASA monitored the use of flexibility provisions by Participating States, for the continued qualification of inspectors who were not able to meet the minimum number of inspections (due to the crisis), based on the relevant guidance published in 2020.
- **Alcohol Testing of Cabin Crew and Flight Crew Members:** The applicability date for alcohol testing of cabin crew and flight crew members was postponed to February 2021 in response to the COVID-19 crisis. The foundation for the roll-out of the alcohol testing was already established in 2020; in 2021:
 - The required changes for the “Ramp Inspection Tool” (EASA’s software application to manage all inspection reports) to accommodate the alcohol test results were rolled out in February.
 - Workshops were envisaged for both the industry and ramp inspectors to familiarise them with the new alcohol testing procedures. Due to COVID-19, these events had to be cancelled. Instead, EASA has invested time and efforts to develop a Computer-Based Training (CBT) for the inspectors, which is also available to the industry. The CBT was rolled out in February.
 - SAFA discussions with several potential countries progressed with an expectation to sign one or several working arrangements in 2022.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	
		Launch the project on the comprehensive review of the safety relevance of the ramp inspection items with participating states.	
		Implementation of Regulation (EU) 2018/1042 (alcohol testing of crews).	
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i>			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
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	New KPI	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	N/A	100%	100%	

1.2.6. International Cooperation



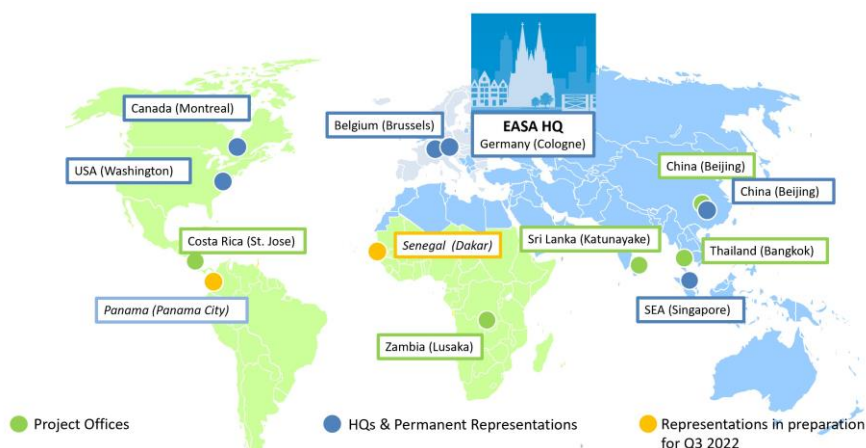
EASA works with third country aviation authorities and other international partners worldwide to promote **European safety and environmental standards, policies, and technology**, and to provide a more compatible and open market for the EU aviation industry. To this end it provides **technical assistance** to countries/regions and helps to improve the regulatory and oversight capabilities of national authorities and regional safety oversight organisations.

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 European Commission (EC). The Agency's own technical expertise, together with the strong partnership with Member States' National Aviation Authorities, is vital for the successful implementation of these projects. The Agency has positioned itself as the leading implementing body of EU-funded technical cooperation programmes for aviation safety and environmental protection.

In terms of reinforcing Europe's global network of Aviation Partners EASA supports the EC in the development of **international cooperation instruments** - Bilateral Aviation Safety Agreements (BASAs) at EU level and develops Working Arrangements (WAs) at EASA level - to organise efficiently and effectively the cooperation with international aviation partners and to support the European aviation industry.

In addition, EASA is mandated to **assist the EU Member States in fulfilling their ICAO obligations**. Many ICAO Standards and Recommended Practices 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. In this endeavour, EASA 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 aims also at assisting ICAO in the development of the RSOO concept, namely 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.

EASA has **international offices** in the USA, China, Canada, and Singapore, to maintain and strengthen the good cooperation with authorities and industry and support the implementation of agreements; as well as an office in Brussels, to ensure a permanent link with the EU institutions and Brussels-based stakeholders. In support of the EU-funded civil aviation cooperation projects that provide technical assistance to states/regions, there are further field offices in China, Costa Rica, Sri Lanka, Thailand, and Zambia.






Key Achievements

- Efforts continued to ensure the **remote implementation of project activities**, which were implemented successfully and relationships with stakeholders were well maintained under the given circumstances with the amended work packages. These efforts were supported and prioritised Agency wide, through the approval of the International Cooperation Umbrella Strategy in May 2021. EASA

managed 14 Technical Cooperation Projects (remotely) in 2021 with a further 3 in the pipeline as well as launched/signed 5 new projects. *For further information see Annex VI.*





- The **Bilateral Agreements** with Japan and China (which entered into force on 22.06.2020 and 03.09.2020 respectively) are intended to significantly contribute to the acceptance of EU rules and recognition of EASA approvals and to the establishment of a level playing field for EU industry in these countries, EASA's efforts to this effect will continue to be a priority in 2022.
- Following the UK's withdrawal from the EU, the EU and the UK signed the Trade and Cooperation Agreement (TCA). Annex 30 of the TCA on Aviation is considered equivalent to a BASA. The Annex on Aviation entered into force following the signature of the TIP on 17.05.2021. In addition, EASA and the UK-CAA entered into two additional WAs: one addressing the responsibilities for Rolls Royce products recognising EASA as State of Design and the UK as the State of Manufacture, and the second, ensuring the continued participation of the UK-CAA in the EU SAFA programme.
- In addition, EASA entered into the following Working Arrangements (WA) and Memorandum of Understanding/Cooperation (MoU/MoC):
 - WA between EASA and India (DGCA) on Safety and environmental protection standards;
 - MoC between EASA and ENAV (in relation to ATM/ANS, Airspace Design/Satellite activities in Africa region).
 - Finalized in 2021 and ready for signature in 2022 are the WA for Armenia and the SAFA WA for Brazil.
 - Other WA/MoC, including SAFA WA with USA, have been prepared in 2021 and will be further progressed in 2022.
 - **EASA's Global Presence** reinforced decision to establish a Permanent Representation Office for the Latin America and Caribbean (LAC) region.
- **ICAO Cooperation:**
 - The cooperation with ICAO in 2021 continued to focus on COVID-19 crisis responses related initiatives encompassing domains such as health, crises management and security. An important example was the online High-Level Conference on COVID-19 (HLCC) with 1786 attendees, where EASA's role and functions were acknowledged by international and European players. Furthermore, the EASA Representative in Montreal attended ANC and Council sessions, reinforcing the ties between EU and ICAO HQ.
 - EASA experts continued to contribute to ICAO working groups in 2021 (Panels, the Committee on Aviation Environmental Protection (CAEP) and major Study Groups). Furthermore, the relations with the ICAO EUR/NAT Office were enhanced through joint events. EASA continued to act as the Secretariat for the ICAO European Safety Air Navigation Group (ESANCG) and regularly participated in the Inter-Institutional Coordination and European Aviation System Planning Group (EASPG) meetings.
 - On a more global scale, liaison with ICAO Regional Offices (ROs) was maintained, in particular in Latin America (i.e. NACC Office) and in Asia (i.e. APAC Office), fostering the relations with the Regional Safety Oversight Organisations (RSOOs) worldwide. EASA Technical Cooperation Programmes also continued to work closely with the ICAO COSCAP (Cooperative Development of Operational Safety and Continuing Airworthiness Programme) in particular for South-East Asia and South-Asia.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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 BASA's 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 2021.	●
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 and aviation partnerships for safety and environmental protection in the field of civil aviation, in partnership with Member States.	Support the EC, in developing regional projects and successfully launch those projects commencing already in 2021.	●
		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/CORSIA/eco label 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 High Level Safety Conference.	●
		Timely delivery of EFOD compliance checklists and State Letter recommendations.	●
		Initiate discussions with ICAO ANB on better integration of EASA STD into USOAP.	●
		Build and strengthen EASA's presence and visibility in the ATM, drone, security and public health.	●
		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 2019	Result 2020	Target 2021	Result 2021
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	On-Track	66.6%	≥80%	85% ●
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	On-Track	100%	≥90%	100% ●

Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	90.2%	80.3%	≥80%	88%	
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	6.56	6.5	≥5 on scale of up to 7	6.4	
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	Delayed	Achieved	2 ICAO Annexes per year	Achieved	

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 at delivering tangible benefits to European citizens and addressing 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 itself. To that end, EASA designs regulatory proposals transparently, based on evidence, easily accessible, understandable by those who are affected, and backed by the views of stakeholders. In order to further strengthen this, together with the MAB & SAB, the Agency successfully embarked on a review of the Rulemaking process with the aim of making rulemaking more 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 projects are often preceded, accompanied or followed by Research projects, Safety Promotion or actions assigned to MS, to support the roll out and implementation of regulatory changes.



Key Achievements

- With the new aspirational safety goal set in 2021 to maintain collectively the pre-pandemic high aviation safety level throughout the recovery phase and improve safety post-recovery, EASA included in the European Plan for Aviation Safety (EPAS) edition 2022-2026 a new focus area on the safe return to operations and integrating the 'new normal'.
- The adoption of Opinion 02/2021 in December 2021 on **All-Weather Operations (AWO)**, a major project (involving a number of EASA colleagues across several domains) to ensure the highest level of safety while enabling efficiency gains based on the latest technological advancements.
- Other important Opinions issued such as ATM/ANS Part-MET, One CAMO, Information Security/Cybersecurity, Part 21 Light. Overall, high level of achievement of planned **EPAS targets**, many of which relate to new technologies or new business models, reinforcing EASA's commitment to **support innovation in aviation**.

Key Facts & Figures

- 5 opinions, 15 Decisions of the EASA Executive Director, and 15 NPAs and 1 Art 15/16 consultation, on key topics/domains .

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	Opinion on 'Part 21 light' is published.	●
		Opinion on All Weather Operations is published.	●
		Opinion with lighter FCL rules for General Aviation is published*.	●
		Opinion on the management of information security risks is published.	●

	Opinion updating SERA in regards to supersonic transport aircraft is published.	
	Opinion in tyre pressure monitoring (large aeroplanes) is published.	
	Opinion on HEMS performance and public interest sites is published*.	
	Technical certification requirements for UAS certified category are published.	
Principal Funding Source: EU Contribution		
Strategic Objectives:		

*Objectives cancelled due to new provisions in the EPAS 2021 (Opinion not included as initially foreseen).

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
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	New KPI	<25%	1%	
Timely Progress on Rulemaking Actions	1. Strategic actions planned vs actual.	New KPI	N/A	70%	64%*	
	2. Opinions planned vs actuals.	100%	80%	80%	75%*	
	3. Decisions planned vs actuals.	81%	58%	80%	81.8%	
	4. NPAs planned vs actuals.	59%	73%	80%	93.8%	
Rulemaking Process Efficiency	1. Average time with standard procedure.	3.5 years	3.2 years	≤3.5 years	4.4 years*	
	2. Average time with Art.15/16.	1.7 years	1.16 years	≤1.5 years	1.2 years	
	3. Average time at the EC.	1.9 years	1.7 years	N/A	0.9 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%	100%	≥95%	N/A*	
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules (3 year moving average)	New KPI	2	1	2	
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	83.6%	97.2%	≥90%	95.7%	

*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 and Intelligence Performance is to identify the systemic safety risks of the European aviation system and recommend relevant mitigations. 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. Relevant data are, amongst others, flight data generated by the aircraft, safety reports, air traffic data and weather data. In order to enhance its analysis capabilities, EASA collaborates with safety partners, such as industry stakeholders and National Aviation Authorities (NAAs). The analysis of the collected data aims at identifying and prioritising systemic safety issues. Subsequently, mitigating measures are recommended. Together these represent some of the inputs for the [European Plan for Aviation Safety \(EPAS\)](#).

Safety Risk Mgmt. (SRM)	Safety Promotion	Integrated Risk Mgmt. (IRM)
<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>

Key Achievements

- European Information Sharing and Cooperation Platform on Conflict Zones** became operational in early 2021 marking a key milestone in the trial phase of the initiative. 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.
- 2021 SAFE 360° forum** was held in June 2021 combining key note speeches and presentations with focus on **new (post-COVID) safety landscape**, integrated risk management and latest developments in the Data4Safety programme, as well as dedicated break-out sessions and workshops on training effectiveness and competence, approach path management and turnaround safety and entry of aircraft performance data, safe use of airspace, and monitoring safety issues with Flight Data Monitoring (FDM) including FDM Best Practices and Occurrence Reporting.
- In the [Annual Safety Review 2021](#) EASA introduced a new chapter that covers occurrence reporting rates in the European union and that put in perspective the level of reporting with the level of aviation activity in Europe.
- End of April 2021, EASA published an updated exhaustive review of safety issues arising from the COVID-19 pandemic to support Organisations and




Member States and allow them to evaluate the applicability of the safety issues listed in the review to their own organisation and, where applicable, capture them in their SMS.

- EASA's Safety Promotion activities have played a key role in supporting the industry throughout the COVID-19 pandemic. At the heart of this was the [Ramp-up Safety Week in June](#). Additionally, despite continued COVID-19 restrictions, the Agency held a wide range digital events, workshops and conferences over the course of 2021 with the goal of promoting safety in challenging times. Other highlights include the [EASA Annual Safety Conference](#) with focus on safety in Air Traffic Management, [SAFE 360°](#), [Rotorcraft and VTOL Symposium](#), [the General Aviation Season Opener](#) and the [EASA DOA & Certification Workshop](#).
- In the **EPAS 2021-2025**, EASA introduced a new **Volume III** providing EASA domain safety risk portfolios generated as part of the European Safety Risk Management process. Throughout 2021 all-risk portfolios were reviewed with the support of the Collaborative Analysis Groups and on the basis of latest available data and safety information. The Safety issues have been also prioritised using a structured approach allowing to identify the safety issues with an elevated priority index on which to focus the collaborative resources first for further analysis and mitigation. This formed prioritised portfolios that have been issued in the EPAS for the reference period 2022-2026. This included a new safety risk portfolio for the rotorcraft domain.
- EASA Safety Promotion** activities have continued to grow considerably under the Together4Safety and Aviator's Club brands with the publication of 105 articles, across the domains of Air Operations, Drones, General Aviation and Rotorcraft, and over 200 social media posts. There were also 30 online events and a great deal of positive engagement with commercial aviation community on LinkedIn and the general aviation community on Facebook. The community Site Membership increased to over 20K members, more than 60K website views and over 250K social media views.



Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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 domain prioritisation of safety issues to be fed into the EPAS for supporting the programming exercise by domain safety priorities.	●
Safety Promotion	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	Implementation of the Annual Safety Promotion Plan, including strategic level tasks from the EPAS.	●
		Continual monitoring of the reach and effectiveness of Safety Promotion activities and refine tactical approaches accordingly.	●
	Ensure that the entire aviation system is prepared to effectively address	Signature of the ECCSA MoC by its members.	●

Cybersecurity in Aviation and Emerging Risks	cybersecurity threats. Assist the European Commission in safety-related security issues, including an alert system for conflict zones.	Publication of the Opinion containing the organisation requirements for the management of cyber risks.	●
		Implement and start operations of the European Information Sharing Platform on Conflict Zones.	●
<i>Principal Funding Source: EU Contribution</i>			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
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	80% 4.1 days	62% 7 days	≥85% ≤4 days	45% 15.5 days*	●
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	98.5%	99.8%	≥95%	99.9%	●
Timeliness to answer safety recommendations	% of first replies provided within 90 days	100%	94.4%	≥97.5%	97.6%	●
Productivity and Quality of Safety Analysis process and SRM Process	1. Number of Safety Issues Analysis or Outcomes of D4S directed Study documents presented and endorsed by the SRP.	4	4	≥4	6	●
	2. The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	New KPI	N/A	Achieved	Achieved	●
	3. Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	New KPI	N/A	≥ 91%	100%	●
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	≥85%	100%	●
	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	8.7 FTE	9.4 FTE	11 FTE	9 FTE*	●

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

1.2.9. Applicant Services

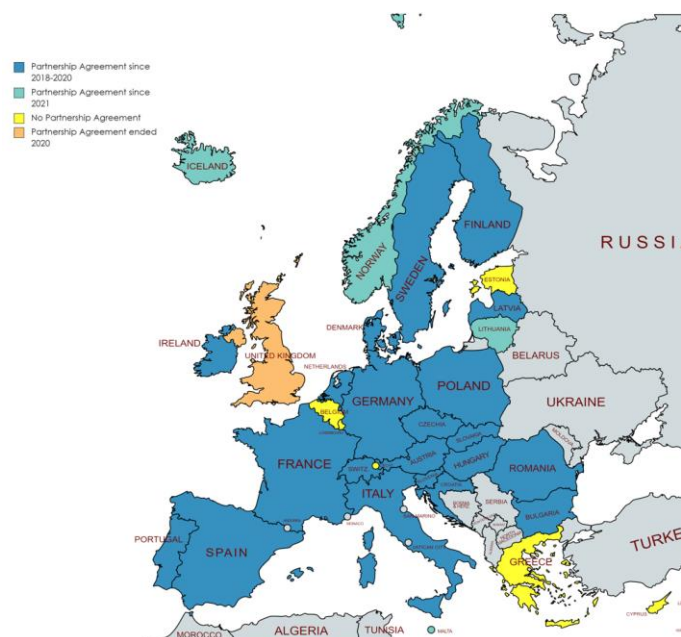


The applicant services and partner relationships domain is **EASA's front door for industrial and individual applicants for the certification of their product or organisation**. It aims to make EASA a more user-friendly regulator by guiding applicants through the application process, ensuring that EASA's 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 the reallocation of responsibilities upon request of organisations operating in more than one Member State under Art. 65 of the Basic Regulation, e.g., Air Operator Certification, International Cooperation and the Central Repository of Information.

Key Achievements


- Reinforcing and promoting the EASA portal:** The EASA Portal will be the landing page for all Agency digital application users (internal/external) and will provide links to Agency applications' functions with a key aim 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. Throughout 2021, all new features were communicated through different channels including user mailings, portal homepage and dedicated user group demo sessions.
- Developing partnerships with NAAs:** New quality assurance scheme presented to NAAs in September 2021. Mapping exercise on the quality systems with all Partners initiated in preparation for implementation of the quality assurance programme in 2022. In the domains of ATO and UAS first outsourcing activities in 2021. New outsourcing volumes generated through onboarding of four NAAs.
- Engaging with MS:** New partnership agreements concluded with Iceland, Lithuania, Malta and Norway. (A Partnership Contract with Greece was signed in January 2022).



Key Facts & Figures

- 6.722 applications registered. including 2.106 online applications received via the EASA Portal (89% of applications within the scope of the Portal).
- 5.934 technical closures carried out by the Agency on registered applications (issuance of an approval or project closure).
- 26 partnership agreements with NAAs and 2 framework contracts with Qualified Entities (QEs), facilitating the outsourcing of 63K+ working hours for certification and oversight activities .

