

Consolidated Annual Activity Report (CAAR) **2023**



EASA MB 2024-01
Cologne, 6th-7th June 2024

WP14c:
EASA Consolidated Annual Activity Report (CAAR) 2023

Summary:

This document presents the EASA 2023 Consolidated Annual Activity Report.

Actions taken:

The Management Board is invited to take note of the content of this document and adopt the CAAR 2023.

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Management Board's Assessment

Statement from the Chair¹ of the EASA Management Board (MB)



In the more than 20 years since EASA's inception the Aviation Industry has changed dramatically. The rate of technological advancements, the urgency for green solutions and global events have re-shaped the landscape of the sector and EASA has had to adapt and grow to accompany these changes. The major outputs of 2023 pay testimony to those changes and the evolution of EASA's role to deliver, not only on its traditional core tasks, but also towards emerging domains such as the environmental sustainability, health, emerging technologies, drones, artificial intelligence and ATM/ANS.

In this context even more, the Management Board recognises that EASA's performance was evaluated positively by the European Commission, in consultation with EASA's stakeholders, under Article 124 of EASA's Basic Regulation ((EU) 2018/1139). The report was an important validation that EASA is successfully executing its core mandate as well as confirmation of EASA's strategic role in aviation and sustainability. The report also highlighted the importance to establish a stable long-term financing of the Agency so that EASA can continue to adapt actively to the evolving needs of the aviation sector.

The European Green Deal targets to reach climate neutrality in the EU by 2050, for which the aviation sector will have to contribute if it is to achieve a reduction of transport emissions by 90% by 2050 (compared to 1990-levels). 2023 saw some key milestones towards the Greening of Aviation as EASA progressed with several initiatives including aviation ecolabelling. Most notably however EASA's role in Sustainable Aviation Fuel (SAF) Monitoring was solidified through the adoption of the ReFuelEU Aviation legislation in October 2023.

In the 4 years since COVID was declared a global pandemic EASA has worked in cooperation with its sister Agency in Sweden, ECDC, to address new risks and concerns. As air traffic returns to pre-COVID levels and the aviation industry is back in full swing, in June 2023, EASA and ECDC formally withdrew the COVID-19 Aviation Health Safety Protocol and signed a Memorandum of Understanding for future cooperation allowing the two agencies to work closer together, applying the lessons learned during the COVID-19 Pandemic, to prevent to the extent possible similar situations from happening in the future.

Embracing the advances in digitalisation and new technology EASA published two important roadmaps in 2023 on "Higher Airspace Operations (HAO)" and "Artificial Intelligence (AI) 2.0" as well as keeping pace on ATM/ANS regulatory developments with the adoption of the framework on the conformity assessment of ATM/ANS systems and constituents (unification of ATM/ANS equipment). Moreover, a number of EASA access (digital) rules were published for SERA, Rotorcraft, Air Operations, Air Crew, TCO, Aerodromes, Information Security, OSD/CS-FCD and ATM.

In December 2023, the Management Board was pleased to see EASA endorse its first Gender Equality Plan. Further to the ongoing initiatives and actions of the last years, this publication reaffirms EASA's commitment to equality and sets the stage for cultivating a diverse and supportive work environment.

The economic impact of the events of the last years are still being felt around the world. The Management Board acknowledges EASA's successes to date in delivering its expanding mandate and supporting the changing needs of the aviation industry. Nevertheless, as highlighted by the European Commission, the MB also stresses that EASA's financial sustainability needs to be secured and EASA is resourced with the right talents to be able to tackle the issues from today and the future.

¹ Piotr Samson was the MB Chair in 2023 and at the time of drafting of the CAAR. Piotr Samson served as MB chair from December 2019-April 2024, Acting Chair Maris Gorodcovs took over the role as of 1 May 2024.

2023 was also a year of transition for EASA. After the send-off of its second Executive Director Patrick Ky, in August 2023, after 10 years in service, the Management Board elected a new Executive Director, Florian Guillermet, who will take the helm from Acting Executive Director Luc Tytgat (September 23-March 24), in April 2024. This marks the opening of a new era for EASA, with new sets of challenges and opportunities. Environment, technology, AI to mention a few. The MB are looking forward to working with him and wish him all the best as we embark on this new leadership.

26th March 2024

Piotr Samson

Chair of the EASA Management Board (December 2019 - April 2024)

Foreword

Message from the Executive Director (ED)



I am passionate about aviation. Since the start of my professional career 26 years ago, I have had the opportunity to work extensively in all areas of the aviation value chain, from the airline industry, air navigation service providers and the aeronautics industry to the European aviation institutions where I proudly led public organisations serving European citizens and worked in multicultural environments.

I am honoured to join EASA and take great pride in contributing towards our collective objective of ensuring the safety of aviation in Europe. EASA boasts a robust mission and is building competencies in many new areas, making these times incredibly interesting for the Agency and the entire aviation sector. I would thank my predecessors for their leadership and also Luc Tytgat for his interim role in the last seven months and the seamless transition of responsibilities.

2023 was a busy year with many outputs and key achievements, as outlined in this report. In particular, the strong recognition from the European Commission in its evaluation of EASA's performance gives a clear signal that EASA is providing added value to its stakeholders and has built a solid framework for the future.

I am looking forward to positive and dynamic 2024 for EASA and European aviation.

18th April 2024

Florian Guillermet

EASA Executive Director

Message from the Acting Executive Director (ED)



Aviation has always been a dynamic industry. We are currently in a period of extreme change which is stretching our minds and our resources. We are seeing an exceptional period of innovation – of which aircraft such as VTOL and air taxis are just one very visible example - and in line with other industries, we are acutely aware of the planetary pressure to reduce aviation's environmental impact and become more sustainable.

2023 was no exception and was a year with many exciting changes and developments. After two terms as Executive Director, Patrick Ky departed the Agency. He left an impressive legacy having steered EASA through 10 years of rapid innovation in the Aviation Sector and a series of global events which changed our priorities and ways of working. In September 2023, it was my great honour to take the reins as acting EASA Executive Director, having served nine years as Director of Strategy and Safety Management I would like to commend the work of the EASA staff and their commitment and dedication to safety and supporting the evolving needs of our stakeholders.

For this reason, I was even more pleased to see the overwhelmingly positive outcome of the European Commission's evaluation of EASA's performance in relation to its objectives, mandates and tasks in accordance with Article 124 of EASA's Basic Regulation. The Commission's evaluation is not only a clear endorsement of EASA's past and present performance within the existing framework. It also shows that the Agency can actively support the resilience and future evolution of the aviation sector, while ensuring a global outreach of European standards, products, and services. The findings affirm EASA's success in executing its mandate, confirming that an integrated European aviation safety system brings tangible advantages to the aviation sector. It was also

confirmed that with the right long-term financing EASA will be able to continue to adapt actively to the evolving needs and requirements of the aviation sector.

As part of the EU's Green Deal, EASA's role in sustainability was extended under the RefueEU aviation regulation (adopted in October 2023). This further expands our environmental remit and brings a new set of specific tasks for EASA, particularly in the area of promoting and measuring the usage of Sustainable Aviation Fuels (SAF) as well as the associated reductions in CO₂ emissions. It also charges EASA with developing an environmental labelling scheme for aviation that will provide the travelling public with transparency on emissions to consider when booking a flight.

2023 saw regulatory developments in the field of Drones – and we are now at the forefront of establishing the framework to support the emergence of new vehicles such as eVTOL, as well as ATM/ANS, with the adoption and rollout of the ATM/ANS ground equipment conformity assessment framework. We also addressed a new dimension on the topics of Human Factors and ATCO (Pilot) Fatigue – starting the process of gathering scientific information and evidence on both domains to support future regulatory work. We also continued expanding our international presence and relationships with international partners as well as growing our engagement in research and innovation – building deeper partnerships with SESAR and Clean Aviation, fostering knowledge and facilitating future developments.

To keep delivering, we need also to ensure the Agency is financially stable and resourced. In 2023 we continued actively recruiting to replenish and reinforce our expertise to make sure we are ready to face existing and future challenges, in particular for certification and new technology. In conjunction with the EASA Management Board we also started looking for ways to improve our long-term financial stability, to ensure that all tasks can be fully completed at the high standards we set for ourselves and that are expected from the Agency.

On a last note, I have seen a positive evolution of the social climate at EASA, with a number of new recruits and young talents joining the Agency as well and bringing a new wave of action. I was also happy to endorse EASA's Gender Equality Plan, an important step forward and clear commitment from EASA's senior management towards facilitating a balanced, equal and diverse staffing of EASA.

27th March 2024

Luc Tytgat

Acting Executive Director (September 2023 - March 2024)






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 and other Detailed 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. International Cooperation contributes to the competitiveness of European industry and reinforces the influence of the European system worldwide.</p>
Values	Respect, Unity, Integrity, Transparency, Innovation
Legal Mandate	EASA is governed by Regulation (EU) No 2018/1139 (EASA Basic Regulation)

The Year in Brief



Safety is our Core Business



Your safety has been our mission, already for over 20 years! In 2023, EASA celebrated its 20th year of operations and proudly looked back at a long list of successes in building the European aviation system in place today.

In 2023, EASA has continued to invest in its workforce, reinforcing its expertise to not only deliver on its core activities but also to work on emerging domains and the safe integration of innovative technical products such as **novel propulsion systems and eVTOL projects as well as electric and hybrid propulsion (EHPS)**, that will have a decisive impact on future mobility and the ability to meet Europe's green objectives.

EASA's work and investments to this respect were recognised in 2023 through the European Commission's evaluation of EASA's execution of [Regulation \(EU\) 2018/1139](#) (EASA Basic regulation). Whereby the findings concluded that EASA has been very successful in delivering on its mandate and that there are clear benefits to having an integrated European aviation safety system in place. With this evaluation and vote of confidence, EASA is ready to respond to the expectations of its stakeholders and continue to adapt to new aviation challenges.

A look back at some key milestones is available on EASA's website under: [Onwards and upwards!](#)

A year of Transition



EASA's former Executive Director Mr Patrick Ky, left the Agency at the end of August 2023 after serving after serving two terms spanning a decade. Leading the Agency through international crises and the unprecedented challenges caused by a global pandemic, helping to adapt and shape the activities of the organisation to meet the changing needs of the aviation industry and shaping EASA as the globally recognised regulator it is today. Steering the Agency through this transition was Mr Luc Tytgat, appointed as acting Executive Director of EASA until the new Executive Director, Mr Florian Guillermet, takes up the new role in April 2024.

EASA ATM/ANS enabling digital transformation of European skies



In 2023, the European aviation system reached an important milestone on the path towards digitalising the European ATM system and contributing to an **efficient, harmonised, interoperable and safe Single European Sky** while bearing in mind the human dimension aspects on the ATM ecosystem, with the delivery of the following key activities:

- Adoption and rollout of the ATM/ANS ground equipment conformity assessment framework.
- Operational improvements to the ATCO licensing and training requirements.
- Initiation of the of ATCO fatigue study, addressing the human dimension and the effects of new technologies
- Enabling the SESAR 3 development and deployment activities.
- Technical advice to DGMOVE on the Common Project One (CP1 Regulation).

Further information can be found in Section I.3.3 – ATM/ANS Regulatory & Development as well as EASA's website under: [Air Traffic Management | EASA \(europa.eu\)](#)

EASA Drones Programme

In 2023 the Drone programme entered the last phase of its regulatory development for UAS with the publication of Opinion 03/2023, which lays the foundations for the development of the last operational category envisioned in the EU Regulation 2019/947, the 'certified' category. While doing so, EASA moved into the full-fledged implementation for the 'open' and 'specific' category and U-space. Besides its regulatory activities, the programme expanded its focus to coordination, technical support, cooperation, and research with NAAs, the military, aviation organisations and industry in Europe and around the globe.



The **EC Drone Strategy 2.0** actively tasked EASA with nine flagship actions and, as of 2023, EASA has so far delivered on all nine either fully or partially. 2023 proved to be a dynamic year for EASA in the UAS domain, meeting its objectives to deliver a world leading regulatory framework for an innovative part of the aviation industry. EASA ended 2023 with the successful launch of the IAM Hub, a web based platform developed to facilitate the safe development of Innovative Urban Air mobility for Europe, involving all UAS actors, from drone operator to national and local authorities.

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

The journey towards Zero-Emission Aviation



In October 2023 the [ReFuelEU Aviation Legislation](#) was signed enabling the next phase of the EU's flagship initiative for ensuring a level playing field for sustainable air transport and facilitating the uptake of **Sustainable Aviation Fuels (SAF)** within Europe. Work immediately kicked-off with key milestones expected to be delivered in 2024. Moreover, progress was made towards enabling the European Environmental Labelling for Aviation scheme, as well as chairing the working group on regulations, certification, and standards in the European Commission's Alliance for Zero Emission Aviation, aiming to facilitate commercial deployment of hydrogen and electric aircraft.

Further information can be found in Section I.3.1 – Environment as well as EASA's website under: [Environment EASA \(europa.eu\)](#)

Supporting Research & Innovation

The Agency continued to invest in research and innovation activities, with 37 (**Horizon Europe**) research projects underway and its engagement in **Clean Aviation and SESAR Partnership Programmes**. EASA **Innovation Services** offer a new framework to support innovation at industry level, and the Agency developed Issue 2 of the Concept Paper on **Artificial Intelligence (AI) and Machine Learning**, published in February 2024. Moreover, EASA had the first PhD conference tightening links with the Academic world.



Further information can be found in Section I.3.4 – Research & Innovation as well as EASA's website under: [Research & Innovation | EASA \(europa.eu\)](#)

International Cooperation



EASA continued its International Cooperation activities abroad and expanded its technical assistance projects in the different regions of the world. **EASA maintained its global presence** organising and participating in an unprecedented number of conferences and meetings as well as establishing an office in Panama, further to the deployment of an EASA Representative in 2022, to Panama City for

the Latin America and Caribbean (LAC) region. **Environmental protection has remained a top priority in 2023**, also for International Cooperation. In addition to its engagement at ICAO level, several workshops, and seminars on CORSIA and Sustainable Aviation Fuels (SAF) were provided to beneficiaries as part of technical assistance projects. Following the suspension of the cooperation with Russia, EASA continued the cooperation with Ukraine by preparing to receive a team of experts. In the wake of the EU/EASA success at the ICAO general Assembly of 2022, 2023 was marked by the visit of the Secretary General of ICAO to EASA. In 2023 EASA and ICAO jointly organized the RSOO Global Forum in Africa, this event was instrumental in fostering the dynamics of regional cooperation at a global scale.

Further information can be found in Section 1.2.6 – International Cooperation as well as EASA’s website under: [International Cooperation | EASA \(europa.eu\)](#)

Part I — Achievements of the Year



1.1. Context & Overview



The Single Programming Document (SPD) for the period 2023-2025 aimed to:

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

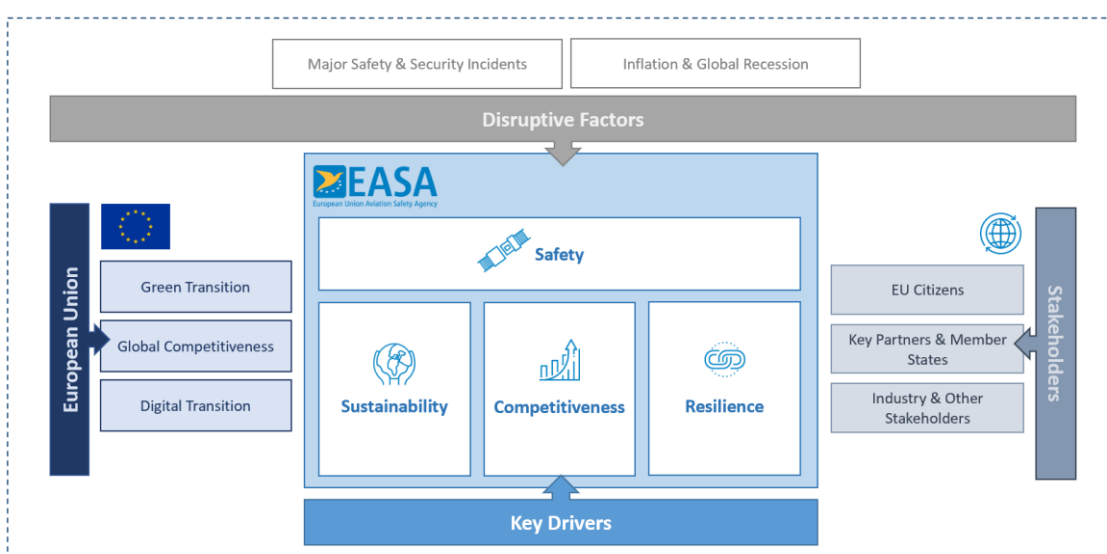


Figure 1: EASA Strategy SPD 2023-2025

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

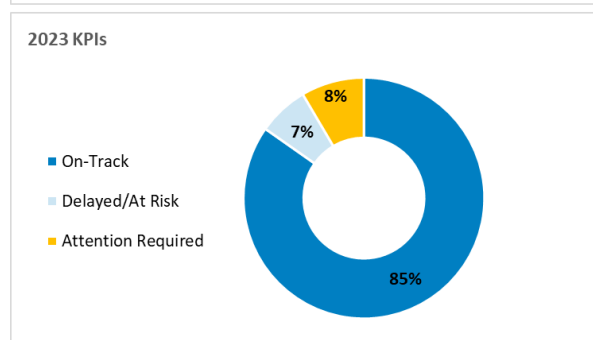
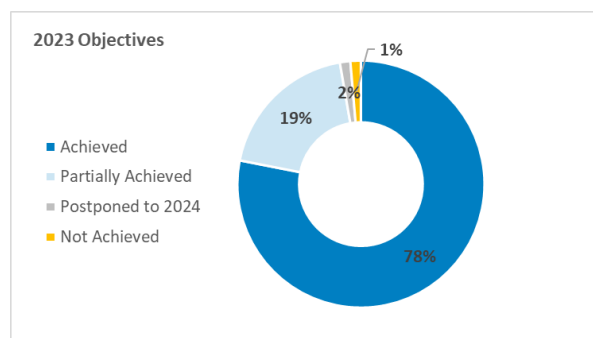
Figure 2: EASA Strategic Objectives SPD 2023-2025

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

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

The 2023 AWP set the plans for 146 (objectives) targets and 59 Key Performance Indicators (KPIs) across 11 key activities/areas of operation and 9 strategic initiatives, as detailed below in Section I.2 & Section I.3.

EASA was able to address 97% of its AWP ambitions of which 78% were achieved. In terms of performance, the Agency’s KPIs report that activities managed to maintain a positive trend and high level of operation with 85% of KPIs on-track.



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

1.2. Activities



The results of EASA's 2023 objectives/targets and performance indicators are detailed under the following activities/chapters:

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

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

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



1.2.1. 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 unsafe conditions and issuing and disseminating the applicable mandatory Airworthiness Directives (ADs).

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

Furthermore, the Agency will conduct investigations, audits and other monitoring activities necessary for the certification and declaration of air traffic management/air navigation services systems and constituents and ensure an effective oversight.

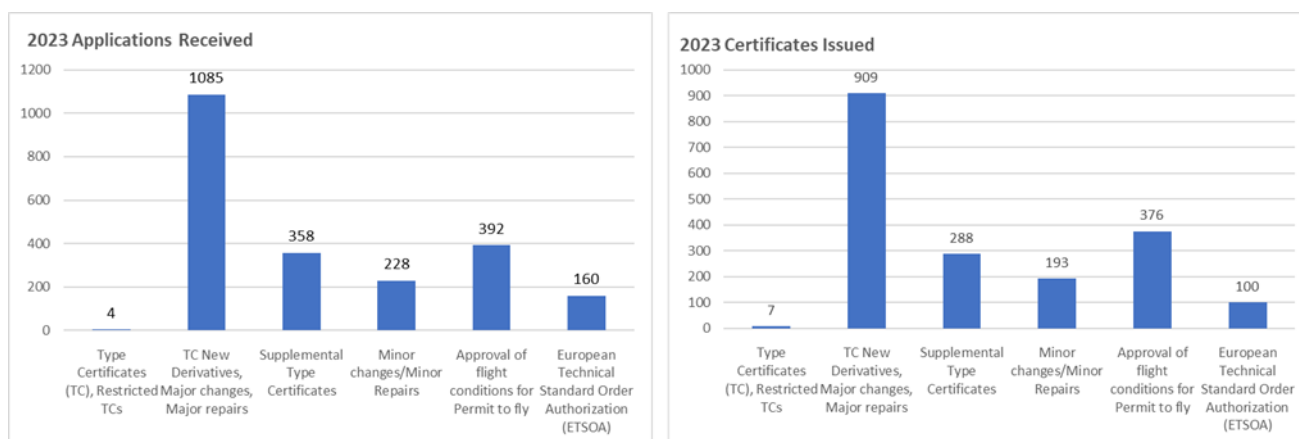
Key Achievements

- During 2023, the Agency worked on multiple workstreams to facilitate the **certification and oversight of innovative products, including novel propulsion systems and eVTOL projects** that will have a decisive impact on future mobility and the ability to meet Europe's green objectives. In addition to electric and hybrid propulsion (EHPS), the use of hydrogen for propulsion purposes received specific attention. Agency efforts were focused on industry support contracts, certification projects, standards groups, harmonisation with Bilateral Partners, and research involvement (including the EU Clean Aviation Program and AZEA). These efforts are important contributors for industry to de-risk their developments, for the Agency to gain competence, and to prepare the related regulatory framework for novel technologies. Communication with stakeholders about EASA's initiatives took place through workshops, conferences and webinars.
- EASA published **guidelines on Noise Measurement of Unmanned Aircraft Systems (UAS)** lighter than 600 kg operating in the specific category and issued its Opinion on Innovative Air Mobility which included an amended Part 21 to incorporate necessary adaptations for UAS.
- The Agency issued its **fourth publication of proposed Means of Compliance with Special Condition VTOL** (Vertical Take-Off and Landing aircraft) dedicated to propulsion batteries. In addition, EASA has published the first Environmental Protection Technical Specification (EPTS) for the establishment of noise levels for aircraft capable of vertical take-off and landing (VCA), i.e. for aircraft with non-tilting rotors. The corresponding EPTS for aircraft with tilting rotors was issued for public consultation.
- Significant sourcing efforts were made in 2023 to strengthen technical expertise in the domains of Structures, Hydromechanics, Avionics, Powerplant, Noise and Emissions, Flight Test, DOA, and Safety Assessment, as well as in emerging new technologies.
- The **General Aviation Roadmap 2.0**, the second phase of the GA Roadmap, has seen its last year of implementation in 2023. The GA Roadmap, a strategic initiative aimed at ensuring a safe and sustainable future for GA in Europe, achieved several key milestones. These include Part-M Light, Basic Instrument Rating, Balloon and Glider Rulebooks, CS-STAM, SC-GAS, Training in Declared Training Organisations, Part-21 Light, ADS-L. Preparations for GA Flightpath 2030+, a continuum of the GA

Roadmap, also started in 2023. EASA in a close collaboration with GA stakeholders defined the vision and the key topics to be focused in the near future. EASA later endorsed these, along with the required administrative and financial commitments, to allow for the launch of the new initiative in early 2024.

- Many events were held that generated strong interest and participation, such as the 2023 EASA-FAA International Aviation Safety Conference, the [Workshop on Electronic Flight Bags \(EFBs\) – European Technical Standard Order \(ETSO\)](#), and the [EASA Certification Conference and the SMS Workshop for Design and Production organisations located in Cologne and the EASA Rotorcraft and VTOL Safety Symposium 2023](#) located in Madrid.

Key Facts & Figures

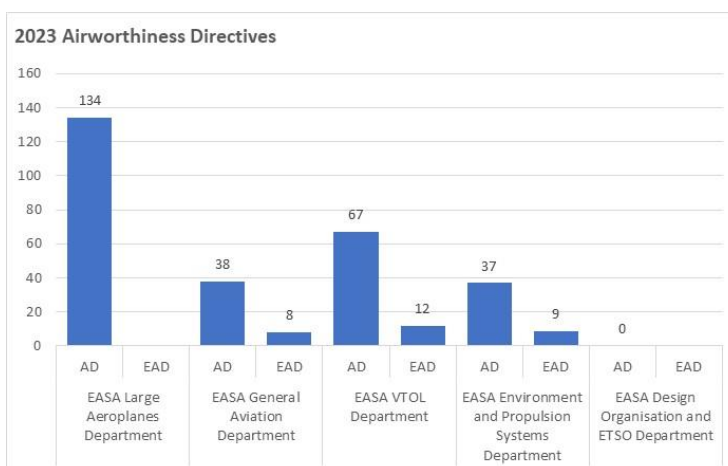


- More than 2200 IAW and operational suitability applications were received, and more than 1850 certificates issued, representing a decrease of 4% compared to 2022 (in particular for STC and major changes).
- EASA was involved during the full year 2023 (starting in 2022) in a Pilot Project with a large manufacturer to facilitate the implementation of the EU requirements that will become applicable in October 2025 regarding management of information security risks. This Pilot Project was successfully completed in early 2024.
- EASA supported the gradual implementation by Design Organisations of Safety Management Systems (SMS). An organisation could already demonstrate in 2023 that it has a fully operational SMS.
- At the end of 2023, EASA oversaw 335 Design Organisation Approval (DOA) Holders – including six organisations whose Design Office Staff exceeds 1,000 FTEs (Full Time Equivalent) and 248 Holders of Alternative Procedures to approved Design Organisations (ADOA) approvals.
- Some notable Type Certificates (TCs) and significant and complex significant major changes issued are:

Large Aeroplanes	<ul style="list-style-type: none"> - Major change for Airbus Type A330-941. With this project, Airbus introduced a new functionality, i.e., the Alternate AP, thanks to which the flight crew on board will be able to rely on AP/FD/ATHR in situations of speed or ADR loss, with continuous aircraft guidance and alleviation of the workload. Validation of a significant FAA STC: Conversion of an Airbus A321-200 series (A321-211/-212/-213/-231/-232 models) from an all-passenger configuration to a cargo configuration (including main deck cargo door, Class E cargo compartment, 9g barrier reinforcement of the cabin floor, accommodations for supernumeraries, and associated systems).A300-600 ST “Beluga”: Approval of the new Beluga Services framework that eliminates the need for EASA approval for each single transport, which is now matching the standard commercial freighter framework as much as possible.
General Aviation	<ul style="list-style-type: none"> - The Falcon 6X, the latest business jet aircraft from Dassault Aviation, was certified by the European Union Aviation Safety Agency in 2023.

	<ul style="list-style-type: none"> - The Falcon 6X is a very long-range business jet with the widest cabin of its class, embedding cutting-edge technologies. - Type certificate for model WeeDOO, a free hot air balloon with a natural shaped envelope of 2 200 m³ volume.
VTOL	<ul style="list-style-type: none"> - Type Certificate for Y12F - a high wing twin-engine turboprop utility aircraft built by Harbin Aircraft Industry Group. - restricted Type Certificate for DHRUV (ALH), a Large Rotorcraft belonging to Cat-B.
Propulsion	<ul style="list-style-type: none"> - Significant support to the FAA validation in 2023 of the Type Certificate for ROLLS-ROYCE DEUTSCHLAND Ltd. & Co. for the BR700-730B2-14 (EASA.E.135), the engine for the Gulfstream GVIII aircraft. - Type Certificates for PRATT & WHITNEY CANADA PW 127XT-M for the ATR 42-500 ,and ATR 72-212A aircraft, PRATT & WHITNEY CANADA PW 127XT-L, PT 6A-65SC for the Cessna SkyCourier aircraft, PW 207K for the Kazan Ansat helicopter, PW 812D for the Dassault Falcon 6X aircraft, PT6E-66XT for the TBM 900 aircraft; Raikhlin RED A03, a 12-cylinder piston engine for General Aviation aircraft; Rotax 916 iSc2 C24 intended for use on CS 23 level 1&2 Aircraft, MT propeller MTV-4 , Electravia E-Props EPGU3 series propeller for General Aviation.

- One Pre-applications contract, three new PACs seven new Technical Advisory Contracts (TACs) and five new Innovation Partnership Contracts (IPCs) were received in 2023.
- 276 ADs (including revisions and corrections) and 29 Emergency ADs issued. A detailed list can be found on the [AD publication portal](#).
- 29 Safety Information Bulletins (SIBs) published relating to airworthiness and operational matters.
- 197 foreign ADs adopted, and 10 Foreign Safety Advisory Information (FSAI) publications uploaded onto the AD publication portal.
- More than 360 applications received for supporting the validation by foreign authorities of EU applicants' EASA design certificates (Certification Support for Validation).



Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Initial Airworthiness, Environmental Protection, Operational Suitability & CSV	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 Level of Involvement).	Facilitate the acceptance of applications for innovative products by developing adequate special conditions for the development of the certification basis (eVTOL, UAS, EHPS).	●
	Support validation of the European products by third countries' authorities and provide technical	Adapt Part-21 for the purpose of UAS Certification.	●
		Deliver contributions required to achieve 2023 military strategy targets (State & Military Aviation Programme).	●
		Process all applications for product certification in application of the Level of Involvement (LOI) rules, as applicable.	●

	support to the European industry in a timely manner.	Further implement the objectives as defined by the GA Roadmap and rotorcraft safety roadmap.	●
		Continued Implementation of the actions resulting from the B737 Max Lessons Learnt exercise, to support ongoing improvement of the Certification process.	●
		Continuous support to the validation of European products by third countries.	●
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.	●
		Continued Implementation of the actions resulting from the B737 Max Lessons Learnt exercise, to support ongoing improvement of the Certification process.	As above
Strategy – Key Drivers	Safety [Contributes to Sustainability & Competitiveness]		
Principal Funding Source	F&C		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	101%	103%	85%	95-105%	79%	●
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	3.2%	3.4%	2.4%	≤5%	2.5%	●
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	100%	102%	86%	≥90%	88%	●
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	114%	89%	109%	≥90%	90%	●
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	7 days	8 days	6 days	≤10 days	4 days	●

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

1.2.2. Organisation Approvals



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

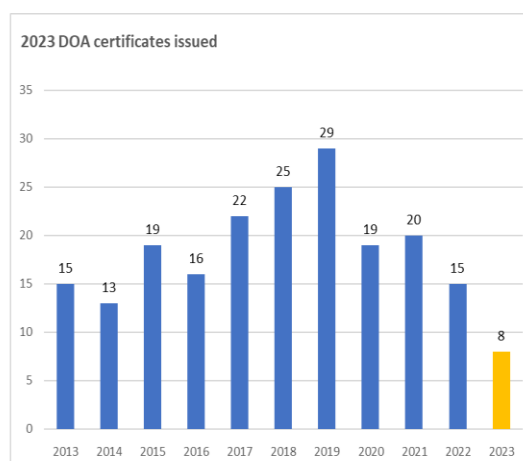
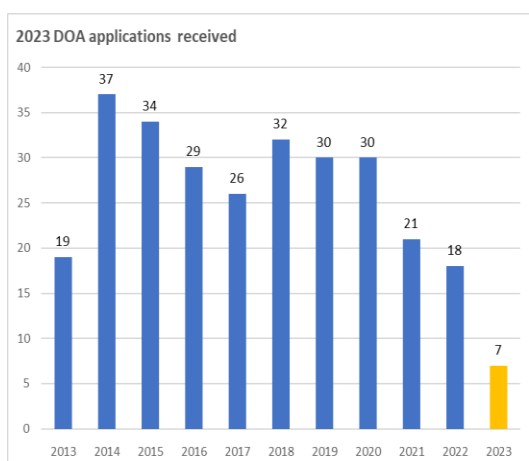
Outside the territory of Member States, EASA approves and oversees design, production, maintenance, continued airworthiness management, maintenance staff training, training devices and flight crew training organisations, aeromedical centres as well as ATM/ANS providers and Air Traffic Controller training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

Key Achievements

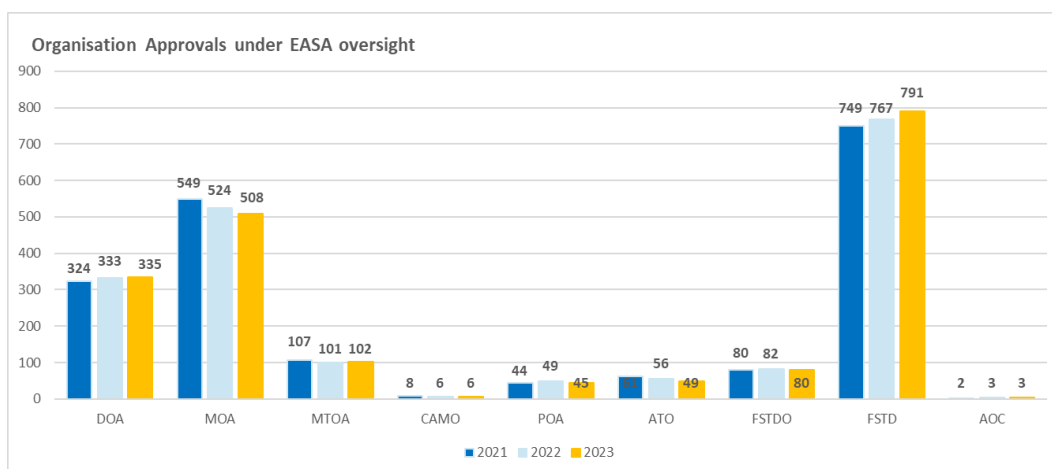
- In 2023, EASA continued to see interest from industry in applying for a transfer of oversight to EASA under **Article 65 of EASA's (BR) Basic Regulation (EU) 2018/1139**. By the end of 2023, the Agency had transferred the oversight of three Air Operator Certificates (AOCs), three Continuing Airworthiness Management Organisation (CAMOs) and one simulation device organisation within the EU MS. One initial AOC certification was initiated in 2023 and should be finalised mid-2024, and two additional AOCs transfers will be effective in Q1/2024. Other applications are currently being processed in close coordination with the affected MS.
- **Streamlining & Digitalising Organisation Approval Processes & Procedures:** Further onboarding of OA Domains to the new workflow tool (OA Tool) continued in 2023. At the end of the year in addition to POA & AOC also ATO, FSTD(O) and CAMO were users of the new digital workflow tool. This onboarding will continue throughout 2024.
- The demand for new European approvals from third country organisations continued to be high in 2023, reflecting an increasing use and recognition of the European aviation system worldwide. Together with partnership authorities EASA is trying to accommodate new applications, which also supports directly European airlines, manufacturers, and leasing companies. Waiting time is occurring due to resource limitations in several domains which can lead to withdrawals or rejections.

Key Facts & Figures

- **DOA:** the overall number of active DOAs under surveillance increased from 324 to 333, representing an increase of 3%, which is still below pre-Brexit figures but steadily increasing.






- **OA and Flight Simulation Training Devices (FSTD):** The total number under EASA oversight stood at 803 approved organisations and 791 FSTDs by the end of 2023. In addition, the oversight of 1682 organisations are covered by the BASAs with US, Canada, and Brazil. (Not counting DOA (including Alternative Procedures to DOA) and TCO Authorisations).



Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Design Organisation Approvals (DOA)	Conduct a risk-based oversight approach for the design organisation and implement Level of Involvement.	Continue digitalisation of all Design Organisation Approval processes.	●
		Implement approach regarding the upcoming regulations aimed at identifying organisational risks (e.g. Safety Management Systems and Information Security Management Systems).	●
Other Organisation Approvals (OA)	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	Prepare for the implementation of the oversight of cybersecurity aspects as part of the approved organisation.	●
		Implement the oversight of safety management system for Part 145.	●
		Expand and consolidate the oversight of EU organisations under Art. 64 & 65 of Regulation (EU) 2018/1139.	●
		Develop the approval and oversight of new types of organisation dealing with new products and technologies (e.g., drones, eVTOL, virtual reality, cybersecurity, etc.) or new concepts.	●
		Continue with the digitalisation of the Organisation Approval process through active contribution to the Agency Digitalisation Programme.	●
		Ensure that EASA oversight procedures and administrative principles are also implemented in the oversight done by outsourcing partners.	●
Strategy – Key Drivers	Safety [Contributes to Resilience & Competitiveness]		
Principal Funding Source	F&C		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	82.3%	85%	83%	≥80%	59%	
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	95%	88%	91%	≥85%	90%	
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	91%	84%	84%	≥80%	86.8%	

*For further details on delayed KPIs 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

- **Coordination with Chinese Civil Aviation Authority (CAAC):** EASA continued throughout 2023 to have regular meetings with the CAAC regarding access to aircraft for SAFA inspections and the ultra-long duties started during the COVID pandemic period. EASA issued a limitation to all Chinese TCOs regarding the maximum allowed flight and duty times for flight performed under the TCO authorisation. Since then, the CAAC ended such practices returning to the usual prescriptive rules.
- **Revised Part-TCO:** The entire 'EASA TCO toolbox' was reviewed and revised where appropriate to include changes stemming from the adoption and entry into force of the Commission Regulation (EU) No 452/2014 of 29 April 2014 laying down technical requirements and administrative procedures related to air operations of third country operators pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council.

Key Facts & Figures

- Overall TCO population has stabilised with a total of 705 authorised operators at the end of 2023. As in 2022, the workload involved for each new application for a TCO authorisation was higher than the previous years with a total of 55 new TCO authorisations issued, and 73 (re-)applications received in 2023.
- During 2023, an increase was noticed for one-off notifications with a total of 14.
- A total of eight (8) organisations surrendered their TCO authorisation in 2023, which is slightly below the yearly average of 9.1 since the entry into force of the TCO Regulation.
- A total of 319 non-conformity findings were raised in 2023, which is significantly above the yearly average of 262 (+ 22%) since the entry into force of the TCO Regulation. As the baseline for the technical assessment and the level of scrutiny remained unchanged since years, this reflects a significant decrease in the quality of the (re-)applications received in 2023. Also, this reflects the need for a higher workload and manhours to perform the initial assessment of applicants as well as future continuous monitoring activities.
- Three (3) TCO Authorisations were suspended or revoked for safety reasons.
- 41 TCO authorisation were invalidated in 2023.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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 (ASL).	Implement the updated TCO Regulation.	●
		Implement ad-hoc CMP activities for Ukrainian operators including their operational readiness, aircraft airworthiness and continuous oversight by their competent authority.	●

		Ensure regular update of 'pulse survey' as long as Ukrainian crisis exists.	●
		Subject to the Ukrainian crisis evolution, implement the new 2023-2026 focus areas campaign.	●
		Initiate a 'return to normal' with Russian Federation third-country operators subject to the evolution of the Ukrainian crisis.	●
<i>Strategy – Key Drivers</i>	<i>Safety [Contributes to Resilience]</i>		
<i>Principal Funding Source</i>	<i>EU contribution</i>		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	95%	91.7%	90.5%	≥90%	93.2%	●
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	100%	94.6%	94.6%	≥80%	100%	●
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	96%	88.9%	90.2%	≥80%	95.6%	●

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

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.

Key Achievements

- **Continuation of the SYS phase II inspections:** In 2023, EASA continued its phase II of the Systemic Enablers for Safety Management (SYS) to assess the SSP and EPAS implementation, the Quality Assurance for activities outsourced to Member States in the frame of the partnership agreement and the monitoring of occurrence reporting. This also enabled to qualify the first SYS NCA Standardisation team member with more to come in 2024.
- **Enhanced Continuous Monitoring Approach (ECMA):** As an increasingly important supplement to inspections horizontal ECMA activities have been broadly used in 2023 to verify Air Operations oversight programme, Flight Crew Licensing ECQB and theoretical examination, Non-destructive Testing personnel, latest SMS implementation in airworthiness, flexible use of airspace and ANS interoperability, apron management in aerodromes, EPAS implementation in SYS and UAS legal framework application. In addition, the use of the electronic EU survey tool has been generalized to gain efficiency.
- Development of the **State Monitoring Programme (SMP)** concept: based on the experience in ECMA and the SYS Phase II maturity assessment, EASA has been developing the SMP concept that will rely on more on-line surveys and use the maturity model evaluation to credit mature NCA Management Systems with the perspective to reduce the volume of on-site activities and have more combined inspections.
- **Growing standardisation activity in UAS:** The EU drone regulation became applicable on December 31st 2020 and has been monitored with ECMA campaigns. Based on the intelligence collected, the cycle of onsite inspections started in 2022 and ramped-up in 2023. This enabled to qualify the required EASA UAS Standardisation inspectors team leaders and NCA team members.
- **Providing technical assistance:** EASA carried out technical assistance projects to Member States, especially when preparing for ICAO USAOP audit with a successful outcome of the audit.
- **Supporting the Commission in escalation measures:** EASA increased the number of Supplementary Reports to 11 in 2023 supporting the European Commission on 5 infringement procedures. This increase is triggered by the recurrence of some findings that would not progress without escalation measures and often linked with resource, employees' status and organisation issues at State level that the NCA cannot resolve without the involvement of Ministries or other National Authorities. In such case, a Supplementary Report followed by escalation measures addressed to the State can enforce that corrective measures are duly taken.
- **Extending the standardisation scope:** EASA continued the onboarding in Standardisation of U-Space, the European Risk Classification Scheme and the coming management of information security risks.

Key Facts & Figures

- The 2023 inspection programme led to a total of 1367 man-days of inspections. In total, 82 inspections were carried out of which 1 unplanned inspection had been added, while 4² inspections had to be postponed.

- In 2023 the Agency raised 635 findings of non-conformity, among which 385 class C findings mainly on standardisation concerns, 243 class D findings which if not timely corrected also raise safety concerns, and 7 class G findings that represent Immediate Safety Concerns (ISCs) and require the concerned NCA to take immediate corrective actions.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Standardisation & Implementation Support	Continuously monitor the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	Continue with the deployment of SYS Phase 2.	●
		Continue with the implementation of eCMA.	●
	Continuously monitor the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	Continue with inspections standardisation of the Drones domain in the second batch of countries.	●
		Prepare Start preparing for the extension of Standardisation activities towards cybersecurity across the technical Standardisation domains.	●
	Develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations.	Continue to provide Implementation Support to Member States upon their request and subject to available resources.	●
<i>Strategy – Key Drivers</i>	<i>Safety [Contributes to Resilience]</i>		
<i>Principal Funding Source</i>	<i>EU contribution</i>		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	35%	9.8%	12%	≤20%	9.7% ●
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	86%	85%	96%	≥90%	88.8% ●

*For further details on delayed KPIs 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

- **RAMP expansion:** To expand the global view on the safety performance of operators, EASA signs working arrangements with States in other continents to participate in the EU Ramp Inspection Programme. Early 2023, Azerbaijan successfully passed the Standardisation inspection, thereby becoming the 49th full participating state in the EU RAMP Inspection Programme. In addition, Brazil is a candidate state participating in the programme, whilst Qatar has been suspended as candidate state until further notice.
- **Support to the enforcement of sanctions on the Russian Federation:** Following the Russian invasion of Ukraine, the EU has imposed sanctions on Russian nationals in the aviation domain. Using all intelligence sources at hand, the Ramp Coordination team has supported the European Commission in establishing a list of aircraft registrations in 2022 that are used or controlled by Russian nationals. The list was continually updated during 2023 and consists of confirmed aircraft (for which appropriate evidence was found), suspected aircraft (with a high probability) and white-listed aircraft (for which evidence was provided that the aircraft was not used/controlled by Russian nationals). The list was updated 57 times in 2023, reflecting 273 changes in total. In 2023 the confirmed list grew from 848 to 897 aircraft and the suspected aircraft list grew from 119 to 140 aircraft.
- **“The Future of RAMP” project (RAMP NextGen):** The project started at the end of 2022. The Task Force consisting of both Authority and industry representatives held two meetings in 2023. The project is experiencing some delays and is now expected to be finalised by 2026/2027, depending on to the feasibility – availability of resources - of also developing the much-needed IT infrastructure (that is envisaged to replace the existing archaic RAMP inspection tool).

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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.	●
		Initiate the “RAMP NextGen” project, to perform an in-depth analysis of Programme output and a comprehensive review of the inspection scope, inspection methodology, and data analysis methodology.	●
Strategy – Key Drivers	Safety [Contributes to Resilience & Competitiveness]		
Principal Funding Source	EU contribution		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	100%	100%	100%	100%	75%	
Timely issuance of the system wide coordination targets to the Member States – twice a year	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	N/A	100%	100%	100%	100%	

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

1.2.6. International Cooperation



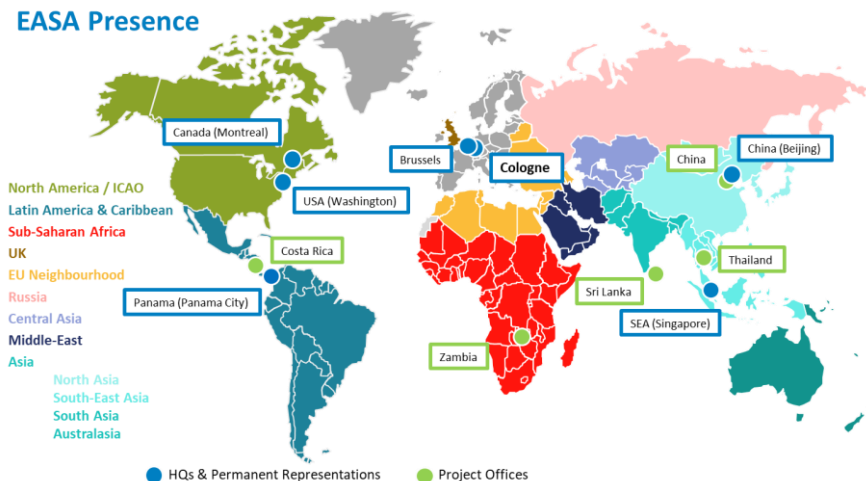
EASA works with third country aviation authorities and other international partners worldwide to promote **European aviation safety, security and environmental standards, policies, and technology**, to protect European citizens travelling worldwide and to remove market barriers for the EU aviation industry. 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) and Memoranda of Cooperation/Understanding (MOCs/MOUs) 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 contribute to the ICAO processes upstream. In this endeavour, EASA seeks a close partnership with 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 pursue further integration of EASA's standardisation activity with ICAO's Universal Safety Oversight Audit Programme.

EASA Presence



The Russian military invasion of Ukraine in February 2022 further impacted EASA's International Cooperation activities. As an EU Agency, EASA complied with the sanctions and policies set by the European Commission. Consequently, all cooperation activities with the Russian Federation were suspended.

Key Achievements














- In 2023 **two projects supporting Ukraine were launched**: Eastern Partnership and Bilateral support. Furthermore, the Commission adopted the EU/ASEAN sustainable connectivity package in late April and EASA was invited to develop the description of action for a civil aviation component of this package. The resulting project signature was signed as expected in Q4. In the scope of the signed project several activities on CATA are to be implemented. Significant progress was made in the field of

Technical Cooperation financed through either DG-NEAR or DG-INTPA. For new projects under negotiation and/or in programming phase, all expected contracts were prepared and finalised in agreement with relevant counterparts at EC level and eventually signed in 2023: the ACT-SAF, the IPA6, the SCOPE, the bilateral support to Kazakhstan, Ukrainian Airworthiness Convergence project. Furthermore, extensions at contractual level were granted for: EU South-East Asia CCCA CORSIA, EU-CORSIA Africa & Caribbean, EU-Aviation Safety Africa, EU South-East Asia Aviation Partnership Programme. Among the new projects under negotiations with DG-MOVE/DG-INTPA, the Action Document for fundings associated to the African region (EU Support to the Aviation Sector in Africa (SASA)) has been officially approved at the Quality Review Meeting in 2023 securing future contract to be signed in 2024. In the frame of the activities related to the Air Safety List support contract with DG MOVE, a new Contribution Agreement has been signed in 2023, namely, the Prevention and Technical Assistance projects in the framework of EU Regulation (EC) No 2111/2005.

- International Cooperation continued to support the implementation of the BASAs. The **BASA amendment with Brazil** was finally ratified and diplomatic notes were exchanged in December 2022 and amended, turned to be effective in March 2023.
- Significant progress was made on several significant **certification projects with China**, where EASA substantially supported the discussions at the Certification Oversight Board. China - WA CAAC on Tianjin Final Assembly Line: extension of scope of current WA to A21, WA on Diamond DA-50 production in China was signed in July 2023.
- In 2023 EASA entered into a **Working Arrangement (WA)** with Montenegro on SAFA and with China CAA on Diamond DA-50 production. Memorandum of Understanding (MoU) were signed with South Africa CAA of Flight Standards/OPS, with the Aviation Commission of Latin America on overall International Cooperation, with Japan CAA; Letter of Intent (LoI) were signed with ANAC-Brazil on e-VTOL certification. Several other agreements were brought to maturity, however not signed pending final review by counterparts and/or physical events undertaking (e.g. WAs with Chile and Argentina, expected for Q2 2024; WA with New Zealand (targeting Q1 2024); MoUs between EASA and ANAC-Brazil on SAF & Cybersecurity (expected Q2 2024); WA with Singapore on Airworthiness domain (expected for Q2 2024); WA with Pacific, Australia CAA (expected in 2024).
- Dialogs with **Brazil and Colombia** were restarted in Q4 2023 to progress on Comprehensive Air transport Agreement (CATA) supporting and facilitating the EC interactions with the relevant counterparts at States level. The status has been delayed due to the political context.
- Further to the deployment of an EASA Representative to Panama City for the Latin America and Caribbean (LAC) region EASA's global presence was reinforced with establishment of the Panama office, which is already hard at work, and formal opening ceremony expected in 2024.
- EASA International Cooperation also organised, or was represented at, many high-level events in 2023, ranging from ICAO Regional Offices DGCA meetings to Symposium/Global Forum in Asia, Latin America and Africa. In particular, EASA is participating to ICAO - NACC and SAM regional office meetings and conferences. Regular liaison with African (western and eastern sub-regions) regional ICAO offices of WACAF, ESAF and significant participation to the regional conference organised in Asia and LAC (e.g. the 58th DGCA Conference in Bangladesh and the 50th Anniversary in LACAC in Lima). Worth to mention the ICAO-EASA Joint RSOOs Global Forum conference in October 2023 in Nairobi, Kenya on Regional Cooperation world-wide. Overall, several hundreds of activities (conferences, webinars, training, workshops, meetings, etc) were organised with the support of over 100 different stakeholders, which attracted an audience of approximately one thousand persons and enhanced the EASA assistance, visibility, and footprint at global scale.
- EASA's International Cooperation effort was recognised by the EU Member States and the Commission, particularly for its outstanding role in the coordination of European positions during the 41st ICAO Assembly. As a follow up to the assembly, actions related to Long Terms Aspirational Goals

and CO2 Emission Reduction were started: one project, ACT-SAF Africa and India was signed and supporting to CAEP and CAAF meeting preparation was done. In 2023 a secondment was placed in ICAO for USOAP audit and policy matters in the Air Navigation Bureau. Also, the confirmation of an additional SNE was agreed by both parties (EASA and ICAO). EASA participated in several ICAO working groups meetings, in particular those related to Urban Air Mobility (UAM) and Health. The influence exercised by International Cooperation secured a high level of visibility and fostered the good cooperation between the two organizations. EASA continued to liaise with EUR/NAT ICAO regional office through regular participation in relevant meetings at Member States Director General level. EASA and ICAO signed an Annex to the Agreement on the definition, implementation, and deployment of the ECCAIRS2 iPACKs.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
International Co-operation Instruments & Resilience in Foreign System	Reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by concluding Working Arrangements (WA) and implementing Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA's proactive support.	Support the implementation of the BASAs by implementing robust maintenance of confidence mechanisms and relevant update of implementation procedures, facilitating acceptance of products and oversight results while ensuring adequate safety levels.	
		Update existing WA/MOCs/MOUs and monitor their consistent implementation.	
		Support the CATA preparations and negotiations by the EU Commission with the LAC region.	
		Support the implementation of the ASEAN CATA through project activities.	
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 in line with EU objectives and successfully launch and implement those projects.	
		Support the strengthening of RSOOs.	
		Support the implementation of environmental protection including CORSIA and SAF prioritising those States where the implementation impact on the worldwide environment will be the most significant.	
		Complete the development of a European platform for the coordination of international technical cooperation activities (TEAM EUROPE).	
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 accomplishment of follow-up actions for EU/EASA resulting from the Assembly 41.	
		Support the preparation of the 2024 full ICAO USOAP audit.	
		Timely delivery of EFOD compliance checklists and State Letter recommendations.	
		Continue discussions with ICAO ANB on better integration of EASA STD into USOAP.	
		Build and strengthen EASA's presence and visibility at ICAO panels and working groups in	

		ATM, drone, security and public health activities.	
		Sustain the cooperation with ICAO EUR/NAT office through dedicated platforms of exchanges and regular meetings (EUR/NAT PCG and EASPCG meetings).	●
		Cooperate with ICAO to promote (e.g. through IPACKs) EU regulatory material, tools, initiatives and opinions in areas where global recognition is essential. This includes environmental and sustainability measures against climate change impacts, long-term aspirational CO2 goals, SAF, and noise and air pollution prevention.	●
		Maintain and reinforce the network with ICAO Regional Offices and key States to increase 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.	●
Strategy – Key Drivers	Competitiveness [Contributes to Sustainability & Safety]		
Principal Funding Source	EU contribution + Earmarked funds from the EU		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	66.6%	85%	100%	≥80%	80%	●
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	100%	100%	100%	≥90%	90%	●
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	80.3%	88%	85%	≥80%	79%	●
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	6.5	6.4	6.5	≥5 on scale of up to 7	6.43	●
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	100%	≥90%	100%	●
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	Achieved	Achieved	Achieved	Updated compliance checklists for 2 ICAO Annexes per year	100%	●

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

1.2.7. Rulemaking



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

The EC's Better Regulation Agenda aims 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.

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 may be 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


- Opinion 01/2023 proposed to the European Commission a regulatory framework on the **conformity assessment of ATM/ANS systems and ATM/ANS constituents** for the safe and seamless operation of European ATM network. Following the adoptions by the Commission of the proposed Regulations, EASA issues later in the year 4 EDDs (2023/015/R – 2023/018/R) providing the AMC/ GM supporting the application of the new Regulations, as well as the detailed specifications for the certification and compliance declarations of such equipment.
- Opinion 03/2023 proposed to the European Commission a regulatory framework for the **operation of drones, enabling innovative air mobility with MVCA**, the initial airworthiness of UAS subject to certification, and continuing airworthiness of those UAS operated in the 'specific' category.
- Opinion 05/2023 proposed a **comprehensive amendment of the FCL Regulation** to the European Commission, combing the outcome of 5 RMTs carried out over the past years on different subjects, such as cruise relief co-pilots, flight crew licensing and medical requirements, and better flight crew licensing requirements for general aviation.
- With EDD 2023/008/R – EDD 2023/010/R EASA issued the AMC/GM supporting the application of the new and amended Regulations on Information Security (Part-IS).
- With EDD 2023/013/R and 2023/022/R EASA issued the AMC/GM as well as DS for the application of new Part 21 Light.

Key Facts & Figures






- 5 opinions were issued in 2023, 23 Decisions of the EASA Executive Director, and 16 NPAs.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Rules Development and Better Regulation	Modern, proportionate rules that are fit to uphold high common standards for	Timely publication of opinions, as identified in the EPAS, to support and further the strategic priorities and ambitions as outlined in the EPAS.	●

	safety and environmental protection, and ensure the Competitiveness of the European industry	In the framework of the transformation programme, enhance and streamline the rulemaking process with a view to make it more efficient, effective and flexible through implementation of the recommendations from the process review in accordance with the high-level action plan.	
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety & Resilience]</i>		
<i>Principal Funding Source</i>	<i>EU contribution</i>		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Timely answer to exemption requests (as defined by the Basic Regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	97.2%	95.7%	97.9%	≥90%	91.8%	
Timeliness of the Rulemaking process	By 2027, 20% reduction of the lead time for the adoption of amending Regulations; baseline in 2020 = 6.5 years.	New KPI 2023+			6.3 Years	4.56 years	
	By 2027, 20% reduction of the lead time for the adoption of soft rules CS/AMC/GM; baseline in 2020 = 5 years.	New KPI 2023+			4.8 Years	4.6 years	
Rulemaking process performance	By 2027, 20% reduction of the overall working hours performed on all rulemaking deliverables; baseline in 2020 = 47000 hours.	New KPI 2023+			45K Hrs	38K Hrs	
Rulemaking process effectiveness	By 2027, 80% of the overall published deliverables for regulatory material to be part of the strategic tasks identified in EPAS.	New KPI 2023+			70%	74.5%	

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



1.2.8. Safety Intelligence & Performance

One of EASA's core responsibilities is to manage safety risks in aviation. The main elements of this process are the provision of Safety Intelligence, including the identification of the operational and systemic safety risks of the European aviation system, the definition and implementation of appropriate safety actions for the mitigation of risks, and the subsequent monitoring of Safety Performance.