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	Implement information campaign to make sure registered and new Portal users are aware and understand the new features that result from the further digitalisation of the certification processes in conjunction with the CORAL programme.	●
National Aviation Authority (NAA) & Qualified Entity (QE) Outsourcing	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.	●
		Implementation of the Quality Assurance Programme and initial mapping of Partners.	●
		Close monitoring of the outsourcing programme and flexible solutions depending on the further development of the COVID-19 pandemic.	●
		From 2021, implement a newly designed quality assurance programme to make sure that technical, financial and management standards under the partnership agreements are met.	●
Project: F&C Regulation Review (2017-2021)	Review and amend charging scheme in cooperation with stakeholders to fund certification activities carried out under the Regulation (EU) 2018/1139.	Revised fees and charges regulation monitored to make sure it generates the correct level of income to cover costs and charging scheme amended, where needed, based on the outcome of the profit and loss analysis.	●
		Charging scheme amended in cooperation with stakeholders to include funding of new certification activities introduced after its entry into force.	●
<i>Principal Funding Source: F&C</i>			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
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)	Achieved	65%	70%	76%	●
Actual outsourced hours performed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is delivered within the period compared to the partnership targets	Achieved	87%	95%	93%	●
Total applications received online	Measures the percentage of all applications submitted through the web portal	90%	87%	85%	89%	●

1.2.10. Corporate Processes



A number of corporate processes are conducted at EASA to support the effective oversight, promotion and governance of the operational, core and transversal activities of the Agency:





- Strategy, research and business programming activities.
- Management of external stakeholders and stakeholder engagement.
- Legal Advice.
- Procurement & Contract Management.
- Quality Assurance.
- Audit Management.
- Corporate Communication.
- Emergency Management.

Key Achievements






- 2 key corporate processes for Procurement and Business Programming reviewed under the framework of the Transformation Programme with a view to create efficiencies and streamline working practices with several improvement actions rolled out in 2021 and continuing in 2022.
- Further to the Emergency Management framework agreed in 2020, procedure established in 2021 with simulation exercise and refinement planned in 2022, to build resilience and ensure EASA's preparedness for emergency or crisis situations.
- Various workstreams of research activity underway with a view to support the implementation of EASA's strategy and support Agency stakeholders. *Further information on EASA's research and innovation activities can be found in Section 1.3.5. – Research & Innovation.*

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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 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.	Develop at least two strategies in domains where the Agency is impacted by important internal or external developments such as demands from the European Institutions, technological developments, COVID-19, etc.	●
		Monitor the implementation of the Agency strategies and adapt these as required.	●
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.	Enhance quarterly reporting to monitor effectively key variables in the planning as a result of COVID-19 (and other factors) to support decision making.	●
		In the framework of the transformation (Destination: Future-Proof) programme, review the activity/process/project structure to simplify the framework feeding the programming exercise which would streamline subsequent data consolidation and analysis.	●

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.	Define and adopt an Emergency Management process, covering the existing crisis communication cell procedure, external communication, business continuity, resources mobilisation, timely recovery steps, restoration of normal business, etc.	
		Ensure effective and agile oversight and management of the COVID-19 crisis and impact on the organisation.	
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.	Further implementation of the Agency's strategy by increasing volume of content addressed to general public and expanding community engagement with various stakeholder groups.	
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

Performance Indicators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	85%	79%	80%	60%*	
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 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	Below target	100%	100%	100%	
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	76%	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	3.5 FTE	4.1 FTE	≥4 FTE	3.08 FTE*	

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

1.2.11. Transversal and Enabling Activities



In order to enable the implementation of the operational and core activities of the Agency a number of 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.
- Finance 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. Further to the implementation of an HR service desk EASA continued to work towards full implementation of e-HR services, following the successful merger of HR data across IT systems. Due to the development and roll-out of the competence management framework in 2021, trainings in 2022 will align with the framework and focus on operational skills, putting external training collaboration on hold.
- The **information technology (IT) services** continue to implement the AGILE methodology to shorten its reaction times and satisfy the requirements of the CORAL digitalisation programme. Additionally, further support was secured for 2022, to conclude the review of the digitisation roadmap and improve business and IT set-up for enhance collaboration and delivery. IT operations continued delivering high quality services and upgrades including Safety data management, further SAFA and BASA implementations, new video conference systems and a comment response tool. Cyber security was enhanced through multi-factor authentication while the service desk managed close to 12.000 tickets.
- Implementation of sanitary protocols and close collaboration among the Health and Safety Committee members ensured **EASA premises remained open and safe**. Following a decrease in business travel due to various measures recommended or imposed by the governments to control the spread of COVID-19, the customer satisfaction survey on travel is postponed to 2022 where it is expected that business travel will return to normal in 2022. .
- Finance continued to offer **solid and reliable financial services** resulting in a strong year-end budget implementation rate. Following, operational process improvements in 2021, 2022 will focus on broader transformational initiatives, as described in the [work programme 2022](#).

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	The SWP pilot is reviewed, scaled and implemented at Agency level.	●
		Develop SWP with "People Master Data", identifying future needs and sourcing strategies for Agency capacity and capability mgmt.	●
		Deliver efficient e-HR services for employees and managers.	●

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.	A competence management framework is established and integrated into performance and learning management processes including a general and technical training offer, planning and delivery model based on harmonised work practices of General & Technical Training and service level agreement.	
		A concept for future training collaboration at EU level is in place and was presented to the MS Advisory Body (MAB) for its acceptance.	
		The governance of external training collaboration and coordination is established adequate to the EASA position as principal aviation authority in the European and international scene.	
		Transfer responsibilities in scope of external training collaboration.	
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 to continue building the New Digital Core (NDC) IT technical platform, in line with the CORAL/digitalisation roadmap (2021 target 65%).	
		IT to initiate the launch agile flow (stream) for analytics (“Analysi”).	
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.	Implementation of consolidated procurement strategy for technical facility management services by bundling contracts for technical facility management services, removals & caretaking services and media technician services (one tender, 2 lots) in order to improve contract management and centralise outsourced services.	
		Compile and deliver quarterly report on customer satisfaction of the conference centre and identified areas of improvement.	
		Perform a customer satisfaction survey for travel by end Q2 2021.	
		Define plan, based on customer feedback on the conference centre, for funding and options for improvements by end 2021.	
Finance Management	High budget implementation rate maintained and in line with sound financial management principles.	Establish and execute the Service Level Agreement with the new service provider for cleaning, mail, security and reception.	
		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

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021
Training days per staff member per year	Implementation of service targets as specified in the training plan	Below target	77%	≥90%	75%*

Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4.3	4.2	≥3.8	4	
Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	96.5%	94.3%	≥98%	91.9%*	
Turnover rate	numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	2.5%	1.2%	≤5%	0.84%	
Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	76%	N/A - Next survey in 2022/23			
Sick leave (annually)	Annual average days of short term sick leave per staff member (yearly reporting)	8.9 days	7.7 days	≤9 days	7.6 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)	New KPI	N/A	75%	96.6%	
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	86%	80%	≥90%	106%	
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	97%	98.97%	≥95%	96.3%	
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	3.7%	5.46%	≤5%	1.55%	
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	New KPI	Within 5 mins	Max 5 min	1 min	
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	New KPI	63%	>60%	93.1%	
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	New KPI	100%	≥90%	100%	
ECQB: 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	98%	97%	≥90%	99%	

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

1.3. Strategic Initiatives & Programmes



To help the Agency's ability to meet its high-level strategic objectives, and complement the work being performed under key areas of operation, EASA is conducting a number of horizontal projects, initiatives and programmes which establish transversal teams, 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.

In 2021 the following key programmes/projects were managed:

			Objectives Result	
STRATEGY		Future Skies	1.3.1. EASA Sustainable Aviation Programme	●
			1.3.2. EASA Drones Programme	●
			1.3.3. ATM/ANS Coordination	●
		Health	1.3.4. Return to Normal Operations Project	●
		Research & Innovation	1.3.5. Innovation & Future Developments Programme	●
			1.3.5. Research Programme	●
		Secure Aviation	1.3.6. State and Military Aviation Programme	●
		Efficiency & Digitalisation	1.3.7. Transformation & CORAL Programme	●
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.

Key Achievements

Entering its second year, the below illustrates some of the key initiatives and developments so far:



Reduction of aircraft emissions through facilitating uptake of **Sustainable Aviation Fuels (SAF) within Europe** => Supporting the upcoming **ReFuelEU Aviation Legislation** on the use of sustainable aviation fuels and EASA's role in SAF monitoring and reporting.



Promoting **low-emission solutions** through facilitating the introduction of **electric, hydrogen & hybrid powered Aviation** => In 2020 EASA certified the **electric airplane** Pipistrel Velis Electro, representing an important milestone in the quest for low-emission solutions. In 2021 EASA established a **competency roadmap on hydrogen technologies** for EASA Staff



Increasing environmental transparency through development of a voluntary **Environmental Labelling** for aviation => In 2020-2021 EASA ran the pilot phase, marking the success of the proof of concept in coop with industry and MS in preparation for launch of the operational test phase of the expected beginning of 2022.



Aiming for **zero emissions aviation** => Engaging with MS and Industry to conclude dedicated innovative partnerships.



Development & oversight of environmental standards to contribute to state-of-the-art noise and emission reduction technologies:

- Certification of the A330neo against new CO2 standards, 1st ever worldwide.
- Launch of Aircraft Noise Certificate database, establishing central single info source for Europe.
- New regulatory Strategy for environmental protection certification for UAS and SST developed promoting European Standards.



Promote and advance **research and international cooperation** =>


- Aviation's impact of non-CO2 emissions on climate change study published.
- Implementing research projects addressing noise, emissions & market-based measures.
- Supporting research initiatives through Horizon Europe, Clean Aviation and SESAR3 JU.



Reducing aviation's environmental footprint through actions related to operational measures and circular economy.

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

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 Result
Sustainable Aviation Programme	A: Facilitate the decarbonisation of the aviation system through Agency initiatives.	Implement EASA strategic initiative on SAF.	●
		Implement actions on Electric and Hybrid Aviation => Research and innovation for sustainable aviation.	●
		Implement Environmental label programme (Phase II).	●
	B: Act towards sustainable aviation through environmental certification and standard setting , including close involvement in the European Partnership for Clean Aviation.	Aeroplane environmental standards: Standard setting on SST, eVTOLS, Drones. ICAO standard setting and implementation.	●
		Aeroplane environmental certification: Maintain a high level of product environmental compatibility.	●
		Commence Implementation of the roadmap outlined for the environmental portal (Balanced approach).	●
	C: Act towards sustainable aviation through effective transversal actions .	Development of EAER 2022 and recommendations.	●
		Provide technical Expertise on environmental and sustainability topics for the European Commission.	●
		Draft a roadmap to implement actions related to circular economy.	●
		Draft a communication and promotion plan and commence implementation.	●
		Contribute to the implementation of actions related to environmental protection and CORSIA under the EU funded technical cooperation programmes.	●
		Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation => Research and innovation for sustainable aviation.	●
		Draft a roadmap towards a more sustainable/carbon-neutral EASA.	●
	D: Act towards sustainable aviation through flight standards and ATM/ANS .	Draft roadmaps for implementation of sustainable actions and commence implementation 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, air taxis and sub-orbital aircraft 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 urban 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.

Key Achievements

- In December 2020 the first set of **EU UAS regulations** became applicable for the ‘[open](#)’ and ‘[specific](#)’ categories of UAS. Throughout 2021 the Agency has been 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](#).
- In preparation for the **U-Space regulation**, planned for January 2023, EASA published in December 2021 the regulatory package 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.
- Work ramped up in 2021 on the **regulatory package for the ‘[certified](#)’ category of drones and electrical vertical and take-off landing (eVTOL) aircraft**. Following clarification of the final technical details publication is expected in 2022.

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

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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 supporting operations in the certified category for which industry interest is the highest.	●
		Draft acceptable means of compliance and guidance material to support the U-space regulation.	●
		Complete implementation of EASA counter drones action plan.	●
		Engage in international cooperation initiatives with selected countries with advancing drone industries.	●
		Support Innovation Partnership Contracts (IPC) and/or Technical Advice Contracts (TAC) on drones & UAM.	●
		Provide implementation support and standardisation to Member States on Regulations applicable to drones operated in the open and specific categories.	●
<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




In 2020 the Agency ramped up coordination activities in the field of Air Traffic Management/Air Navigation Services (ATM/ANS) to ensure consistent and coordinated actions with respect to ATM/ANS. This aims at improving the overall efficiency and performance of the European ATM system by supporting the digital transformation of European skies. In particular, EASA plays a key role in supporting the Single European Sky ATM Research (SESAR) initiative through its entire innovation cycle by assessing proposed systems and overseeing deployed solutions. These form the building blocks of Europe's future airspace architecture in support of safety, efficiency and environmental performance.

Key Achievements

- In 2021 several European Partnerships were approved to accelerate the green and digital transition, including on **Single European Sky ATM Research 3** with the aim to accelerate the digital transformation of ATM in line with the European ATM Master Plan. The Single Basic Act establishing SESAR3 Joint Undertaking (S3JU) was signed in November 2021. EASA signed a Service Level Agreement (SLA) with SESAR JU and the first board meeting held in December 2021 with **EASA taking up its new role** therein.
- A further agreement was signed with the EC in December 2021 to support the **synchronised deployment** of common projects (ATM functionalities/solutions) resulting from the SES ATM Research activities and in accordance with the vision as defined in the European ATM Master Plan.
- Progress on the evolution of **ATCO licensing** was made in 2021 and proposals (NPAs) to introduce simplified ATCO ratings' structure, enhance the mobility options for instructors and assessors and to allow for dynamic cross-border sectorisation have been prepared. An ATCO Steering Group has been established to provide strategic advice to enable the evolving future needs.
- The annual EASA Safety conference addressed specifically the new technologies and transformation in ATM, including **ADSP services** (ATM Data Service Providers). EASA established a high-level Steering Group to advise on ATM ground systems related interoperability challenges. Work will continue in 2022 to prepare and issue proposals (as stemming from the BR) to replace the SES interoperability rules, establish the certification scheme for ATM ground systems and progress/contribute as necessary in the implementation of ADSP service, including in necessary regulatory and oversight measures. In this regard, an ATM Ground Equipment Steering Group was established in December 2021 to provide strategic steering and advice to EASA on the evolution of the interoperability framework.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	Follow-up of the High Level Partnership Program (SESAR 3), particularly taking into consideration EASA's role in the governance of this partnership.	●
		Progress the planned ATCO Implementation Plan.	●
		Progress and contribute as necessary in the implementation of ADSP service.	●
<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. Return to Normal Operations (RNO)



In spring 2020 EASA initiated a dedicated project and taskforce with MS and industry representatives to alleviate the effects of and assess new or emerging safety issues resulting from the COVID-19 crisis, with a view to support a safe return to operations.

Key Achievements

A number of guidance materials, safety information and advice were published throughout 2020 and continued in 2021, most notably:

- Update of the Aviation Health Safety Protocol (AHSP) published on 17 June 2021.
- Updated safety directive (SD) for cleaning and disinfection of aircraft in COVID-19 pandemic.
- Updated safety information bulletin (SIB) on to aircraft stored due to the COVID-19 pandemic.
- Update of the **COVID-19 Safety Risk Portfolio** in April 2021.

Although the project formally concluded at end 2021, the activities under the RNO project continue within established EASA processes (e.g. handling flexibility provision to rules, safety analysis, standardisation), EASA's strategy and EPAS. For example, the various safety issues identified are now being assessed as part of the European Safety Risk Management (SRM) cycle, and some have already resulted in new initiatives, such as the '[Ramp-Up – Be ready, Stay Safe Campaign](#)'. In 2022 EASA will continue to address the interface between aviation and public health, until the pandemic will subside, in the context of EASA's emerging priority on health matters.

Further information on EASA's response to the crisis and key outputs can be found in Section II.2 - Major Developments – COVID-19, as well as on EASA's website: <https://www.easa.europa.eu/web/covid-19>

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 Result
Return to Normal Operations (RNO) Project	Support the recovery of the aviation industry from the COVID-19 crisis.	Ensure that EASA processes are fully capable of delivering in a post-COVID environment (for WS/1, WS/2, WS/3, WS/5).	●
	Ensure that EASA priorities, processes and working methods evolve so to remain fit for purpose for the recovery phase.	Work stream 4 – Public Health: Ensure that aviation is properly mitigating the epidemiological risks; and; Develop and support the implementation of strategies and (testing) protocols that will facilitate the cross border movement of persons, including at international level.	●
Duration: 2020-2021			
Principal Funding Source: EU contribution			
Strategic Objectives:			




1.3.5. Research & Innovation


As innovation is accelerating, EASA needs to support the integration of new technologies, operations and business models into the European aviation system increasingly quickly, 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.

Key Achievements

- EASA managed the implementation of **10 research projects** with a total budget of 13M€, funded under Horizon Europe in the field of aviation safety and environmental standards (1st Contribution Agreement). 
- EASA prepared the launch of the **2nd Contribution Agreement**, in which the EC entrusted EASA with the management of six actions involving 20 new research projects with a total budget of 14.2M€. 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 will support the research actions in Clean Aviation and SESAR to facilitate regular exchanges of knowledge and reduce time to market. These programmes help support aviation's evolution, remove possible bottlenecks and enable innovation within aviation in the face of current and new challenges. 
- Progress on the **implementation of Artificial Intelligence (AI) Roadmap** (published in 2020), including concept paper published in December 2021 on "First usable guidance for Level 1 Machine Learning Applications". Further information can be found on EASA's website: [AI Roadmap | EASA \(europa.eu\)](https://www.easa.europa.eu/ai-roadmap)

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 Result
Innovation & Future Development Programme	Coordinate changes necessary to adapt 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.	●
		Increase cooperation with new entrants.	●
		Further develop Industry partnerships on innovation.	●
		Ensure successful implementation of the AI Roadmap.	●
		Develop synergies between 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	2021 Target / Output	2021 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 within the competences of the Agency.	1st extension of the EC – EASA contribution agreement to implement the selected Agency’s research priorities (delegation of budget).	●
		Roles of the Agency in the future Public-Private research partnerships under the EU research and innovation programme (2021-2027) established.	●
		Publication of the 1st joint aviation research agenda with key public sector organisations (research centres, NAA, universities).	●
		Implementation of the EASA PhD scheme with association of universities: 1st series of PhD collaborations agreed.	●
<i>Duration:</i> 2004 - Open-End			
<i>Principal Funding Source:</i> EU contribution and Horizon Europe (Contribution Agreements)			
<i>Strategic Objectives:</i> 			


1.3.6. 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. Aerodrome and aircraft security, cargo and mail 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 accompanies digitalisation. *See also Section 1.2.8 - Safety Intelligence & Performance – Cybersecurity.*

The EU has also 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.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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 to commonly defined items.	●
		Implement work programme with the European Defence Agency, focus on Single European Sky (SES) and ATM rulemaking.	●
		Follow-up on von der Leyen's Commission objectives on Defence Industry.	●
		Reiterate bilateral arrangements with European national aviation authorities.	●
<i>Duration:</i> 2020 - Open-End			
<i>Principal Funding Source:</i> Mix of EU Contribution and F&C			
<i>Strategic Objectives:</i> 			

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



Digitalisation is a key priority for the EU, citizens, policy makers and the industry. The COVID-19 pandemic has only reinforced and accelerated the need for digital solutions to support new ways of working and drive innovation. In the current climate, it is more vital than ever that EASA ensures its own sustainability. This means continuing to deliver quality of services required by European citizens and industry, while 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 market developments.