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

The following are the main processes and activities taking place within Safety Intelligence and Performance:

– Safety Data Management

The aim of safety data management is to process all occurrences received by EASA in its role as a competent authority in a timely and proper manner. The occurrences should be accurately and comprehensively coded and then distributed to technical owners for review and feedback, prior to being stored recorded in the SDM database in accordance with EASA internal standards. These data are then shared with the European Central Repository within a timeframe of 30 days.

Occurrences are also grouped according to specific issues, enabling technical owners to monitor these issues over time and develop a sound understanding of the nature of the issue and the risks posed. Occurrences that are closed without review are systematically reviewed to identify any unaddressed safety issues.

In addition to these elements of safety data management, internal and external stakeholders are responded to promptly when they have questions. Occurrence data is also provided upon request, in accordance with the policy governing data access and dissemination.

– Safety Risk Management (SRM) process

The aim is to generate structured, proactive safety intelligence to be shared within EASA and with our safety partners. SRM capacity is being strengthened by investment in innovative technologies for data capture and analysis, in addition to leveraging outputs from the Data4Safety big data programme. This ensures that the increasing volume of information provided to EASA can be efficiently processed and the resultant safety intelligence shared effectively throughout the organisation, providing support to activities such as the EPAS, Standardisation of Member States and Safety Promotion.

– Accident Investigations and Safety Recommendations

The aim is to participate in the investigation of serious incidents and accidents, in order to understand the lessons learned and apply the relevant corrective actions in accordance with Article 8 of Reg (EU) 996/2010. The Agency's obligations to assess and react on Safety Recommendations and Confidential Safety Reports are also managed via this function. In addition, there is participation in ENCASIA (European Network of Civil Aviation Safety Investigation Authorities), composed of the heads of the safety investigation authorities in each of the Member States and which is responsible for the task listed in the Article 7 of the Reg (EU) 996/2010. Finally, EASA continues to provide experts (AIG) in the frame of international and ICAO USOAP projects, consolidating the recognition of EU/EASA framework within non-EU Countries.

– Safety Promotion

The aim of Safety Promotion is to engage the European and Global industry in positive conversations about safety, environment and the interdependencies with security, health and other risks. This enables the aviation community to comply with the necessary rules and reduce their risks to ensure safe and effective operations.

Safety Promotion covers all the operational domains of aviation and includes the promotion of health, cyber, and security risks when they impact safety. It has also expanded to cover environment and sustainability where it supports the implementation of the ICAO Basket of Measures and the EU Green Deal by helping the individual domains to turn sustainability goals into actions.

The work of Safety Promotion begins with a good understanding of the intended audience for the content/ material and the goals of the activity. Then the relevant funnel of content is created. The funnel includes content such as posters, images, infographics, videos, articles and potentially events such as conferences, presentations and webinars. This content is then hosted on either the EASA website or the relevant domain Community Sites. Finally, the content is promoted to the relevant stakeholders via social media (particularly LinkedIn), email and other possible means.

The topics chosen for Safety Promotion mainly come from the EPAS via the SRM process. Additional topics come from accident recommendations or other direction through the EASA Advisory Bodies.

– Cybersecurity in Aviation & Emerging Risks

To encompass emerging risks and security or cybersecurity risks to the extent that they impact aviation safety, it is essential to combine information sharing, research, competence building and development of industry standards. In cybersecurity, the regulatory framework has been defined and its implementation has to be properly supported. At the same time, the Agency fosters information sharing through the European Centre for Cybersecurity in Aviation (ECCSA), which relies on the Cyber Threat Intelligence Platform, providing real time information about cyber threats to the aviation sector. Future challenges are identified and discussed in the European Strategic Coordination Platform made up of wide representation of EU institutions, Agencies and organisations, as well as States and Industry.












EASA also supports the EU Conflict Zones Alerting Mechanism, where Member States exchange information and perform joint Risk Assessments under leadership of DG MOVE. To that end, EASA ensures continuous monitoring of conflict zones development, acts as coordinating entity and initiates the drafting, consultation and publication of Conflict Zone Information Bulletins or EASA Information Notes. Moreover, the Agency acts as Administrator of the European Information Sharing and Cooperation Platform on Conflict Zones, which enables information sharing among Authorities, Air Operators and the Commission.

Key Achievements

- The **regulatory package cybersecurity in aviation** was completed in 2023 with the publication of the Acceptable Means of Compliance and Guidance Material for Part-IS, which paved the way for timely implementation of the Regulations in the industry and at the Authorities. This publication also marks the full implementation of the [European Strategy for Cybersecurity in Aviation](#), issued in 2019.
- In 2023 the Agency ensured continuous operations of **the European Information Sharing and Cooperation Platform on Conflict Zones** and conducted a users' review survey, preliminary to some functional improvements introduced in early 2024. 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 2023 edition of the **Annual Safety Review (ASR)** was issued during summer 2023. Amongst others, it was reported that in a context where aviation traffic has reached in 2023 83% of 2019 levels, most aviation sectors in EASA countries have seen their safety performance improving. The exceptions to this progress are in commercial helicopter operations and glider operations domains. In terms of reporting in the Union, chapter 8 of the ASR enlightens that almost 300K occurrence reports were received in the European Central Repository (ECR) in 2022. The volumes of reports in the ECR in 2022 were the highest observed since 2016, and 20% higher than in 2019 which confirms a continuous improvement of the reporting culture in the EU. Finally, domain specific appendices have been introduced in the ASR with more advanced safety data and analysis for specialised readers and safety analysts.
- The 2023 edition of the **Annual Safety Recommendations Review (ASRR)** provides information on the activities carried out by the Agency in the field of accident and incident investigation and follow-up in 2022. The review highlights a range of safety issues and Agency safety improvement actions that will be of interest to the European aviation community and the wider public. This 16th edition includes general statistical data on the safety recommendations addressed by Safety Investigation Authorities to the Agency and information on the replies that the Agency has provided to safety recommendations in 2022. In addition, the ASRR 2023 lists the main safety issues that have been addressed and the actions taken.
- Safety issues determined as part of the **2023 Safety Risk Management (SRM)** cycle continue to address systemic/cross-domain risks, as well as operational risks. Safety issues are prioritised overall and within the domain they are belonging to focus on the safety analysis resources needed to analyse and mitigate them onto the highest risk and emerging safety issues. The prioritised Safety Risk Portfolio forms the EPAS Volume III. In 2023, 3 new domain safety risk portfolios have been included for the first time in the Volume III. An ‘airworthiness’ safety risk portfolio was included to provide a comprehensive identification of safety issues related to aircraft design, production, and maintenance/continuing airworthiness and two additional domain safety risk portfolios have been added for sailplanes and balloons respectively. The Volume III of EPAS also identifies safety issues that are affected by climate changes.
- To support the EPAS strategic priority to manage the **impact of climate change**, EASA’s Scientific Committee has delivered for the second year a detailed review of research works on the effects of climate change on weather hazards, to be published as part of EASA’s Scientific Committee Annual Report 2023 (EPAS Action RES.0059). In addition, a large European Network on Impact of Climate Change on Aviation (EN-ICCA) was launched. A work programme was also established to coordinate the activities of these groups.
- **EASA’s Safety Promotion** activities have played a continually bigger role in the Agency’s external communication with the industry. 2023 saw the launch of the quarterly Conversation Aviation Magazine. The Agency also hosted the 3rd EASA Safety Week and launched the Summer “No Compromise on Safety” Campaign and the “Ready for Winter Ops” Campaign in August. With continually increasing challenges with Unruly Passengers, EASA also launched the “Fly Right” campaign for the summer season. Other highlights include the EASA Annual Safety Conference with the theme “**Leveraging disruptive technologies for safe, sustainable air travel**”, and the Rotorcraft and VTOL Symposium and Rotorcraft Safety Zone at European Rotors, the General Aviation and the Aviator’s Club activities as well as the EASA Certification Conference.
- Under the Together4Safety and Aviator’s Club brands, **EASA’s Safety Promotion** activities continued to increase in its reach in 2023 compared to the previous year with the publication of 108 articles across the domains of Air Operations, Drones, General Aviation and Rotorcraft, and over 300 social media posts. There were 51 online events with a high level of engagement from the commercial aviation community on LinkedIn and the General Aviation community on Facebook. The Community Site Membership increased by 15,000 to over 50,000 members, with a collective reach of 1.8 Million.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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 for Aviation Safety.	Delivery of a novel Risk Portfolio covering the Airworthiness risks, (Design, production and maintenance associated risks) into the EPAS for supporting the programming exercise by cross-domain safety priorities. Capture of the impact of climate change on safety in the existing Safety Risk Portfolios.	
Safety Promotion	In partnership with other aviation authorities and the industry, improve aviation safety by providing interesting content that engages people in positive conversations on safety.	Completion of planned EPAS Safety Promotion tasks in the domains of Air Ops (including ATM, Aerodrome and Continuing Airworthiness aspects), Rotorcraft, General Aviation and Drones. All as part of a connected and coordinated story that helps people to see how all the different aspects of safety are linked.	
		Coordination of key safety messages across EASA events and those of other organisations.	
		Continual monitoring of the reach and engagement of Safety Promotion activities and refine tactical approaches accordingly.	
Cybersecurity in Aviation and Emerging Risks	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats.	Publication of AMC/GM to Part-IS, following focused consultation.	
		Initiate Part-IS trial implementation with selected pilot organisations, including EASA.	
		Support the preparation of EASA oversight staff for implementation of part-IS.	
		Remain available to support the Part-IS implementation effort in the Member States	
		Further develop the European Information Sharing Platform on Conflict Zones to enhance exchange of Information among its members.	
		Promote an approach to integrate the management of safety, security, cybersecurity risks.	
		Implement a reporting mechanism for aviation security occurrences with safety impact, including cybersecurity, based on the adaptation of existing safety tools.	
<i>Strategy – Key Drivers</i>	<i>Safety [Contributes to Competitiveness]</i>		
<i>Principal Funding Source</i>	<i>EU contribution</i>		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	62% 7 days	45% 15.5 days	50% 28.8 days	≥85% ≤4 days	75% 4 days	
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	99.8%	99.9%	100%	≥95%	99.85%	
Timeliness to answer safety recommendations	% of first replies provided within 90 days	94.4%	97.6%	100%	≥97.5%	100%	
Productivity and Quality of Safety Analysis process and SRM Process	Number of Safety Issues Analysis or Outcomes of D4S directed Study or Ad-Hoc Safety Risk Portfolios documents presented and endorsed by the SRP.	4	6	4	≥4	3	
	The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	N/A	Achieved	Achieved	Achieved	Achieved	
	Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	N/A	100%	100%	≥ 93%	95%	
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	100%	≥90%	100%	
	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	9.4 FTE	9 FTE	9 FTE	12 FTE	12.4 FTE	

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

1.2.9. Applicant & Partner Relations



The concept of Partnership is instrumental to EASA's vision for the coming decade. This includes Partnership with industry as well as aviation authorities (National Competent Authorities and National Supervisory Authorities) and private entities. Through its Applicant and Partner Relations EASA shapes and further develops these cooperations that will be the centrepiece of the future European aviation system.

The domain of applicant services and partner relations 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.

Partnership with States is one of the means to achieve a high and uniform level of civil aviation safety and one of EASA's strategic objectives; it is defined by the Agency and the National Aviation Authorities working jointly – sharing their resources and acting as a single aviation safety system. The Partnership Agreements between EASA and the national authorities make the overall system stronger (notably safer, more efficient, resilient and sustainable), since the total benefits from the coordinated efforts are greater than those from individual attempts. The sharing of work under the Partnership Agreement is a means to increase, standardise and harmonise the expertise within Europe leading to further cohesion and flexibility.

As the central hub of resource management in the system, EASA also **maintains strong partnerships with a growing number of European national aviation authorities** to ensure access to the right certification and oversight expertise in the right place at the right time, Europe-wide. Today, cooperation has extended to additional non-certification activities such as the European Central Question Bank (ECQB) and the reallocation of responsibilities upon request of organisations operating in more than one Member State under Art. 65 of the Basic Regulation.

Key Achievements

- **Reinforcing and promoting the EASA Portal:** The EASA Portal aims to enhance user experience acting as a single-entry point for stakeholders to simplify and accelerate access to the different digital solutions and available functions applicable to them. A number of new features have been introduced to meet the requirements of Portal Users and to make the applications process more efficient. An intensified information campaign and the targeting of applicants have led to even higher usage rates in 2023, making the Portal by far the most common channel for submitting applications. Reaction times to User queries and issues as well as swift bug fixes have further contributed to an enhanced customer service and have reinforced the Portal as a trusted tool for EASA stakeholders. The upcoming widening of the scope of the Portal to all application types as well as the self-registration functionality will further simplify the access for stakeholders to EASA services.
- **Enhancing customer relationships:** The gradual strengthening of account management has led to a higher level of customer service, thus ensuring timely processing of applications and certificates and related fees & charges invoicing. A high responsiveness to applicant queries and issues as well as project monitoring have improved customer relations with Industry. Improved quality of stakeholder master data and applications data ensure precise reporting to the benefit of our stakeholders. Clarity on fees & charges has been enhanced while invoice queries and open debt cases have been treated promptly. Strong support from the applicant relations section to the Agency's effort on upcoming digital solutions (SAP S/4 Hana, Self-Registration, EASA Portal) will ensure an improved customer experience and facilitate the journey through the application process.
- **Developing partnerships with NAAs:** Several simplification measures were successfully implemented in 2023 amongst which was the bundling of travel budget which led to a significant administrative relief. Also in 2023, the ECQB program was incorporated under the Partnership umbrella. The Quality Assurance program was further implemented through technical and administrative ex post checks.

- **Engaging with MS:** The EASA Partnership Strategy was further implemented by negotiating mid-term outsourcing volumes with Partner Authorities. In several domains the outsourcing volumes will increase. A Delegated Act of the European Commission was launched to prepare for the direct accreditation of Qualified Entities.

Key Facts & Figures


- 6.493 applications registered. Including 2.117 online applications received via the EASA Portal.
- 5.671 technical closures carried out by the Agency on registered applications (projects confirmed as technically closed).
- 28 Partnership Agreements with NAAs and 1 framework contract with a Qualified Entity (QE), facilitating the outsourcing of 2700 projects (accounting for 67.000 hours) for certification and oversight activities.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Applicant Relations	Full-service EASA portal and dedicated applicant relations team that simplifies and accelerates certificate delivery, supports transparency on related F&C invoicing and enhances customer relationship management.	Pursue information campaign to make sure registered and new EASA Portal users are aware and understand the new features that result from the further digitalisation of the certification processes. In addition, collect and highlight the needs of EASA Portal Users allowing to improve the tool accordingly and meet the expectations of our external stakeholders.	●
		Further strengthen customer relationships by engaging with applicant groups ensuring transparency and accuracy of business relations.	●
		Contribute to the establishment of an efficient queries management process.	●
Partner Relations (National Aviation Authority (NAA) & Qualified Entity (QE))	Implement the EASA strategic priorities including the further development of Partnership Agreements.	Engage with NAAs to extend number of available partners and range of services.	●
		Further develop the Quality Assurance programme.	●
		Implement and support agreed partnership strategy.	●
<i>Strategy – Key Drivers</i>	<i>Resilience</i>		
<i>Principal Funding Source</i>	<i>F&C</i>		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
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)	New KPI 2023+			84%	92%	●
Actual outsourced hours committed	Measures the percentage of the workload allocated to NAAs that is	87%	93%	94%	95%	87%**	●

compared to target (pledged hours)	committed within the period compared to the partnership targets						
Total applications received online	Measures the percentage of all applications (that can be submitted through the portal) submitted through the web portal	87%	89%	75%	80%	87%	

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

***2021, 2022 figures are based on budget implementation; as of 2023 hours are used as indicator to give a better view to the planning accuracy. For 2023, the budget implementation result was 99%.*

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

Key Achievements






- The implementation of the new Stakeholders Advisory Body (SAB) structure for a more effective involvement and contribution to the Agency activities started in end of 2023.
- EASA continued its work on emergency response to build resilience and to ensure EASA's preparedness for emergency or crisis situations.
- Various research and innovation activities and projects were launched to support the implementation of EASA's strategy and address common priorities for the Agency stakeholders. *Further information on EASA's research and innovation activities can be found in Section 1.3.4. Research & Innovation.*

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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) and the adopted Single Programming Document (SPD). Support development of the Agency's strategy and decision making on priorities and planning in line with anticipated risks and developments.	Launch the annual review of the Agency's priorities in line with developments in the aviation industry and the priorities identified by senior management.	●
		Develop strategic notes / roadmaps in domains as established by the annual strategic priority review in line with the objectives of the SPD and EPAS.	●
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.	Review and amendment of the Emergency Management procedure taking into consideration key 2022 events (e.g. Russian military invasion of Ukraine and re-entry of rocket debris).	●

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.	Expansion of content on EASA Light website aimed at the general public following launch in all EU languages in late 2022.	
		Retain high standard in communication for experts.	
		Improve availability of visual and video material.	
<i>Strategy – Key Drivers</i>	<i>Resilience [Contributes to Competitiveness]</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution and F&C</i>		

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	79%	60%	54%	80%	54%	
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0%	0%	0%	0%	0	
Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI	New KPI	93%	≥90%	93%	
Effectiveness of procurement procedures	% of procedures receiving 2 or more offers.	New KPI	New KPI	82%	≥ 90%	85%	
Implementation of purchasing strategy (maximise competition)	% of procedures using preferred purchasing solutions (i.e. framework contracts, calls for expression of interest, database of experts, list of vendors) from total number of procedures.	New KPI	New KPI	90%	≥75%	78%	

*For further details on delayed KPIs 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.
- Infrastructure and Logistics 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:

- EASA's **human resources (HR)** services continued the revision and deployment of a modern and dynamic service model allowing for a better match between the Agency's capacity needs and the staff's skills and development. During 2023, with investments focused on reinforcing Agency technical capabilities and on offering career opportunities with a renewed competence policy, the Agency successfully recruited over 43 newcomers, offered internal development opportunities to over 60 staff members and delivered 89% of planned technical trainings to staff. Furthermore, Agency invested in creating attractive working conditions and enhancing work-life balance by adopting a renewed flexible policy on working time and hybrid working, and by investing into managing psycho-social risks at work.
- The **information technology (IT)** services continued to implement business solutions under the Agency digitalisation programme including building a new digitalisation roadmap to enhance transparency and effectiveness of business solution delivery. Cyber security was enhanced through further technical improvements and collaboration with other EU bodies.
- EASA became compliant with EUCI requirements for handling EU Secret paper documents. EASA has been included in the Critical Infrastructure of Cologne. Critical infrastructures are organisations and facilities of major importance to society. Their failure or impairment would have severe consequences to public order, safety or security. EASA has been included as a critical infrastructure, which ensures that we receive priority service and protection in the event of emergencies such as electricity cuts, fires and flooding. Following a decrease in business travel to control the spread of COVID-19, travel was almost back at its pre-COVID volumes at the end of 2023.
- **Finance** continued to offer solid and reliable financial services resulting in a strong year-end budget implementation rate. During 2023 and as continuation of the process enhancement work performed in 2022, finance processes were further improved in the areas of revenue, expenditure management, treasury, and asset management. Further process developments and system enhancements will continue in the coming years with the upcoming ERP project.






Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
HR Management	<p><u>Employee Services</u>: Reinforce a culture of innovation, adaptability, agility and collaboration, building on internal and external expertise and workforce that is able to anticipate and quickly change, and is willing to learn and develop. Following this objective is also a way to increase the attractiveness of the Agency, offering diverse prospects for potential recruits.</p> <p><u>Learning & Development</u>: Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Expand career and professional development opportunities for aviation experts in the EASA system to meet the changing competency needs of the sector and drive forward decisions on the governance for external training collaboration and delivery in EASA.</p>	Strategic Workforce Planning used in selected core business areas for capacity management at Agency level.	●
		Competence development integrated with performance management, including reinforcement of available support models for on-the-job learning and prevention of psycho-social risks at work in the Learning Offer.	●
		Continuation of People Master Data and digitalisation of end-to-end processes.	●
IT Services	<p>Establish and implement a coherent IT architecture, considering the impact of the Regulation (EU) 2018/1139, the EU eGovernment Action Plan, and the digitalisation of the European aviation industry. Provision of IT services.</p>	Initiate SharePoint (SP) upgrade to the latest cloud-based version and prepare for SAP S4 implementation.	●
		<p>Continue enhancing the New Digital Core (NDC) introducing:</p> <ul style="list-style-type: none"> - API management for secure machine-to-machine exchanges with third parties - Centralised Identity Governance & Administration for all users' management - Centralised data management capabilities to manage aviation products, and other data that should be managed once and used in many different business contexts. - New / improved analytical capabilities. 	●
		Deploy new business solutions according to Agency's digital business models and practices.	●
Infrastructure and Logistics Management	<p>Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.</p>	Adaptation of the workspace to new ways of working onsite as well as remotely (e.g. provision of equipment such as chairs) and planning for future developments.	●
		EUCI-Complete Phase 2: EASA is prepared to handle EU-confidential @ EU-secret classified paper documents in its facilities.	●
		Further implementation of risk-based approach for overseeing facility and building management service providers.	●

		Update and implement the Business Continuity Procedure following its transfer to CS.	●
		Re-establish network for Project Green.	●
Finance Management	High budget implementation rate maintained and in line with sound financial management principles.	Provide data and recommendations to ensure that the agreed budget appropriations are used as planned, specifically that at least 95% of subsidy appropriations have been committed for agreed purposes.	●
<i>Strategy – Key Drivers</i>	<i>Resilience</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution and F&C</i>		

Performance Indicators

Activity	Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023	
HR Mgmt.	Training days per staff member per year	Implementation of service targets as specified in the training plan	77%	75%	71%	≥90%	89%	●
	Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4.2	4	4.4	≥3.8	4.4	●
	Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	94.3%	91.9%	93.1%	≥98%	96%	●
	Turnover rate	numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	1.2%	0.84%	0.1%	≤5%	1.05%	●
	Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	N/A - Next survey in 2022		71%	N/A - Next survey in 2025		●
	Sick leave (annually)	Annual average days of short-term sick leave per staff member (yearly reporting)	7.7 days	7.6 days	8.2 days	≤9 days	6.8 days	●
IT	Operational cost of legacy services vs. total operational IT costs	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms (excl. investment into new services – expand)	N/A	96.6%	94%	65%	99.6%	●
	IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	80%	106%	98.9%	≥90%	99.2%	●
Finance	Budget committed	% of budget committed at budget closure. Calculated	98.97%	96.9%	97.1%	≥95%	98.9%	●

		exclusively on C1 appropriations. EC Target >95%						
	Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	5.46%	1.55%	2.8%	≤5%	2.2%	
Corporate Services, Facility & Travel Mgmt.	Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes	Within 5 mins	1 min	2 mins	Max 5 min	<5 mins	
	Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	63%	93.1%	51.5%	>75%	45.3%	
ECQB	Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	100%	100%	100%	≥90%	100%	
	Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	97%	99%	99%	≥90%	94.4%	

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

1.3. Strategic Initiatives & Programmes



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

During 2023, EASA managed the following key programmes/projects:

		Objectives 2023 Result	
STRATEGY		1.3.1. EASA Sustainable Aviation Programme	●
		1.3.2. EASA Drones Programme	●
		1.3.3. ATM/ANS Regulatory & Development Activities	●
		1.3.4. Research & Innovation	●
		1.3.5. State and Military Aviation Programme	●
		1.3.6. Health	●
		1.3.7. Digital Transformation	●
		1.3.7. Data4Safety (D4S)	●
		1.3.8. Digitalisation of Aviation	●

1.3.1. Environment – EASA Sustainable Aviation Programme



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

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

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

Key Achievements

The programme progressed on multiple work streams and achieved a significant number of milestones/targets for 2023 as outlined in the table below. Some key developments were:

- Facilitating the uptake of **Sustainable Aviation Fuels (SAF)** within Europe: In October 2023 the [ReFuelEU Aviation Legislation](#) was signed enabling the next phase of the EU’s flagship initiative for ensuring a level playing field for sustainable air transport. Jointly with the EC EASA hosted the first Member States RefuelEU network meeting in November 2023 and a number of key work streams launched such as the EU Fuel Standards Body project, SAF Clearing House project, and SAF qualification working group (part of the European Commission’s Renewable and Low-Carbon Fuels Value Chain Industrial Alliance).
- **Environmental Labelling for Aviation:** Work continued with the EC on the environmental labelling implementing regulation including stakeholder engagement throughout 2023 leading to a successful information session in January 2024. Moreover, the Agency put in place the framework to enable the future operations and preparation for the legislation.
- **Engaging with MS and Industry:** In 2023 EASA continued to chair a working group on regulations, certification, and standards in the European Commission’s Alliance for Zero Emission Aviation, aiming to facilitate commercial deployment of hydrogen and electric aircraft.
- **Development & oversight of environmental standards:** 2023 milestones included the initiation of EASA’s rulemaking tasks to align the European legislation with the latest ICAO guidelines.



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

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Sustainable Aviation Programme	A. Facilitate the decarbonisation of the aviation system through Agency initiatives.	Sustainable aviation fuel (SAF): Continue of supporting actions leading to a stronger European role in the SAF approval and facilitation process and prepare and implement tasks allocated to EASA under RefuelEU Aviation legislation (Assumption: adoption of proposal in 2022). Initiation of EU Clearing House project work by setting up a new EU capability to provide SAF	●

		approval solutions. Introduction of a European SAF information hub on the EASA website (in line with EASA's RefuelEU Aviation tasks).	
		New technologies: Electric, Hybrid and Hydrogen propulsion technologies: Continued development and implementation of Innovative Partnership projects with main industry players to enable the introduction of Electric, Hybrid and Hydrogen technologies in aviation.	●
		Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation (E.g. Contribute to Clean Aviation and SESAR 3). Initiate a new project on non-CO2 research.	●
		Finalize the Environmental label programme (Phase II) with the support of a dedicated Contribution Agreement with the EC. Initiate a label follow-up activity preparing for operational readiness.	●
	B. Act towards sustainable aviation through environmental certification and standard setting.	Continue developing environmental standards for UAS and eVTOLs.	●
		EU environmental standard implementation.	●
		Providing support to the European Commission as regards ICAO standard setting (CAEP).	●
		Aircraft environmental certification: maintain a high level of product environmental compatibility and promote voluntary CO2 certification and maintain the CO2 certification database.	●
		Continued implementation of the tasks allocated to EASA under the Balanced approach regulation, including management of the related noise databases.	●
		Investigate on the feasibility of an EU fuel standard.	●
	C. Act towards sustainable aviation through effective transversal actions at European level (Art. 87 implementation).	Commence development of EAER 2025.	●
		Implement EAER 2022 recommendations for which EASA technical support is needed.	●
		Provide technical expertise on environmental and sustainability topics to the European Commission and Member States.	●
		Contribute to the implementation of actions related to environmental protection and CORSIA under the EU funded technical cooperation programmes.	●
	D. Act towards sustainable aviation through flight standards and ATM environmental action plan.	Continue implementation of actions towards sustainable aviation in the domains of maintenance and production, flight operations, flight crew licencing/training, aerodromes operations and ATM/ANS. Support the Commission with the identification of environmental performance indicators.	●
	Duration	2020-2024	
	Strategy – Key Drivers	Sustainability [Contributes to Competitiveness]	
	Principal Funding Source	EU contribution (Including dedicated additional resources for the Agency in support of Sustainable Aviation Fuel objectives and new tasks under the RefuelEU Aviation legislation subject however to decision of the legislator)	



1.3.2. EASA Drones Programme



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

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

In 2023 the Drone programme entered the last phase of its regulatory development for UAS with the publication of Opinion 03/2023, which lays the foundations for the development of the last operational category envisioned in the EU Regulation 2019/947, the 'certified' category. While doing so, EASA moved into the full-fledged implementation for the 'open' and 'specific' category and U-space. Besides its regulatory activities, the programme expanded its focus on coordination, technical support, cooperation, and research with NAAs, the military, aviation organisations and industry in Europe and around the globe.

The EC Drone Strategy 2.0 actively tasked EASA with nine flagship actions and, as of 2023, EASA has so far delivered on all nine either fully or partially. 2023 proved to be a dynamic year for EASA in the UAS domain. It met its objectives, continued to deliver a world leading regulatory framework for an innovative part of the aviation industry. EASA ended 2023 with the successful launch of the IAM Hub, a web based platform developed to facilitate the safe development of Innovative Urban Air mobility for Europe, involving all UAS actors, from drone operator to national and local authorities.