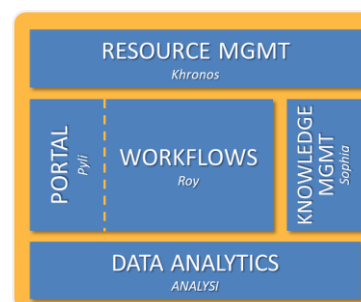
“...Transforming European certification processes into an integrated digital system bridging authorities & businesses worldwide”



EASA’s digitalisation programme, “CORAL”, was launched in 2017 to reinforce the single European system through a single platform and transform certification and organisation approval processes. Phase I targeted reduced costs, increased efficiency and the flexibility to keep step with similar developments in the aviation industry by developing a technology strategy and adopting an agile approach. The strategy included offering a portal to access digital services and exchange data securely, digital workflows that reuse data and structure decisions to improve accuracy, predictability and response times, and a common platform to manage information and data.

“...Leveraging CORAL to foster EASA Digitalisation – a Data Driven & AGILE Approach”

In mid-2018 the scope of the CORAL programme was expanded to encompass the full digital transformation of EASA processes. Building on investments already made, Phase II of CORAL began in 2019 with the acquisition and installation of the technologies that make up the “New Digital Core” (NDC). This core lays the foundation for automating internal processes and leveraging the maximum value of available data.



Future-proofing the Agency




Digitalisation is not an end in itself. Properly designed processes and streamlined working methods are the starting point to improve productivity, reduce costs and optimise the effective use of resources. In 2020 the Transformation Programme (Destination: Future-Proof) was launched to prioritise investments in process redesign, digitalisation, and modernise working methods to better align with the needs of the aviation industry. Initial priorities singled out initial airworthiness and rulemaking alongside several corporate processes.

Key Achievements

- **Online applications:** The EASA Portal allows the electronic submission of applications from industry. Currently 89% are submitted online. The Portal has recently been extended to cover applications for significant changes to Production Organisation approvals, complementing earlier releases for certification support to validation, alternative methods of compliance with an airworthiness directive, export certificates of airworthiness, and approval of flight conditions for permit to fly.
- **FlexTool:** Exemptions and derogations: The FlexTool, is an application that gathers and shares data on exemptions and derogations, was redesigned and released as a pilot implementation using these new platforms. In parallel the existing EASA portal was extended to offer new features for industrial applicants.

- **Shared Electronic Platform for Initial Airworthiness Certification (SEPIAC):** SEPIAC allows users (Applicants, National Aviation Authorities, Qualified Entities and Third Country Authorities) to submit and exchange technical documentation during a product certification project.
- **Inspection and Findings Platform (IFP):** Allows Part-M, Part-145 and Part -147 approved organisations to access their data, submit corrective action plans and provide supporting evidence.
- **Safety Publications Tool:** Publishes all historical, current and proposed airworthiness directives issued or approved by EASA, plus safety information bulletins and other safety publications.
- **Environmental Portal:** Allows aircraft operators to submit noise certificates or equivalent documentation in a secure web environment.
- **eRules:** A comprehensive, single system to store and share aviation safety rules applicable to European airspace users. The [Easy Access](#) site is one of the top 3 destinations for EASA website users.
- **Easy Access Rules:** Easy Access Rules are now available as dynamic online publications. This makes the publications more user-friendly and improves how easily rules are found especially for searches coming from tablets and mobile phones.
- **EAMR:** The European Aero-Medical Repository, a solution facilitating the sharing of information regarding the medical certification of pilots (class 1 applicants) among Member States (medical assessors of the licensing authority, aeromedical examiners and aeromedical centres), while respecting patient confidentiality and ensuring protection of personal data went live.
- **Drone registration broker service:** Since 2020 shares drone data between authorities so registered users can fly their drones anywhere in the EU with a single registration.
- **Online collaborative platforms:** Released for two pilot projects, the Rotorcraft Community with Member States and Industry players and the Aerodromes Industry Community with key functionalities to allow sharing of documents, creation of flexible workspaces, collaborative discussion boards.

Annual Work Programme Objectives

Activity	Objective	2021 Target / Output	2021 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.	Redesigned and digitalised process for the approval of organisations, generating efficiency gains through a reduction in effort (FTE) of at least 2% compared to 2020.	●
		Digital service for pilot licences released (Regulation (EU) 2018/1139 Article 74).	●
<i>Duration:</i> 2021-2023			
<i>Principal Funding Source:</i> Mix of EU contribution and F&C			
<i>Strategic Objectives:</i> 			

1.3.8. Data4Safety (D4S)




Data4Safety (also known as D4S) is a data collection and analysis programme that will support the goal to ensure the highest common level of safety and environmental protection for the European aviation system. The programme aims at collecting and gathering 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), weather data - but those are only a few from a much longer list.


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

Key Achievements

- 2021 saw the successful delivery of the core part of the D4S Proof-of-Concept phase (2016-2022) and most notably delivery of a Collaborative Governance, Data Protection framework, Big Data and Data science platforms for aviation safety and technical outputs. With the large range and volume of data already being consolidated (e.g. more than 1 million of flight recordings, more than 100 million of traffic tracks) and the advanced analytical capacities of the Programme, the benefits are already being seen with enhanced safety performance dashboards (e.g. used for the Annual Safety Review 2021) and advanced analytics capacity which has been used to monitor the impact of the pandemic.
- Preparations for the development of the Programme (2022-2025) towards an Operational setting (2026 onwards) have begun, building on the outcomes 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	2021 Target / Output	2021 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.	Deliver the Use Cases of the Proof-of-Concept phase of the Data4Safety programme.	●
		Finalize the data protection model of the Programme adapted for the long-term run of Data4Safety.	●
		Enable the sharing with the Programme of the data sources contemplated for Data4Safety Proof of Concept phase.	●
<i>Duration I: 2016-2022 (Proof of Concept Phase)</i>			
<i>Principal Funding Source: EU grants + F&C accumulated reserve + in-kind contribution (expertise time and data sources shared with the Programme) from programme members</i>			
<i>Strategic Objectives:</i> 			

Activity	Objective	2021 Target / Output	2021 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.	Develop agreed requested features of E2 as per the Development Roadmap 2021 as agreed by the Governance bodies.	●
<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 2021, the MB had 2 meetings with a focus on the following **main topics**:

- Activities and measures taken for the Return of Normal Operation after the COVID-19 pandemic.
- A Safety Directive (SD) regarding operations in the Belarus airspace, following Ryanair FR4978 incident.
- Drones and Urban Mobility.
- Review of the EASA Rulemaking Process.
- Determination of the Principal Place of Business.
- Environmental matters, aiming towards a more sustainable aviation.

The following **key MB decisions** were taken during 2021 and where relevant endorsed also by the PAR:

- Adoption of [2020 Consolidated Annual Activity Report \(CAAR\)](#).
- Opinion on [2020 Annual Accounts](#).
- Financing Decision on conflict zones and cyber security platform.
- Adoption of revised Management Board Code of Conduct & Rules of Procedure.
- Renewal of the term of the Members of the Board of Appeal.
- Adoption of financing decision endorsing use of accumulated Fees & Charges (F&C) Reserve for 3 initiatives/projects related to Data4Safety (D4S), ECCAIRS2 (E2) and Conflict Zones Platform (CZ).
- Adoption of [Single Programming Document \(SPD\) 2022-2024](#) (including 2022 Budget and Establishment Plan) and Draft SPD 2023-2025 (including Draft Budget 2023) outlining the Agency's strategy, multi-annual objectives and annual work programme 2022.
- Adoption of the 2022 Audit Programme.
- Adoption of the [European Plan for Aviation Safety \(EPAS\) 2022-2026](#).

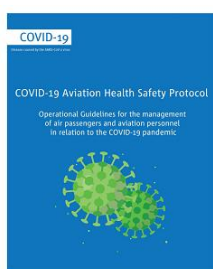
2.2. Major Developments



The COVID-19 pandemic has impacted the aviation sector on an unprecedented level, primarily as a direct result of the significant drop in air traffic and travel restrictions but also the changing risk landscape and various safety issues emerging out of the crisis, in particular health and hygiene.

Facing COVID-19 with our Partners

From the onset of the COVID-19 outbreak in Europe, realising that the impact on industry was closely linked to the level of coordination and harmonisation within Europe, the Agency initiated the project called '**Return to Normal Operations**' (RNO).



Thanks to the **intense cooperation with the European Member States, the aviation industry and international partners**, EASA continued to produce in 2021 **guidance material and safety information** including an update of the **COVID-19 Safety Risk Portfolio** in April 2021 and publication of an updated version of the **Aviation Health Safety Protocol** on 17th June 2021 (together with European Centre of Disease Control ECDC and the European Commission).

The RNO team supported the integration of the activities into EASA's established processes, which have had to evolve in order adjust to the new realities. The RNO project formally is expected to conclude at the end of 2021, but its legacy will continue, with the key outputs and actions being adopted as part of the daily and future work of the Agency.

Creating a Safe and Flexible Environment for EASA Staff

Further to the infrastructures EASA established in 2020 to cater for **increased remote working and extended teleworking arrangements** and modified EASA premises/facilities (to ensure **a safe working environment for staff members on-site**, in line with applicable local, national and EC guidelines for staff members in the office) EASA has continued to monitor carefully the crisis and adapt working arrangements and guidance according to changes in European and national health (COVID-19) directives and to address comments and concerns from EASA staff members.

In 2021, the dedicated COVID working group was phased out and the responsibility was transferred to the **Health & Safety Committee** (under the leadership of the Corporate Services and composed by experts in Health & Safety, Medical Advisor(s), experts from HR, as well as Staff Committee representatives). The Health & Safety Committee continues to regularly meet to **advise EASA's senior management on Health, Corporate, Social and related issues** as well as oversee subsequent implementation actions.

Further information can be found on EASA's website: <https://www.easa.europa.eu/web/covid-19>

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 2021 totalled 204M€ (compared to 219M€ in 2020 and 183M€ after an Amending Budget approval). There were no Amending Budgets in 2021. The available appropriations were executed as detailed below:

Expenditure	Initial budget 2021	Transfers 2021	Final budget	Executed budget 2021
T1 Staff	96,697	1,468	98,165	97,699
T2 Buildings & Equipment	23,231	189	23,420	22,346
T3 Operational	37,363	-1,657	35,706	25,965
T4 Special Programmes	-	-	-	26,992
T5 Accumulated Surplus	46,511	-	46,511	-
Total Expenditure excl. internal assigned	203,802	0	203,802	173,002

Table 1: 2021 Budget Implementation – C1 & C8 Appropriations

Achievement of Budget Implementation Targets

As a result of comprehensive in-year budget monitoring, the final budget implementation rate for 2021 current-year appropriations (C1) was 96.3% (compared to 99% in 2020 and 97% in 2019) and within the European Commission's target of 95%.

The cancelled appropriations relating to commitments carried over to 2021 (C8) was 1.55% (compared to 5.46% in 2020 and 3.7% in 2019, whereby the vast majority of cancelled C8 volumes in 2021 were attributable to the COVID-19 crisis and cancellations caused mainly by global travel restrictions, confinement measures and reduction in administrative expenditure) and well above 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. Waivers of established amounts receivable granted during 2021 totalled 180K€.

Budget Result

The 2021 F&C budgetary result was 11.2M€ (compared to 9.4M€ in 2020). Staff costs slightly decreased by 0.01M€, administrative costs increased by 2.2M€, operational expenditure increased by 2.5M€ and the F&C income increased by 6.4M€ compared to 2020. The accumulated F&C surplus was brought up from 60.9M€ to 72.1M€.

With regard to subsidy-related activities, staff costs increased by 0.5M€, administrative costs increased by 1.1M€ and operational expenditure increased by 1.7M€ compared to 2020. The overall subsidy budget result was +0.3M€.

		2021	2020
REVENUE	Balancing Commission subsidy	+ 39,950,300.00	38,883,873.00
	Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+ 13,741,801.10	26,728,005.50
	Fee income	+ 112,755,543.91	106,504,270.53
	Other income	+ 1,055,342.39	1,174,294.73
TOTAL REVENUE (a)		167,502,987.40	173,290,443.76
EXPENDITURE	<i>Title I: Staff</i>		
	Payments	- 97,720,092.26	96,956,073.84
	Appropriations carried over to the following year	- 218,313.52	316,277.08
	<i>Title II: Administrative Expenses</i>		
	Payments	- 16,918,412.01	15,562,345.95
	Appropriations carried over to the following year	- 5,438,518.09	3,792,671.81
	<i>Title III: Operating Expenditure</i>		
	Payments	- 27,900,958.48	34,813,683.54
Appropriations carried over to the following year	- 124,731,944.52	108,363,373.23	
TOTAL EXPENDITURE (b)		272,928,238.88	259,804,425.45
OUTTURN FOR THE FINANCIAL YEAR (a-b)		-105,425,251.48	-86,513,981.69
	Cancellation of unused payment appropriations carried over from previous year	+ 133,742.44	604,267.19
	Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assi	+ 105,632,673.55	89,134,860.65
	Exchange differences for the year (gain +/- loss -)	+/- -22,989.12	-17,270.52
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		318,175.39	3,207,875.63
	Balance year N-1	+/- 2,352,619.68	-855,255.95
	Positive balance from year N-1 reimbursed in year N to the Commission	- 2,352,619.68	
Result used for determining amounts in general accounting		318,175.39	2,352,619.68
Commission subsidy - agency registers accrued revenue and Commission accrued expense		39,632,124.61	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		318,175.39	

Table 2: 2021 Budget Result

2.3.2. Procurement & Contract Management

The Agency managed 33 high-value and middle-value (>60K€) procedures during 2021, of which 18 led to the signature of contracts in 2021. In addition, 90 low value (1-60K€) & 48 expert contracts were concluded as well as approximately 600 specific contracts (under framework contracts).

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

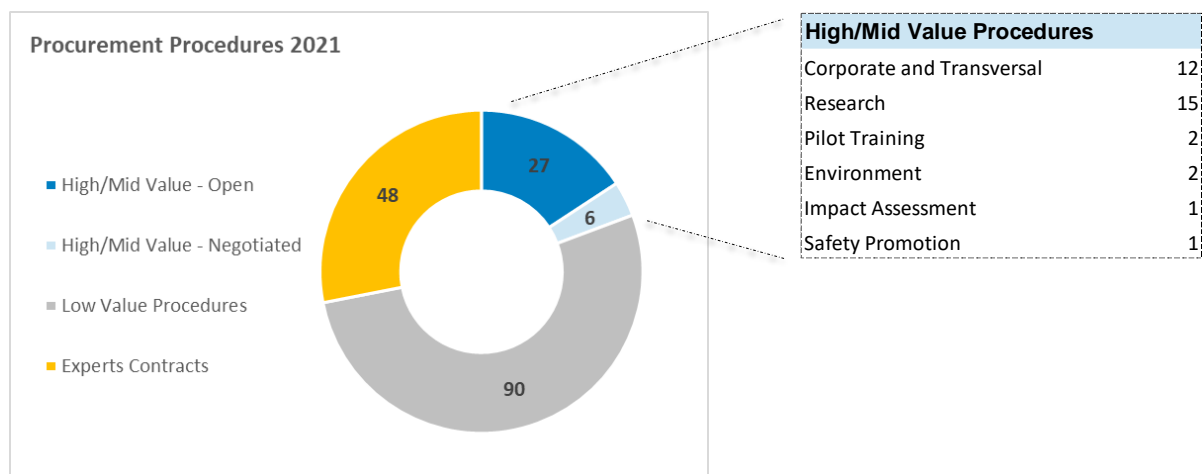


Figure 10: 2021 Procurement Procedures

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 SESAR.

During 2021 the Agency managed 30 projects, with a total (maximum agreement) value of approximately 113M€ over 3-5 years, resulting in financial commitments of nearly 27M€ in 2021 (compared to 14.5M€ in 2020). The Agency deployed approximately 15 FTE of internal resources (compared to 14.3 FTE in 2020), 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	€ 16,889,000	6	0.90	€ 3,195,000.00
b. Contribution Agreements	€ 51,230,000	15	7.80	€ 17,477,000.00
c. Delegation Agreements	€ 43,800,000	7	5.80	€ 6,228,000.00
d. Collaboration Agreements	€ 857,000	1	0.40	€ 87,000.00
e. Service Level Agreements	€ 200,000	1	0.00	€ 5,000.00
Total	€ 112,976,000	30	14.90	€ 26,992,000

Table 3: 2021 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 2021 /1600 including approx. 1 FTE of working hours from 2020 relevant (charged) however for 2021 project implementation on IPA and ePLF projects

^[3] € represents the total committed amount (RO) in 2021

2.3.4. Cost & Benefits of Controls

EASA has implemented a number of 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 maintaining and continuously improving 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 731 FTE¹ deployed in 2021, 4% (compared to 4.4% in 2020) were dedicated to the control functions listed in Annex I.5 and of the approx. 160M€ budget deployed by the Agency in 2021 3.3% (compared to 2.9% in 2021) were invested in the control functions listed in Annex I.5. The cost of controls is overall comparable to 2020, nevertheless, the small deltas represent some efficiency gains achieved on the use of human resources invested on control functions and a financial investment on optimising the controls on ICT and digitisation investments through reinforcing the oversight capacity of the CIO board.

The control strategy is therefore 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, which 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 27 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 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 2023. 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, motivated 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 2022 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 European Commission, EASA continued to perform the screening and benchmarking of posts for the seventh year in a row. Compared to previous years, the result in 2021 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 a decreased 'Administrative and Support and Coordination' and an increased percentage in 'Operational'. 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 slowed down in 2021 in proportion to the financial uncertainty due to COVID-19 crisis. As a result, Agency staffing level at the end of the year decreased slightly compared to 2020. During 2021, there were 9 newcomers and 5 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 artificial intelligence and research. Fostering staff development included offering professional career opportunities internally across various competence areas to more than 80 staff members during 2021. The Agency built readiness for onboarding 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 12.1% of the statutory Agency staff in 2021, 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 2021, the Agency has significantly decreased the use of interim staff to respond to the financial impact of the COVID-19 pandemic.

Implementing Rules

In 2021, no implementing rules were adopted by the MB.

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 a number of 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 21.25% in 2021.
 - 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). It consolidated existing efficiency initiatives as well as the ongoing digitalisation initiative (“CORAL”) with a view to reducing its costs and improving efficiency. The programme is expected to run until 2023 and achieve productivity gains of at least 8% compared to 2019. The programme is well underway and has already addressed several key processes during 2020 and 2021.

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 (CORAL) 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.
 