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

Key Achievements

- **UAS operations in the 'open' and 'specific' categories:** Implementation support through multiple workshops and seminars, amongst other the workshop of the SORA 2.5 and roadshows in Estonia and Slovakia. Providing extensive support to NAA, inter alia, on the issuance of LUCs. The initiation of the UAS TeB. The revision of AMC/GM improving the efficiency of the implementation of the drone regulation, as for example the expansion of existing PDRAs to cover agricultural operations. Delivery of the first Standardisation Inspection Programme. Spearheading its first horizontal implementation survey among EU National Aviation Authorities and industry.
- **U-space:** With the entry into force of the U-space regulation on the 26 of January 2023, EASA has reinforced its support to the Member States and the industry, in leading a task force of Member States on the U-space implementation, and organising a successful workshop gathering authorities and industry on the newly published AMC/GM. EASA, also actively engaged its first USSP certifications and continued to widely promote the EU U-space concept to international stakeholders.
- **'Certified' category:** Following the NPA 2022-06 attracting over 1400 comments, EASA published Opinion 03-2023' Enabling innovative air mobility with manned VTOL-capable aircraft, the initial airworthiness of UAS subject to certification, and the continuing airworthiness of those UAS operated in the 'specific' category.
- **Promotion and Innovation:** Throughout 2023, EASA has expanded its exchanges on UAS matters with European and international key partners such as, including but not limited to, FRONTEX, EUSPA, ICAO and the UN. EASA also actively participated to the LACAC 50th anniversary; organised the EU-Asia symposium held in Singapore; provided technical support under cooperation agreement with

organisations and industry. Thus, consolidating partnership and spreading awareness of regulatory development in Europe but also staying abreast of technical development in the UAS domain.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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.	<u>Implementation Support</u> : Provide implementation support and safety promotion activities to Member States on Regulations applicable to drones.	●
		<u>Standardization</u> : - Qualify the initial cadre of standardization inspectors competent on drones/UAS. - Implement standardization inspections on Regulations applicable to drones, in accordance with the approved Standardisation Inspection Annual Programme (SIAP).	●
		<u>Regulatory Development</u> : Develop, amend and release NPAs and guidance material in line with EPAS and rulemaking programme.	●
		<u>Promotion & Innovation</u> : Engage in international, outreach, research/innovation and promotional activities to support implementation and advancement of developments.	●
		<u>EC</u> : Support the European Commission in the implementation of the EU Drones Strategy 2.0 and 2023 targets.	●
		<u>UAM Hub</u> : Implement the 'UAM Hub' EU pilot as per the project's roadmap.	●
		<u>Organization Approval</u> : In close coordination with Member States, establish and implement organization approval procedures for the certification and oversight of Common Information Service Providers (CISP) and U-space Service Providers (USSP).	●
<i>Duration: 2016-2023</i>			
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety & Sustainability]</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution and F&C</i>		

1.3.3. ATM/ANS Regulatory & Development Activities



Over the last years, EASA's ATM/ANS regulatory and development activities focused on two main work streams: future ATCO Licensing and training; and ATM/ANS equipment conformity assessment and interoperability. Moreover, EASA has taken up a key role in supporting the Single European Sky ATM Research (SESAR) initiative and EC to accelerate deployment of new technologies.

In 2023, the European aviation system reached an important milestone on the path towards realising improvements in the digitalisation of the European ATM system and contributing to the establishment of an efficient, harmonised, interoperable and safe Single European Sky while bearing in mind the human dimension aspects on the ATM ecosystem, with the delivery of the following key activities:

- Adoption and rollout of the ATM/ANS ground equipment conformity assessment framework.
- Operational improvements to the ATCO licensing and training requirements.
- Enabling the SESAR 3 development and deployment activities.
- Initiation of the of ATCO fatigue study.
- Technical advice to DGMOVE on the Common Project One (CP1 Regulation).


Key Achievements

- The **regulatory framework on the conformity assessment of ATM/ANS systems and constituents (ATM/ANS equipment)** was adopted in Q4 2023 with the publication of the associated delegated implementing acts and soft rules. The new framework enables the conformity assessment of certain ATM/ANS equipment by means of certification or declarations or statement of compliance, as well as the approval of organisations involved in their design and/or production. Furthermore, it transposed eight SES Interoperability Regulations (implementing Regulation 552/2004) into the EASA regulatory framework. The new framework clarifies the responsibilities of the various parties involved in the ATM/ANS equipment conformity assessment process and their oversight along the entire life cycle thus enabling standardised, swifter, consistent and more efficient conformity assessment processes. At the same time, the improved allocation of responsibilities facilitates the planning and allocation of the necessary capabilities by all affected stakeholders. These are crucial building blocks for the introduction of new technologies and the digital transformation of the European ATM network. EASA gathered strategic advice from ANSP CEOs and NSA DGs through the ATM GE High-Level Steering Group. Regarding the ATM Data Service Providers, it continued preparations for the update of the Regulation (EU) 2017/373 upon SES2+ adoption.
- The Agency pursued efforts towards operational improvements and maintenance of a high and uniform level of safety in the provision of air traffic service by ensuring **continued alignment of the qualification scheme of air traffic controllers (ATCOs)** with the recognised conceptual and technical developments and best practises in aviation. It assisted the Commission passing an amendment to the ATCO Regulation (Commission Regulation (EU) 2015/340) introducing enhanced mobility options for instructors, assessors and student ATCOs, as well simplifying the rating and rating endorsement structure together with a mechanism for the conversion of national military ATCO licenses into a European civil student ATCO license. Furthermore, it published a proposal (NPA 2023-02) setting performance standards for the initial training output based on the principles of competency-based training and assessment, enabling the virtualisation of training and the acceptance of third-country ATCO licenses. The Agency undertook the **ATCO fatigue study** for a more objective and scientific base assessment of the fatigue aspects, human dimension of ATC provision and analysis of the effects of digitalisation on the ATCO profession, which aims to deliver final report early 2024. Moreover, the Agency sought ATCO Steering Group strategic advice on the operational improvements, fatigue aspects and the future solutions related to ATC provision which are considered as part of its regulatory and other activities.

- Overall, the Agency contributions aim at de-risking SESAR programme activities and at accelerating SESAR solutions market uptake. Furthermore, it facilitates the mutual understanding of the regulatory, standards setting, certification processes of the resulting products and services. As part of the EASA-S3JU Service Level Agreement, the Agency implemented fully the 2023 work programme activities: it assessed the regulatory fitness of 35 SESAR solutions (SESAR 1 and 2020) and contributed to the maturity assessment of selected technical deliverables. Furthermore, the Agency established service contracts and provided technical advice to SESAR 3 project consortia in the field of safety assessment, performance, interoperability and environmental standards, which inputs support timely development of relevant technical standards, testing capacity and regulatory requirements for product development and deployment of new technologies. Finally, Agency contributions and involvement in the updated ATM Master Plan campaign aims at aligning it with EPAS objectives in relevant policy fields: CNS & Future Connectivity, Environment, Drones, U-space, AI, Cybersecurity and Civil -military.
- The Agency implemented the contribution agreement aiming at technical advice provision to DGMOVE on the Common Project One (CP1 regulation), supporting the upgrade of the European ATM through the synchronised deployment of selected SESAR solutions. These functionalities contribute to establishing an efficient, harmonised, interoperable, dynamic, and safe Single European Sky. Firstly, EASA embarked, in cooperation with partners in the CP1 Industrialisation forum, in a comprehensive assessment of the readiness of air-ground exchange of trajectory data (sixth ATM Functionality (AF6) addressing initial flight trajectory information sharing). AF6 is a key enabler for the future European ATM system and crucial for the synchronized deployment of the Common Project One. Secondly, the Agency supported DGMOVE on the monitoring and management of the associated risks to the deployment of the CP1 regulation by conducting compliance verification activities to identify progress in meeting the deployment target dates of selected ATM functionalities.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
ATM/ANS Coordination	Ensure consistent and coordinated actions with respect to all ATM/ANS, SESAR and SES activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European Sky.	Full implementation of the extended SLA with S3JU.	●
		Implementation of first service contracts under SESAR 3 programme.	●
		EASA technical assistance contract on the assessment of CP1 Regulation implementation status/readiness successfully achieved	●
		Progress the planned evolution of the ATCO training and licensing scheme: Assess SESAR R&D Solutions related to ATC provision (e.g. virtual centre concept, capacity on demand services, system-based licensing), assess options to implement competency based training and assessment, implement electronic European ATCO license and consider their implementation by amending the applicable regulations (e.g. Commission Regulation (EU) 2015/340) via RMT.0668 and the newly introduced RMT.0738, as an enabler for increased flexibility and increasing ATC system efficiency and resilience overall.	●
		Oversee and manage the ATCO Fatigue study and its follow-up actions.	●
		Ensure the regulatory deliverables for the new ATM GE conformity assessment framework, including replacement of SES interoperability rules and developing the initial sets of detailed specification for the ATM GE assessment.	●



		Progress and contribute as necessary in the implementation of ADSP service, including in necessary regulatory and oversight measures.	
<i>Duration</i>	2019 - Open-End		
<i>Strategy – Key Drivers</i>	Safety [Contributes to Sustainability & Competitiveness]		
<i>Principal Funding Source</i>	Mix of EU contribution and F&C + Earmarked Funds		











1.3.4. Research & Innovation




As innovation is accelerating, EASA needs to support the integration of new technologies, operations and business models into the European aviation system, without compromising on safety nor becoming a bottleneck to progress. Through its upfront involvement in innovative concepts, EASA provides an effective regulatory framework, reduces barriers to market entry and fosters innovation by leveraging its expertise and position as a European hub for the benefit of European industry and citizens. A close partnership with the Member States is key to ensure that the competences to support the time to market of new innovative technologies and ensure high safety levels are shared among the regulatory authorities.

Key Achievements

- EASA managed the implementation of 30 **research projects** with a total budget of ca. 28M€, funded under Horizon 2020 and Horizon Europe, in the field of aviation Safety (Issues/lessons learned from recent accidents, introducing new technologies, runway safety, Standards supporting the digital transformation of aviation), Health (aeromedical standards), Environment (noise, emissions) and Security (Impact of security threats and measures on safety standards). 3 projects ended in 2023. Business implementation plans have been drafted to ensure that the project results are materialising into mid-term benefits.
 
- EASA prepared 7 **new research projects** with a total of 8.5M€ funded under Horizon Europe Work Programme 2023-2024 (Amendment of 2nd Contribution Agreement). These research projects cover the domains of pilot training, big data, cyber security, medical/health aspects of pilots and air traffic controllers, as well as non-CO2 aspects.
- Continued engagement in **Clean Aviation and SESAR Partnership Programmes** to enable regular exchanges of knowledge and reduce time-to-market of new products and solutions. A similar approach is followed for the involvement of the Agency in SESAR 3 industrial research and exploratory research projects, for which service contracts have been and will be signed in 2023 and 2024, respectively.
 
- EASA engaged with Industry for the **Pre-Application services**, a new framework for supporting innovation at industry level. Further information can be found on EASA's website: [Pre-Application Services Contracts | EASA \(europa.eu\)](#). Experience with the first Pre-Application ongoing contracts has shown that this new service that builds on experience with Innovation Partnership contracts will help in de-risking the initial phase of future certification projects by developing upfront material for Special conditions.
- Progress was achieved in the **implementation of Artificial Intelligence (AI) Roadmap** launching research activities on the approval of Machine Learning (ML) technology for systems intended for use in safety-related applications. The research activities enabled the release in February 2023 the Issue 2 of the Concept Paper on Artificial Intelligence (AI) and Machine Learning. Further information can be found on EASA's website: [AI Roadmap | EASA \(europa.eu\)](#).
- Publication of the Special Condition SC-AI-01 Trustworthiness of Machine Learning based Systems - Issue 01.




Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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.	Continue implement 1st, 2nd (and, if agreed, 3rd) Research Contribution Agreements with the European Commission.	
		Deliver EASA contributions to the Clean Aviation and SESAR3 JUs.	
		Further extend the cooperation with stakeholders and in particular national research centres.	
		Further extend and deliver EASA contributions to European public funded research projects.	
		Establish a technology monitor and foresight function to contribute to strategic decision making and the strategic competency development.	
		Contribute to competency management through research dissemination and delivery of knowledge sharing actions.	
		Contribute to the sustainable aviation programme and drones programme as well as the AI roadmap and hydrogen roadmap.	
		Implement EASA PhD scheme with association of universities. Move from pilot project to broader implementation through an increasing number of students.	
<i>Duration</i>	2004 - Open-End		
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Sustainability]</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution, F&C and Contribution Agreements</i>		

Activity	Objective	2023 Target / Output	2023 Result
Innovation & Future Development Programme	Coordinate changes necessary to adapt the Agency activities and processes to innovation through Projects and Roadmaps. Create a dynamic of innovation in the Agency and foster the sharing of innovation knowledge and information through a) an Innovation Network, and b) creating interfaces to the Agency competences management framework. 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.	
		Continue cooperation with new entrants.	
		Consolidate Industry partnerships on innovation.	
		Further develop synergies between Scientific, Research and Innovation Activities at EU level.	
		Ensure successful implementation of AI Programme.	
<i>Duration</i>	2020 - Open-End		

Strategy – Key Drivers	Competitiveness
Principal Funding Source	Mix of EU contribution and F&C

Performance Indicators

Indicator	Description	Result 2020	Result 2021	Result 2022	Target 2023	Result 2023
R&I process responsiveness	Percentage of industry requests for collaboration resulting in successful contracts signed			New KPI 2023+	70%	84.4% 
Implementation of EASA Research Agenda	Percentage of research actions (as included in the Annual Research Agenda) addressed / covered by a contribution agreement / project / study (with MS or other stakeholders).			New KPI 2023+	70%	71.8% 
R&I Performance Rate	Actual time (working hours) spent on R&I activities compared to plan			New KPI 2023+	80%	72.3% 

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

1.3.5. Secure Aviation



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. In addition, the Commission issued its drones strategy 2.0 where it formulated several “flagship recommendations” relative to the harmonization of civilian and military regulations, the issuance of dual-use standards scenarios and a facilitated access for private companies to military drones’ flight test facilities. And finally, the EDF (European Defence Fund) is an additional opportunity for cooperation because several calls for research projects are also of interest for the development of new technologies to be used by civil aviation in the near future. This provides scope for EASA to further support states and industry Competitiveness, for example through common rulemaking, innovation projects and the certification of state aircraft.

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

Key Achievements

- The **EASA Civil Military Cooperation (CMC) strategy** has been presented and endorsed by ExCom on the 29th November 2023. This strategy supports EASA’s involvement in carrying out certification tasks for military aircraft derivative from civilian ones in the framework of the “as civil as possible as military as necessary” concept. However, beyond the usual relationship with the type certificate holder, EASA developed a concept of implementing agreement with the NMAA (National Military Aviation Authority) involved to enable it to assume its responsibilities within a controlled regulatory framework. In this perspective, EASA received an application for a H160 Military helicopter and issued its first implementation agreement.
- In 2023, EASA significantly **strengthened its cooperation with military organisations**. EASA is now invited to all NATO AVC (Aviation Committee) meetings and a new extended EDA – EASA 2024 – 2026 work programme was concluded in December. New cooperation activities in domains like ATM (ATM Master Plan update, CNS strategy) or aerodromes has been initiated. In addition, EASA concluded a cooperation arrangement with DGAM, the Spanish military airworthiness authority.
- EASA supported **international cooperation** activities by participating a Flexible Use of Airspace workshop at Bangkok with ASEAN countries.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 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 Agency's commitment to airworthiness for state aircraft and military dual-use platforms and civil derivatives.	
		Implement work programme with European National Military Airworthiness Authorities (NMAA), the European Defence Agency, NATO and Eurocontrol and enlarge their perimeter to Research and Innovation domain.	
		Issue an updated Civil Military Cooperation strategy and promote it.	
		Support international cooperation by promotion of EASA model in the domain of civil military cooperation.	
<i>Duration</i>	2020 - Open-End		
<i>Strategy – Key Drivers</i>	Safety		
<i>Principal Funding Source</i>	Mix of EU contribution and F&C		

1.3.6. Health



The COVID-19 pandemic saw aviation identified as a vector of disease transmission to a far greater extent than other transport modes. Given the experiences of the COVID-19 pandemic it is crucial that we continue supporting the Competitiveness of the European aviation industry by managing health threats/risks in aircraft such as offering the safest aircraft interior environments to reduce the risk of disease transmission, restore public trust and facilitate future responses to events of a similar nature. Managing health threats and risks in aviation, working with public health authorities, and managing the interface between safety and security, will reduce the risk of uncoordinated or even incompatible actions.

Considering the major consequences of COVID-19 Pandemic on aviation sector and in line with the provisions of Art. 87 and Art. 91 of Regulation EU 2018/1139, in 2022 EASA initiated an initiative on Health Safety Certification with the aim to enhance crisis resilience and mitigate health safety threats in aviation. The Health Safety Certification is expected to assess the feasibility of including technological improvements used in other domains to reduce surface contamination and further reduce the risk of airborne contamination during air travel and ultimately enhance the trust of the passengers, crew members and relevant competent authorities (public health authorities, national authorities, etc.). This is expected to be achieved through investments over the next years in:

- **Competency Building:** Consolidating and Reinforcing EASA Competence in Health Safety Certification;
- **Protection Measures:** Together with industry and selected medical entities review which passive and active means of protection can be implemented, starting with the flying fleet, and under which conditions, including the impact on operational (and other) products, define baseline threats, develop design specifications, reinforce guidance material, clarify the role of EASA for the full aviation service chain (including airports) and adapt EASA processes accordingly;
- **Institutional cooperation:** Continue to foster relationships and harmonise approaches with other institutions including European Commission, ICAO, FAA, ECDC, WHO etc.

Key Achievements

- In cooperation with the EC, EASA launched a research call for tender at the end of 2023 on “New health safety measures in aircraft” – a step further towards fulfilling the Agency’s objective to explore innovative technologies and maintenance applications to address health related challenges.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Health Certification	Enhance crisis resilience and mitigate health safety threats in aviation by engaging in “Aviation Health Safety Certification”.	Explore innovative technologies and maintenance applications to address health related challenges.	●
		Identify approval formats adapted to the type of protection.	●
		Analysis and assessment of the aviation health safety certification for aircraft and airports.	●
		Develop the EASA certification approach involving industry partners (Q3 2023).	●
<i>Duration</i>	2022-Open End		
<i>Strategy – Key Drivers</i>	Safety [Contributes to Competitiveness & Resilience]		
<i>Principal Funding Source</i>	Mix of EU contribution and F&C		

1.3.7. Digital Transformation



Digitalisation is a key priority for the EU, citizens, policy makers and the industry. To address needs within EASA's purview the Agency has established a new role to manage a Digitalisation in Aviation programme (see section 3.9). In turn the SAB has established a digitalisation task force (SAB TF-DIGIT) to advise the agency on priorities from an industry perspective for which several joint planning meetings have been held.

Inside the agency, the transformation programme came to an end in 2022, having streamlined several processes across the agency including rulemaking, initial airworthiness, research, international cooperation, and corporate planning. To digitally transform these and other processes, a strategic review reorganised the Agency's own digitalisation programme to accelerate progress and optimise the use of resources. The 5-year programme aims to build a professional, secure set of information systems integrating all core processes, and the capability to rapidly upgrade or extend these systems to meet new requirements.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Digital Transformation	Consolidate data and develop scalable solutions for the core business, to bring value and increase delivery velocity.	Lean rulemaking and pre-application support for innovative products in operation.	●
		Audit management application in operation for DOA and POA oversight.	●
		Joined up digital workflow capability for organisation approvals, from initiation to approval.	●
		Initial release of enhanced security platform for access management.	●
		Initial consolidated set of master data on products and organisations.	●
<i>Duration</i>	2023-2027		
<i>Strategy – Key Drivers</i>	Resilience		
<i>Principal Funding Source</i>	Mix of EU contribution and F&C		

1.3.8. Data4Safety (D4S)



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

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






Key Achievements

Kicked-off in September 2022, the development phase of the Data4Safety Programme (DEV) progressed significantly over 2023 with as main achievements:

- The renewal of the Big Data and Data Science Services and selection of a trusted third-party Provider to play to role of the D4S Data Processing and Protecting Organisations (D4S DPPO). New D4S platforms set-up and staging initiated – 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) - with a delivery and timely entry into service planned over Q2 2024.
- The expansion of the D4S membership with the on-boarding of 29 new Members Organisations (under the expansion wave n°1 formally on-boarded at the occasion of the 1st D4S General Assembly held in EASA Cologne mid-Oct 2023) in addition to the 13 D4S Founding Members resulting in a total of 41 D4S Members by end of 2023.
- Selection and definition of the 1st Use Cases in alignment with safety priorities of the EU SRM to be implemented collaboratively by the D4S Members on the D4S Platforms starting mid-2024.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Data4Safety Programme (D4S)	Development Phase: Building on the outcomes of its Proof-of-Concept phase (2016-2022), Data4Safety aims to establish a sustainable 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).	Implement the progressive enlargement of scope in terms of safety domains and expansion in terms of the number of members and integration of the Programme into the existing Aviation Landscape to provide a Big Data Platform and Analysis capability at European scale and level, including a structural link with ECCAIRS2 that enables responsive analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).	●
<i>Duration</i>	2022-2026 (Development Phase)		
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety]</i>		
<i>Principal Funding Source</i>	<i>EU grants + F&C accumulated reserve + in-kind contribution (expertise time and data sources shared with the Programme) from programme members</i>		

Activity	Objective	2023 Target / Output	2023 Result
ECCAIRS 2 (E2)	Develop, maintain and operate a software solution suite in coordination with the EASA Member States to support the implementation of the Occurrence Reporting Processing procedures of Industry & Members States as per Regulations (EU) 376/2014. Further develop ECCAIRS E2 solution features as requested by the Industry/MS at the inception of the ECCAIRS 2 programme.	Establish the Development Roadmap 2023 in agreement with the Governance bodies	
		Further develop the agreed requested features of E2 as per the Development Roadmap 2023 as agreed by the Governance bodies and deploy a regular “sprint version” in E2 Production. Focus is the continued increasing delivery of value-added functionality and integration of Industry stakeholders’ data and systems with their Competent Aviation authority	
		Align with industry stakeholders if further development of E2 for their needs in integrating their SMS systems and data with E2 is required; and agree on the subsequent required F&C funding for 2024 to achieve those goals	
		Supporting ICAO to have the E2 platform ready for potential/ voluntary deployment to Third Countries aviation authorities, as well as setting up E2 for ICAO’s own needs such as Annex 13 and IBIS report requirements automation for any ICAO State globally	
		Continue to Operate and Support the in-place E2 Production solution as it incrementally evolves over time.	
<i>Duration:</i>	2021/22-2024		
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety]</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution and F&C</i>		

1.3.9. Digitalisation of Aviation

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Digitalisation of aviation is essentially the incorporation of digital technologies into each part of the aviation ecosystem: aircraft design and production, air operations, aircraft maintenance, air traffic management, personnel licences, aerodrome operations, drones, and more.

While this is a business-driven process, the Agency needs to ensure that it has no undesirable impact on aviation safety; besides, EASA can support the competitiveness of the EU aviation system by facilitating the digitalisation of its industry across Member States and with international partners.

In 2023, the programme roadmap has been developed and consulted with stakeholders for deployment in 2024 onwards ensuring consistency and alignment with EASA's own digitalisation strategy and coordinating with on-going industry-led initiatives (SAB AG.002, CONCERTO). The programme aims at ensuring a fully coordinated and consistent approach on digitalisation matters across technical domains, thus “connecting the dots” amongst them and avoiding overlaps, gaps, or inconsistent approaches.

Key Achievements

- The rulemaking task RMT.0737 has been established to introduce Electronic Personnel Licences (EPL) in the EU regulatory framework. In the course of 2023, drafting began on the framework of an interoperable solution, based on international standards, that will address the needs of three technical domains: maintenance licences, flight crew licences and ATCO licences.
- A Digitalisation Task Force has been established with the MMT Authorities (FAA, Transport Canada and ANAC Brazil) to assess the respective regulatory frameworks with regard to the acceptance of maintenance documents and records in digital format, the use of electronic signatures, and the adoption of “paperless cockpit” systems. The aim is to support interoperability and mutual recognition of digital solutions among the four Authorities. The intermediate results have been endorsed by the MMT Steering Board in November 2023.
- The e-CAW guidelines have been published to provide guidance to Authorities and industry on the use of electronic documents and records in the maintenance domain.
- EASA has been active in the context of the recently established ICAO electronic documents and certificates (EDC) task force, which aims at modernising several ICAO Annexes to enable the introduction of electronic manuals, documents and certificates on board aircraft.

Annual Work Programme Objectives

Activity	Objective	2023 Target / Output	2023 Result
Digitalisation of Aviation	Develop and coordinate the implementation of a Programme establishing the role of EASA in promoting, facilitating and supporting the digitalisation of EU aviation	Approval of Programme and roadmap	●
		Set-up of coordinated work streams	●
		Initial project implementation	●
Duration	2022-2025		
Strategy – Key Drivers	Competitiveness [Contributes to Safety & Resilience]		
Principal Funding Source	F&C		

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 under: [Management Board Members | EASA \(europa.eu\)](https://www.easa.europa.eu/management-board-members)

In 2023, the **MB had two meetings** with a focus on the following main topics:

- Activities and measures taken in relation to the Agency's financial sustainability.
- Oversight of EASA as Competent Authority.
- ATCO Fatigue Study deliverables.
- Certification of UAS and VCA.
- Innovation, including Air Mobility.
- Partnership Strategy.
- Environmental matters, aiming towards a more sustainable aviation, including by means of ReFuelEU Aviation programme.
- Selection and appointment of EASA's acting and new Executive Director.

The following **key MB decisions** were taken during 2023 and where relevant endorsed also by the PAR:

- 01-2023: Adoption on the TCO Rules of Procedure.
- 02-2023: Extension of appointment of Vice MB Chair.
- 03-2023: Nomination of Luc Tytgat as Acting Executive Director.
- 04-2023: Adoption of the [2022 Consolidated Annual Activity Report](#).
- 05-2023: Opinion on [2022 Annual Accounts](#).
- 07-2023: Adoption of the first amending budget 2023.
- 09-2023: Adoption of the [European Plan for Aviation Safety \(EPAS\) Volumes II & III 2024](#).
- 10-2023: Adoption of [Single Programming Document \(SPD\) 2024-2026](#) (including 2024 Budget and Establishment Plan) outlining the Agency's strategy, multi-annual objectives and annual work programme 2024.
- 11-2023: Adoption of [Draft Single Programming Document \(SPD\) 2025-2027](#).

- 12-2023: Appointment of Florian Guillermet as future EASA Executive Director (ED).
- 13-2023: Extension of acting ED function to Luc Tytgat until entry into force of new ED.
- 14-2023: Appointment of MB Chair (Piotr Samson re-elected).

EASA Joint Committee on Ethics

Under Article 16(4) of the Staff Regulations, the Agency is required to publish annually information, including a list of the cases assessed, relating to the implementation of the one-year lobbying and advocacy ban foreseen in Article 16(3) of the Staff Regulations for senior officials engaging in occupational activities after leaving the service. The Agency was faced with one case in 2023, where the standard one-year lobbying ban on senior officials was imposed following the end of the former EASA Executive Director's mandate on 31 August 2023.

On 10 November 2023, following the procedural steps required by Article 16 of the Staff Regulations, including the consultation of the EASA Joint Committee on Ethics, and reminding the staff member of his standard obligations under the Staff Regulations, the EASA Management Board granted permission to the former EASA Executive Director, Mr Patrick Ky, to engage in a post-employment activity as CEO of the International Centre for Aviation Innovation in Singapore.

2.2. Major Developments



Aviation is a resilient and dynamic sector. In spite of unprecedented setbacks over the last three years, current forecasts see a return to 2019 traffic levels in the ECAC Member States in 2025². With assistance from EU and national research programmes, European industry is investing heavily in developing new technologies to address climate challenge, integrating Innovative Air Mobility (IAM) solutions into airspace, and adopting advanced information technologies such as artificial intelligence.

As the European safety regulator, EASA is moving with these changing times. It is already accepting applications for, or advising on, innovative product designs through the pre-application services and engagement in the projects funded by Clean Aviation and SESAR 3 programmes. Taking advantage of its prominent position in research and innovation, the Agency is enlarging its competences and working closely with Member States, stakeholders and EU institutions to shortening the time it takes to bring certified products to market safely. In addition, it makes use of its global footprint and events to share its insights with other regulators and industry worldwide.