2021 Achievements:

The new ways of working adopted during the early stages of the COVID-19 pandemic have proven themselves in 2021. Notably investments in web conferencing have continued to support the standardisation inspection programme, many online conferences or workshops and the daily hybrid working regime.

The first wave of transformation initiatives has already redesigned approaches for rulemaking and pre-application support for innovative aviation products. These new processes will proceed to implementation in 2022. Corporate planners leveraged more historical data to simplify and guide the production of the annual Single Programming Document (SPD); this approach will be extended in 2022 to further streamline and harmonise the resulting resource plans.

Digital transformation focused on the basic configuration of the New Digital Core of technology platforms:

- The FlexTool, an application that gathers and shares data on exemptions and derogations, was redesigned and released as a pilot implementation using these new platforms. In parallel the existing EASA portal was extended to offer new features for industrial applicants.
- To support the revised structure of Advisory Bodies, a collaborative platform was developed and released to two communities as a pilot. The platform allows users to share documents, set up workspaces and collaborate on discussion boards, and will be extended to other communities in 2022.

For further information see also section I.3.7 – Transformation Programme.

2.7. Assessment of Audit & Ex-Post Evaluation Results



2.7.1. Internal Audit Services (IAS)

The Agency has implemented most of the actions resulting from the IAS audit on certification and organisations level of involvement in 2021. The last remaining item will be finalised in 2022.

2.7.2. Internal Audit Capability (IAC)

The 2021 audit programme consisted of 8 engagements (3 assurance audits, 1 consulting engagement and 4 follow-up audits) and were delivered in full, without scope limitations or changes resulting from the COVID-19 pandemic. Except for the last assurance engagement, (2021-08) Data4Safety Programme, all the final reports have been delivered by 31st December 2021. The draft report of the Data4Safety Programme audit was delivered in 2021 and the final report of the audit was finalised and communicated in January 2022. 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 three assurance audits was to assess whether there is reasonable assurance that the relevant regulations and/or requirements were complied with, the process objectives were met, and the key risks were properly mitigated through a robust internal control system. In each of the three 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 four follow-up audits assessed the status of agreed actions, resulting from the initial audits performed in 2020, including their effectiveness as well as any residual risks associated with the objectives of each audited activity. During the 2021 follow-up audits, 10 out of the 21 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. The implementation of the remaining 11 actions was assessed on case-by-case basis in the course of 2021 and will continue in 2022.

The results of the 2021 audit programme were formalised in the Internal Audit Annual Activity Report (dated 9th February 2022) and discussed with the Executive Director during a dedicated meeting on 23rd February 2022.

2.7.3. European Court of Auditors (ECA)

In relation to the Court's opinion on EASA's 2020 Accounts, the Chamber IV of the European Court of Auditors (ECA), adopted at its meeting of 21 September 2021, a positive opinion on the reliability of the Agency's accounts "present fairly, in all material respects, the financial position of the Agency at 31 December 2020". At the time of writing the opinion on the 2021 accounts was not yet adopted. Nevertheless, the list of ongoing observations from 2016-2020 and EASA's corrective actions are provided in Section 2.8.a. below.

2.8. Follow-up of Audits & Recommendations



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

Internal Audit Services (IAS)

There was no audit from IAS in 2021 and the related actions from the 2020 audit on certification and organisations level of involvement were addressed and most of them implemented in 2021. The last remaining item will be finalised in 2022.

Internal Audit Capability (IAC)

Of the 21 recommendations raised in the 2020 audits, 15 were categorised as significant and marginally significant. During the follow up audits in 2021 and ongoing action monitoring in 2021, 8 actions have been assessed as implemented and closed. The 7 remaining recommendations (6 marginally significant and 1 significant) relate to one audit engagement for which a revised timetable for implementation has been agreed and shall be followed-up accordingly in 2022.

European Court of Auditors (ECA)

The following table provides an overview of the ongoing ECA observations from the period 2016-2021 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 observations, 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.
2018	The Agency committed the funds for an agreement with the Commission on archiving services after the renewal of the agreement. The commitment of funds should be recorded before entering a legal obligation in order to ensure that funds are available for contracts, which allow fair competition and ensure value for money.	Ongoing	An exception had been raised to address this item and actions triggered to ensure that this observation can be closed in subsequent reviews from the ECA (as noted by the ECA in 2021). The Agency regularly reminds financial actors accordingly. Furthermore, the Agency has launched a project focussing on the improvement of Contract Management which involves all respective counterparts. Also, the Agency intends to implement an application which allows better monitoring of the process steps and alerting systems which prevent any risk of entering legal commitments before budgetary commitments.

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

There were no recommendations by OLAF for follow-up in 2021.

2.9. Follow-up of Observations from the Discharge Authority



On 28th April 2021, the European Parliament (EP) granted its **discharge to the Agency in respect of the implementation of the budget for the financial year 2019** (European Parliament Decision Nr: [2020/2161\(DEC\)](#)) and approved the formal closure of the Agency's 2019 annual accounts. At the time of writing the process for the 2020 Discharge was ongoing and shall be reported on in the CAAR 2022 accordingly.

In its resolution, the EP made observations around key thematic areas 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 UK's 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 to this respect including publications 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.
- **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 to international schools; on reclassification, providing a system fostering career progression over time; and on staff members of UK nationality.
- **Efficiency, Resourcing & Digitalisation:**
 - EASA continues to strive for efficiency, supported by a central transformation office, implementing changes to increase efficiency and digitalise processes.

- The Agency's transformation programme is key to sustainably manage its workload within the current financial and human resources framework. Through unlocking efficiencies, reducing the pressure on existing resources and reinvesting savings in growing domains and priorities the programme aims to create the operational resilience needed to be prepared for the future.
- Furthermore, the ability to anticipate leavers, maintain key competencies and assess investment needs for the future will be critical to ensure an adaptable, motivated and agile workforce. For this reason, a competency management and strategic workforce planning (SWP) programme was established in 2021 and shall continue into 2022 onwards. The SWP programme shall assess where external resource investments are needed, specifically those technical expertise and competencies to be reinforced, and the most sustainable sourcing means. This also creates development opportunities for professionals and enhances the diversity of the EASA staff population.
- **Procurement:** Following the observations from the EP EASA has further improved and refined its procurement practices including broader application of re-opening of competition procedures with the aim to maximise fair competition and value for money, ensuring references to contact volumes are systematically included in the contract notice (as well as the tender documents) to increase transparency, stepped up trainings with financial actors to increase awareness and minimise the need for exceptions. Further to the implementation of a e-submission tool and process for submission of electronic invoices, EASA continues to explore and optimise its digital solutions to further streamline and modernise the procurement process.
- **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 mitigations of conflict of interest, gifting and hospitality as well as annual declaration of interest process including assessment by 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's environmental footprint with the following main considerations/actions to improve sustainability:

- 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:** 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 & Services:** Green Public Procurement (GPP) tool for the selection of contractors, reduced 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 from recycled paper, equipment of shower, soap and towel dispensers with sensors saving cleaning products & resources (water, energy).
 
- Canteen & Kitchens:** Fresh/on demand cooking, local products, the reduction of disposables and a minimized use of plastic & disposable containers.
 
- Choice of Travel:** EASA travel policy encourages use of public transport and cycling, for both long-distance (train instead of car) and short trips (local transport instead of taxi or car) to reduce CO2 emissions for business travel.
 
- Facilitate Remote Working:** Reduce unnecessary business travel.
 
- 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.
 

Further details and measures are provided in Annex I.VII – Environment Management.

2.11. Assessment by Management



In 2021, 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 2021 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 96.3%, above the European Commission's (EC) target of 95%. The cancellation of amounts relating to commitments carried over to 2021 from the previous year (C8) decreased to 1.55% compared to 5.46% in 2020. 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, 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

Ex-ante verifications were performed on each of the 22.3K financial transactions processed by the Agency in 2021: approximately 6.5K by financial verifying agents and 15.8K 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 2021, 31 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

In 2021, the Agency managed 33 high-value and middle-value (>60K€) procedures, as well as 90 low value (1-60K€), 48 experts contracts and approximately 600 specific contracts (under framework contracts).

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

Human Resources

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, incl. e.g. artificial intelligence and research. Fostering staff development included offering professional career opportunities internally across various competence areas to more than 80 staff members during 2021. The Agency built readiness for onboarding Junior Qualification Programme during 2022 to reinforce technical expertise domains and succession planning based on Agency mid-term strategic priorities.

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

Registration of Exceptions

The Agency has implemented an exception process 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 2021, a total of 8 exceptions were registered with a value of 301.582,67€ (3 Ex-Ante² deviations - 280.000€ and 5 Ex-Post³ exceptions - 21.582,67€). The continued exceptional circumstances and restrictions brought about by the COVID-19 pandemic, accounted for one Ex-Ante deviation and one Ex-Post exception.

The Agency's 'Audit and Assurance Section' reviewed the exception requests submitted in 2021. The results of this review were reported to the directors during the Management Review. There were no significant financial exceptions registered in 2021.

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 as a result of the COVID-19 crisis EASA maintained a high level of performance and operations. EASA continued to actively support the MS and Industry, as well as its staff members through ensuring safe working environment and facilitating flexible working arrangements. 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.

² A foreseeable deviation approved before action is taken.

³ A deviation, non-compliance event or anomaly noticed after it has taken place.

Part II (b) – External Evaluation



Article 124 – External Evaluation of the Agency



In accordance with Article 124 of EASA's Basic Regulation ((EU) 2018/1139), every five years, the European Commission, performs an evaluation assessing the Agency's performance in relation to its objectives, mandates and tasks, taking into account as well the views of the Management Board and stakeholders of EASA.

In this regard, the last evaluation was launched in December 2017 and performed during 2018. The efficiency and robustness of EASA's SPD process was evaluated, including by way of benchmarking this process against the practice applied by other Agencies. The final evaluation report concluded very positively and was endorsed by the MB in its meeting of December 2018. With the implementation of the report's recommendations confirmed by the PAR-AG, the MB finally closed this project in its meeting of June 2019.

The next evaluation is planned to be launched in 2022, which should conclude not later than 12 September 2023.

Part III – Assessment of the Effectiveness of Internal Control



3.1. Effectiveness of Internal Control Systems



The internal control standards 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 maintained 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 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.

The integrated management system of the Agency was recertified with the ISO 9001:2015 standard in 2019. In 2021, a surveillance audit was performed, 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 integrated management system 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 \(SPD\) 2022-2024](#) published on EASA's Website.

3.1.1. Risk Assessment

The Agency maintains a central risk register which are assessed based on their criticality, likelihood of occurrence and potential impact. All risks are assessed on an annual basis with regard to 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/when needed.

A summary of the critical risks identified in the SPD 2021-2023 including the reported status and actions taken during 2021 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.

Updated last in 2020, the Agency's Anti-Fraud Strategy outlines 3 key objectives and actions to:

- 1) **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.

- 2) **Reporting:** Maintain an efficient system for internal reporting of suspected fraud or irregularities through dedicated anti-fraud tools/registers.
- 3) **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 of the 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.

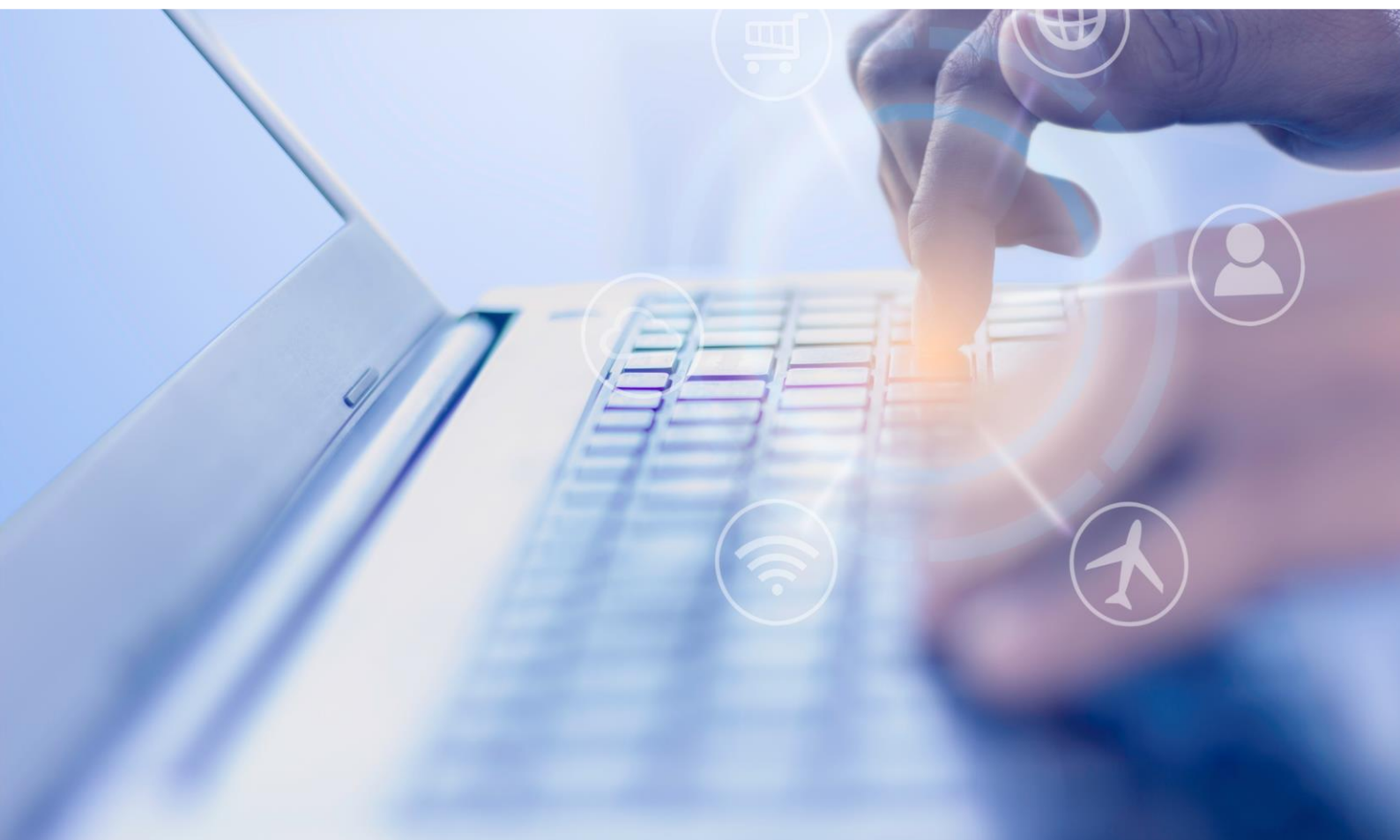
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Cologne, 28th April 2022

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 2021, controls were exercised through:

- A robust internal audit capability.
- Ex-post and ex-ante controls, exceptions, and delegations of power.
- The ethical committee.
- Regular European Court of Auditors (ECA) and Internal Audit Services (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:

- 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 Services (IAS) and ECA audits and implementation of the measures to address weaknesses 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, 4th 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 with regard some of the Agency's core business statistics:

Sub-Annex	Content
I.1. Key Performance Indicators (KPIs)	2021 result and evolution of EASA KPI trend.
I.2. Rulemaking Decisions, Opinions & NPAs	List of published rulemaking Decisions, Opinions & NPAs in 2021.
I.3. Studies & Research Projects	List of research projects completed, continued, or initiated by EASA in 2021.
I.4. Procurement Procedures	List of the procurement procedures that were either Launched and/or finalised in 2021.
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 2021 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 2021-2023 including the reported status and actions taken during 2021.

I.1. Key Performance Indicators (KPIs)

In line with the KPIs and targets set in the SPD 2021-2023 to measure the performance of EASA's key activities, the below tables provide the detailed results per indicators 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 2019	Result 2020	Result 2021
	On-Track	>95%	73%	63%	75%
	Delayed	85%-95% / >30% Indicators delayed or requiring attention	15%	20%	15%
	Attention Required	<85% / >30% Indicators requiring attention	12%	5%	5%
	Not Measurable	>50% Not Measurable	0%	12%	5%

Summary Table

Activity			Result 2019	Result 2020	Result 2021	
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 2021 KPI Results

Product Certification

Indicator	Description	Result 2019	Result 2020	Target 2021			Result 2021
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	89%	101%	95-105%	103%		
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	4.3%	3.2%	≤5%	3.4%		
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	95%	100%	≥90%	102%		
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	77%	114%	90-110%	89%		Closure rate only slightly below target. Data cleansing action underway to improve indicator.
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	13 days	7 days	≤10 days	8 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	67%	71%	≥71%	60%		Working group established to analyse root cause. Several actions identified and underway. Indicator expected to improve in 2022.

Organisation Approvals

Indicator	Description	Result 2019	Result 2020	Target 2021			Result 2021
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	97%	82.3%	≥95%	85%		Rate slightly below target. Has improved during 2021 and is expected to be on-track in 2022.
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	95.4%	95%	≥50%	88%		


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	89.5%	91%	≥70%	84%		
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Third Country Operators



Indicator	Description	Result 2019	Result 2020	Target 2021		Result 2021
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	99.5%	95%	≥90%	91.7%	
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	80%	100%	≥70%	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)	New KPI	96%	≥80%	88.9%	

Standardisation





Indicator	Description	Result 2019	Result 2020	Target 2021		Result 2021
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	-17%	67%	≤-5%	217%*	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.
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	17.1%	35%	≤20%	9.8%	



Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	92.2%	86%	≥90%	85%		Despite continued challenges as a result of the COVID-19 crisis, in particular at the start of 2021, EASA has invested efforts to recuperate and the indicator has improved over the course of 2021 and is expected to improve further in 2022.
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EU Ramp Inspection Programme









Indicator	Description	Result 2019	Result 2020	Target 2021			Result 2021
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	New KPI	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	N/A	100%	100%		

International Cooperation

Indicator	Description	Result 2019	Result 2020	Target 2021			Result 2021
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	On-Track	66.6%	≥80%	85%		
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	On-Track	100%	≥90%	100%		
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	90.2%	80.3%	≥80%	88%		
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	6.56	6.5	≥5 on scale of up to 7	6.4		

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	Delayed	Achieved	2 ICAO Annexes per year	Achieved		




Rulemaking

Indicator	Description	Result 2019	Result 2020	Target 2021		Result 2021	
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	New KPI	<25%	1%		
Timely Progress on Rulemaking Actions	1. Strategic actions planned vs actual.	New KPI	N/A	70%	64%		Close to target - 9/14 planned deliverables with strategic priority achieved.
	2. Opinions planned vs actuals.	100%	80%	80%	75%		Result very close to target, 6/8 planned opinions were published. 2 remaining opinions (RU SERA (SST) and RU ADR) re-scheduled and planned for publication in 2022/2023.
	3. Decisions planned vs actuals.	81%	58%	80%	81.8%		
	4. NPAs planned vs actuals.	59%	73%	80%	93.8%		
Rulemaking Process Efficiency	1. Average time with standard procedure.	3.5 years	3.2 years	≤3.5 years	4.4 years		Some complex RMTs (e.g. AWO, cybersecurity) have led to the prolonged average procedure time.
	2. Average time with Art.15/16.	1.7 years	1.16 years	≤1.5 years	1.2 years		
	3. Average time at the EC.	1.9 years	1.7 years	N/A	0.9 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%	100%	≥95%	N/A		1 new RMT included (dLAP); f a conscious management decision was taken by the ESC to not perform a BIS in this case in order to be able to swiftly reply to the MS request. The impacts will be assessed as part of the NPA.
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules (3 year moving average)	New KPI	2	1	2		
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	83.6%	97.2%	≥90%	95.7%		

Safety Intelligence & Performance






Indicator	Description	Result 2019	Result 2020	Target 2021		Result 2021
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	80% 4.1 days	62% 7 days	≥85% ≤4 days	45% 15.5 days	Resourcing challenges, despite various sourcing efforts during 2021, have created a backlog which the Agency is continuing to invest efforts to find solutions and resolve. This KPI shall be monitored carefully during 2022 accordingly.
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	98.5%	99.8%	≥95%	99.9%	
Timeliness to answer safety recommendations	% of first replies provided within 90 days	100%	94.4%	≥97.5%	97.6%	
Productivity and Quality of Safety Analysis process and SRM Process	1. Number of Safety Issues Analysis or Outcomes of D4S directed Study documents presented and endorsed by the SRP.	4	4	≥4	6	
	2. The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	New KPI	N/A	Achieved	Achieved	

	3. Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	New KPI	N/A	≥ 91%	100%		
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	≥85%	100%		
	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	8.7 FTE	9.4 FTE	11 FTE	9 FTE		Below target but comparable 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.