Anticipating the need for a modern regulatory framework to accommodate the operating conditions for these products, the Agency has already reviewed its rulemaking programme for 2023-2025 to complete the Single Market rulebook for all domains and remove obstacles to progress as well as regularly updating its certification standards.

At the same time the European system is a regional safety oversight organisation (RSOO). This means close integration between and cooperation with the EASA Member States. A well-functioning partnership is indispensable and continues to be a strategic priority for the Agency. It further intends to improve the resilience of this partnership through more appropriate risk-based oversight measures and arrangements for pan-European organisations.

In recognition of its expertise and track record, EASA expects to be assigned new tasks in the field of sustainability, reinforcing the interdependence between protecting human life, public health, and the environment. As exemplified by the Refuel EU Aviation Legislation, which was signed in October 2023, assigning EASA a key monitoring role for the uptake of sustainable aviation fuels (SAF).

The financial impact of the global recession, high inflation rates and increasing travel costs, were in 2023, and continue to be for the coming years, a challenge to mitigate for the Agency, to balance the growing and diversifying needs of the industry within the budgetary constraints available.

² [Forecast update 2023-2029](#)

2.3. Budgetary & Financial Mgmt.



2.3.1. Summary on Budgetary & Financial Management

Implementation of Appropriations

In December 2022, the MB adopted EASA's initial 2023 budget for with the authorised appropriations totalled 238.734M€. Transfers and an amending budget (adopted on 4th September 2023) were executed to align appropriations with latest forecasts on staff costs, mission expenditure, outsourcing costs and F&C revenue as well as to facilitate appropriations linked to the ReFuelEU Legislation signed in October 2023:

Expenditure	Initial budget 2023	Amending Budget	Transfers 2023	Final budget	Executed budget 2023
T1 Staff	109.451	- 93	2.414	111.772	111.701
T2 Buildings & Equipment	27.117	100	- 1.099	26.118	25.746
T3 Operational	36.594	4.200	3.285	44.079	42.772
T4 Special Programmes	-	-	-	32.180	16.327
T5 Accumulated Surplus	65.572	- 9.332	- 4.600	51.640	-
Total Expenditure excl. internal assigned	238.734	- 5.125	-	265.789	196.546

Budget Implementation

As a result of comprehensive in-year budget monitoring, the final budget implementation rate for 2023 current-year appropriations (C1) was 98.9% (compared to 97.1% in 2022 and 96.3% in 2021) and within the European Commission's target of 95%.

The cancelled appropriations relating to commitments carried over from 2022 to 2023 (C8) was 2.06% (compared to 2.82% in 2022 and 1.55% in 2021) below the European Commission's target of <5%.

Waivers of Recoveries

In accordance with Art. 66 of the EASA Financial Regulation and Art. 101(6) of Regulation (EU) 2018/1046, the Agency is required to report on waivers of established amounts receivable granted during the year. The waivers granted during 2023 totalled 1,108K€ (compared to 914K€ in 2022) and were largely related to solidarity measures applied to Ukrainian customers.

Late Payment Interest

Interest charged by suppliers through late payments in 2023 amounted to a total of 0.012M€ (compared to 0,005M€ in 2022 and 0,013M€ in 2021).

Budget Result

In 2023, revenue generated from Fees & Charges (F&C) services provided to Industry (Fee income) was 121M€ (compared to 109M€ in 2022 and 112.8M€ in 2021) representing an increase mainly as the effect of inflation and growing travel costs but also in part to growing emerging activities.

EASA's contribution (Balancing Commission subsidy) from the EU of 45.6M€ for 2023 including 3.3M€ to cover objectives and new tasks with relation to Sustainable Aviation Fuel under the ReFuelEU Aviation legislation which was signed in October 2023.

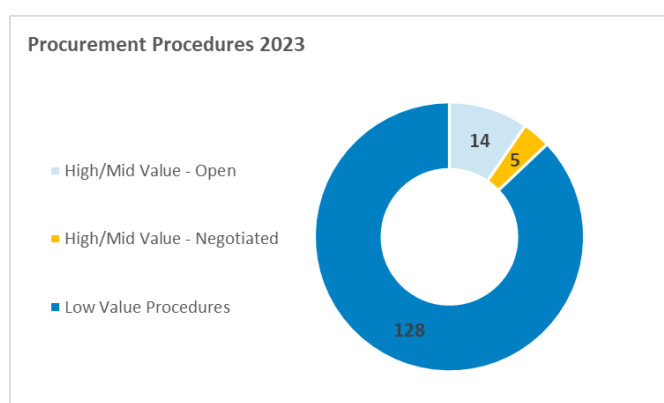
		2023	2022
REVENUE	Balancing Commission subsidy	+ 45,595,627.39	40,614,867.00
	Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+ 19,279,751.96	23,691,632.25
	Fee income	+ 121,309,494.34	109,408,979.99
	Other income	+ 3,809,294.28	713,239.31
TOTAL REVENUE (a)		189,994,167.97	174,428,718.55
EXPENDITURE	<i>Title I: Staff</i>		
	Payments	- 111,500,023.62	101,178,179.84
	Appropriations carried over to the following year	- 383,686.69	342,321.33
	<i>Title II: Administrative Expenses</i>		
	Payments	- 20,244,035.55	18,115,400.44
	Appropriations carried over to the following year	- 5,516,988.03	7,118,694.92
	<i>Title III: Operating Expenditure</i>		
	Payments	- 52,150,175.02	39,628,723.10
	Appropriations carried over to the following year	- 121,986,988.24	127,294,421.26
	TOTAL EXPENDITURE (b)		311,781,897.15
OUTTURN FOR THE FINANCIAL YEAR (a-b)		-121,787,729.18	-119,249,022.34
Cancellation of unused payment appropriations carried over from previous year	+ 308,210.56	366,662.92	
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from ass	+ 121,563,685.50	119,157,847.52	
Exchange differences for the year (gain +/- loss -)	+/- 20,110.36	-34,808.13	
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		104,277.24	240,679.97
Balance year N-1	+/- 240,679.97	318,175.39	
Positive balance from year N-1 reimbursed in year N to the Commission	- 240,679.97	-318,175.39	
Result used for determining amounts in general accounting		104,277.24	240,679.97
Commission subsidy - agency registers accrued revenue and Commission accrued expense		45,491,350.15	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		104,277.24	

For further details on budget implementation and related data see Annex II – Statistics on Financial management.

Procurement & Contract Management

The Agency managed 19 high-value and middle-value (>60K€) procedures during 2023, resulting in the signature of 24 contracts. In addition, 128 low value (1-60K€) procurement procedures were concluded, as well as approximately 751 specific contracts and 52 expert contracts.

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



High/Mid Value Procedures	
Corporate and Transversal	7
Research	8
Pilot and Technical Training	0
Operational Activities	4

2.3.2. 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 Joint Undertakings (JUs) such as SESAR.

During 2023 the Agency managed 50 such projects, with a total (maximum agreement) value of approximately 109M€ over 3-5 years, resulting in financial commitments of around 15M€ in 2023 (compared to 30M€ in 2022). The Agency deployed approximately 25 FTEs of internal resources (compared to 21 FTEs in 2022), 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, SNE & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 1.242.937	1	0,20	€ 277.000
b. Contribution Agreements	€ 87.857.500	24	16,80	€ 12.111.000
c. Delegation Agreements	€ 19.300.000	4	5,50	€ 2.643.000
d. Collaboration Agreements	€ 665.000	20	0,60	€ 125.000
e. Service Level Agreements	€ 200.000	1	1,50	€ 246.000
Total	€ 109.265.437	50	25	€ 15.402.000

2023 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 2023/1600 including approx. 0.3 FTE of working hours from before 2023, relevant however for 2023 project implementation on Technical assistance to the Commission with respect to SESAR.

^[3] € represents the value of the 2023 commitments (2023 total committed minus de-commitments of 2022 carried-over funds).

2.3.3. Control Results

EASA implements several controls, procedures/processes, and tools to ensure the legality and regularity of its activities, safeguard the sound financial management of its resources, provide adequate transparency and oversight of key activities/resources to support management decisions, as well as to maintain and continuously improve the quality of its outputs. This included, in 2023, for example, >28K€ ex-ante financial controls by financial verifying agents and authorising officers, 52 ex-post financial control exercises, >3 budget monitoring exercises, internal audit review of budget planning & monitoring, >800 purchasing contracts overseen ex-ante by procurement agents, 34 exceptions registered and managed through dedicated exception process, ISO certification maintained.

2.3.4. Cost & Benefits of Controls

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 753 FTE³ deployed by EASA in 2023, 3.7% (compared to 3.8% in 2022 and 4.0% in 2021) were dedicated to the control functions listed in

³ 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).

Annex I.5 and of the approx. 176M€ budget deployed by the Agency in 2023 2.6% (compared to 3.2% in 2022 and 3.3% in 2021) were invested in the control functions listed in Annex I.5.

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

For further details please see table in Annex I.5. 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).

#	Functions & Activities	i. Effectiveness ^[5]	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	16.427	10,3	€1.524.343	€163.759	€1.688.103
2	Procurement Management	Procurement Section	12.554	7,8	€1.164.989	€0	€1.164.989
3	Strategic Programming & Planning, Internal Control, Assurance and Quality Management	Business Programming Team & Assurance Team	5.519	3,4	€512.175	€86.800	€598.975
4	Internal and External audit including ISO Certification plus Anti-Fraud	Audit Team	2.491	1,6	€231.166	€4.700	€235.866
5	ICT	CIO board	1.533	1,0	€142.288	€0	€142.288
6	Impact Assessment	All EASA - Impact Assessment	5.717	3,6	€530.511	€190.513	€721.024
Total (Controls)			44.242	27,7	€4.105.472	€445.772	€4.551.244
Total (All EASA)^[4]			1.204.065	753	€111.731.908	€64.643.056	€176.374.964
% Cost of Controls 2023			3,7%			0,7%	2,6%
% Cost of Controls 2022			3,8%			2,1%	3,2%
% Cost of Controls 2021			4,0%			2,3%	3,3%

^[1] 2023 Working Hrs recorded in CATS (EASA Time

^[2] Working Hrs / 1600

^[3] Staff Cost – Working Hours multiplied by average hourly rate (T1 [C1+R0]/FTE)

^[4] Excl. Earmarked & Reserve

^[5] Further details on controls in Annex I.5 - Controls

2.4. Delegation & Sub-Delegation



In accordance with the EASA Financial Regulation, the Executive Director (ED), as Authorising Officer, delegates to Agency staff certain powers of budget implementation that are covered by the Staff Regulations. The ED has delegated budget implementation tasks to seven delegated Authorising Officers who have, in turn and with the explicit agreement of the ED, subdelegated budget implementation tasks to 28 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 on a regular basis in accordance with transfers/leavers/newcomers.

All delegations and sub-delegations in force are available in the ERP system.

2.5. Human Resources (HR) Management



Staffing & Recruitment

The ability to maintain and renew key competencies based on succession planning together with the ability to assess investment needs for the future by creating talent pools is critical to ensure an adaptable and agile workforce. Therefore, a competency management and strategic workforce planning programme was established in 2021 aiming at identifying and prioritising areas where technical and corporate competencies are required to be reinforced and addressed through external resource and competence investments, and in parallel through offering internal competence and career development opportunities to Agency staff.

The demographic trend towards an ageing staff population means the Agency has already experienced a number of leavers and foresees an increasing number of retirements in the coming years. The decisions on the replacement of leavers is based on a thorough assessment at corporate level on the prioritisation of needs to ensure the best use of resources and providing where appropriate internal mobility and development opportunities to Agency staff as well as solutions for temporary sharing of resources between units, enhancing therefore the availability, knowledge sharing, diversity and engagement of EASA teams.

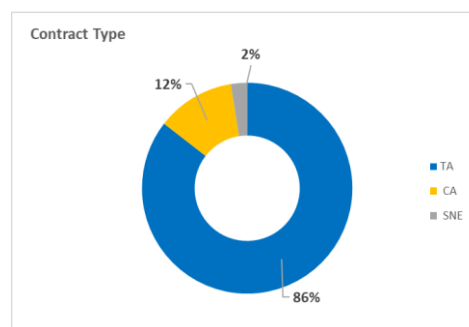
During 2023, EASA reinforced key competences across both technical and corporate domains required for traditional tasks and emerging domains to support Agency's core mandate and strategic ambitions. 43 newcomers were successfully onboarded throughout 2023. Moreover, fostering staff development, included offering professional career opportunities internally across various competence areas to more than 60 staff members during 2023.

Establishment Plan & Types of Post

The Agency increased its establishment plan from 680 to 682 in 2023 and plans to increase further 3 up to 685 in 2025 to facilitate the implementation of additionally mandated tasks under the ReFuelEU Aviation legislation adopted in October 2023. In addition, in line with the current SPD forecasting and staffing needs, the Agency introduced an adjustment, adopted formally as of 1st January 2024, a conversion of 12 AD posts from Subsidy funded to Fees & Charges funded facilitating the investments needed to replenish and build on the pool of technical expertise.

The Agency makes use of a range of posts in line with the nature of the needs:

- **Temporary Agents (TAs):** TAs are engaged to ensure the Agency carries out its mandate on all technical, administrative, and managerial levels of the organisation through either administrator (AD) or assistant (AST) function groups. Identified as posts with long-term duration/perspective whereby the foreseen tasks are 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 ended 2023 with 654 TA posts actually filled, representing an increase of 2,3% compared to 2022 (639 posts actually filled⁴).



⁴ In 2022, number of posts occupied including offer letters sent and approved was 651.

- **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% of the statutory Agency staff in 2023 (96 posts filled at the end of 2023), play an essential role in many of the Agency’s core activities and processes and in implementation of assignments for which it receives specific funding (“earmarked funds”).
- **Seconded National Experts (SNEs):** SNEs are deployed to fulfil a specific technical need on a mid-term basis (2 years, renewable for another 2 years). In general, their assigned tasks require in-depth expert knowledge and extensive work experience in a specific field of aviation. In 2023 the Agency deployed 19 SNEs, in particular to support ambitions in relation to ATM/ANS regulatory development.
- **Interims:** Interims are used on a short-term basis, contracted through an external service provider, to fill gaps in normally administrative capacity. The Agency’s staff were complemented with 13 interims in 2023.

Full details on the establishment plan and staffing levels deployed in 2023 can be found in Annex IV.4 - Establishment Plan & Additional Information on Human Resources Management.

Benchmarking Exercise

Following the Network of Agencies’ methodology, which is based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for a ninth year in a row. Compared to previous years, the result in 2023 shows an increase in the category ‘Operational’ reflecting the Agency effort to reinforce key competences across the core technical domains. The category ‘Administrative Support and Coordination’ shows slight decrease compared to 2022 levels when looking into *All staff overview*, including non-statutory resources, while ‘Neutral’ remains stable.

The overview of the Statutory levels shows slight increase of the category ‘Administrative Support and Coordination’ due to the effect of investments in the domain of digitalisation. The levels of the ‘Operational’ and ‘Neutral’ remain comparable to 2022, despite marginal decrease.

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

Implementing Rules

In 2023 no new Implementing Rules were submitted to the Agency Management Board for adoption.

Diversity & Inclusion

EASA is committed to promoting equal opportunities, diversity and inclusion (EDI) within its workplace, amongst its workforce and across Aviation industry stakeholders globally. EDI is a pivotal source of innovation, which enables the continuation of a sustainable and civil aviation industry. This commitment is reflected in EASA’s first Gender Equality Plan (GEP)⁵, a cross-cutting set of commitments and actions aiming to promote equal opportunities and diversity in general. As a keen promoter of EDI, EASA has also endorsed the EU Agencies’ Charter on Diversity and Inclusion⁶ in 2023. With the formal adoption of the first GEP, EASA dedicates resources and expertise to:

- systematically collect and monitor EDI-related data,
- raise awareness of how to avoid and mitigate the impact of bias in the working environment, and,
- increase the focus on EDI in people-related strategic objectives.

Moreover, EASA continues to invest in:

⁵ <https://www.easa.europa.eu/en/newsroom-and-events/news/easa-endorses-its-first-gender-equality-plan>

⁶ https://agencies-network.europa.eu/working-eu-agencies/diversity-and-inclusion_en

- minimising barriers for all staff to perform and develop professionally,
- enhancing leadership practises, social structures, support mechanisms and awareness for maintaining psycho-socially safe working conditions and staff well-being,
- achieving the goal of 40% of the underrepresented gender at all managerial levels respecting current contractual commitments.

Inclusion means inviting and supporting staff to bring their whole self to work and give their best. As an equal opportunity employer, the Agency has introduced several measures over the last years to address the topic and in particular gender imbalance:

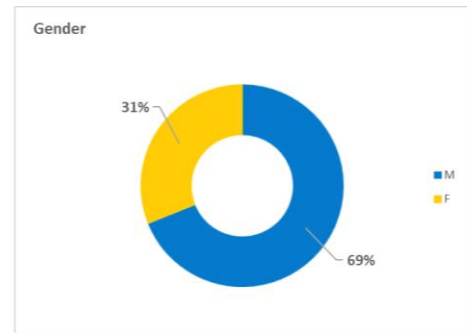
— **Supporting Change:**



- EASA regularly participates in the meetings of the [Women in Transport Platform](#) set up by the Commission in 2017. This online platform contains a wide range of information material and activities on D&I developed by EU institutions, industry and transport stakeholders, with specific focus on women's employment and equal opportunities for women and men in the transport sector. EASA is a signatory to the EC 'Women in Transport' declaration and has recently endorsed the EUAN Charter on Diversity & Inclusion, as mentioned in the Gender Equality Plan. Both documents promote 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 and opportunities for all 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 and contribute with its own experience in the promotion of D&I values within the Agency.
- **Promoting Change in EASA:** In 2018, 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, neurodiversity, and highlighting the need to ensure equal opportunities for all. In this context, EASA Executive Director nominated a **Diversity & Inclusion (DI) Ambassador** in 2022. Alongside a support team the D&I ambassador has launched a wide range of awareness initiatives, proposed actions to address recruitment, learning and development as well as increasing visibility on key topics.
- **Attracting the very best people:** Gender balance and diversity of backgrounds and skills are taken into account as far as possible during selection procedures. EASA is systematically monitoring the demographics, gender and diversity 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) registered an increasing trend reaching 25.3% in 2023.
- As of 2023, out of the 4 Directors in the Agency, 3 are female.



2.6. Strategy for Efficiency Gains



In February 2020 the Agency launched a corporate transformation programme, “Destination: Future-proof” (DFP) consolidating existing efficiency initiatives and the ongoing digitalisation initiative (“CORAL”) with a view to reducing its costs and improving efficiency. The programme was formally concluded at the end of 2022 but the programme approach for achieving efficiency as well as the infrastructure to initiate new initiatives has been established so that the Agency can continue to improve processes and digitalise from 2023 and beyond.

Programme Approach for Achieving Efficiency:

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



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

2.7. Assessment of Audit & Ex-Post Evaluation Results



2.7.1. Internal Audit Services (IAS)

In 2023, the IAS started the preparation of the audit on Confidentiality, availability and integrity of data and conducted the preliminary survey work.

The objective of the audit is to assess the design and the effectiveness and efficiency of the internal control processes put in place by EASA to ensure the confidentiality, integrity and availability of data treated in its information systems on premises (legacy services) or in the public cloud.

Recommendations, if any, will be raised as result of the audit in 2024.

2.7.2. Internal Audit Capability (IAC)

The 2023 audit programme consisted of 5 engagements (3 assurance audits, 1 audit performed by IAS and 1 follow-up audit) and was delivered in full, without scope limitations or changes. All final reports have been delivered by 31st December.

Furthermore, with regard to the Compliance Monitoring Function (CMF) activities, the audit of EASA as Competent Authority in CAMO was performed with the delivery of the final report in 2023.

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

The follow-up audit assessed the status of agreed actions resulting from the initial audits performed in 2022, including their effectiveness, as well as any residual risks associated with the objectives of each audited activity. During the 2023 follow-up audit, 3 out of the 4 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, 1 action was assessed as partially implemented and 1 new action was raised following the assessment of the elements, descoped during the initial assessment in 2022. The implementation of the 1 partially implemented and 1 new action will be assessed in 2024 in line with the agreed implementation dates.

The results of the 2023 audit programme were formalised in the Internal Audit Annual Activity Report (dated January 15, 2024) and shared with the Executive Director.

2.7.3. European Court of Auditors (ECA)

With regard to the audit of the 2023 annual accounts, the Court opined that “in the Court’s opinion, the accounts of the Agency for the year ended 31 December 2022 present fairly, in all material respects, the financial position of the Agency at 31 December 2022, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission’s accounting officer. These are based on internationally accepted accounting standards for the public sector “. On revenues, the Court noted that the revenue underlying the accounts for the year ended 31 December 2022 is legal and regular in all material respects. And on payments, that the payments underlying the accounts for the year ended 31 December 2022 are legal and regular in all material respects.

2.8. Follow-up of Audits & Recommendations



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

Internal Audit Services (IAS)

With regard to the previous audit work of the IAS and the status of the resulting actions, the table below provides an overview of the open recommendations.

Ref.:	Recommendation	Status
IAS.A1-2022-EASA-001	Standardisation activities: EASA 2020 Rec No2 - Upgrade of the Standardisation Inspection Database	Open
IAS.A1-2022-EASA-001	Standardisation activities: EASA 2020 Rec No3 - Consider updating the tool supporting the Model	Open

Internal Audit Capability (IAC)

Of the 6 recommendations raised in the 2022 audits, 2 were categorised as marginally significant and 4 as marginally insignificant. During the follow up audits and ongoing action monitoring in 2023, 3 actions have been closed as implemented. Of the 3 remaining recommendations (2 marginally significant and 1 marginally insignificant), 1 marginally significant recommendation has been assessed as partially implemented. During the assessment of the descoped elements of the 2022 initial audit, 1 new marginally significant recommendation has been raised, A revised timetable for the implementation has been agreed for all the 3 actions and shall be followed-up accordingly in 2024.

European Court of Auditors (ECA)

With regard to the previous audit work of ECA and the status of the resulting actions, the table below provides an overview of the open recommendations.

Year	Observation	Status
2016	EASA has accumulated a 52 million EUR surplus from industry -financed activities over the years, for which there is no provision in EASA's Founding Regulation.	Open
2021	Between 2019 and 2021 EASA assessed two cases of a potential conflict of interest in relation to a senior member of staff taking up a new job elsewhere. In contravention of Article 16 of the Staff Regulation, which requires a list of the cases assessed, in the context of the risk of advocacy and lobbying, to be published, EASA did not do so in the one case we reviewed. In the same case in contravention of another provision of Article 16 of the Staff Regulation, EASA did not consult the Joint Committee.	Open
2022	EASA launched a negotiated procedure without first publishing a contract notice. It justified the use of this procedure by the need for extreme urgency. However, we found that the urgency did not result from an unforeseeable event, since the budget for the new contract had already been approved in early December 2021, leaving enough time for an open procedure. We therefore concluded that the legal basis for the negotiated procedure was incorrect and the procedure was irregular, as were all associated payments.	Open
2022	EASA launched a procurement procedure for event management services. The value of the tender was €2.5 million. EASA noted that there was a significant price difference between the financial offers it received from the bidders and requested clarifications. It then amended the price of the tender. However, Article 151 of the Financial Regulation states that corrections of this kind are only allowed to correct obvious clerical errors. After one bidder objected to the price correction, EASA made a second evaluation and excluded the bidder on the grounds that it "did not meet the requirements set in the tender specifications". However, as EASA did not specify which requirements had not been met, the bidder's exclusion was not properly justified.	Open
2022	EASA collects fees and charges for the provision of certification services, but does not document the checks it performs to ensure that this revenue is collected correctly. This goes against Articles 74(5) and 75 of the Financial Regulation.	Open

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

EASA has taken into account a recommendation from OLAF in its procurement activities and has updated its guidelines accordingly.

2.9. Follow-up of Observations from the Discharge Authority



On 10^h May 2023, the European Parliament (EP) granted its **discharge to the Agency in respect of the implementation of the budget for the financial year 2021** (European Parliament Decision Nr: [2022/2097\(DEC\)](#)) and approved the formal closure of the Agency's 2021 annual accounts.

At the time of writing the process for the 2022 Discharge was ongoing and shall be reported on in the CAAR 2024 accordingly.

In its resolution, the EP made observations around key themes on budget and financial management, performance, staff policy, procurement, prevention, and management of conflicts of interest and transparency, internal control, digitalisation and the green transition as well as business continuity during the COVID-19 crisis.

The EP acknowledged, amongst others, EASA's overall performance and financial results, despite the COVID-19 crisis. It commended the Agency's progress in emerging areas linked to green solutions and digitalisation including supporting the integration of new technologies and business models into the European aviation system through its research and innovation programme. Furthermore, the EP acknowledged the Agency's continuous efforts to become more efficient and digitalise its own processes.

Some of the observations are highlighted below in particular those for which Agency measures are underway:


- The EP calls on providing sufficient funding and incentives for further research and development of SAF to make them more efficient and affordable and to enhance and open their market.
- The EP encourages the agency to get involved, employing both its expertise and adequate resources, into the Pilot Project on a "European body for jet fuel standards and safety certification" under the 2023 Union budget. The contribution agreement has been subsequently concluded in November 2023.
- The EP welcomes the progress of the Military Programme and calls for more synergy between civilian and military needs under the Action Plan on Military Mobility by simplifying processes and aligning rules. To this end the Agency has included civil-military cooperation as a strategic priority in its Single Programming Documents (SPD) for the period 2024-2027.
- The EP recalls the importance of a long-term HR policy on work-life balance, gender balance, teleworking, recruitment and integration of people with disabilities, as well as ensuring that they are treated equally. EASA is committed to promoting equal opportunities, and diversity and inclusion (EDI) within its workplace, its workforce and across the Aviation industry stakeholders globally. For further information on how EASA is addressing "Diversity & Inclusion" see Section 2.5 HR Management.
- The EP welcomes the establishment of a competency management and strategic workforce planning programme and calls on the Agency to report on the results of this programme. See also Section 2.5 HR Management for further information on staffing strategy.
- The EP suggests that the Agency continuously monitor cabin crew fatigue. The Agency acknowledges this suggestion and specifies fatigue as a strategic priority in its [European Plan for Aviation Safety](#) (EPAS), and monitors aviation safety risks, including cabin crew fatigue, as part of the established European Safety Risk Management (SRM) process.


2.10. Environment Management





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


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


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


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


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


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



2.11. Assessment by Management



In 2023, 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 2023 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 98.9%, above the European Commission's (EC) target of 95%. The cancellation of amounts relating to commitments carried over to 2023 from the previous year (C8) was 2.06% compared to 2.8% in 2022. This is below the 5% ceiling of the EC.

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

Legality & Regularity

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

Ex-ante verifications were performed on each of the 28.200 financial transactions processed by the Agency in 2023: approximately 3.500 by financial verifying agents and 24.700 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 2023, 52 ex-post control exercises were performed on financial transactions. The report concluded that the sampled transactions were considered legal and regular in all material aspects, and overall, there is reasonable assurance that, for the verified areas, suitable controls are in place and working as intended, risks are appropriately monitored and mitigated, with necessary improvements being implemented.

Procurement Procedures

The Agency managed 19 high-value and middle-value (>60K€) procedures during 2023, resulting in the signature of 24 contracts. In addition, 128 low value (1-60K€) procurement procedures were concluded, as well as approximately 751 specific contracts and 52 experts contracts.

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

Human Resources

The Agency invested in reinforcing its technical expertise to meet industry demand both on traditional and emerging domains, especially on F&C activities, and strengthen in competencies in various strategic areas such as environment, new technologies, information management, clean aviation. The Agency onboarded more than 40 newcomers in 2023. Fostering staff development included offering professional career opportunities internally across various competence areas to more than 60 staff members.

The Agency continued investing in competence management with a renewed performance management approach that integrates the competence development policy recently adopted, and with a wide range of

aviation technical training, supporting on-the-job learning opportunities, and delivering 89% of planned technical training sessions in 2023. The Agency reinforced its learning offer for managers and staff with a focus on managing psycho-social risks and well-being and provided coaching and guidelines to ensure engagement with staff.

The new guidelines for working time and hybrid working, including relevant training sessions and tools, were implemented in January 2023. The Agency implemented new IT functionalities for staff and managers for the management of leaves and absences with enhanced reporting and monitoring functionalities for managers.

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

Registration of Exceptions

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

In 2023, a total of 34 exceptions were registered:

Type	Nr. Non-Financial	Nr. Financial	Value
Ex-Ante	13	2	241K€
Ex-Post	4	15	956K€
Total	17	17	1.2M€

The Agency's 'Audit and Assurance Section' reviewed the exception requests submitted in 2023. The results of this review were reported to the directors during the Management Review. There were no significant financial exceptions registered in 2023.