Applicant Services





Indicator	Description	Result 2019	Result 2020	Target 2021		Result 2021
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)	Achieved	65%	70%	76%	
Actual outsourced hours performed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is delivered within the period compared to the partnership targets	Achieved	87%	95%	93%	
Total applications received online	Measures the percentage of all applications submitted through the web portal	90%	87%	85%	89%	

Corporate Processes

Indicator	Description	Result 2019	Result 2020	Target 2021			Result 2021
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	85%	79%	80%	60%		10 out of the 21 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. The implementation of the remaining 11 actions was assessed on case-by-case basis in the course of 2021 and will continue in 2022.
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 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	Below target	100%	100%	100%		
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	76%	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	3.5 FTE	4.1 FTE	≥4 FTE	3.08 FTE		4 tenders were postponed due to delays in signature of the contribution agreement (outside EASA control). In addition, several projects were able to be closed with less workload than planned.

Transversal and Enabling Activities

Indicator	Description	Result 2019	Result 2020	Target 2021		Result 2021
Training days per staff member per year	Implementation of service targets as specified in the training plan	Below target	77%	≥90%	75%	 KPI under review and mitigating measures in place to improve fulfilment of training plan.
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4.3	4.2	≥3.8	4	
Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	96.5%	94.3%	≥98%	91.9%	 Due to financial uncertainty of COVID-19 conservative expenditure approach adopted in 2020 which resulted in a slow down to the rate of recruitment and reduced occupancy rate. This indicator is expected to improve in 2022 in line with revised resourcing strategy.
Turnover rate	numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	2.5%	1.2%	≤5%	0.84%	
Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	76%	N/A - Next survey in 2022/23			
Sick leave (annually)	Annual average days of short term sick leave per staff member (yearly reporting)	8.9 days	7.7 days	≤9 days	7.6 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)	New KPI	N/A	75%	96.6%	
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	86%	80%	≥90%	106%	
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	97%	98.97%	≥95%	96.9%	
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	3.7%	5.46%	≤5%	1.6%	

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	New KPI	Within 5 mins	Max 5 min	1 min		
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	New KPI	63%	>60%	93.1%		
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	New KPI	100%	≥90%	100%		
ECQB: 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	98%	97%	≥90%	99%		

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

a) Executive Director Decisions (EDD)

Reference	Task Nr.	Title
ED Decision 2021/016/R	RMT.0725 RMT.0726	Rotorcraft chip detection systems and Rotorcraft occupant safety in the event of a bird strike
ED Decision 2021/015/R	RMT.0296 RMT.0673	Review of aeroplane performance requirements for air operations and Regular update of CS-25 — CS-25 Amendment 27
ED Decision 2021/014/R	RMT.0476	Standardised European rules of the air — Introduction of radiotelephony phraseologies for the provision of aerodrome flight information service
ED Decision 2021/013/R	RMT.0037	Regular update of CS-22 — CS-22 Amendment 3
ED Decision 2021/012/R	RMT.0509	Regular update of CS-FCD — CS-FCD Issue 2
ED Decision 2021/011/R	RMT.0514	Implementation of the latest CAEP amendments to ICAO Annex 16 Volumes I, II, and III — CAEP/11
ED Decision 2021/010/R	RMT.0249 RMT.0713	CS-27 Amendment 8 & CS-29 Amendment 9 'Installation and maintenance of recorders — certification aspects' & 'Human factors in rotorcraft design'
ED Decision 2021/009/R	RMT.0018 RMT.0252	Instructions for continued airworthiness (ICA) and Installation of parts and appliances that are released without an EASA Form 1 or equivalent
ED Decision 2021/008/R	RMT.0400	Amendment of requirements for flight recorders and underwater locating devices — Certification specifications, acceptable means of compliance, and guidance material for locating an aircraft in distress
ED Decision 2021/007/R	RMT.0018 RMT.0252	ICAs — Installation of parts and appliances that are released without an EASA Form 1 or equivalent — Ageing aircraft structures
ED Decision 2021/006/R	RMT.0695	AMC-20 Amendment 21 - Extended range operation with two-engine aeroplanes ETOPS certification and operation
ED Decision 2021/005/R	RMT.0249 RMT.0271 RMT.0272 RMT.0276 RMT.0296	Update of the Acceptable Means of Compliance and Guidance Material to Regulation (EU) No 965/2012 - Aeroplane performance, PBS, oxygen equipment, medical equipment, recorders, technical records, non-ETOPS operations, ground de-icing/anti-icing procedures
ED Decision 2021/004/R	RMT.0703	CS-ADR-DSN — Issue 5 Runway safety
ED Decision 2021/003/R	RMT.0703 RMT.0704	AMC & GM to Regulation (EU) No 139/2014 — Issue 1, Amdt 5 Runway safety
ED Decision 2021/002/R	RMT.0599	Update of the AMC & GM to Subpart FC of Part-ORO (evidence-based training (EBT))
ED Decision 2021/001/R	RMT.0031	AMC and GM to Part 21 — Issue 2, Amendment 11

b) Opinions

Reference	Task Nr.	Title
Opinion 05/2021	RMT.0727	Part 21 Light — Certification and declaration of design compliance of aircraft used for sport and recreational aviation and related products and parts, and declaration of design and production capability of organisations
Opinion 04/2021	RMT.0734	A continuing airworthiness management organisation (CAMO) for a single air carrier business grouping
Opinion 03/2021	RMT.0720	Management of information security risks
Opinion 02/2021	RMT.0379	All-weather operations and review of crew training requirements
Opinion 01/2021	RMT.0681 RMT.0719	Occurrence-reporting requirements and requirements for meteorological services

c) NPAs

Reference	Task Nr.	Title
NPA 2021-15	RMT.0731	New air mobility Subtask 1 — Continuing airworthiness (CAW) rules for electric and hybrid propulsion aircraft and other non-conventional aircraft
NPA 2021-14	RMT.0230	Development of acceptable means of compliance and guidance material to support the U-space regulation
NPA 2021-13	RMT.0184	Regular update of CS-E
NPA 2021-12	RMT.0731	New air mobility Subtask 2 — Gyroplanes: Flight crew licensing for private pilot licences and non-commercial operations conducted in visual flight rules by day and by night
NPA 2021-11	RMT.0712	Enhancement of the safety assessment processes for rotorcraft designs
NPA 2021-10	RMT.0709	Prevention of catastrophic accidents due to rotorcraft hoist issues
NPA 2021-09	RMT.0730	Regular update of the AMC and GM to Regulation (EU) 2019/947 on the rules and procedures for the operation of unmanned aircraft
NPA 2021-08	RMT.0668	Enhanced mobility options and streamlined qualifications for air traffic controllers
NPA 2021-07	RMT.0457	Regular update of CS-ETSO
NPA 2021-06	RMT.690	Regular update of the Certification Specifications for Standard Changes and Standard Repairs — CS-STAN Issue 4
NPA 2021-05	RMT.0476	Standardised European rules of the air — Introduction of radiotelephony for the provision of aerodrome flight information service (AFIS) (Subtask 3)
NPA 2021-04	RMT.0519	Regular update of the Certification Specifications and Acceptable Means of Compliance for Airborne Communications, Navigation and Surveillance ‘CS-ACNS’
NPA 2021-03	RMT.0688	Regular update of the Certification Specifications for Simulator Data — CS-SIMD
NPA 2021-02	RMT.0726	Rotorcraft occupant safety in the event of a bird strike (Subtask 1)
NPA 2021-01	RMT.0725	Rotorcraft chip detection systems (Subtask 1)

I.3. Studies & Research Projects

The following table provides the list of research projects completed, continued, or initiated by EASA in 2021:

Collaboration Agreements:

Project Short Title	Domain	Project Description	Project start date	Project end date (planned)	Total Budget
AVIATOR	Environment - Emissions	AVIATOR will adopt a multi-level measurement, modelling and assessment approach to develop an improved description and quantification of relevant aircraft engine emissions, and their impact on air quality in and around airports under different climatic conditions.	01/06/2019	31/05/2022	70,000
CerTEST	Composite material	To enable lighter, more cost and fuel efficient composite aero-structures through developing the scientific foundations for a new approach for integrated high-fidelity structural testing and multi-scale modelling and 3D product quantification based on Bayesian learning and statistical Design of Experiments (DoE), incorporating understanding of design features at structural lengths scales.	01/04/2019	31/03/2024	30,000
DESIRE	UAS, RPAS, Drones	Technische Hochschule Ingolstadt will perform and evaluate the effects of drone strikes to aircraft structures by analytical and experimental means. EASA will contribute during the conduct of the Project by providing a regulator's view about the direction of work with regard to aviation safety and environmental protection, certification standards and regulations, and the acceptability of innovative multifunctional structures.	01/10/2018	30/09/2022	16,500
EASIER	Hybrid electric aircraft	Challenges presented by aircraft electric propulsion require the development of new airborne technologies that enable expanding the electrification technology trend already impacting other areas, like ground transportation or the autonomous generation/usage of electricity from renewables, to efficient and economical air transportation. These intended technologies must be capable of producing a highly efficient, lightweight, and compact aircraft electrical system that can supply the electric power for propulsion as well as for other uses while keeping electromagnetic emissions under safe limits compatible with airborne equipment operation and human safety. In addition, they shall control heat up of the system by enhanced thermal dissipation through a proper thermal management system.	01/06/2020	31/05/2023	16,000
FMCD	Cargo doors	SAAB AKTIEBOLAG are developing a new locking and latching mechanism for cargo doors. EASA will contribute during the conduct of the Project by providing a regulator's view about the direction of work with regard to aviation safety and environmental protection, certification standards and regulations, and the acceptability of innovative multifunctional structures	01/10/2021	31/12/2022	14,916
FUTPRINT50	Hybrid electric aircraft	For the purposed time frame, FUTPRINT50 aims at setting the pace for an entry into service of 50PAX aircraft types, aimed at short inter-city transport, in the context of future mobility scenarios, by providing: - Open reference requirements, mission, figures of merit and aircraft configuration, enabling cross-evaluation of solutions and systems integration; - A coordinated roadmap on technology, regulatory aspects and research infrastructure need to	01/01/2020	31/03/2023	20,000

		<p>support this development;</p> <ul style="list-style-type: none"> - Proposal of integrated development platforms and future European demonstrators; - A strong design methodology, supported by an effective, open, multidisciplinary, integrated tool, able to provide an effective Techno-Economic-Environmental-Risk analysis. This will support the future use and adjustment of the developed roadmaps and direct R&D actions; - State-of-art, related models and an holistic assessment of key-technologies (energy storage, energy harvesting, thermal management) and their interrelations; - Preparing the future professionals. A summer school / academy will foster a strong network of MScs and PhDs aligned with the hybrid-electric theme and dissemination of the tools created. - Strong International Collaboration, sharing wide knowledge base and constructively challenging existing mainstream ideas with different backgrounds. This is an important element for creating innovative synergetic effects required in hybrid-electric aircraft design. - Use existing test infrastructures on a world-wide scale. 			
ICE GENESIS	In-flight icing	ICE GENESIS will provide the European aeronautical industry with a validated new generation of 3D icing engineering tools (numerical simulation tools and upgraded test capabilities), addressing App C, O and snow conditions, for safe, efficient, right first time, and cost effective design and certification of future regional, business and large aircraft, rotorcraft and engines. ICE GENESIS will permit weather hazards to be more precisely evaluated and properly mitigated thanks to adapted design or optimised protection through either active or passive means. Furthermore, ICE GENESIS will pave the way for 3D digital tools to be used in the future as acceptable means of compliance by the regulation authorities. Overall, ICE GENESIS will contribute to flight safety, reduced certification costs and increased operability.	01/01/2019	31/12/2022	47,600
IMOTHEP	Hybrid electric aircraft	The core of the IMOTHEP project is an integrated end-to-end investigation of the hybrid-electric power train of a hybrid-electric commercial aircraft, in close connexion with the propulsion system architecture and the aircraft configuration. For this, a few aircraft configurations will be selected based on their potential for fuel burn reduction and their representativeness of a variety of credible concepts, with a focus on small-to-medium range (SMR)2 missions and regional missions. This is to ensure that HEP technologies are investigated at the right scale and for representative architectures.	01/01/2020	31/12/2022	50,000
InSiDE	Virtual certification	The project deals with the simulation of aircraft ditching, which is a relevant part of the certification process. As a result, it should be possible to analyse and optimise the emergency landing on water of commercial aircraft by means of interdisciplinary, simulation-based approaches using an industrialised tool with emphasis to Fluid-Structure Interaction. Furthermore, the general level of safety should be further improved through the integration of innovative, scientifically based methods	01/07/2020	30/06/2024	9,000
KIEZ4.0 AI	Artificial intelligence	This project should enable the certification of AI applications.	01/07/2020	30/06/2024	59,000

MORPHO	Next generation multifunctional and intelligent aero-structures	<p>MORPHO's objective is to promote industrially the deployment of smart engine fan blades by adopting a cognitive paradigm for their manufacturing, health monitoring during service and recycling.</p> <p>The proposals should address three or more of the following areas:</p> <p>A. Innovative joining technologies and damage diagnostics for composites and dissimilar materials in primary and secondary aircraft structures, with high potential to offer substantial benefits towards reduced weight, while allowing for faster and leaner integration and repair</p> <p>B. Advanced quality monitoring and on-line process control, applied to flexible automation of the manufacturing/maintenance/repair processes for increased rates.</p> <p>C. Manufacturing processes for the production of composite, multifunctional and intelligent airframe parts, as well as high-temperature and complex-shaped engine parts, covering the whole production chain – cf. process planning, manufacturing and assembly, quality control – with a view to support activities such as supervision and multidisciplinary optimisation (process-product-performance) of production, smart tooling and on-line quality control.</p> <p>D. Multifunctional and intelligent engine parts covering variable geometries in engine structures for optimized performance over the whole cycle, embedded intelligence as well as integrated thermal and electric functionalities</p> <p>E. Integrated technologies and methodologies towards next generation health management and monitoring, together with sensor development, wireless networks and data-driven fault detection.</p> <p>F. New MRO and recycling technologies for Multifunctional and Intelligent Airframe and engine parts.</p>	01/04/2021	30/09/2024	35,000
MUSIC-HAIC	In-flight icing	3D Multi-disciplinary tools for the Simulation of in-flight ICing due to high altitude ice crystals	01/09/2018	31/08/2022	21,700
OBSERVATOR	Health	The overall objective of the project is the modelling and evaluation of loads as well as the health status of low-sensor components of aircraft. For this purpose, the application of new technologies, in this project the digital twin, is used. The virtual sensor to be developed is fed on the one hand by aircraft data (e.g. ADS-B, FDR) and on the other hand by acquired data from environmental influences of the aircraft (e.g. weather information, condition of movement areas, etc.). Based on this combined data and the information generated from it, the aim of predictive maintenance is to optimize maintenance processes and save resources in the long term.	01/10/2020	01/01/2024	20,000
OLGA	Aeorodromes	<p>The overall concept of the OLGA project has two action lines, which are elaborated below.</p> <ul style="list-style-type: none"> Action line 1: The first is actual acceleration of environmental transition of airport operations: reducing CO2 and pollutants emissions of the airport (including vehicles such as cars, HDV buses, shuttles, ground 	01/10/2021	01/10/2024	29,750

		<p>support equipment) through a broad approach, introducing disruptive energy vectors (hydrogen, SAF, biofuels, biogas)</p> <p>reducing noise, optimizing biodiversity and land management, with a structuration in 5 pillars.</p> <p>· Action line 2: The second action line is about information and catalyzation: to make the environmental progress visible to passengers, policy makers and other stakeholders.</p>			
PAFA-ONE	Avionics	<p>Show technical feasibility of a self-organizing safety-critical avionics system including a suitable qualification approach:</p> <p>1) Safe and adaptive hardware and software platform (PhD1)</p> <p>Develop a HW/SW framework that allows for safe self-organization of the platform on a large set of technologies, this includes operating systems, scheduling, communication, information storage and discovery. (Methods: Partitioning, Data-Centricity)</p> <p>2) Planning Intelligence (PhD2)</p> <p>Develop methods for the online planning of function allocations and redundancy instantiation. Develop algorithms and implementation that are feasible for embedded devices and deterministic. Develop automatic fallback and recovery strategies. (Methods: Combinatorial Optimization, Heuristics)</p> <p>3) Virtual Qualification Authority (PhD3)</p> <p>An automated process and algorithms, enabling a self-qualification of any configuration change of the platform. It is planned to mimic the human actions during the certification process and to provide a maximum of self-explanation. (Methods: Process automation, Artificial intelligence)</p>	01/04/2020	30/06/2024	36,000
RAPTOR	Environment - Emissions	<p>RAPTOR has brought together a consortium of world leading, interdisciplinary experts in the fields of measurement, modelling and health to provide synergy of the current and potential future impacts of aircraft nvPM and provide robust support to key stakeholders going beyond the current CAEP cycle. The following objectives are pursued:</p> <p>Aim 1: Synergize current aircraft engine PM understanding and produce a roadmap for future advancements;</p> <p>Aim 2: Quantification and reduction of uncertainty in CAEP/11 nvPM emission standard;</p> <p>Aim 3: Improved understanding of the health impacts of aircraft engine nvPM</p>	01/11/2019	31/04/2022	10,500
RoCS	Virtual certification	<p>The aim of the project is the definition of guidelines for the generation of certification data for rotorcraft through flight simulation. The objective of the project is to define, in collaboration with industry and regulators, the characteristics that a virtual environment must have to be adequate to demonstrate compliance with airworthiness standards, in a safer, more economical and more effective way than what could be achieved through current flight test procedures.</p>	01/05/2019	30/04/2022	93,000
TRANSCEND	Environment - Policy matters	<p>TRANSCEND provides an assessment of the environmental impact at aircraft and air transport levels of alternative energy sources and novel propulsion technology for aircraft with entry-into-service before 2050. The alternative energy sources and novel propulsion technologies are considered separately and in combination, complementary to the technologies developed in Clean Sky 2. In addition, TRANSCEND provides a TRL-based technology roadmap for promising propulsion technologies and a roadmap regarding economic viability and availability for the associated alternative energy sources.</p>	01/10/2019	31/03/2022	6,000