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.

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.

On 12 September 2023 the European Commission published the report [on the evaluation of the European Union Aviation Safety Agency and Regulation \(EU\) 2018/1139 on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency](#). The evaluation assessed the Regulation's effectiveness in reaching its objectives, efficiency, relevance in responding to the stakeholder needs, coherence with other EU legislation and policy actions, and its overall EU added value. The evaluation also reviewed EASA's performance in relation to its objectives, mandate, and tasks.

Overall, the findings are overwhelmingly positive: EASA has been very successful in delivering on its tasks and Regulation (EU) 2018/1139 continues to provide a sound legal framework for the Agency's operations. EASA has succeeded in its core tasks of rulemaking, certification and standardisation. There are clear benefits to having an integrated European aviation safety system in place.

Part III – Assessment of the Effectiveness of Internal Control Systems



3.1. Effectiveness of Internal Control Systems



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

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

The Integrated Management System of the Agency was recertified with the ISO 9001:2015 standard in 2022. In 2023, 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 IMS were presented and improvement actions were submitted for approval. Based on all these activities, it was concluded that the internal control system fully complies with the Agency's management standards.

Further information on EASA's Strategy for the Organisational Management and Internal Control can be found in Annex X to the latest [Single programming document \(SPD\) 2024-2026](#) published on EASA's Website.

3.1.1. Risk Assessment

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

A summary of the critical risks identified in the SPD 2023-2025 including the reported status and actions taken during 2023 is provided in Annex I.7 – Critical Risks & Mitigating Actions.

3.1.2. Agency Actions to Prevent Fraud

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

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

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

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

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

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

3.2. Conclusion of Assessment of Internal Control Systems



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

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



I, the undersigned,

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

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

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

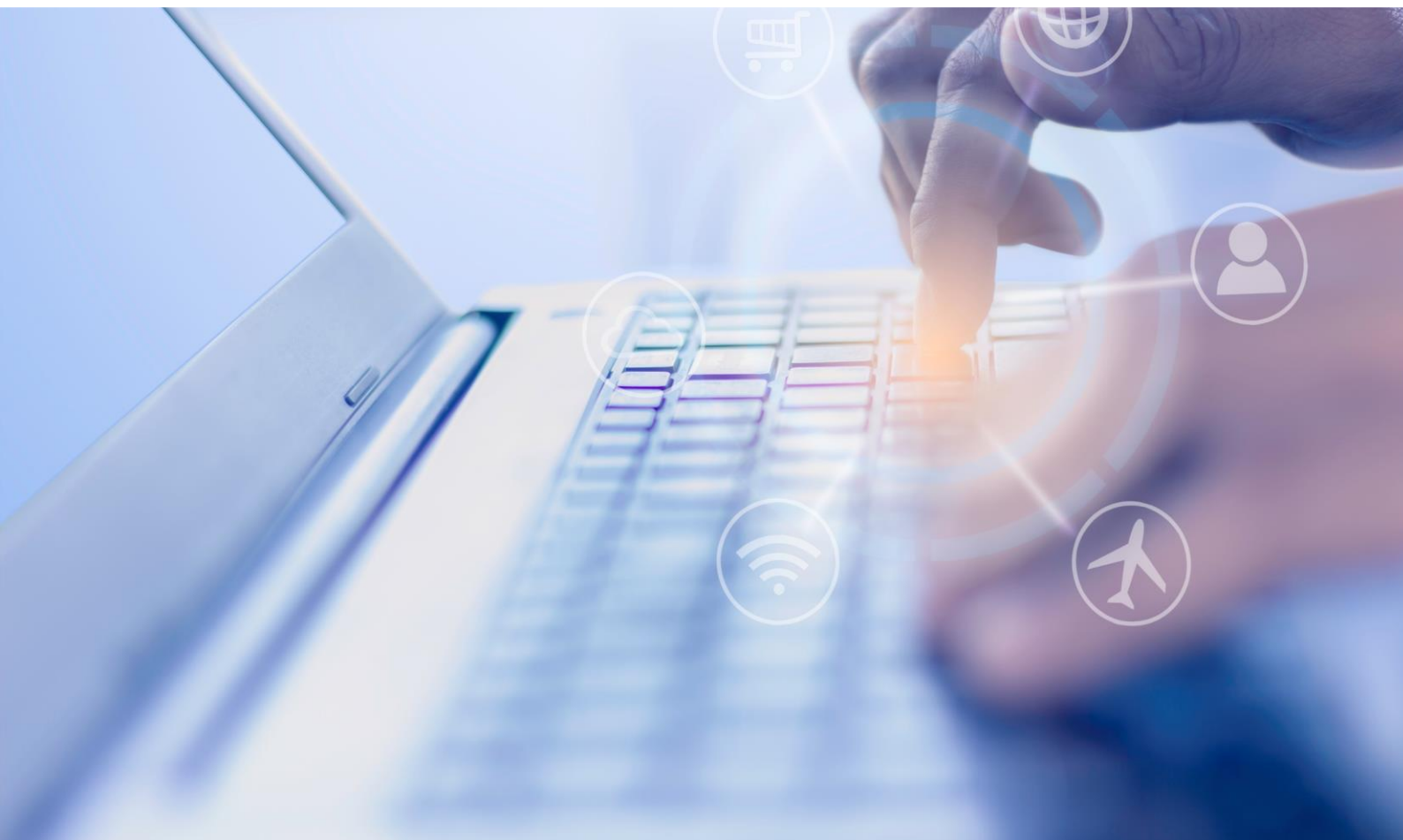
Digitally signed through ARES [Document Mgmt. System]

Cologne, 23rd April 2024

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 2023, controls were exercised through:

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

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

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

4.2. Reservations



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

4.3. Overall Conclusions on Assurance



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

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

Part V – Declaration of Assurance



Declaration of Assurance of the ED



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

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

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

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

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

*Digitally signed through ARES [Document Mgmt. System]
Cologne, 3rd May 2024*

Florian Guillermet
Executive Director of the European Union Aviation Safety Agency

Annexes



I. Core Business Statistics



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

Sub-Annex	Content
I.1. Key Performance Indicators (KPIs)	2023 result and evolution of EASA KPI trend.
I.2. Rulemaking Decisions, Opinions & NPAs	List of published rulemaking Decisions, Opinions & NPAs in 2023.
I.3. Studies & Research Projects	List of research projects completed, continued, or initiated by EASA in 2023.
I.4. Procurement Procedures	List of procurement procedures that were either launched and/or finalised in 2023.
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 2023 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 2023-2025, including the reported status and actions taken during 2023.

I.1. Key Performance Indicators (KPIs)






Legend	Performance Indicator	Calculation / Status Categorisation	Result 2020	Result 2021	Result 2022	Result 2023
	On-Track	>95%	63%	75%	77%	85%
	Delayed	85%-95% / >30% Indicators delayed or requiring attention	20%	15%	17%	7%
	Attention Required	<85% / >30% Indicators requiring attention	5%	5%	5%	8%
	Not Measurable	>50% Not Measurable	12%	5%	1%	N/A

Summary Table



Activity				Result 2020	Result 2021	Result 2022	Result 2023
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				
STRATEGY		Strategic Initiatives	I.3.1. Strategic Initiatives & Programmes	N/A	N/A	N/A	

Detailed 2023 KPI Results

Product Certification

Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	103%	85%	95-105%	79%	 Initial plan included a number of WHrs linked to anticipated innovative projects in 2023 which did not materialise in full (25K WHrs less than initial plan).
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	3.4%	2.4%	≤5%	2.5%	
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	102%	86%	≥90%	88%	
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	89%	109%	≥90%	90%	
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	8 days	6 days	≤10 days	4 days	

Organisation Approvals

Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	85%	83%	≥80%	59%	 Additional resources currently under recruitment. The reinforcement of the DOA team, implementation of efficiency measures and alignment of KPI measurement with new regulation expected to positively impact this KPI during 2024.
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	88%	91%	≥85%	90%	

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	84%	84%	≥80%	86.8%		
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Third Country Operators


Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	91.7%	90.5%	≥90%	93.2%	
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	94.6%	94.6%	≥80%	100%	
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)	88.9%	90.2%	≥80%	95.6%	

Standardisation







Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	9.8%	12%	≤20%	9.7%	
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	85%	96%	≥90%	88.8%	

EU Ramp Inspection Programme

Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	100%	100%	100%	75%	Reinforcement of the RAMP team in 2024 are expected to positively impact this KPI during 2024 at

							which time a full analyses is currently planned.
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	100%	100%	100%	100%		

International Cooperation

Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	85%	100%	≥80%	80%	
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	100%	100%	≥90%	90%	
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	88%	85%	≥80%	79%	
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	6.4	6.5	≥5 on scale of up to 7	6.43	
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	≥90%	100%	
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	Achieved	Achieved	Updated compliance checklists for 2 ICAO Annexes per year	4	

Rulemaking

Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
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	95.7%	97.9%	≥90%	91.8%	
Timeliness of the Rulemaking process	By 2027, 20% reduction of the lead time for the adoption of amending Regulations; baseline in 2020 = 6.5 years.	New KPI 2023+		6.3 Years	4.56 years	
	By 2027, 20% reduction of the lead time for the adoption of soft rules CS/AMC/GM; baseline in 2020 = 5 years.	New KPI 2023+		4.8 Years	4.6 years	
Rulemaking process performance	By 2027, 20% reduction of the overall working hours performed on all rulemaking deliverables; baseline in 2020 = 47000 hours.	New KPI 2023+		45K Hrs	38K Hrs	
Rulemaking process effectiveness	By 2027, 80% of the overall published deliverables for regulatory material to be part of the strategic tasks identified in EPAS.	New KPI 2023+		70%	74.5%	

Safety Intelligence & Performance

Indicator	Description	Result 2021	Result 2022	Target 2023		Result 2023
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	45% 15.5 days	50% 28.8 days	≥85% ≤4 days	75% 4 days	Already significant improvement compared to previous years due to stabilising resources. 75% of reports were processed within four working days (target = 85%) nevertheless overall the average processing time target of 4 days was met.
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	99.9%	100%	≥95%	99.85%	
Timeliness to answer safety recommendations	% of first replies provided within 90 days	97.6%	100%	≥97.5%	100%	
Productivity and Quality of Safety Analysis process and SRM Process	Number of Safety Issues Analysis or Outcomes of D4S directed Study or Ad-Hoc Safety Risk Portfolios documents presented and endorsed by the SRP.	6	4	≥4	3	3 Safety Analysis Reviews prioritised in 2023 to balance available resources towards quality enhancements.

	The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	Achieved	Achieved	Published end Q2	Achieved		
	Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	100%	100%	≥ 93%	95%		
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	≥90%	100%		
	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	9 FTE	9 FTE	12 FTE	12.4 FTE		

Applicant Services

Indicator	Description	Result 2021	Result 2022	Target 2023	Result 2023	
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)	New KPI 2023+		84%	92%	
Actual outsourced hours committed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is committed within the period compared to the partnership targets	93%*	94%*	95%	87%*	
Total applications received online	Measures the percentage of all applications (that can be submitted through the portal) submitted through the web portal	89%	75%	80%	87%	

*2021, 2022 figures are based on budget implementation; as of 2023 hours are used as indicator to give a better view to the planning accuracy. For 2023, the budget implementation result was 99%.

Corporate Processes

Indicator	Description	Result 2021	Result 2022	Target 2023	Result 2023	
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	60%	54%	80%	54%	The percentage of the ontime implementation has increased, however still not achieving the KPI target. The actions overdue (5 out of 11) that relate to one audit have revised implementation dates in 2024.

Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0	0	0	0	●	
Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI	93%	≥90%	93%	●	
Effectiveness of procurement procedures	% of procedures* receiving 2 or more offers.	New KPI	82%	≥ 90%	85%	●	
Implementation of purchasing strategy (maximise competition)	% of procedures using preferred purchasing solutions (i.e. framework contracts, calls for expression of interest, database of experts, list of vendors) from total number of procedures.	New KPI	90%	≥75%	78%	●	

*Excluding procedures to be launched either within a known closed/restrictive market or where competition is limited due to the nature of the contract or good services to be procured (e.g. Negotiated Procedures).

Transversal and Enabling Activities

Indicator	Description	Result 2021	Result 2022	Target 2023	Result 2023	
Training days per staff member per year	Implementation of service targets as specified in the training plan	75%	71%	≥90%	89%	●
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4	4.4	≥3.8	4.4	●
Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	91.9%	93.1%	≥98%	96%	●
Turnover rate	Numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	0.84%	0.1%	≤5%	1.05%	●
Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	N/A - Next survey in 2022	71%	N/A - Next survey in 2025		●
Sick leave (annually)	Annual average days of short-term sick leave per staff member (yearly reporting)	7.6 days	8.2 days	≤9 days	6.8 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)	96.6%	94%	65%	99.6%	●
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	106%	98.9%	≥90%	99.2%	●

Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	96.9%	97.1%	≥95%	98.9%	●	
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	1.55%	2.8%	≤5%	2.2%	●	
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	1 min	2 mins	Max 5 min	<5 mins	●	
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	93.1%	51.5%	>75%	45.3%	●	Resource availability in team has led to backlog which is gradually being addressed in 2024 with 1 additional resource underway.
Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	100%	100%	≥90%	100%	●	
Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	99%	99%	≥90%	94.4%	●	

Strategic Initiatives & Programmes

Indicator	Description	Result 2021	Result 2022	Target 2023	Result 2023		
R&I process responsiveness	Percentage of industry requests for collaboration resulting in successful contracts signed	New KPI 2023+		70%	84.4%	●	
Implementation of EASA Research Agenda	Percentage of research actions (as included in the Annual Research Agenda) addressed / covered by a contribution agreement / project / study (with MS or other stakeholders).	New KPI 2023+		70%	71.8%	●	
R&I Performance Rate	Actual time (working hours) spent on R&I activities compared to plan	New KPI 2023+		80%	72.3%	●	Delays in signature on Clean Aviation service contracts resulted in less actual hours compared to initial plan.

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

a) Executive Director Decisions (EDD)

Reference	Task Nr.	Title
2023/001/R	RMT.0128-1 RMT.0712	Enhancement of the safety assessment processes for rotorcraft designs' Regular update of the Certification Specifications for Small Rotorcraft (CS-27), and Large Rotorcraft (CS-29)
2023/002/R	RMT.0687-1	Regular update of the Certification Specifications for Normal-Category Aeroplanes
2023/003/R	RMT.0392-1d	Provision of rescue and firefighting services for General Aviation flights
2023/004/R	RMT.0392-1d	Provision of rescue and firefighting services for General Aviation flights
2023/005/R	RMT.0624-1	Guidance material on remote aerodrome traffic services – Issue 3
2023/006/R	RMT.0736-1	AMC & GM to Part-TCO - Issue 1, Amendment 1
2023/007/R	RMT.0325	Helicopter emergency medical service performance and public interest sites
2023/008/R	RMT.0720-2	Management of information security risks - Development of acceptable means of compliance and guidance material to support the Part-IS regulatory package implementation
2023/009/R	RMT.0720-2	Management of information security risks - Development of acceptable means of compliance and guidance material to support the Part-IS regulatory package implementation
2023/010/R	RMT.0720-2	Management of information security risks - Development of acceptable means of compliance and guidance material to support the Part-IS regulatory package implementation
2023/011/R	RMT.0668-1	Regular update of the air traffic controller licensing rules - Enhanced mobility options and streamlined qualifications for air traffic controllers
2023/012/R	RMT.0730-2	Regular update of the AMC and GM to Regulations (EU) 2019/945 and 2019/947 (drones in the 'open' and 'specific' category)
2023/013/R	RMT.0727-1	Acceptable means of compliance and guidance material to Annex Ib (Part 21 Light) to Regulation (EU) No 748/2012 and to the annexes to Regulation (EU) No 1321/2014
2023/014/R	RMT.0251-2b	Amendment to the Acceptable Means of Compliance and Guidance Material to Commission Regulation (EU) No 748/2012
2023/015/R	RMT.0161-3 RMT.0524-3	Conformity assessment of ATM/ANS equipment DS-GE.CER/DEC - Issue 1 and DS-GE.SOC - Issue 1
2023/016/R	RMT.0161-3 RMT.0524-3	Conformity assessment of ATM/ANS equipment AMC & GM to the Articles of Commission Delegated Regulation (EU) 2023/1768 - Issue 1
2023/017/R	RMT.0161-3 RMT.0524-3	Conformity assessment of ATM/ANS equipment AMC & GM to Part-AUR.COM – Issue 1 and AMC & GM to Part-AUR.SUR - Issue 1
2023/018/R	RMT.0161-3 RMT.0524-3	Conformity assessment of ATM/ANS equipment Amendment to the AMC & GM to the ATM/ANS Regulation
2023/019/R	RMT.0255-3	Review of Part-66 New training methods and new teaching technologies
2023/020/R	RMT.0184-1	Regular update of CS-E
2023/021/R	RMT.0673	CS-25 Amendment 28
2023/022/R	RMT.0727	DS for Part 21 Light (DS-21LD) - Issue 1
2023/023/R	RMT.0492	Flight and duty time limitations and rest requirements for commercial air transport with aeroplanes - night duties and late finish duties

b) Opinions

Reference	Task Nr.	Title
Opinion No 01/2023	RMT.0161-3/4 RMT.0524-2	Regulatory framework on the conformity assessment of ATM/ANS systems and ATM/ANS constituents (ATM/ANS equipment) for the safe and seamless operation of the European ATM network
Opinion No 02/2023	RMT.0476-1/2	Regular update of the standardised European rules of the air
Opinion No 03/2023	RMT.0230-C1	Introduction of a regulatory framework for the operation of drones — Enabling innovative air mobility with MVCA, the initial airworthiness of UAS subject to certification, and the continuing airworthiness of those UAS operated in the 'specific' category
Opinion No 04/2023	RMT.0591-3	Regular update of the aerodrome rules: Aerodrome safety and change of aerodrome operator Occurrence reporting
Opinion No 05/2023	RMT.0190 RMT.0287-2a RMT.0287-2b RMT.0392-1a RMT.0587-3 RMT.0678-2	Cruise relief co-pilots Regular update of flight crew licensing and medical requirements Better flight crew licensing requirements for general aviation

c) NPAs: Public consultation

Reference	Task Nr.	Title
NPA 2023-01	RMT.0392-1b	Regulatory framework on the conformity assessment of ATM/ANS systems and ATM/ANS constituents (ATM/ANS equipment) for the safe and seamless operation of the European ATM network
NPA 2023-02	RMT.0668-3/4	Training the next generation of ATCOs
NPA 2023-03	RMT.0392-1a	Extended diversion time operations (EDTO)
NPA 2023-04	RMT.0682-1	Introduction of ACAS Xa for operations in the single European sky (SES) airspace & PBN specifications for oceanic operations
NPA 2023-05	RMT.0161-3	Acceptable means of compliance, guidance material and detailed specifications supporting the new regulatory framework on the conformity assessment of ATM/ANS systems and ATM/ANS constituents
NPA 2023-06	RMT.0524-3/4	Turbine-engine endurance and initial maintenance programme testing, and substantiation of piston-engine time between overhauls or replacements
NPA 2023-07	RMT.0180	Datalink services
NPA 2023-08	RMT.0524-1	Regular update of the air traffic management / air navigation services rules
NPA 2023-09	RMT.0719	Implementation of the latest CAEP amendments to ICAO Annex 16 Volumes I, II and III
NPA 2023-10	RMT.0514	Review of Part-147

d) NPAs: Focused consultation

Reference	Task Nr.	Title
NPA 2023-101	RMT.0727	Acceptable means of compliance and guidance material to Annex Ib (Part 21 Light) to Regulation (EU) No 748/2012 and to the annexes to Regulation (EU) No 1321/2014
NPA 2023-102	RMT.0720	Development of acceptable means of compliance and guidance material to support the Part-IS regulatory package implementation
NPA 2023-103	RMT.0492	Flight and duty time limitations and rest requirements for commercial air transport with aeroplanes - night duties and late finish duties

NPA 2023-104	RMT.0587	Regular update of regulations regarding pilot training, testing and checking, and the related oversight
NPA 2023-105	RMT.0740	Regular update of Regulations (EU) 2015/640 and 748/2012 and associated AMC&GM, and CS-26, to transpose ICAO SARPs - Information on cargo compartment fire protection capabilities
NPA 2023-106	RMT.0728	Ground handling requirements

I.3. Studies & Research Projects

The following table provides the list of research projects completed, continued, or initiated by EASA in 2023 (sorted according to the contract end date):

RES-CA.	Project	Project title	Contract start	Project duration	Contract end	Elapsed duration
1	FRD	Quick Recovery of Flight Recorder Data	02/03/2021	24 months	01/03/2023	100.0%
2	RAT	Risk assessment tool technical specifications	11/05/2022	12 months	10/05/2023	100.0%
1	DS	Vulnerability of manned aircraft to drone strikes	03/06/2020	40 months	02/10/2023	100.0%
1	FS	Flotation Systems	25/06/2020	42 months	24/12/2023	100.0%
2	i-conspicuity	iConspicuity - Interoperability of electronic conspicuity systems for General Aviation	12/12/2022	15 months	11/03/2024	84.4%
1	MGB	Integrity improvement of rotorcraft main gear boxes (MGBs)	16/06/2020	45 months	15/03/2024	94.5%
1	MbM	Market-based Measures	27/05/2020	46 months	26/03/2024	93.9%
2	LithiumBAT	Detection of lithium batteries using airport security screening equipment	22/12/2022	16 months	21/04/2024	77.0%
2	HUE2	Helicopter underwater escape 2	27/04/2022	24 months	26/04/2024	84.0%
2	MLEAP	Machine learning application approval	03/05/2022	24 months	02/05/2024	83.2%
2	SHEPHERD	New standards for drones and U-Space	06/05/2022	24 months	05/05/2024	82.7%
2	MESAFE	Mental Health of Pilots and ATCOs – assessment methods for aviation use	06/05/2022	24 months	05/05/2024	82.7%
1	Noise	Assessment of environmental impacts - rotorcraft noise	27/05/2020	48 months	26/05/2024	89.9%
2	VIRTUA	Digital Transformation – Case Studies for Aviation Safety Standards – Virtualisation)	09/12/2022	20 months	08/08/2024	63.7%
2	MODEL-SI	Digital Transformation – Case studies for Aviation Safety Standards – Modelling and Simulation	12/12/2022	20 months	11/08/2024	63.2%
2	DATAPP	Digital Transformation – Case Studies for Aviation Safety Standards – Data Science Applications	12/12/2022	20 months	11/08/2024	63.2%
2	eMCO/SIPO	Extended Minimum Crew Operations and Single Pilot Operations – Safety risk assessment framework	30/08/2022	24 months	29/08/2024	66.8%
2	LITUB	Monitoring of flight control laws	04/10/2022	24 months	03/10/2024	62.1%
2	Triple One	Implementation of the “triple one” concept at aerodromes (or one runway, one frequency, one language)	25/10/2022	24 months	24/10/2024	59.2%
2	VRS	Helicopter vortex ring state experimental research	02/11/2022	24 months	01/11/2024	58.1%

1	PED	Fire risks caused by portable electronic devices on board aircraft	12/07/2021	40 months	11/11/2024	74.1%
2	NADIR	Enhanced fault detection and diagnosis solutions for air data systems	15/11/2022	24 months	14/11/2024	56.3%
1	CAQ	Cabin Air Quality	29/11/2021	36 months	28/11/2024	69.6%
1	FTL	Flight Time Limitations	01/12/2021	36 months	30/11/2024	69.4%
1	Emissions	Assessment of environmental impacts engine emissions	23/09/2020	54 months	15/03/2025	73.1%
2	RWYMT	Practical use and validation of high-resolution surface laser scanners for assessing runway micro texture	20/06/2022	36 months	19/06/2025	51.1%
2	LOKI-PED	PED fire/smoke risks in aircraft cabin	20/07/2022	36 months	19/07/2025	48.3%
2	SECIMPACT	Impact of security measures on safety	05/10/2022	36 months	04/10/2025	41.3%
2	DM	New treatments and diagnostic measures for diabetes mellitus	28/10/2022	36 months	27/10/2025	39.2%
2	CaVD	New treatments and diagnostic measures for cardiovascular diseases	17/11/2022	36 months	16/11/2025	37.4%

I.4. Procurement Procedures

The following table provides the list of the procurement procedures that were either launched and/or finalised in 2023:

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 2023 (Tenders launched but not signed in 2023):

AREA	TYPE OF PROCEDURE	REF. OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME
Research	HVP - OP	EASA.2023.HVP.16	RES-CA.3 Aviation Resilience - Cybersecurity Threat Landscape (CYBER)	DC	2,2	1.49M€
Research	HVP - OP	EASA.2023.HVP.17	RES-CA.3 Evolutions of airworthiness standards for new aircraft structure designs (DESIGN)	DC	3	1.2M€
Research	HVP - OP	EASA.2023.HVP.19	RES-CA.3 Training media allocation: Simulator vs. actual flying (TRAIN)	DC	3,4	950K€
Research	HVP - OP	EASA.2023.HVP.23	Environmental consultancy support on technical issues associated with aircraft noise	FWC	4	4M€
Research	HVP - OP	EASA.2023.HVP.25	RES-CA.3 New health safety measures in aircraft (HEALTH)	DC	3	1.1M€
Research	HVP - OP	EASA.2023.HVP.21	RES-CA.3 Colour vision requirements in the new full glass cockpit environment and modern ATCO consoles (VISION)	DC	3	600K€
Corporate and IT Services	HVP - NP	EASA.2023.HVP.22	Security Surveillance Services	FWC	2,3	710K€
Corporate and IT Services	HVP - OP	EASA.2023.HVP.08	“Gastronomische Bewirtschaftung” (Restaurant, Catering and Related Services)	FWC	4	2.632M€

Contracts Signed in 2023:

AREA	TYPE OF PROCEDURE	REF. OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
Research	HVP - OP	EASA.2022.HVP.20	Technical Support on Aviation Emissions and Impact Assessment	FWC	4	4M€	Consortium Ricardo Nederland B.V.(leader), Ricardo Consulting S.L., Envisa SAS	28.03.2023	27.03.2027
Internal/Administration Services	MVP - NP	EASA.2023.MVP.01	Language training and assessment / testing services	FWC	4	139K€	Carl Duisberg Centren GmbH	25.05.2023	24.05.2027
Corporate and IT Services	HVP - OP	EASA.2023.HVP.02	Property Consultancy & Project Supervision/Management Services (Lot 1)	FWC	4	1.46M€	PWC EU SERVICES EESV	05.07.2023	04.07.2027
Corporate and IT Services	HVP - OP	EASA.2023.HVP.02	Facility Management Consultancy Services	FWC	4	1.6M€	TÜV SÜD Advimo GmbH	05.07.2023	04.07.2027
Corporate and IT Services	HVP - OP	EASA.2023.HVP.02	Facility Management Consultancy Services	FWC	4	1.6M€	PWC EU SERVICES EESV	05.07.2023	04.07.2027
Operational Activities	HVP - OP	EASA.2023.HVP.03	Data4Safety (D4S) Development (DEV) phase - D4S Big Data and Analysis Services	FWC	5	11.9M€	ALG Global Infrastructure Advisors S.L.U. (for Lot 1 in consortium with member Paradigma Digital S.L.)	21.07.2023	20.07.2028
Operational Activities	HVP - NP	EASA.2023.HVP.18	Outsourcing of FSTD tasks to QE	FWC	2	3.15M€	NLR - Stichting Koninklijk Nederlands Lucht- en Ruimtevaartcentrum	17.08.2023	16.08.2025
Corporate and IT Services	HVP - NP	EASA.2023.HVP.24	Mobile Communication Services II	FWC	4	1.43M€	Vodafone GmbH	12.09.2023	11.09.2027