		TRANSCEND will base its results on a thorough literature study, complemented with interactions with numerous experts, including 3 specific workshops. Comparative evaluations of alternative energy sources, novel propulsion technologies, their integration into aircraft, and their diffusion into seat classes into air transport system will be made. Support of stakeholders and experts will be generated through a dedicated communication and dissemination strategy.			
ViCKI	Artificial intelligence	The objectives of the project are to: <ul style="list-style-type: none"> · Support reduced crew and partially autonomous operations; · Assist/replace crew-based, collaborative decision-making through AI-based algorithms; · Adapt avionic platform architectures to support these functions; · Develop new operational concepts. 	01/07/2020	30/06/2024	59,000

EASA Tenders/Contracts:

Project short title	Domain	Project Description	Project start date	Project end date (planned)	Total Budget
CA - CAQ	Cabin Air Quality	Investigation of the potential health risks that might evolve from long-term exposure – notably by cockpit and cabin crews - to low dose cabin air contamination events and their possible mitigations; this should encompass the collection and analysis of combined samples of contaminants cocktails and ultra-fine particles and the evaluation of their effects by comparison with epidemiological data; aggregation with currently on-going and past research work towards a more comprehensive, robust and validated picture between levels of contamination of cabin air and potential health impacts;	29/11/2021	28/11/2024	1,535,000
CA - Drone strikes	UAS, RPAS, Drones	Assessment of the potential collision threats posed by drones to manned aircraft and evaluation of their estimated impacts; establishment of a risk model to support regulatory and operational stances to be validated by means of a comprehensive set of simulated impact tests	03/06/2020	02/06/2023	1,795,000
CA - Environment - Emissions	Environment - Emissions	Development of extended and more robust standards for purposes of supporting the assessment of engine emissions and aircraft noise footprints. Regarding the former, the emphasis shall be on robust methods for non-volatile particulate matter (nvPM) mass and number determination including, notably, particle size measurement and sampling techniques, consideration of the effect of both ambient conditions and volatile PM, and sensitivity and uncertainty analyses. Regarding the latter, the focus will be two-fold: (i) extension of current helicopter noise models towards ensuring the coverage of current types of helicopters within the European fleet; (ii) extension of prevailing modelling approaches in view of the assessment of the noise footprint of new aircraft concepts prior to their certification – centred on supersonic aircraft and vertical take-off and landing (VTOL) aircraft; work planned to be carried out in tandem with the US FAA/DoT, implementing EU-US data exchange agreements	23/09/2020	22/09/2024	900,000

CA - Environment - MbM	Environment - Policy matters	Extension and updating of existing capabilities for assessment of Market-based Measures notably to cater for new traffic data and forecasts, handling of novel scenarios and measures, ensuring their fitness-for-purpose and credibility for supporting critical policy-making both at European (EC, Member States) and international (ICAO) level	27/05/2020	26/05/2024	550,000
CA - Environment - Noise	Environment - Noise	Development of extended and more robust standards for purposes of supporting the assessment of engine emissions and aircraft noise footprints. Regarding the former, the emphasis shall be on robust methods for non-volatile particulate matter (nvPM) mass and number determination including, notably, particle size measurement and sampling techniques, consideration of the effect of both ambient conditions and volatile PM, and sensitivity and uncertainty analyses. Regarding the latter, the focus will be two-fold: (i) extension of current helicopter noise models towards ensuring the coverage of current types of helicopters within the European fleet; (ii) extension of prevailing modelling approaches in view of the assessment of the noise footprint of new aircraft concepts prior to their certification – centred on supersonic aircraft and vertical take-off and landing (VTOL) aircraft; work planned to be carried out in tandem with the US FAA/DoT, implementing EU-US data exchange agreements	27/05/2020	26/05/2024	900,000
CA - Flotation systems	Rotorcraft safety	Assessment of technical solutions for enhancing helicopter floatation at sea in view of heightening survivability following helicopter capsizes - which is the major event conducive to fatalities due to drowning;	25/06/2020	24/06/2023	1,475,000
CA - FRD	(blank)	Further to the MH370 accident and the adoption by ICAO of consequent regulation, assessment of the feasibility for using wireless transmission solutions for timely recovery of flight recorder data – namely flight parameters, audio and video images – in the follow-up to an accident; particular emphasis should be addressed to tackle prevailing open issues, such as those linked with the possible circumstances of an accident - loss of engine power, unusual aircraft attitude, aircraft complete destruction, accident in an oceanic area...- , the reliability and cost impact of the proposed solutions, their aptitude for usage in accident investigations as well as associated data privacy considerations; ICAO Annex 6 Part I, section 6.3.5	02/03/2021	01/03/2023	650,000
CA - FTL	Regulatory standards	Collection, analysis and processing of historical and in-flight crew fatigue data for purposes of supporting the continuous review of the effectiveness of the provisions concerning flight and duty time limitations and rest requirement as foreseen in Regulation 965/2012; this is to cover the envelope of most frequent short, medium and long-haul scheduled air operations and encompass schedules in less favourable times and classified as disruptive	01/12/2021	26/09/2024	1,985,000
CA - MGB	Rotorcraft safety	Research aimed at identifying threats to the integrity of critical components of rotor drive systems and at developing methods for evaluating flaw-tolerant critical component designs; specifically, this includes enhancements to the design of helicopter MGB and its attachments, to preclude separation of the mast and main rotor from the helicopter and enabling autorotation even in the event of major failure of the main gear box components	16/06/2020	15/03/2023	1,700,000
OBIS	Training	Provision of an independent assessment of training delivered from outside a Flight Simulation Training Device (FSTD) using an Off-Board Instructor Operating Station (OBIS)	18/12/2020	17/11/2021	125,000

RAMP	Introducing new technologies	The research will advise EASA on opportunities to improve the current audit methodology used, with the aim to: Establish a more stable indicator, Analyse the data at a lower granularity, Establish a better process to determine the impact on safety of the various non-compliances (the finding category).	09/12/2020	31/10/2021	59,400
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I.4. Procurement Procedures

The following table provides the list of the procurement procedures that were either Launched and/or finalised in 2021:

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 2021 (Tenders launched but not yet signed):

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DOMAIN
Internal/Administration Services	COMPETITIVE DIALOGUE	EASA.2021.HVP.03	Medical Services: Medical service on Occupational medicine	FWC	Internal/Administration Services
Communications	OPEN	EASA.2021.HVP.01	Event Management Services & Supply of branded material	FWC	Communications
Research	OPEN	EASA.2021.HVP.23	Extended Minimum Crew Operations – Single Pilot Operations – Safety risk assessment framework	DC	Research
Research	OPEN	EASA.2021.MVP.05	Risk Assessment Tool Technical Specifications	DC	Research
Research	OPEN	EASA.2021.HVP.15	Conflict Zones, Cybersecurity, and other emerging risks Platforms	FWC	Research
Pilot Training	OPEN	EASA.2021.HVP.10	Flight Test Refresher Training	FWC	Pilot Training
Corporate and IT Services	OPEN	EASA.2021.HVP.07	TGM + Caretakers	FWC	Corporate and IT Services
Financial Services	NEGOTIATED	EASA.2021.HVP.11	Banking Services – Savings account	FWC	Financial Services
Pilot Training	NEGOTIATED	EASA.2021.HVP.14	Flight Activity on A320 Aircraft - Re-launch	FWC	Pilot Training
Research	OPEN	EASA.2021.HVP.17	Horizon Europe Project: Helicopter Underwater Escape	DC	Research
Research	OPEN	EASA.2021.HVP.18	Horizon Europe Project: Machine learning application approval	DC	Research
Research	OPEN	EASA.2021.HVP.22	Horizon Europe Project: UAS standards	DC	Research
Research	OPEN	EASA.2021.HVP.24	Horizon Europe Project: PED - Lithium batteries fire risks in cabin	DC	Research
Research	OPEN	EASA.2021.HVP.26	Horizon Europe Project: Runway micro texture	DC	Research
Research	OPEN	EASA.2021.HVP.27	Horizon Europe Project: Mental Health	DC	Research

Contracts Signed in 2021:

DOMAIN	TYPE OF PROCEDURE	REFERENCE OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
Research	OPEN	EASA.2019.HVP.11	Effectiveness of Flight Time Limitations	DC	3.8	€1,985,000	Stichting Nationaal Lucht- en Ruimtevaartlaboratorium (NLR) (consortium leader), Finnish Institute of Occupational Health (FIOH) and Stockholm University	01/02/2021	30/11/2024
Environment	OPEN	EASA.2020.HVP.01	Environmental consultancy support on technical issues associated with aircraft noise	FWC	4.0	€1,000,000	Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)	24/02/2021	23/02/2025
Communications	OPEN	EASA.2020.HVP.02	LOT 1: Audio-visual Communication productions focusing on video and animation motion graphics	FWC	4.0	€ 800,000	Consortium 20 Seconds To Midnight	04/05/2021	03/05/2025
							De Cronos Groep n.v.		
							visavis Filmproduktion GmbH		
Communications		EASA.2020.HVP.02	LOT 2: Digital Content Management Services, user experience, graphic design, advice and deployment of digital marketing solutions	FWC	4.0	€1,000,000	FFW Deutschland GmbH	02/02/2021	01/02/2025
Corporate and IT Services	OPEN	EASA.2020.HVP.03	Infrastructural Facility Management	FWC	4.0	€7,940,250	Klüh Cleaning GmbH and Security GmbH & Rhenus Mailroom Services GmbH	18/02/2021	17/02/2025
							WIS Sicherheit & Service GmbH & Co. KG - DIG Service GmbH		
Impact Assessment	OPEN	EASA.2020.HVP.04	ASSESS III	FWC	4.0	€ 1,500,000	ECORYS Europe EEIG-GEIE (Groupe européen d'intérêt économique) and NLR	24/08/2021	23/08/2025

							AESA (AGENCIA ESTATAL DE SEGURIDAD) and APAVE		
							ALG (Global Infrastructure Advisors) and Bureau Veritas Exploitation SAS		
							IATA ESPANA SL Societat UNIPERSONAL		
							Lufthansa Consulting GmbH		
Research	OPEN	EASA.2020.HVP.06	Quick recovery of flight recorder data	DC	2.0	€650,000	Consortium Rockwell Collins France (Rockwell Collins France, Safran Electronics & Defence, Bertrand de Courville Consulting)	02/03/2021	01/03/2023
Corporate	OPEN	EASA.2020.HVP.09	LOT 1: Legal Advice on EASA premises and related services (Brussels)	FWC	4.0	€600,000	CMS Hasche Sigle Partnerschaft von Rechtsanwälten und Steuerberatern mbB	15/04/2021	14/04/2025
						KPMG Law SRL			
			LOT 2: Legal Advice on EASA premises and related services (Cologne)	FWC	4.0	€75,000	CMS Hasche Sigle Partnerschaft von Rechtsanwälten und Steuerberatern mbB	15/04/2021	14/04/2025
						KPMG Law Rechtsanwaltsgesellschaft mbH			
Communications	OPEN	EASA.2020.HVP.11	Layout, design and production of printed and electronic material	FWC	4.0	€300,000	INTRASOFT International S.A.	16/03/2021	15/03/2025
							media consulta International Holding AG		
							Missing Element, spol. s.r.o.		
Research	OPEN	EASA.2020.HVP.12	Fire risks caused by PEDS	DC	1.3	€600,000	Vlaamse Instelling voor Technologisch Onderzoek (VITO) (consortium leader) and Airbus GmbH	12/07/2021	12/11/2022
Research	OPEN	EASA.2020.HVP.17	Cabin air quality assessment of long-term effects of contaminants	DC	0.8	€1,535,000	Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e. V	29/11/2021	04/10/2022

Environment	OPEN	EASA.2021.HVP.02	Environmental Labelling for Aviation	DC	2.3	€725,000	ICF Consulting Services Limited	11/05/2021	10/09/2023
Research	OPEN	EASA.2021.HVP.04	Provision of assistance for the use of technical standards and technology	FWC	4.0	€300,000	EUROCAE COMMUNICATION	20/05/2021	19/05/2025
Corporate	OPEN	EASA.2021.HVP.06	Interim Services	FWC	4.0	€3,666,000	Bishop GmbH	15/12/2021	14/12/2025
Corporate and IT Services	OPEN	EASA.2021.HVP.08	Internet Access and Landline Services	FWC	7.0	€525,000	Deutsche Telekom Business Solutions GmbH	13/10/2021	12/10/2028
Financial Services	OPEN	EASA.2021.HVP.12	Banking Services - Main account	DC	5.0	€1,400,000	ING Belgium SA/NV	15/11/2021	16/11/2026
Pilot Training	NEGOTIATED	EASA.2020.MVP.01	Provision of pilot training courses for A320 aircraft type for EASA staff members	FWC	4.0	€139,000	Alitalia Societa Aerea Italiana S.p.a	01/02/2021	03/02/2025
							Finnair PLC.	04/02/2021	31/01/2025
Research	NEGOTIATED	EASA.2021.MVP.03	Review of Standard passenger Weights	DC	0.8	€125,000	Lufthansa Consulting GmbH	05/12/2021	04/10/2022
Safety Promotion	NEGOTIATED	EASA.2021.MVP.04	Safety Promotion Funnel – General Aviation - Ready to Fly and Stay Safe VFR into IMC	DC	1.0	€65,830	MC Group - Media Consulta	15/12/2021	14/12/2022

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	17807	11.1	€ 1,494,557	€ 347,366.70	€ 1,841,923.99
2	Procurement Management	Procurement Section	14657	9.2	€ 1,230,184	€ -	€ 1,230,184.13
3	Strategic Programming & Planning, Internal Control, Assurance and Quality Management	Business Programming Team & Quality Team	6968	4.4	€ 584,869	€ -	€ 584,868.77
4	Internal and External audit including ISO Certification plus Anti-Fraud	Audit Team	3689	2.3	€ 309,659	€ 4,800.00	€ 314,459.22
5	ICT	CIO board members	1209	0.8	€ 101,493	€ 774,504.00	€ 875,997.27
6	Impact Assessment	All EASA - Impact Assessment	2175	1.4	€ 182,570	€ 218,057.00	€ 400,627.21
Total (Controls)			46506	29.1	€ 3,903,333	€ 1,344,728	€ 5,248,061
Total (All EASA)^[4]			1169584	731	€ 98,164,872	€ 59,126,128	€ 157,291,000
% Cost of Controls 2021			4.0%	4.0%	4.0%	2.3%	3.3%
% Cost of Controls 2020			4.4%	4.4%	4.4%	0.7%	2.9%

^[1] 2021 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 2021:</p> <ul style="list-style-type: none"> – 22.300 Ex-Ante Financial Verifications performed: 6.500 by FVAs and 15.800 AOs. – 31 Ex-Post Control cycles (in accordance with the 2021 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 C0) approved by external auditors provides accurate cost accounting information required by the Agency's complex financial structure. – Consulting engagement with external contractor for recommendations to further optimise financial planning, monitoring & reporting practices at EASA.

	<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 33 high-value and middle-value (>60K€) procedures during 2021, of which 18 led to the signature of contracts in 2021. In addition, 90 low value (1-60K€) & 48 experts contracts were concluded as well as approximately 600 specific contracts (under framework contracts).
Strategic Programming & Planning, Internal Control, Assurance and Quality Management	The Agency has put dedicated teams in place to manage i) Strategic Planning, ii) Business Programming & Reporting and iii) internal control (audit) 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). – Annual Activity Report (CAAR). – Annual assessment of the EASA Management Standards. – Annual review of Exceptions registered reported to the EASA Management Review (8 exceptions registered – with no significant financial exceptions).
Internal and External audit including ISO Certification plus Anti-Fraud	<p>Central internal audit team (including manager in charge of risk management & internal control) prepare annual internal audit programme, validated by Executive Director, implement and report outputs to senior management. Actions (recommendations) are systematically follow-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.
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 & Efficiency Programmes: 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 the regulation officers 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.</p> <p>The IA team provide key inputs and substantiations to the EPAS publication (European Plan for Aviation Safety).</p>	<p>In 2021:</p> <ul style="list-style-type: none"> - 10 BIS on going (Best Intervention Strategy), out of which 4 were consulted. - 32 RIAs on going (Regulatory Impact Assessment), out of which 4 draft RIAs published in NPAs (Notice of Proposed Amendment) and 3 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 Article 15 of the TFEU and Article 42 of the Charter of Fundamental Rights of the EU and implemented through Regulation (EC) No 1049/2001⁴ that is applicable to documents held by the European Union Aviation Safety Agency (EASA) under Art. 119(1) of Regulation (EU) No 2018/1139⁵.

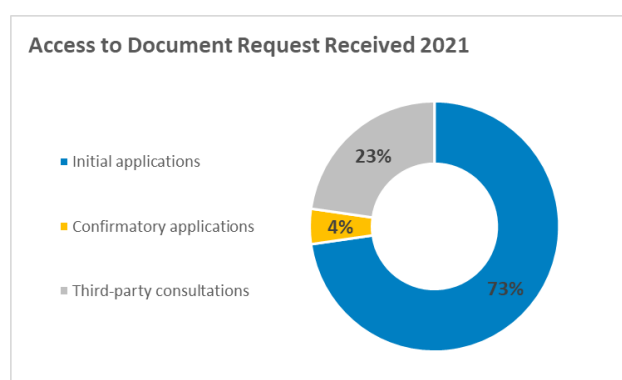
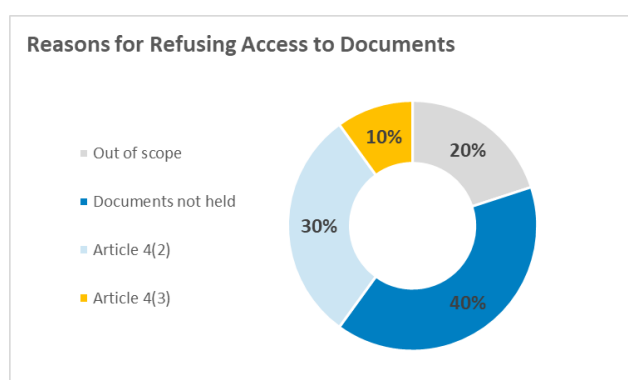
Regulation (EC) 1049/2001 is implemented at EASA by MB Decision N°17-2019 of 13 December 2019. According to the current legal framework, any citizen of the Union, and any natural or legal person residing or having its registered office in a Member State, has a right of access to documents of the institutions, subject to the principles, conditions and limits defined in this Regulation.