Operational Activities	HVP - OP	EASA.2023.HVP.04	ECCAIRS.2 Solutions	FWC	4	4.5M€	Consortium BILBOMATICA SA (leader), ALTIA CONSULTORES SA	04.10.2023	03.10.2027
Operational Activities	HVP - OP	EASA.2023.HVP.04	ECCAIRS.2 Solutions	FWC	4	4.5M€	Consortium VASS EU Services (leader) & VASS CONSULTORIA DE SISTEMAS S.L. & VASS IT GREECE SERVICES A.E	04.10.2023	03.10.2027
Research	HVP - OP	EASA.2023.HVP.15	European Clearing House for Sustainable Aviation Fuels (SAF)	FWC	4	15.25M€	Consortium Ricardo Nederland B.V.(leader), Ricardo Consulting S.L., Ricardo-AEA Limited	04.10.2023	03.10.2027
Communications	HVP - OP	EASA.2023.HVP.09	Digital Communication Support Services	FWC	4	4M€	Dropsolid NV	12.10.2023	11.10.2027
Communications	HVP - OP	EASA.2023.HVP.09	Digital Communication Support Services	FWC	4	4M€	FFW Deutschland GmbH	12.10.2023	11.10.2027
Operational Activities	HVP - OP	EASA.2023.HVP.14	Consultancy Services to EASA ReFuelEU and Labelling Scheme implementation	FWC	4	5M€	ICF SA	24.11.2023	23.11.2027
Corporate and IT Services	HVP - NP	EASA.2023.HVP.26	Delivery of electricity from renewable energy sources for EASA	FWC	2	1.89M€	RheinEnergie AG	30.11.2023	29.06.2026
Operational Activities	HVP - OP	EASA.2023.HVP.14	Consultancy Services to EASA ReFuelEU and Labelling Scheme implementation	FWC	4	5M€	STEP Consulting	14.12.2023	13.12.2027

I.5. Controls

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><u>Key Control Functions:</u></p> <ul style="list-style-type: none"> – <u>Ex-Ante Financial Verification:</u> 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). – <u>Ex-Post Controls:</u> 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. – <u>Budget Monitoring Exercises (BME):</u> 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. – <u>Tools & Services:</u> <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. – <u>Continuous Monitoring & Audit:</u> These processes undergo regular review, audits and improvements in to maximise the effectiveness and efficiency of the controls. 	<p>In 2023:</p> <ul style="list-style-type: none"> – 28.200 (3.500 by FVAs & 24.700 by AOs) – 52 Ex-Post Control cycles (in accordance with the 2023 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). – Regular review, audits and improvements in to maximise the effectiveness and efficiency of the controls. In 2023, internal audit review of budget planning & monitoring. – An advanced management accounting system (SAP CO) approved by external auditors provides accurate cost accounting information required by the Agency's complex financial structure.
Procurement Management	<p>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.</p>	<p>The Agency managed 19 high-value and middle-value (>60K€) procedures during 2023, resulting in the signature of 24 contracts. In addition, 128 low value (1-60K€) procurement procedures were concluded, as well as approximately 751 specific contracts and 52 expert contracts.</p>

Strategic Programming & Planning, Internal Control, Assurance and Quality Management	The Agency has dedicated teams in place to manage i) Strategic Planning, ii) Business Programming & Reporting and iii) internal control and quality management which coordinate the preparation and follow-up Strategic/Management Plans (including Single Programming Document SPD), Annual Activity Reports, monitoring of progress of objectives/strategy and key performance indicators, regular quality reviews of business processes and measurement of performance of internal controls through, amongst others, exception management process and annual assessment of EASA Management Standards.	<ul style="list-style-type: none"> – Single Programming Document (SPD). – Consolidated Annual Activity Report (CAAR). – Annual assessment of the EASA Management Standards. – Annual review of Exceptions registered reported to the EASA Management Review (44 exceptions registered in 2023).
Internal and External audit including ISO Certification plus Anti-Fraud	<p>Internal Audit Capability – IAC - (including manager in charge of risk management & internal control) prepares annual internal audit programme, which is endorsed by the Management Board and validated by Executive Director. The IAC also reports outputs to senior management. Actions (recommendations) are systematically followed up and re-assessed until closure.</p> <p>External Audit activities carried out to ensure that the Agency funds are spent in accordance with EU rules and regulations. Including activities in the Agency corporate level to counter fraud and any illegal activities affecting the EU's financial interests.</p>	<ul style="list-style-type: none"> – Implementation of sound management system, with procedures to support the monitoring of the effectiveness and efficiency; prevention of conflict of interest, risk mitigation measures for the detection and prevention of fraud to protect the EU's financial interest and avoid potential reputational damage. – Annual internal audit programme implemented. – ISO 9001 Certification maintained. – IAC Certification (IPPF) maintained
ICT	EASA's IT and Digitalisation strategy, governance, architecture and expenditure planning is overseen and managed by a dedicated committee, "CIO Board" (Chief Information Officer Board), made up of representatives from each of the Agency's directorates, Head of IT Department, Head of IT Strategy, Planning & Support Section, Managers of the Agency's Digitalisation Programme: It acts as a key control to ensure that the IT strategy is aligned with the Agency's key priorities, safeguards the Agency's assets and information, makes effective use of the funds allocated to IT activities and ensures that the needs of the key stakeholders are met.	The CIO Board meets as required, typically monthly, and oversees the IT budget and digitalisation investment costs. Since 2019 it has supervised the implementation of a new Agile development methodology, the digitalisation of processes and delivery of stable ICT services to EASA stakeholders.
Impact Assessment	The impact assessment team at EASA supports business units in gathering and analysing evidence to support policymaking by establishing inception Impact Assessment (IA), including data, scientific advice, other expert views and stakeholder input, drafting IA reports (or review) and coordinating related activities with relevant rulemaking tasks (RMTs), Safety Promotion Tasks, Member States Tasks and areas of expertise. The IA team provide key inputs and substantiations to the EPAS publication (European Plan for Aviation Safety).	<p>In 2023:</p> <ul style="list-style-type: none"> – 12 RIAs in NPAs sent for focused consultation or published. – 4 RIAs in Opinions published. – 2 BIS finalised and sent for consultation.

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 1049/2001⁷ that is applicable to documents held by the European Union Aviation Safety Agency (EASA) under Art. 119(1) of Regulation (EU) No 2018/1139⁸.

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 2023, **EASA has received a total of 52 requests related to access to documents (which represents an increase of 26% compared with the previous year)**. This implies that EASA received one access to document request almost per week. The increase of applications could be explained due to the more common awareness among citizens of the web-based tool implemented in 2022 that allows applicants to request access to documents. This is a specific tool that allows applicants to address easier their requests and at the same time allows EASA to reduce the time of response to applicants. Applicants use this web-based tool as a portal for not necessarily only asking for access to documents but also access to information or asking questions about other aspects of EASA activities. Nonetheless in this report all the requests submitted through this web-based tool as considered as ‘access to documents requests’ for statistical and reporting purposes. Out of these 52 requests, 44 were “initial applications” in accordance with Article 7 of Regulation (EC) 1049/2001, 2 were a “confirmatory application (Article 8 of the Regulation), and 6 were “third-party consultations” (Article 5 of Regulation (EC) 1049/2001).

Overall, **EASA has refused access to documents in 20 cases (3 less than in 2022)**. Only in 1 reply out of 20, EASA refused to disclose documents based on Article 4(3) of Regulation (EC) 1049/2001 (to *protect EASA’s decision-making process*), and also in Article 4(2) (to *protect the purpose of inspections, investigations and audits*) of Regulation (EC) 1049/2001. Additionally, the reasoning to refuse the disclosure of another application was that the requested documents were subject to a Regulation with specific provisions on confidentiality⁹.

For the rest of refusals, in 9 out of 20 cases, EASA did not hold the documents requested; in 4 out of 20 cases, the reason for the refusal was that the application was out of scope of Regulation (EC) 1049/2001¹⁰; in 3 out

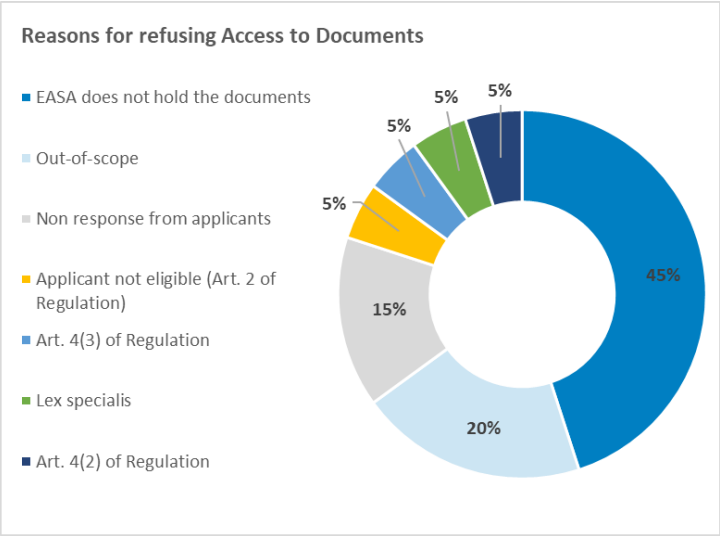
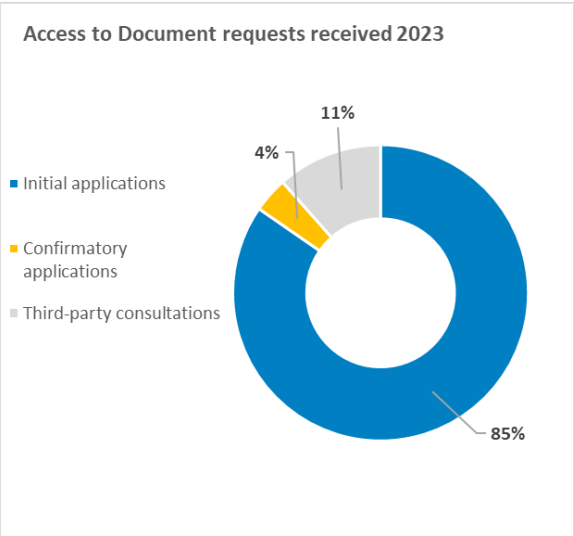
⁷ Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents. [EUR-Lex - 32001R1049 - EN - EUR-Lex \(europa.eu\)](#)

⁸ 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 \(europa.eu\)](#)

⁹ Regulation (EU) No 376/2014 of the European Parliament and of the Council of 3 April 2014 on the reporting, analysis and follow-up of occurrences in civil aviation, amending Regulation (EU) No 996/2010 of the European Parliament and of the Council and repealing Directive 2003/42/EC of the European Parliament and of the Council and Commission Regulations (EC) No 1321/2007 and (EC) No 1330/2007 (OJ L 122, 24.4.2014, p. 18-43)

¹⁰ The application was considered a request for information instead of access to documents or the request is out of the remit of EASA.

of 20 cases, EASA could not proceed with the application since there was not response from the applicants when EASA requested further clarifications to identify the documents requested; and finally, in 1 out 20 cases, the applicant was not eligible to request access to documents in accordance with Articles 2(1) and 2(2) of Regulation (EC) 1049/2001.



I.7. Critical Risks & Mitigating Actions

Below is a summary of the critical risks identified in the SPD 2023-2025, including the reported status and actions taken during 2023:

Description	Controls	Actions	Status
<p>CR01 Information Security</p> <p>Description: Partial protection of information managed by the Agency, including third party information, to an adequate level of security.</p>	<ul style="list-style-type: none"> – Chief Information Security Officer nominated. – Information Security Cell chaired by the Chief Information Security Officer Management Security Officer. – Protection of privacy data established as per EDPS rules. – IT Security Strategy. 	<p><u>Prior Actions</u></p> <ul style="list-style-type: none"> – IT Security Strategy drafted in 2018 and approved by ExCom and forms the basis for on-going cybersecurity efforts. <p><u>Completed & Continuous Actions</u></p> <ul style="list-style-type: none"> – IT Security Officer runs EC based SaaS risk assessments and helps draft DPO records. – IT actively participates in Agency information security cell. – IT aided IM on info security markings work. – IT involved in ad-hoc security (phishing) & training offered to all staff. <p><u>Ongoing & Future Actions</u></p> <ul style="list-style-type: none"> – Develop an agreed EASA Cybersecurity strategy and roadmap. – Update IT security strategy based on agreed digitalisation & IT strategies and the EASA Cybersecurity roadmap. <p>IT Security Officer runs EC based SaaS risk assessments and helps draft DPO records.</p>	<ul style="list-style-type: none"> – Ongoing & Managed.
<p>CR02 Emergency Management</p> <p>Description: Lack of / or inappropriate response to an emergency/crisis.</p>	<ul style="list-style-type: none"> – Emergency Management preparation. – Emergency/Crisis Cell. – Participation in the European Aviation Crisis Control Cell (EACCC). 	<p><u>Prior Actions</u></p> <ul style="list-style-type: none"> – Revised emergency management procedure (incorporating also lessons learned from COVID-19 pandemic) established in 2021. Following experiences gained in 2020 and 2021, and further to internal discussions on crisis management, also considering EASA interfaces with the EACCC crisis cell of ECTL and with the ICAO regional office. <p><u>Ongoing & Future Actions</u></p> <ul style="list-style-type: none"> – Following experiences gained in 2020 and 2021, and further to internal discussions on crisis management, considering EASA interfaces with the EACCC crisis cell of ECTL and with the ICAO regional office. – Further refine and implement emergency management procedure. 	<ul style="list-style-type: none"> – Ongoing & Managed.

Description	Controls	Actions	Status
<p>CR03 Legal Liability</p> <p>Description: The Agency or its staff is found guilty and/or civil/criminal liability is engaged.</p>	<ul style="list-style-type: none"> Compliance with the EASA IMS, especially state-of-the-art technical working procedures. Involvement of Legal Department. Separation of duties. Policy on sensitive functions. European Commission liability coverage. Recruitment of highly qualified staff. Internal Occurrence Reporting System. CSR. Chief Experts / PCMs and Senior Experts / PCMs matrix in place. Product Safety Boards for Continuing Airworthiness issues. 	<p>Prior Actions</p> <ul style="list-style-type: none"> Set of working procedures and management system. Sensitive decisions taken collectively (safety boards). <p>Ongoing & Future Actions</p> <ul style="list-style-type: none"> Create a certification monitoring process, also covering outsourced tasks. Update list of training needs. Set up competency matrix. Set up of knowledge management database. Continuous streamline of the certification processes. Implement the resulting actions stemming from the B737 Max Lessons Learnt exercise to enhance the overall Certification process. 	<ul style="list-style-type: none"> Ongoing & Managed.
<p>CR04 Security incidents impacting accessibility of business-critical applications</p> <p>Description: The security in the information technology environment is of a crucial importance for running business critical applications.</p>	<ul style="list-style-type: none"> 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. 	<p>Completed & Continuous Actions</p> <ul style="list-style-type: none"> Maintain the staffing levels in IT security team and avoid fluctuation of resources as much as possible to sustain current level of service. <p>Ongoing & Future Actions</p> <ul style="list-style-type: none"> Recruitment of new IT Security Architect shall further stabilise the risk. Develop central monitoring capacity for all EASA services. 	<ul style="list-style-type: none"> Ongoing & Pending Action
<p>CR05 Safety Investigations</p> <p>Description: Failure to support the safety investigations led by the SIAs of the MS as per the requirements of Regulation (EU) 996/2010 and duly manage the responses to Safety Recommendations, as well as to monitor the progression of the mitigating actions associated to them.</p>	<ul style="list-style-type: none"> Strategic workforce planning (SWP) Programme and quarterly staffing review exercise to regularly review and address resource needs. Quarterly Reporting to ExCom to highlight any key issues, delays (KPI/Objectives) and set-up mitigating measures as needed. 	<p>Prior Actions</p> <ul style="list-style-type: none"> Alignment with HR team to ensure staffing of team and in particular mitigate replacement of leavers addressed in 2022 & 2023. <p>Completed & Continuous Actions</p> <ul style="list-style-type: none"> Continue to manage outputs and review/ implement sustainable staffing measures for the activity to mitigate risk. <p>Ongoing & Future Actions</p> <ul style="list-style-type: none"> Recruitment of senior safety investigator shall further stabilise the risk. 	<ul style="list-style-type: none"> Ongoing & Managed
<p>CR06 Safety Data Management</p> <p>Description: 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.</p>	<ul style="list-style-type: none"> Strategic workforce planning (SWP) Programme and quarterly staffing review exercise to regularly review and address resource needs. Quarterly Reporting to ExCom to highlight any key issues, delays (KPI/Objectives) and set-up mitigating measures as needed. 	<p>Prior Actions</p> <ul style="list-style-type: none"> Alignment with HR team to ensure staffing of team and in particular mitigate replacement of leavers addressed in 2022 & 2023. <p>Completed & Continuous Actions</p> <ul style="list-style-type: none"> Continue to manage outputs and review/ implement sustainable staffing measures for the activity to mitigate risk. 	<ul style="list-style-type: none"> Ongoing & Managed

Description	Controls	Actions	Status
<p>CR07 ECCAIRS 2</p> <p>Description: Failure to deliver the global ECCAIRS 2 programme. Development of agreed stakeholder scope to move to Operational phase as of 2025.</p>	<ul style="list-style-type: none"> – The Strategy and Safety Management Directorate (SM) and the CIOB/IT (for IT Infrastructure) to ensure to get the required human and budgetary resources secured for 2024 	<p><u>Prior Actions</u></p> <ul style="list-style-type: none"> – Extensive Stakeholder management ensures continuous alignment on both Operations for migrated MS as well as bilateral MS migration preparation support. – Measures introduced to oversee the implementation of the programme and means to react/escalate in case of issues and ensure financial sustainability. <p><u>Completed & Continuous Actions</u></p> <ul style="list-style-type: none"> – Alignment with programming & Budget team to ensure financial sustainability. – Continuous stakeholder management. – Introduce adequate measures to oversee the implementation of the programme and means to react/escalate in case of issues. 	<ul style="list-style-type: none"> – Ongoing & Managed
<p>CR8 Cash Flow and Balanced Budget</p> <p>Description: Insufficient income to cover the Agency's expenditure.</p>	<ul style="list-style-type: none"> – Regular alignment with European Commission (annual programming exercise or ad-hoc) and reporting of issues/shortfalls. – Quarterly budget monitoring exercise with financial actors – results and recommended mitigating actions reported to ExCom. – Regular detailed follow-up on cash flow evolution. – Production of the annual accounts reported to the Management Board, including income, expenditure and profitability, and impact of the F&C Regulation. 	<p><u>Prior Actions</u></p> <ul style="list-style-type: none"> – Pro-active engagement with industry to ensure payments. Regular communication with the commission to provide timely information in case granting of the balancing budget from the subsidy is necessary. – High cash generation, in line with budget assumptions. <p><u>Completed & Continuous Actions</u></p> <ul style="list-style-type: none"> – Regular alignment with financial actors and senior management. – Pro-active engagement with industry to ensure payments. – Regular communication with the Commission. – Regular alignment with financial actors and senior management. 	<ul style="list-style-type: none"> – Ongoing & Managed

II. Statistics on Financial Management



II.1. Budget Implementation

2023 Budget Implementation - All fund sources (thousands of euros)

C1 - Current year appropriations							
Title	Final Budget (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2024 (2)-(3)
Total Title 1 - STAFF	100.452	100.385	100%	67	100.118	100%	267
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	26.117	25.745	99%	372	20.233	77%	5.512
Total Title 3 - OPERATIONAL EXPENDITURE	14.815	13.761	93%	1.054	7.797	53%	5.964
Grand Total	141.384	139.891	99%	1.494	128.149	91%	11.742

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 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2024 (2)-(3)
Total Title 1 - STAFF	11.320	11.316	100%	4	11.305	100%	12
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	1	1	100%	-	1	57%	0
Total Title 3 - OPERATIONAL EXPENDITURE	29.264	29.011	99%	253	15.013	51%	13.998
Total Title 4 - SPECIAL OPERATION PROGRAMMES	32.180	16.327	51%	15.853	7.519	23%	8.808
Grand Total	72.765	56.655	78%	16.109	33.837	47%	22.818

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 2023_C4 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Carried Over Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2024 (2)-(3)
Total Title 1 - STAFF	151	46	30%	105	46	30%	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	15	10	66%	5	10	66%	-
Total Title 3 - OPERATIONAL EXPENDITURE	267	59	22%	208	35	13%	24
Grand Total	432	114	26%	318	90	21%	24

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 2022_C5 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	
Total Title 1 - STAFF	31	31	100%	-	31	100%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	0	0	100%	-	0	100%	
Total Title 3 - OPERATIONAL EXPENDITURE	46	46	100%	-	46	100%	
Grand Total	77	77	100%	0	77	100%	

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

C8 - Carried over from previous year							
Title	Carried over Commitment Amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Carried over to 2024	Cancelled Appropriations (1)-(2)	Cancelled Appropriations %	
Total Title 1 - STAFF	311	311	100%	-	0	0%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	8.879	7.000	79%	1.761	119	1%	
Total Title 3 - OPERATIONAL EXPENDITURE	5.763	5.573	97%	-	189	3%	
Grand Total	14.953	12.884	86%	1.761	308	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 (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Cancelled Appropriations (1)-(2)	Carried over to 2024
Total Title 1 - STAFF	1	1	100%	-	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	0	0	100%	-	-
Total Title 3 - OPERATIONAL EXPENDITURE	11.370	7.757	68%	3.613	-
Total Title 4 - SPECIAL OPERATION PROGRAMMES	33.808	13.983	41%	925	18.900
Grand Total	45.179	21.740	48%	4.539	18.900

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 2023 (thousands of euros)

		2023	2022	Variance
REVENUE	Fee income (Fees & Charges)	121.309.494	109.408.980	10%
	European Union Subsidy	44.328.980	39.678.000	10%
	Third Countries Contribution (EU)	1.266.647	936.867	26%
	Third Countries Contribution (Switzerland)	1.942.712	1.761.242	9%
	Delegation agreements & Grants	17.337.040	21.930.391	-26%
	Financial interests (Fees & Charges)	2.262.715	176.579	92%
	Financial interests (Subsidy)	283.756		
	Parking and others (Fees & Charges)	276.454	301.223	-9%
	Parking and others (Subsidy)	155.641	116.562	25%
	Services rendered against payment (Fees & Charges)	21.314		100%
	Services rendered against payment (Subsidy)	377.347		
	Internal Assigned Revenue	432.067	118.875	72%
TOTAL REVENUE (a)		189.994.168	174.428.719	8%
EXPENDITURE	<i>Title I: Staff</i>			
	Payments	- 111.500.024	101.178.180	9%
	Appropriations carried over	- 383.687	342.321	11%
	<i>Title II: Administrative Expenses</i>			
	Payments	- 20.244.036	18.115.400	11%
	Appropriations carried over	- 7.278.313	8.880.020	-22%
	<i>Title III: Operating Expenditure</i>			
	Payments	- 30.648.154	24.568.958	20%
	Appropriations carried over	- 20.193.275	17.178.918	15%
	<i>Title IV: Earmarked projects</i>			
	Payments	- 21.502.021	15.059.766	30%
	Appropriations carried over	- 4.164.981	6.870.625	265%
TOTAL EXPENDITURE (b)		207.584.528	192.194.188	7%
	Result before carry over not used	- 17.590.360	- 17.765.470	-1%
	Cancellation of unused payment appropriations carried over from previous year	+ 308.211	366.663	-19%
	Carry over C8	- 1.761.325	1.761.325	0%
	Adjustment of Assigned Revenue carried over	+ 11.448.183	7.732.170	32%
	Exchange differences for the year (gain +/- loss -)	+/- 20.110	- 34.808	273%
Result of the year		-4.052.531	-7.940.120	-96%
Related to Subsidy Activities		104.277	240.680	-131%
Related to Fees and Charges Activities		- 4.156.809	- 8.180.800	-97%
Total		-4.052.531	-7.940.120	-96%
Accumulated surplus on Fees and Charges Activities				
	Accumulated surplus from previous year	+ 63.943.812	72.124.612	-13%
	Adjustment of accumulated provision	+/- 4.156.809	- 8.180.800	-97%
Accumulated Surplus		59.787.003	63.943.812	-7%

II.3. Budget Transfers & Amending Budgets

96 transfers, totalling 15.4M€, were carried out during 2023. The most significant transfers were:

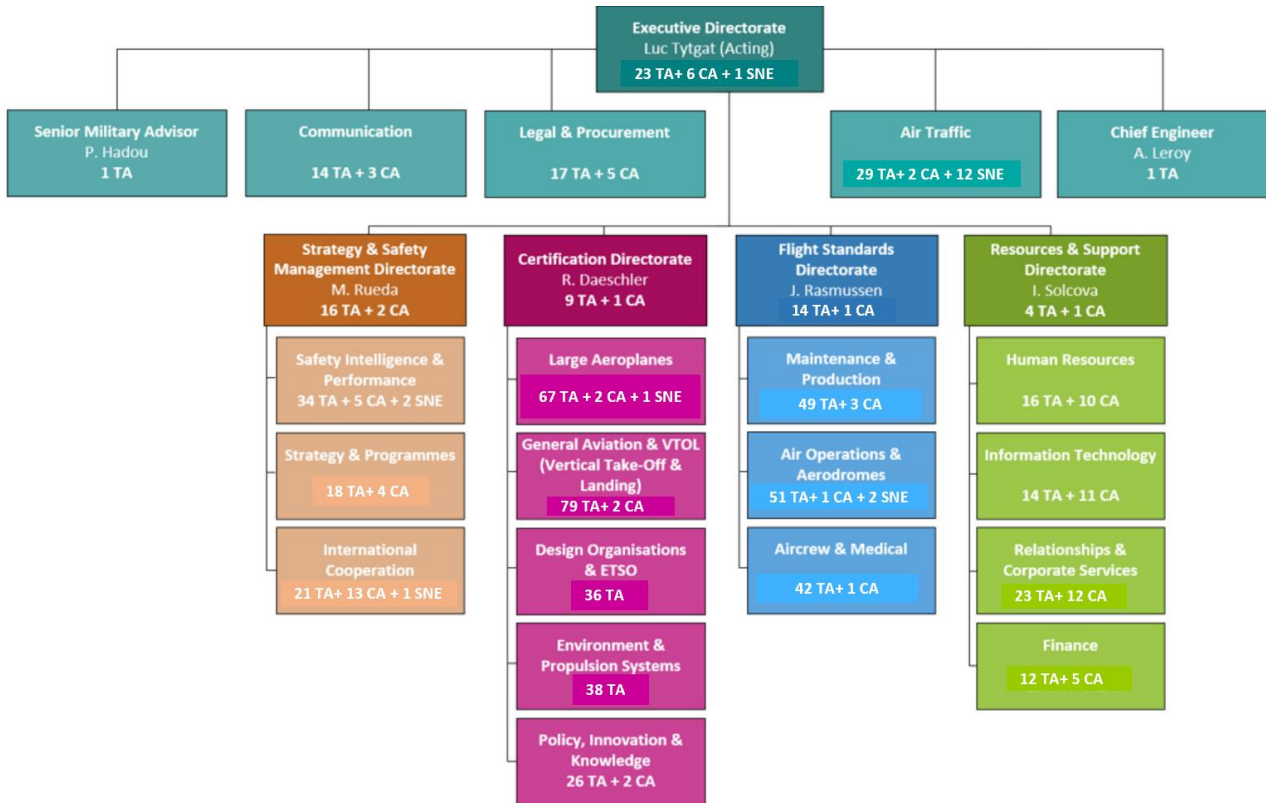
- Budget reallocations to cover:
 - MB decision 12 2022 for ATCO fatigue project.
 - Additional needs for interim services;
 - Additional needs for outsourcing budget.
 - MB Decision 13-2022 needs for projects e-Rules & semi-automation of occurrence data capture.
 - Initial phase of the ReFuelEU project and its Digital Reporting Tool deployment.
 - Annual adjustments on remuneration and pension in 2023.
 - Earmarked project costs remuneration for Q4 2023.
- Local transfers to cover the salary increases in accordance with Article 4(1) of Annex XI to the Staff Regulations related to the application of the “automatic” annual updating of remunerations and pension reflected in June and December salaries.
- Local transfers within IT budget lines to readjust resources in line with activities.
- 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 2023 amounted to a total of 0.012M€ (compared to 0,005M€ in 2022).