At the same time, Article 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, or,
- seriously undermine the institutions decision making process.

In 2021, **EASA has received a total of 21 requests related to access to documents**. Out of these 16 were “initial applications” in accordance with Article 7 of Regulation (EC) 1049/2001, 1 was a “confirmatory application” (Article 8 of the Regulation), and 5 were “third-party consultations” (Article 5 of Regulation (EC) 1049/2001).

Overall, **EASA has refused access to documents in 4 cases**. In 3 out of the 4, the reason for the refusal was the *protection of commercial interests of a natural or legal person, including intellectual property, and the protection of the purpose of inspections, investigations and audits* (Article 4(2) of Regulation (EC) 1049/2001). In 1 out of 4, the reason was to *protect EASA’s decision-making process* (Article 4 (3) of Regulation (EC) 1049/2001 in conjunction with Art. 21(4) of Implementing Regulation (EU) No 628/2103⁶). Additionally, in other requests (4), EASA didn’t hold the documents requested, or the requests were out of scope (2).



⁴ 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 \(europa.eu\)](#)

⁵ 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 \(europa.eu\)](#)

⁶ Commission Implementing Regulation (EU) No 628/2013 of 28 June 2013 on working methods of the European Aviation Safety Agency for conducting standardisation inspections and for monitoring the application of the rules of Regulation (EC) No 216/2008 of the European Parliament and of the Council and repealing Commission Regulation (EC) No 736/2006 [EUR-Lex - 32013R0628 - EN - EUR-Lex \(europa.eu\)](#)

I.7. Critical Risks & Mitigating Actions

Below is a summary of the critical risks identified in the SPD 2021-2023 including the reported status and actions taken during 2021:

Risk	Description	Controls	Actions	Status
Information Security	Partial protection of information managed by the Agency, including third party information, to an adequate level of security.	EASA Security Officer nominated; Information security cell chaired by the Chief Information Security Officer; Protection of privacy data established as per EDPS rules; New Cyber security strategy implementation including a single Digital Identification and Access System.	<ul style="list-style-type: none"> Revised Information Security roadmap under implementation. 	Ongoing
Emergency Management	Lack of / or inappropriate response to an emergency/crisis.	Emergency Management preparation; Emergency/Crisis Cell; Participation in the European Crisis Control Group.	<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 EASA interfaces with the EACCC crisis cell of ECTL and with the ICAO regional office, a simulation exercise will be launched in 2022 to further refine and develop the procedure. 	Ongoing
Legal Liability	The Agency or its staff is found guilty and/or civil/criminal liability is engaged.	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.	<ul style="list-style-type: none"> In place: Set of working procedures and management system. In Progress: Create a certification monitoring process, also covering outsourced tasks, 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
UK Withdrawal from EU	Potential disruption of aviation activities	Work closely with the Commission/ TF50 to define appropriate mitigating measures; Prepare EASA for British organisations' applications as third Country.	<ul style="list-style-type: none"> Contingency plan established and close cooperation with EC ensured. Outputs: Conclusion of EU and the UK finally entered the Trade and Cooperation Agreement, including a Bilateral Aviation Safety Agreement. The BREXIT impacts were carefully monitored during early 2021. EASA's processes/activities adapted, 	Closed

			residual risks mitigated and no major disruptions recorded.	
Security in the information technology environment	The security in the information technology environment is of a crucial importance for running business critical applications.	The monitoring of security threats is an on-going activity but is taking resources from other activities and is especially when the number of security breach attempts is high takes resources from other activities.	<ul style="list-style-type: none"> Strengthen IT security team and avoid fluctuation of resources as much as possible. Implement Information Security roadmap. Outputs: External threats remain stable; internal threats increasing to be mitigated through enhanced information policies 	Ongoing
Safety Investigations	Failure to support the safety investigations led by the SIAs of the MS	Implement sustainable staffing measures for the activity to mitigate risk including use of SNEs. Implement negative priorities on non-core and legal activities.	<ul style="list-style-type: none"> Alignment with HR team to ensure staffing of team and in particular replacement of leavers ongoing. 	Ongoing
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	Implement sustainable staffing measures for the activity to mitigate risk.	<ul style="list-style-type: none"> Alignment with HR team to ensure staffing of team and in particular replacement of leavers ongoing. 	Ongoing
ECCAIRS2	Failure to manage programme as of the Operational phase starting Apr.2021	The CIOB and IT to ensure to get the required human and budgetary resources secured as of Apr-2021. Explore use of F&C (Cont'd Airw) to provide OPEX and part of the CAPEX as of 2022.	<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. Supplementary funds allocated in 2021 to cover OPEX and CAPEX needs. 	Managed
Cashflow and Balanced Budget	Insufficient income to cover the Agency's expenditure	Regular detailed follow-up on cashflow evolution.	<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. 	Managed

II. Statistics on Financial Management



II.1. Budget Implementation

2021 Budget Implementation - All fund sources (thousands of euros)

C1 - Current year appropriations							
Title	Final Budget	Executed Commitment Amount	% Committed	Cancelled Appropriations	Executed Payment Amount	% Paid	Carried over to 2022
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)
Total Title 1 - STAFF	88,841	88,384	99%	456	88,226	99%	158
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	23,419	22,346	95%	1,073	16,915	72%	5,431
Total Title 3 - OPERATIONAL EXPENDITURE	12,958	9,869	76%	3,089	4,227	33%	5,642
Grand Total	125,218	120,599	96%	4,619	109,368	87%	11,231

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	Final Budget	Executed Commitment Amount	% Committed	Cancelled Appropriations / Reserve	Executed Payment Amount	% Paid	Carried over to 2022
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)
Total Title 1 - STAFF	9,324	9,315	100%	10	9,314	100%	0
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	1	0	12%	1	-	0%	0
Total Title 3 - OPERATIONAL EXPENDITURE	22,748	16,096	71%	6,652	8,438	37%	7,658
Total Title 4 - SPECIAL OPERATION PROGRAMMES	37,946	26,992	71%	10,954	5,653	15%	21,340
Grand Total	70,019	52,403	75%	17,616	23,405	33%	28,998

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	Executed Commitment Amount	% Committed	Carried Over Appropriations	Executed Payment Amount	% Paid	Carried over to 2022
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)
Total Title 1 - STAFF	216	157	72%	60	157	72%	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	7	-	0%	7	-	0%	-
Total Title 3 - OPERATIONAL EXPENDITURE	46	39	85%	7	39	85%	0
Grand Total	270	196	73%	74	196	72%	0

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 2020_C5	Executed Commitment Amount	% Committed	Cancelled Appropriations	Executed Payment Amount	% Paid	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	
Total Title 1 - STAFF	23	23	100%	-	23	100%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	3	3	100%	-	3	100%	
Total Title 3 - OPERATIONAL EXPENDITURE	22	22	97%	1	22	97%	
Grand Total	49	48	98%	1	48	98%	

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	Executed Payment Amount	% Paid	Carried over to 2022	Cancelled Appropriations	Cancelled Appropriations %
	(1)	(2)	(2)/(1)	(1)-(2)		
Total Title 1 - STAFF	293	290	99%	-	3	1%
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	5,551	3,689	66%	1,761	100	2%
Total Title 3 - OPERATIONAL EXPENDITURE	2,757	2,727	99%	-	30	1%
Grand Total	8,601	6,706	78%	1,761	134	2%

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	Executed Payment Amount	% Paid	Cancelled Appropriations
	(1)	(2)	(2)/(1)	(1)-(2)
Total Title 3 - OPERATIONAL EXPENDITURE	7,789	5,565	71%	2,225
Total Title 4 - SPECIAL OPERATION PROGRAMMES	8,740	3,958	45%	4,782
Grand Total	16,529	9,523	58%	7,007

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 2021 (thousands of euros)

		2021	2020	Variance
REVENUE	Fee income (Fees & Charges)	112,755,544	106,504,271	6%
	European Union Subsidy	38,900,000	37,954,000	2%
	Third Countries Contribution (EU)	1,050,300	929,873	11%
	Third Countries Contribution (Switzerland)	1,726,707	1,432,701	17%
	Delegation agreements & Grants	12,015,094	25,295,305	-111%
	Financial interests (Fees & Charges)	195,313	56,222	71%
	Parking and others (Fees & Charges)	353,694	321,178	9%
	Parking and others (Subsidy)	151,583	182,473	-20%
	Services rendered against payment	84,981	492,396	-479%
	Internal Assigned Revenue	269,771	122,026	55%
TOTAL REVENUE (a)		167,502,987	173,290,444	-3%
EXPENDITURE	<i>Title I: Staff</i>			
	Payments	- 97,720,092	96,956,074	1%
	Appropriations carried over	- 218,314	316,277	-45%
	<i>Title II: Administrative Expenses</i>			
	Payments	- 16,918,412	15,562,346	8%
	Appropriations carried over	- 7,199,844	5,553,997	23%
	<i>Title III: Operating Expenditure</i>			
	Payments	- 18,290,547	20,900,564	-14%
	Appropriations carried over	- 13,306,267	10,568,884	21%
	<i>Title IV: Earmarked projects</i>			
	Payments	- 9,610,411	13,913,120	-45%
	Appropriations carried over	- 2,404,683	11,382,185	-373%
TOTAL EXPENDITURE (b)		165,668,569	175,153,447	-6%
	Result before carry over not used	1,834,418	- 1,863,003	202%
	Cancellation of unused payment appropriations carried over from previous year	+ 133,742	604,267	-352%
	Carry over C8	1,761,325	1,761,325	0%
	Adjustment of Assigned Revenue carried over	+ 7,838,185	12,117,946	-55%
	Exchange differences for the year (gain +/- loss -)	+/- 22,989	- 17,271	25%
Result of the year		11,544,682	12,603,265	-9%
Related to Subsidy Activities		318,175	3,207,876	-908%
Related to Fees and Charges Activities		11,226,506	9,395,389	16%
Total		11,544,682	12,603,265	-9%
Accumulated surplus on Fees and Charges Activities				
	Accumulated surplus from previous year	+ 60,898,105	51,502,717	15%
	Adjustment of accumulated provision	+/- 11,226,506	9,395,389	16%
Accumulated Surplus		72,124,612	60,898,105	16%

II.3. Budget Transfers & Amending Budgets

57 transfers, totalling 8.8M€ were carried out during 2021. The most significant transfers were:

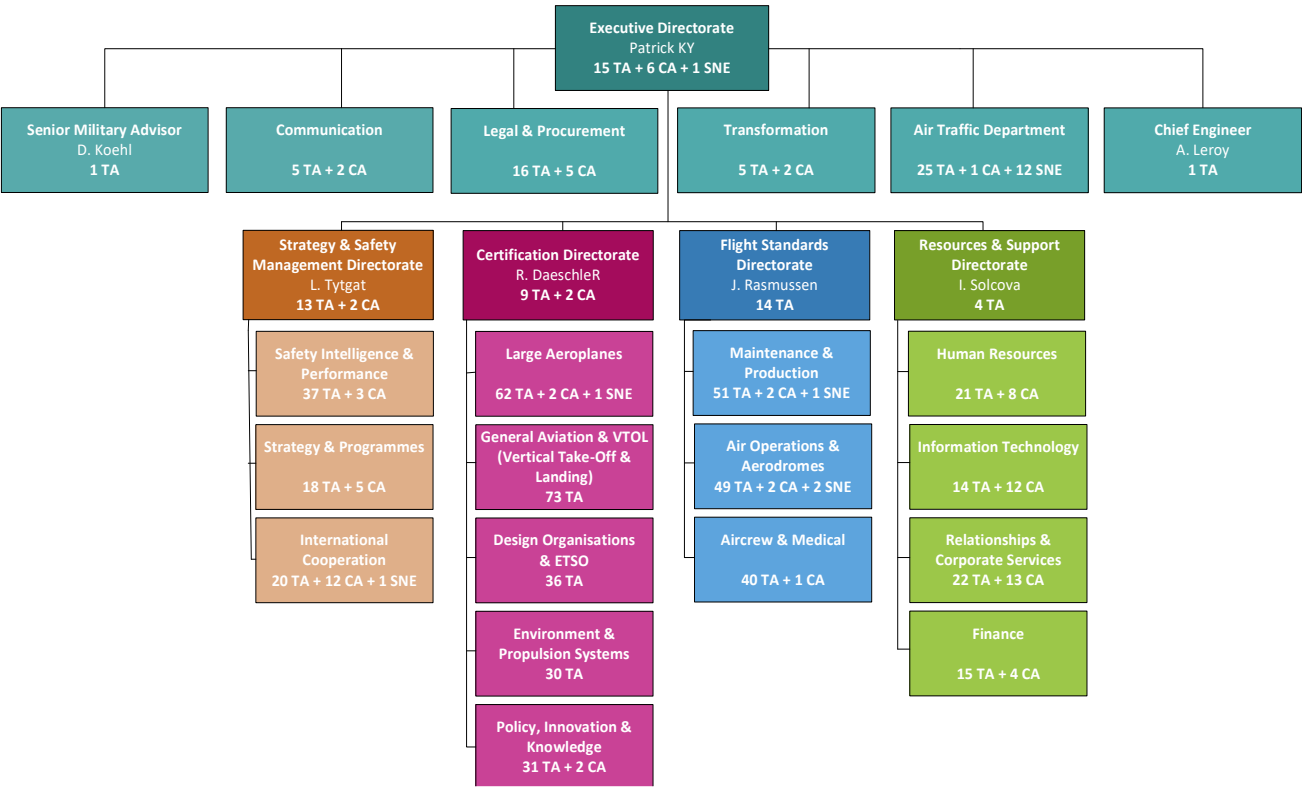
- Budget reallocations to cover the cost of the pension contribution for the last quarter of the year.
- Local transfer to be able to book on a dedicated budget line in 2021 the weighting factor for Germany which was increased from 99.4% to 101.9%.
- Local transfer to cover the costs for the Study on the “U-space feasibility”.
- Local transfer to cover costs for supplementary resources needed for the development of KHRONOS MVP for HRIS, Community tool and Flex tool, ECCAIRS2.
- 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 2021 amounted to a total of 0,013M€ (2020: 0,053M€).



III. Organisational Chart



IV. Establishment Plan & Additional Info on HR Resources Management



IV.1. Statutory Staff & SNEs

Establishment Plan

Temporary Agents	2021		2022
Function group and grade	Authorised under the EU Budget	Actually filled as of 31.12.2021 ^[1]	Authorised under the EU Budget
	Temporary posts	Temporary posts	Temporary posts
AD 16			
AD 15	1	1	1
AD 14	25	2	25
AD 13	33	3	33
AD 12	66	15	66
AD 11	88	60	88
AD 10	110	82	110
AD 9	120	128	120
AD 8	78	106	78
AD 7	32	54	32
AD 6	11	51	11
AD 5	2	26	2
AD TOTAL	566	528	566
AST 11			
AST 10			
AST 9	1		1
AST 8	3	1	3
AST 7	11	3	11
AST 6	27	26	27
AST 5	28	33	28
AST 4	25	22	25
AST 3	15	15	15
AST 2	2	4	2
AST 1			
AST TOTAL	112	104	112
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	632	680

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

External Personnel – Contract Agents

Contract Agents	2021		2022
	Authorised under the EU Budget	Recruited as of 31.12.2021	Authorised under the EU Budget
Function Group IV	36	31	36
Function Group III	68	60	68
Function Group II	2		1
Function Group I			
TOTAL	106	91	105

External Personnel – Seconded National Experts

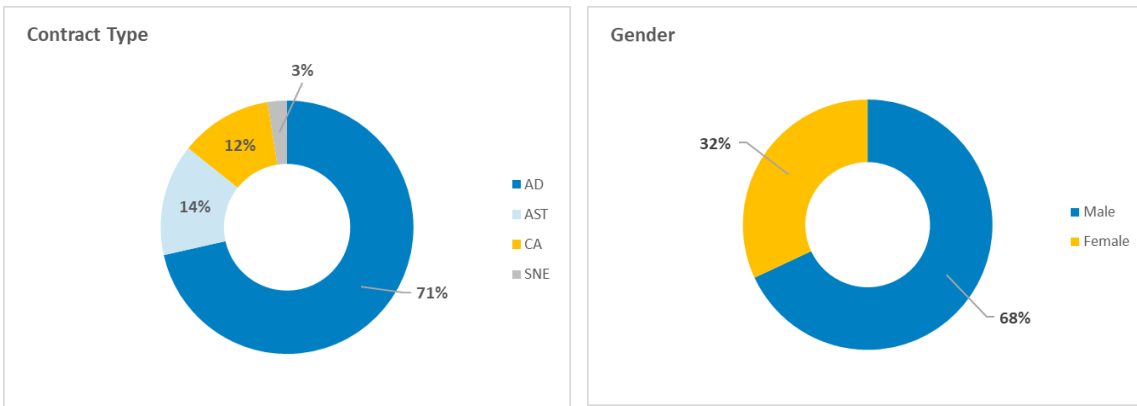
Seconded National Experts	2021		2022
	Authorised under the EU Budget	Recruited as of 31.12.2021	Authorised under the EU Budget
SNE	24	18	24
TOTAL	24	18	24

IV.2. Key Functions

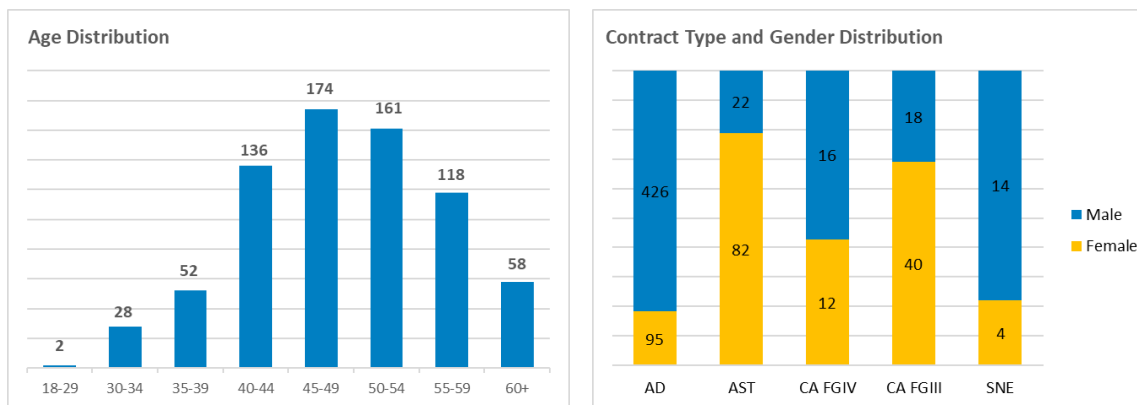
Key Functions (examples)	Type of Contract (official, temporary agent (TA) or contract agent (CA))	Function Group, Grade of Recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration, support, or policy (operational)
CORE FUNCTIONS			
Director	TA Level 2	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 Level 3	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 'Section Manager' Level 4 (excluded from management allowance)	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

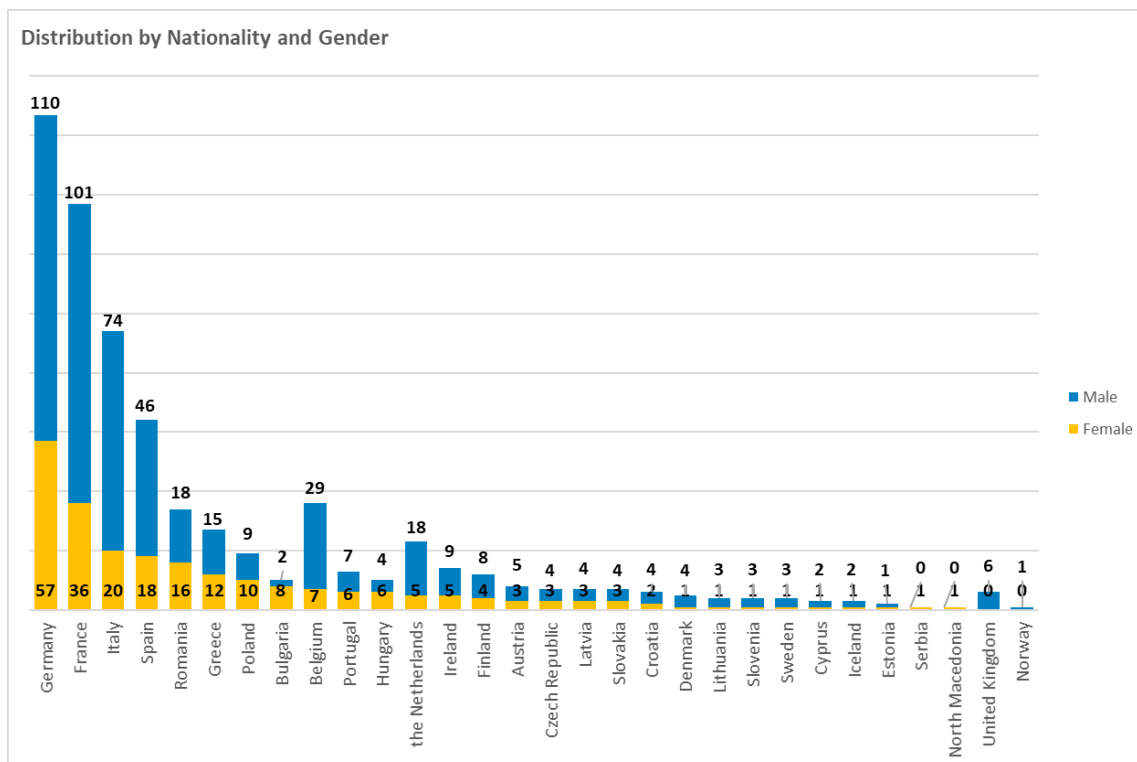
Headcount by Contract Type & Gender:



Age Distribution and Staff distribution by Contract Type including Gender:



Staff distribution by Gender and Country of Nationality



IV.4. Benchmarking Exercise

Total^[1]

Job Type (subcategory)	Aggregated 2019	Aggregated 2020	Aggregated 2021
Administrative Support and Coordination	10.40%	10.76%	16.04%
Administrative Support	8.38%	8.85%	14.67%
Coordination	2.02%	1.91%	1.37%
Operational	84.07%	84.09%	79.07%
Top Level Operational Coordination	0.91%	1.45%	1.18%
Programme Management & Implementation	53.26%	53.66%	47.95%
Evaluation & Impact Assessment	12.01%	12.29%	14.95%
General Operational	17.89%	16.69%	14.99%
Neutral	5.52%	5.15%	4.89%
Finance/Control	4.89%	4.63%	4.38%
Linguistics	0.63%	0.52%	0.50%

Statutory Staff Only^[1]

Job Type (subcategory)	Aggregated 2019	Aggregated 2020	Aggregated 2021
Administrative Support and Coordination	7.58%	8.49%	8.28%
Administrative Support	5.68%	6.67%	6.74%
Coordination	1.91%	1.83%	1.54%
Operational	86.55%	86.03%	86.23%
Top Level Operational Coordination	0.99%	1.55%	1.33%
Programme Management & Implementation	54.64%	54.85%	51.72%
Evaluation & Impact Assessment	12.43%	12.31%	16.36%
General Operational	18.48%	17.32%	16.83%
Neutral	5.87%	5.48%	5.49%
Finance/Control	5.32%	4.92%	4.92%
Linguistics	0.55%	0.55%	0.56%

^[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 seventh year in a row. Compared to previous years, the result in 2021 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 a decreased 'Administrative and Support and Coordination' and an increased percentage in 'Operational'. 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		2021	2020	
Fees & Charges	Product Certification	Revenue ^[1]	61.216	57.571
		Title 1	-44.140	-49.207
		Title 2	-7.833	-9.135
		Title 3 NAA/QE	-6.580	-2.901
		Title 3	-3.730	-4.087
		Title 4	p.m.	p.m.
	Total		-1.067	-7.759
	Organisation Approvals	Revenue ^[1]	52.074	49.311
		Title 1	-24.003	-18.944
		Title 2	-6.825	-3.357
		Title 3 NAA/QE	-6.125	-6.601
		Title 3	-2.826	-3.255
		Title 4	p.m.	p.m.
	Total		12.293	17.154
Total Fees & Charges		11.227	9.395	
Subsidy and other contributions	EU Contribution	EU subsidy	38.582	38.884
		Third-country contribution	2.777	1.428
		Other income	0.548	681
	Total		41.907	40.993
	Third-country operators	Title 1	-1.526	-1.867
		Title 2	-404	-418
		Title 3	-152	-68
		Title 4	p.m.	p.m.
	Total		-2.082	-2.353
	Standardisation	Title 1	-8.505	-7.897
		Title 2	-1.721	-1.623
		Title 3	-674	-450
		Title 4	p.m.	p.m.
	Total		-10.900	-9.97
	SAFA	Title 1	-576	-622
		Title 2	-67	-100
		Title 3	-22	-14
		Title 4	p.m.	p.m.
	Total		-0.666	-736
	Rulemaking	Title 1	-9.290	-9.338
		Title 2	-2.058	-1.978
		Title 3	-1.101	-858
		Title 4	p.m.	p.m.
	Total		-12.449	-12.174
	International cooperation	Title 1	-3.272	-3.448
		Title 2	-1.810	-1.147
		Title 3	-421	-327
Title 4		p.m.	p.m.	
Total		-5.502	-4.922	
Safety Intelligence & Performance	Title 1	-6.383	-5.832	
	Title 2	-1548	-1.212	
	Title 3	-2.058	-586	
	Title 4	p.m.	p.m.	
Total		-9.989	-7.63	
Total EU Contribution		0.318	3.208	
Grand Total		11.545	12.603	

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

V.2. Human Resources - Time spent by Activity

Activity	2021 ^[1]	2020 ^[1]
Product certification	223	239
Organisation approvals	98	89
Third-country operators	10	12
Standardisation	49	48
EU ramp inspection programme	3	5
Rulemaking	59	58
International cooperation	19	22
Safety Intelligence & Performance	35	37
Applicant Services	25	27
Corporate	111	110
Transversal	85	90
Earmarked	14	15
Total	731	751

^[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 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 2021:

Agreements (by kind)	Total Amount ^[1]	Nr of Agreements	FTE = CA & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 16,889,000	6	0.90	€ 3,195,000.00
b. Contribution Agreements	€ 51,230,000	15	7.80	€ 17,477,000.00
c. Delegation Agreements	€ 43,800,000	7	5.80	€ 6,228,000.00
d. Collaboration Agreements	€ 857,000	1	0.40	€ 87,000.00
e. Service Level Agreements	€ 200,000	1	0.00	€ 5,000.00
Total	€ 112,976,000	30	14.90	€ 26,992,000

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

^[2] FTE represents the number of hours charged to the projects in 2021 /1600 including approx. 1 FTE of working hours from 2020 relevant (charged) however for 2021 project implementation on IPA and ePLF projects

^[3] € represents the total committed amount (R0) in 2021

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2021	
a. Grant Agreements						FTE = CA & TA	€
Data4Safety (D4S) programme - Big Data for Aviation - Grant 1	Nov-17	€ 5,000,000	2017-2021	DG MOVE	Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to enhance European know-how in Big Data technologies. Building on an independent feasibility study commissioned by EASA in 2015 this initial "proof of concept" phase is planned to be executed to trial and prove at a practical level that the concept will work.	0	€ 724,000
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	€ 1,983,000
"OPTICS2" project	Oct-17	€ 140,000	2017-2021	INEA	Observatory of safety and security research for aviation	0	€ 4,000
"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	€ 1,000
EU-EaP/CA Aviation Project (TRACECA 3)	Dec-15	€ 5,000,000	2016-2021	DG INTPA	The overall objective of the project is to support the implementation of comprehensive civil aviation agreements with the EU in the Eastern Partnership countries and the upgrading of civil aviation safety and security standards in Central Asia.	0.5	€ 206,000
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	2018-2022	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)	0.4	€ 277,000
a. Total Grant Agreements		€ 16,889,000			6	0.9	€ 3,195,000

General Information								
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2021		
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	2019-2022	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.	1.3	€ 991,000	
2. CORSIA Africa & the Caribbean: Capacity building for CO2 mitigation from aviation	Dec-19	€ 5,000,000	2019-2022	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.	0.4	€ 996,000	
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.	1.3	€ 413,000	
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	€ -	
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	€ 1,248,000	
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	€ 9,563,000	
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	0.6	€ 618,000	
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	0.2	€ 29,000	
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	1.2	€ 3,172,000	
10. Passenger Locator Form	Dec-20	€ 500,000	2020-2021	DG-MOVE	Implementatation of the action Passenger Locator Form	1.5	€ 208,000	
11. Passenger Locator Form II	Apr-21	€ 100,000	2021-2021	DG-MOVE	Handover of the digital Passenger Locator Form - exchange platform for Europe	0.4	€ 88,000	
12. Hellenic Authority	Dec-19	€ 340,000	2019-2021	DG-REFORM	Technical Support to the Hellenic Civil Aviation Regulatory Authority (HCARA) and HCAA	0.9	€ 151,000	
13. Technical assistance to the Commission with respect to SESAR	Dec-21	€ 450,000	2021-2023	DG-MOVE	Implementatation of the action "EASA support to the SESAR project"	0	€ -	
14. Armenia	Nov-21	€ 1,000,000	2021-2023	EU Delegation to Armenia	Capacity building of the state of safety oversight system	N/A	N/A	
15. 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.	N/A	N/A	
Total Contribution Agreements		€ 51,230,000			15	7.8	€ 17,477,000	

General Information								
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2021		
c. Delegation Agreements Delegation Agreements						FTE = CA & TA	€	
EU China Aviation Partnership Project	Sep-15	€ 10,000,000	2015-2021	FPI	The overall objective is to complement and reinforce European aviation interests in China through increased and deepened EU-China aviation dialogues and technical cooperation/exchanges in the context of the EU's external aviation policy, thereby promoting the European aviation industry in a key growth market, contributing inter alia to a continued high level of aviation safety.	0.4	€ 653,000	
Zambia – Aviation Sector Support Programme II	Aug-17	€ 1,800,000	2017-2022	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.	0.5	€ 189,000	
EU South East Asia Aviation Partnership Project	Jan-18	€ 7,500,000	2018-2022	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.	0.7	€ 472,000	
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.	1.9	€ 2,551,000	
ARISE PLUS	Dec-17	€ 5,000,000	2017-2022	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.	1.3	€ 1,135,000	
EU-Africa Safety in Aviation (EU-ASA)	Dec-18	€ 5,000,000	2019-2022	DG INTPA	"The overall objective is to improve aviation safety in Africa.	0.8	€ 1,199,000	
SOUTH ASIA APP	Dec-16	€ 7,500,000	2016-2020	FPI	The overall objective of the project is 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 be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region	0.2	€ 29,000	
c. Total Delegation Agreements		€ 43,800,000			7	5.8	€ 6,228,000.00	










General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2021	
d. Collaboration agreements						FTE = CA & TA	€
Research Collaboration Agreements	Various	€ 857,000	Various	Various	Research projects in different domains (<i>see also Annex I.3 - for Research Projects</i>)	0.4	€ 87,000
d. Total Collaboration Agreements		€ 857,000			1	0.4	€ 87,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2021	
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	€ 5,000
e. Total Service Level Agreements		€ 200,000			1	0	€ 5,000

VII. 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 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 Accounts⁷

VIII.1. Balance Sheet

Thousands of euros

ASSETS	31/12/2021	31/12/2020
NON-CURRENT ASSETS		
<i>Intangible fixed assets</i>		
Computer Software	4,214	5,709
Intangible under construction	495	1017
<i>Tangible fixed assets</i>		
Computer Hardware	1,460	1,180
Furniture	6,414	7,087
Other fixture and fittings	24	30
Tangible assets under construction	16	-
Total	12,622	15,024
CURRENT ASSETS		
Current receivables	7,171	9,215
Accrued revenues	2,155	2,654
Prepaid expenses	3,497	3,241
EU entities receivables	23	138
Cash and equivalents	130,496	115,713
Total	143,342	130,961
TOTAL ASSETS	155,965	145,984
LIABILITIES		
NON-CURRENT LIABILITIES		
EU entities-long term	8,987	14,490
Total	8,987	14,490
CURRENT LIABILITIES		
Current payables	5,529	2,524
Deferred revenues	42,138	42,793
EU entities short-term	25,116	21,764
Non-EU entities	186	463
Accrued charges	18,438	13,397
Total	91,407	80,941
TOTAL LIABILITIES	100,393	95,431
NET ASSETS		
Surplus (deficit) forwarded from previous years	50,553	51,167
Net surplus(deficit) for the period	5,018	-614
TOTAL NET ASSETS	55,571	50,553

⁷ 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

	2021	2020
OPERATING REVENUE		
Fees and Charges	108,993	99,073
Contribution from EU entities	51,680	47,018
Contribution from non- EU entities	307	119
Other revenues	730	620
Contribution from EFTA ^[1] countries	1,727	1,428
TOTAL OPERATING REVENUE	163,437	148,258
OPERATING EXPENSES		
Staff expenses	-98,562	-97,531
Buildings and related expenses	-10,101	-10,454
IT & administrative expenses	-10,770	-7,303
Other expenses	-458	-415
Depreciation and write offs	-2,778	-3,893
Outsourcing and contracting activities	-35,877	-29,311
TOTAL OPERATING EXPENSES	-158,545	-148,906
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	4,892	-648
NON-OPERATING REVENUES (EXPENSES)		
Interests received from third parties	172	84
Interests & charges paid to third parties	-46	-49
SURPLUS/ (DEFICIT) FROM NON-OPERATING ACTIVITIES	126	34
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	5,018	-614
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS/ (DEFICIT) FOR THE PERIOD	5,018	(614)

^[1] EFTA: European Free Trade Association

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

Thousands of euros

	2021 SFP FINAL				2020 SFP FINAL				2020 VS 2021 DELTA			
	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA
OPERATING REVENUE												
Fees and Charges	108,993	-	-	108,993	99,073	-	-	99,073	9,920	-	-	9,920
Contribution from EU entities	-	39,687	11,993	51,680	-	36,934	10,084	47,018	-	2,753	1,909	4,662
Other contributions non EU	-	30	277	307	-	90	29	119	-	(60)	247	187
Other revenues	466	264	-	730	395	225	-	620	71	38	-	110
Contribution from EFTA countries	-	1,727	-	1,727	-	1,428	-	1,428	-	299	-	299
TOTAL OPERATING REVENUE	109,459	41,708	12,270	163,437	99,468	38,677	10,114	148,258	9,991	3,031	2,156	15,178
OPERATING EXPENSES												
Staff expenses	(67,637)	(29,300)	(1,626)	(98,562)	(67,104)	(28,344)	(2,084)	(97,531)	(533)	(956)	458	(1,031)
Buildings and related expenses	(6,667)	(3,434)	-	(10,101)	(6,892)	(3,562)	-	(10,454)	225	128	-	353
IT & administrative expenses	(7,079)	(3,657)	(34)	(10,770)	(4,799)	(2,486)	(17)	(7,303)	(2,279)	(1,171)	(16)	(3,467)
Other expenses	(270)	(188)	-	(458)	(231)	(184)	-	(415)	(39)	(4)	-	(43)
Depreciation and write offs	(1,628)	(1,149)	-	(2,778)	(2,837)	(1,055)	-	(3,893)	1,209	(94)	-	1,115
Outsourcing and contracting activities	(20,554)	(4,712)	(10,611)	(35,877)	(18,648)	(2,650)	(8,013)	(29,311)	(1,906)	(2,062)	(2,598)	(6,566)
TOTAL OPERATING EXPENSES	(103,833)	(42,441)	(12,270)	(158,545)	(100,511)	(38,282)	(10,114)	(148,906)	(3,323)	(4,160)	(2,156)	(9,638)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	5,626	(734)	-	4,892	(1,043)	395	0	(648)	6,669	(1,129)	(0)	5,540
NON OPERATING REVENUES (EXPENSES)												
Interests received from third parties	172	-	-	172	84	-	-	84	89	-	-	89
Interests & charges paid to third parties	(31)	(16)	-	(46)	(32)	(17)	-	(49)	2	1	-	3
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	142	(16)	-	126	51	(17)	-	34	90	1	-	91
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	5,768	(750)	0	5,018	(992)	378	0	(614)	6,760	(1,128)	(0)	5,632
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS												
NET SURPLUS FOR THE PERIOD	5,768	(750)	0	5,018	(992)	378	0	(614)	6,760	(1,128)	(0)	5,632

IX. List of Acronyms



Acronym	Explanation
AD	Airworthiness Directive
ADSP	ATM Data Service Provider
AeMC	Aeromedical Centre
AMC	Acceptable Means of Compliance
ANS	Air Navigation Services
AOC	Air Operator Certificate
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
CAEP	Aviation Environmental Protection
CAMO	Continuing Airworthiness Management Organisation
CAW	Continuing Airworthiness
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
eCMA	enhanced Continuous Monitoring Approach
eVTOL	electrical Vertical Take-off and Landing (Aircraft)
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
ECQB	European Central Question Bank
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
GA	General Aviation
GM	Guidance Material
IAW	Initial Airworthiness
ICAO	International Civil Aviation Organisation
IMS	Integrated Management System
IR	Implementing Rule
KPI	Key Performance Indicator
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
RMT	Rulemaking Task
RNO	Return to Normal Operations
RSOO	Regional Safety Oversight Organisation
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
SMS	Safety Management System
SNE	Seconded National Expert
SPD	Single Programming Document
STC	Supplementary Type Certificate
SWP	Strategic Workforce Planning
TA	Temporary Agents
TAC	Technical Advice Contract
TC	Type Certificate
TCO	Third Country Operators
TIP	Technical Implementation Procedures
UAS	Unmanned Aircraft System
WA	Working Arrangement



End of Document