III. Organisational Chart



IV. Establishment Plan & Additional Info on Human Resources Management



IV.1. Statutory Staff & SNEs

Establishment Plan

Temporary Agents	2023		2024
Function group and grade	Authorised under the EU Budget	Actually filled as of 31.12.2023	Authorised under the EU Budget
	Temporary posts	Temporary posts	Temporary posts
AD 16			
AD 15	1		1
AD 14	25	2	4
AD 13	33	4	6
AD 12	66	23	30
AD 11	88	65	73
AD 10	110	97	93
AD 9	120	133	134
AD 8	78	79	108
AD 7	32	54	45
AD 6	13	40	46
AD 5	14	61	42
AD TOTAL	580	558	582
AST 11			
AST 10			
AST 9	1		
AST 8	4		3
AST 7	11	13	12
AST 6	27	31	32
AST 5	28	28	35
AST 4	15	16	10
AST 3	12	7	6
AST 2	2	1	1
AST 1			
AST TOTAL	100	96	99
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	682	654	683

External Personnel – Contract Agents

Contract Agents	2023		2024
	Authorised under the EU Budget	Recruited as of 31.12.2023	Authorised under the EU Budget
Function Group IV	36	37	36
Function Group III	68	55	68
Function Group II	2		2
Function Group I			
TOTAL	106	92	106

External Personnel – Seconded National Experts

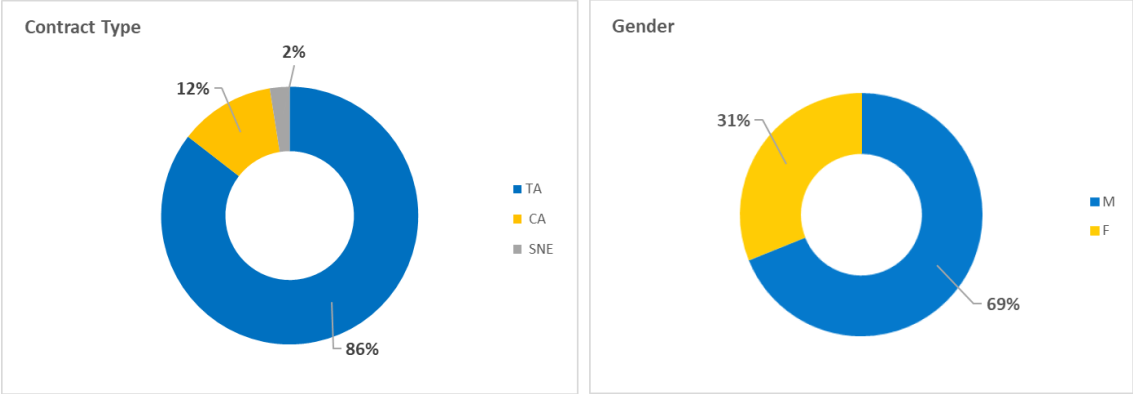
Seconded National Experts	2023		2024
	Authorised under the EU Budget	Recruited as of 31.12.2023	Authorised under the EU Budget
SNE	24	19	24
TOTAL	24	19	24

IV.2. Key Functions

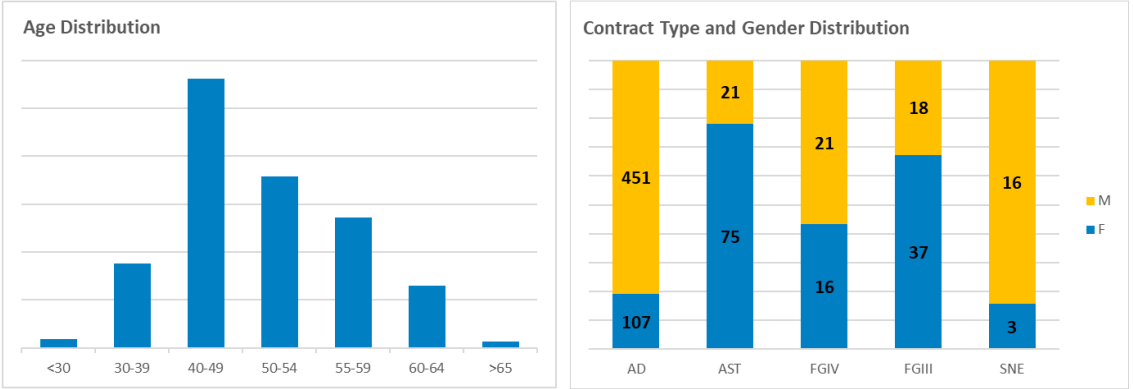
Key Functions (examples)	Type of Contract (official, temporary agent (TA) or contract agent (CA))	Function Group, Grade of Recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration, support, or policy (operational)
CORE FUNCTIONS	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

IV.3. Key Statistics

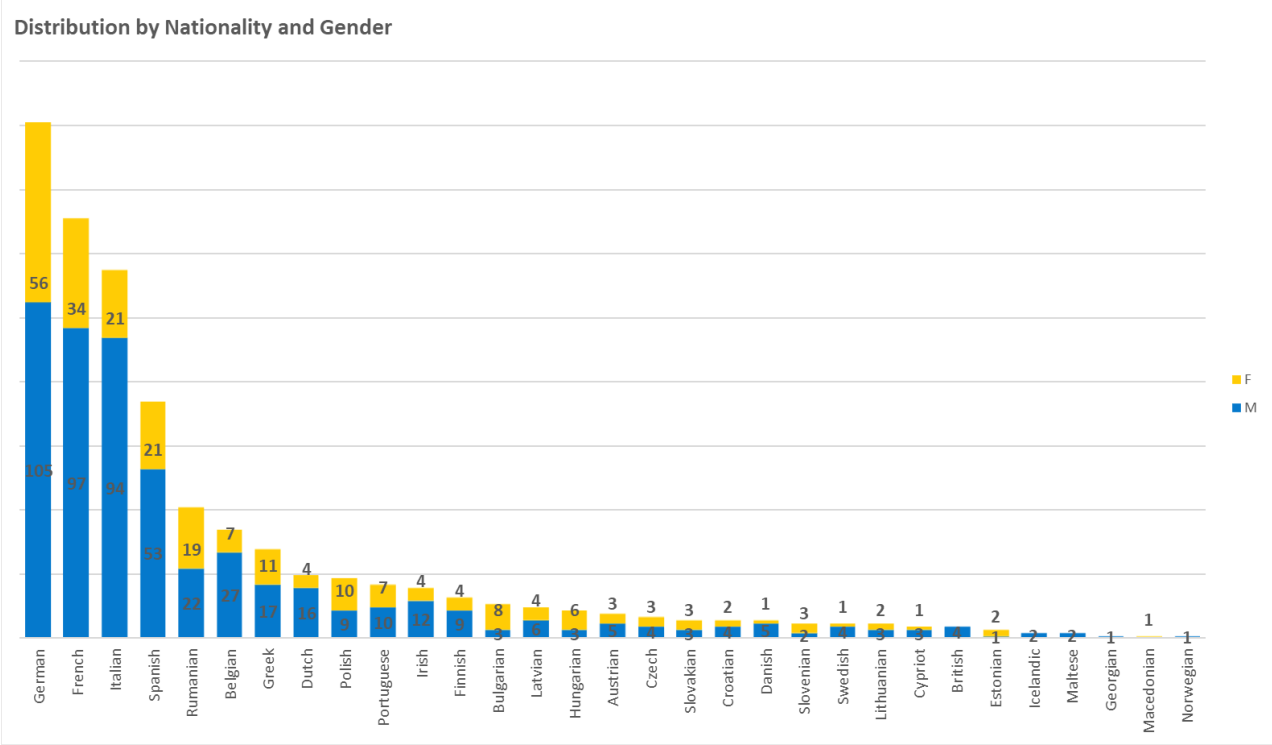
Headcount by Contract Type & Gender:



Age Distribution and Staff distribution by Contact Type including Gender:



Staff distribution by Gender and Country of Nationality:



IV.4. Benchmarking Exercise

Total^[1]

Job Type (subcategory)	Aggregated 2021	Aggregated 2022	Aggregated 2023
Administrative Support and Coordination	16,04%	18,32%	17,32%
Administrative Support	14,67%	16,75%	15,63%
Coordination	1,37%	1,57%	1,70%
Operational	79,07%	76,93%	78,32%
Top Level Operational Coordination	1,18%	1,33%	1,18%
Programme Management & Implementation	47,95%	45,29%	46,80%
Evaluation & Impact Assessment	14,95%	16,36%	17,22%
General Operational	14,99%	13,96%	13,13%
Neutral	4,89%	4,75%	4,36%
Finance/Control	4,38%	4,28%	4,00%
Linguistics	0,50%	0,47%	0,35%

Statutory Staff Only^[1]

Job Type (subcategory)	Aggregated 2021	Aggregated 2022	Aggregated 2023
Administrative Support and Coordination	8,28%	8,56%	9,66%
Administrative Support	6,74%	6,79%	7,78%
Coordination	1,54%	1,77%	1,88%
Operational	86,23%	86,33%	85,65%
Top Level Operational Coordination	1,33%	1,51%	1,18%
Programme Management & Implementation	51,72%	51,21%	51,10%
Evaluation & Impact Assessment	16,36%	18,49%	19,08%
General Operational	16,83%	15,13%	14,29%
Neutral	5,49%	5,11%	4,69%
Finance/Control	4,92%	4,58%	4,29%
Linguistics	0,56%	0,53%	0,39%

^[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 a ninth year in a row. Compared to previous years, the result in 2023 shows an increase in the category 'Operational' reflecting the Agency effort to reinforce key competences across the core technical domains. The category 'Administrative Support and Coordination' shows slight decrease compared to 2022 levels when looking into All staff overview, including non-statutory resources, while 'Neutral' remains stable. The overview of the Statutory levels shows slight increase of the category 'Administrative Support and Coordination' due to the effect of investments in the domain of digitalisation. The levels of the 'Operational' and 'Neutral' remain comparable to 2022, despite marginal decrease.

V. Human & Financial Resources by Activity



V.1. Financial Resources - Funds by Activity

Values in thousands of euros		2023	2022	
Fees & Charges	Product Certification	Revenue ^[1]	61,635	55,55
		Title 1	-52,605	-50,177
		Title 2	-10,978	-10,845
		Title 3 NAA/QE	-3,655	-3,701
		Title 3	-9,542	-6,392
		Title 4	p.m.	p.m.
	Total		-15,146	-15,566
	Organisation Approvals	Revenue ^[1]	62,235	54,337
		Title 1	-26,499	-22,942
		Title 2	-5,749	-5,209
		Title 3 NAA/QE	-14,821	-15,016
		Title 3	-4,177	-3,786
		Title 4	p.m.	p.m.
	Total		10,989	7,385
	Total Feeds & Charges		-4,157	-8,181

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

Subsidy and other contributions	EU Contribution	EU subsidy	44,329	39,678
		Third-country contribution	3,209	2,698
		Other income	0,817	0,117
	Total		48,355	42,493
	Third-country operators	Title 1	-2,076	-1,904
		Title 2	-541	-587
		Title 3	-200	-137
		Title 4	p.m.	p.m.
	Total		-2,817	-2,628
	Standardisation	Title 1	-9,259	-7,127
		Title 2	-2,176	-2,100
		Title 3	-906	-874
		Title 4	p.m.	p.m.
	Total		-12,340	-10,101
	SAFA	Title 1	-357	-275
		Title 2	-92	-107
		Title 3	-34	-21
		Title 4	p.m.	p.m.
	Total		-0,484	-0,403
	Rulemaking	Title 1	-9,461	-9,188
		Title 2	-2,525	-2,745
		Title 3	-1,344	-0,946
		Title 4	p.m.	p.m.
Total		-13,329	-12,879	
International cooperation	Title 1	-3,848	-3,741	
	Title 2	-1,566	-1,540	
	Title 3	-668	-646	
	Title 4	p.m.	p.m.	
Total		-6,082	-5,927	
Safety Intelligence & Performance	Title 1	-7,597	-6,032	
	Title 2	-1,980	-1,901	
	Title 3	-3,622	-2,381	
	Title 4	p.m.	p.m.	
Total		-13,200	-10,314	
Total EU Contribution		0,104	0,241	
Grand Total		-4,053	-7,940	

V.2. Human Resources - Time spent by Activity

Activity	2023 ^[1]	2022 ^[1]
Product certification	231	219
Organisation approvals	103	103
Third-country operators	11	12
Standardisation	48	47
EU ramp inspection programme	4	4
Rulemaking	62	61
International cooperation	20	21
Safety Intelligence & Performance	42	37
Applicant Services	22	23
Corporate	103	109
Transversal	82	81
Earmarked	24	21
Total	753	737

^[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 Joint Undertakings (JUs) such as SESAR.

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

The table below provides details of the ongoing projects/ assignments in 2023:

Agreements (by kind)	Total Amount ^[1]	Nr of Agreements	FTE = CA, SNE & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 1.242.937	1	0,20	€ 277.000
b. Contribution Agreements	€ 87.857.500	24	16,80	€ 12.111.000
c. Delegation Agreements	€ 19.300.000	4	5,50	€ 2.643.000
d. Collaboration Agreements	€ 665.000	20	0,60	€ 125.000
e. Service Level Agreements	€ 200.000	1	1,50	€ 246.000
Total	€ 109.265.437	50	25	€ 15.402.000

2023 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 2023/1600 including approx. 0.3 FTE of working hours from before 2023, relevant however for 2023 project implementation on Technical assistance to the Commission with respect to SESAR.

^[3] € represents the value of the 2023 commitments (2023 total committed minus de-commitments of 2022 carried-over funds).

General Information								
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2023		
a. Grant Agreements							FTE = CA, SNE & TA	€
PASTA-CO ECCAS (Project d'Appui au Transport Aerien en Afrique Centrale et Occidental (ECCAS) (Economic Community of Central African States))	Apr 18	€ 1.242.937	2018-2024	EEAC (Afrique Centrale)	The overall objective of the project is to mainly provide the following training: Familiarisation training to the community regulation, Inspector training (PEL, OPS, AIR and AGA)	0,2	€ 277.000	
a. Total Grant Agreements		€ 1.242.937			1	0,2	€ 277.000	

General Information								
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2023		
b. Contribution Agreements							FTE = CA, SNE & TA	€
1. EU-SEA CCCA CORSIA: EU-South East Asia Cooperation on mitigating Aviation Environmental and Climate Change Impacts)	Aug 19	€ 4.000.000	2019-2023	FPI - Delegation of the EU to Thailand	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in South East Asia in the areas of civil aviation environment and climate change.	1,9	€ 1.353.000	
2. CORSIA Africa & the Caribbean: Capacity building for CO2 mitigation from aviation	Dez 19	€ 5.000.000	2019-2024	DG INTPA	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in Africa in the areas of civil aviation environment and climate change. This will be a follow-up of a previous project finance by DG INTPA and implemented by ICAO.	1	€ 730.000	
3. EASA – IPA 5 Programme on aviation safety	Feb 20	€ 840.000	2020-2023	DG NEAR	"The overall objective of the action is to increase IPA beneficiary countries compliance with the EU aviation acquis.	0,2	-€ 27.000	
4. EUROMED 2: Euro Med Transport Aviation Project (ETAP)	Dez 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).	1,1	€ 799.000	
5. Contribution Agreement Environmental Labelling	Jul 20	€ 1.500.000	2020-2023	DG MOVE	The purpose of this Agreement is to provide a contribution for the implementation of the Entrusted Tasks identified under the Pilot Project "Environmental labelling for aviation" . Notably, tasks identified under the Environmental labelling for aviation - Demonstration project for the development/feasibility of an environmental labelling system in aviation.	0	€ 29.000	
6. EC-EASA Contribution Agreement Research	Mrz 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	€ 880.000	
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	2,1	€ 1.858.000	

General Information							2023	
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	FTE = CA, SNE & TA	€	
b. Contribution Agreements								
8. SAATM - Operationalisation of the Single African Air Transport Market (SAATM) – Support to the African Civil Aviation Commission (AFCAC)	Jul 21	€ 5.000.000	2021-2025	DG INTPA	Support the implementation of the Single African Air Transport Market 1. Assist AFCAC as SAATM implementing agency 2. Assist African States committed to SAATM 3. Help other African States to commit to SAATM	1,7	€ 1.170.000	
9. EU-North Asia APP - EU-North Asia Aviation Partnership	Mrz 21	€ 7.000.000	2021-2024	FPI	Enhancing the partnership between the EU and North Asian countries in the domain of civil aviation	2,9	€ 1.526.000	
10. Technical assistance to the Commission with respect to SESAR	Dez 21	€ 450.000	2021-2023	DG-MOVE	Implemetation of the action "EASA support to the SESAR project"	1	€ 138.000	
11. Armenia	Nov 21	€ 1.000.000	2021-2023	EU Delegation to Armenia	Capacity building of the state of safety oversight system	0,6	€ 124.000	
12. EU-LAC (Latin America Cooperation on Civil Aviation) APP II	Dez 21	€ 4.000.000	2021-2025	DG-DEVCO	Enhance political, economic and environmental partnership between the EU and LAC region in the domain of civil aviation.	1,5	€ 837.000	
13. Sustainable Innovative Air Mobility Hub (IAM Hub)	Nov 22	€ 1.590.500	2022-2024	DG MOVE	Comprehensive digital handbook for building local Innovative Air Mobility (IAM) ecosystem in Europe - IAM Hub.	0	€ 852.000	
14. Horizon Europe 2nd Contribution Agreement Research	Feb 22	€ 14.200.000	2022-2029	DG MOVE	Implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation.	0	€ 189.000	
15. EU Clearing House for Sustainable Aviation Fuels (SAF)	Sep 22	€ 2.000.000	2022-2025	DG MOVE	Set up an EU Clearing House to guide EU fuel producers trough the applicable SAF qualification process which is to be enhanced by a stronger EU qualification capacity trough the development of EU Fuel Standards.	0,3	€ 756.000	
16. PAGIRN: Support Programe for the Management of Regional and National Infrastructures	Apr 22	€ 1.700.000	2022-2025	Ministry of Economy, Plan, Development and International Cooperation, Chad	Capacity building of the state and regional safety oversight systems.	0,4	€ 589.000	
17. Eastern Partnership	Dez 22	€ 4.500.000	2022-2026	DG NEAR	Strengthening interconnectivity though of Common Aviation Area Agreements and Improved civil avaition safety.	0,7	€ 111.000	
18. EASA-SAAU Airworthiness Convergence (Ukraine II)	Jul 23	€ 1.073.000	2023-2026	DG NEAR	Further support the implementation of the joint arrangement on convergence of certification systems in aviation.	0,2	€ 24.000	
19. 2nd Technical assistance to the Commission with respect to SESAR	Dez 23	€ 1.000.000	2023-2025	DG MOVE	Technical assistance to the Commission with respect to SESAR.	1,2	€ 173.000	
20. Fuel Standards	Nov 23	€ 1.000.000	2023-2025	DG MOVE	Technical assistance for assessing the feasibility and associated requirements for an EU body with the capacity for specification, standardization, and approval of aviation fuel.	0	€ -	
21. ACT-SAF AI II	Dez 23	€ 2.400.000	2023-2027	DG INTPA	The project is part of the ICAO ACT-SAF programme and will aim to support selected African States and India to develop and deploy SAF production by assisting in their readiness and necessary capacity building along the whole SAF value chain.	0	€ -	
22. IPA 6 (EASA / IPA III / 1)	Dez 23	€ 904.000	2024-2026	DG NEAR	The overall objective of the action is to support convergence and the sustainable development of national aviation systems.	0	€ -	
23. Air Safety List (ASL)	Dez 23	€ 200.000	2023-2025	DG MOVE	The purpose of this Contribution Agreement is to organise and implement the support for the European Commission in providing expertise and technical assistance to the safety oversight authorities of states affected by, or potentially affected by, the ASL.	0	€ -	
24. EU-ASEAN Sustainable Connectivity Package (SCOPE) - Aviation Partnership Project (APP)	Dez 23	€ 7.000.000	2023-2027	DG INTPA	To enhance transport connectivity and technical cooperation between the EU and ASEAN as well as within ASEAN, with a focus on safety, digital solutions where relevant, and on social and environmental sustainability.	0	€ -	
Total Contribution Agreements		€ 87.857.500			24	16,8	€ 12.111.000	

General Information							2023	
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	FTE = CA, SNE & TA	€	
c. Delegation Agreements Delegation Agreements								
1. Zambia – Aviation Sector Support Programme II	Aug 17	€ 1.800.000	2017-2023	DG INTPA	To develop a reliable and effective aviation sector capable of contributing to economic growth in Zambia. Improve compliance with international aviation standards, especially in terms of both air safety and security oversight.	0,9	€ 323.000	
2. EU South East Asia Aviation Partnership Project	Jan 18	€ 7.500.000	2018-2023	FPI	Enhance political, economic and environmental partnership between the EU and South East Asia in the domain of civil aviation. Align EU and South East Asia policy in the field of civil aviation, facilitate market access for EU aviation industry and minimise the impact of aviation on the environment and climate change. Areas of intervention will include regulatory convergence, and preparation and support for implementing the EU-ASEAN comprehensive air transport agreement and a Global Market Based Measure (GMBM) for carbon neutral growth. The project will also raise the profile and visibility of the EU as a centre of aviation excellence when engaging in this partnership.	2,2	€ 1.294.000	
3. ARISE PLUS	Dez 17	€ 5.000.000	2017-2023	DG INTPA	"Support the development of the ASEAN Single Aviation Market, and in particular aviation safety, security and, air traffic management which are key priorities outlined under the Kuala Lumpur Transport Strategic Plan 2016-2025 adopted by the ASEAN Transport Ministers in November 2015. This project will also address environmental protection issues, shall enhance the air transport market and will provide support for an EU-ASEAN comprehensive air transport agreement.	0,8	€ 172.000	
4. EU-Africa Safety in Aviation (EU-ASA)	Dez 18	€ 5.000.000	2019-2023	DG INTPA	"The overall objective is to improve aviation safety in Africa.	1,6	€ 854.000	
c. Total Delegation Agreements		€ 19.300.000			4	5,5	€ 2.643.000	

General Information							2023	
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	FTE = CA, SNE & TA	€	
d. Collaboration agreements								
Research Collaboration Agreements	Various	€ 665.000	Various	Various	Research projects in different domains (<i>see also Annex I.3 - for Research Projects</i>)	0,6	€ 125.000	
d. Total Collaboration Agreements		€ 665.000			20	0,6	€ 125.000	


General Information							2023	
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	FTE = CA, SNE & TA	€	
e. Service Level Agreements (SLAs)								
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	1,5	€ 246.000	
e. Total Service Level Agreements		€ 200.000			1	1,5	€ 246.000	


VII. Environment Management





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


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


- **Utilities:** The building, located at the main Cologne public transportation hub, optimises the use of energy and water consumption, and has centralised waste collection points for paper, plastic, residual waste, and glass in the team spaces. EASA purchases 100% renewable energy. Electricity is 100% renewable (RheinEnergie Ökostrom), while the heating energy used is efficient district heating (Fernwärme), which is produced using 100% fossile resources (natural gas and oil).
- **Supplies:** EASA implements a Green Public Procurement (GPP) tool for the selection of contractors, and has measures in place to reduce the consumption of paper and office supplies, saving paper/toner/resources with the centralised copy/printing machines with intelligent print management instead of having individual printers, collection of used batteries for recycling, paper towels made of recycled paper, equipment of showers, soap, and towel dispensers with sensors saving cleaning products and resources (water, energy).


- **Services:** EASA includes energy management as a service in the tender specifications for all technical facility management services to ensure an optimised operation of EASA equipment. The same service is included in the contract of the landlord's facility management service provider.


- **Canteen & Kitchens:** Fresh/on demand cooking is offered in the canteen, with focus on local products, reduction of disposables, and a minim use of plastic & disposable containers.
- **Transportation:** EASA encourages cycling and the use of public transport by subsidising the transport ticket and offering flexible working times as well as teleworking.
- **Travel:** EASA travel policy encourages the use of public transport as much as possible, for both long distance (train instead of rental or private car) and short trips (local transport instead of taxi or car to go to the airport). In general, for trips up to 800km, where feasible, train travel is the preferred means of transport. EASA participates in Deutsche Bahn business customers programme, which ensures that all energy used for business travel have been powered only by electricity from renewable sources.


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





VIII. Final Annual Accounts¹¹

VIII.1. Balance Sheet

Final Annual Accounts (thousands of euro)

ASSETS	31/12/2023	31/12/2022
NON-CURRENT ASSETS		
<i>Intangible fixed assets</i>		
Computer Software	1,046	2,572
Intangible under construction	-	-
<i>Tangible fixed assets</i>		
Computer Hardware	879	1,181
Furniture	5,061	5,721
Other fixture and fittings	43	61
Tangible assets under construction	-	-
Total	7,029	9,535
CURRENT ASSETS		
Current receivables	12,779	7,626
Accrued revenues	2,412	3,401
Prepaid expenses	4,190	3,760
EU entities receivables	111	33
Cash and equivalents	124,536	133,957
Total	144,028	148,779
TOTAL ASSETS	151,057	158,313
LIABILITIES		
NON-CURRENT LIABILITIES		
Non current pre-financing EU entities	10,406	15,088
Total	10,406	15,088
CURRENT LIABILITIES		
Current payables	2,430	6,599
Deferred revenues	46,575	41,521
EU entities short-term	17,133	20,905
Non-EU entities	339	76
Accrued charges	30,378	23,688
Total	96,856	92,788
TOTAL LIABILITIES	107,262	107,876
NET ASSETS		
Surplus (deficit) forwarded from previous years	50,437	55,571
Net surplus(deficit) for the period	-6,642	-5,134
TOTAL NET ASSETS	43,795	50,437

¹¹ Subject to validation by the ECA and adoption by the MB during its meeting in June 2022

VIII.2. Statement of Financial Performance (SFP)

Final Annual Accounts (thousands of euro)

	2023	2022
OPERATING REVENUE		
Fees and Charges	118.959	112.052
Contribution from EU entities	71.129	60.511
Contribution from non- EU entities	167	111
Other revenues	866	538
Contribution from EFTA ^[1] countries	1.943	1.761
TOTAL OPERATING REVENUE	193.063	174.973
OPERATING EXPENSES		
Staff expenses	-112.854	-102.704
Buildings and related expenses	-8.603	-10.042
IT & administrative expenses	-16.525	-12.833
Other expenses	-1.007	-866
Depreciation and write offs	-3.873	-4.373
Outsourcing and contracting activities	-59.374	-49.173
TOTAL OPERATING EXPENSES	-202.236	-179.990
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	-9.173	-5.017
NON-OPERATING REVENUES (EXPENSES)		
Interests received from third parties	2.574	171
Interests & charges paid to third parties	-44	-288
SURPLUS/ (DEFICIT) FROM NON-OPERATING ACTIVITIES	2.530	-117
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	-6.642	-5.134
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS/ (DEFICIT) FOR THE PERIOD	(6.642)	(5.134)

^[1] EFTA: European Free Trade Association

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

Final Annual Accounts (thousands of euro)

	2023 SFP FINAL				2022 SFP FINAL				2022 VS 2023 DELTA			
	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA
OPERATING REVENUE												
Fees and Charges	118.957	2	-	118.959	112.047	5	-	112.052	6.910	(3)	-	6.907
Contribution from EU entities	-	45.968	25.161	71.129	21	40.386	20.103	60.511	(21)	5.582	5.058	10.618
Other revenues	554	311	-	865	340	198	-	538	214	113	-	327
Other contributions non EU	-	60	107	167	-	-	111	111	-	60	(4)	56
Contribution from EFTA countries	-	1.943	-	1.943	-	1.761	-	1.761	-	182	-	182
TOTAL OPERATING REVENUE	119.511	48.284	25.268	193.063	112.408	42.351	20.214	174.973	7.103	5.933	5.054	18.090
OPERATING EXPENSES												
Staff expenses	(77.675)	(32.355)	(2.824)	(112.854)	(71.067)	(29.227)	(2.411)	(102.704)	(6.608)	(3.128)	(413)	(10.150)
Buildings and related expenses	(5.804)	(2.799)	-	(8.603)	(6.763)	(3.278)	-	(10.042)	959	478	-	1.439
IT & administrative expenses	(10.879)	(5.482)	(164)	(16.525)	(8.346)	(4.434)	(54)	(12.833)	(2.533)	(1.048)	(111)	(3.692)
Other expenses	(566)	(441)	-	(1.007)	(428)	(439)	-	(866)	(138)	(2)	-	(141)
Depreciation and write offs	(2.919)	(954)	-	(3.873)	(3.212)	(1.161)	-	(4.373)	293	207	-	500
Outsourcing and contracting activities	(31.637)	(5.456)	(22.280)	(59.374)	(26.674)	(4.749)	(17.750)	(49.173)	(4.963)	(708)	(4.530)	(10.201)
TOTAL OPERATING EXPENSES	(129.480)	(47.488)	(25.268)	(202.236)	(116.489)	(43.287)	(20.214)	(179.990)	(12.991)	(4.201)	(5.054)	(22.246)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	(9.969)	796	(0)	(9.173)	(4.081)	(936)	0	(5.017)	(5.888)	1.732	(0)	(4.156)
NON OPERATING REVENUES (EXPENSES)												
Interests received from third parties	2.291	284	-	2.574	171	-	-	171	2.120	284	-	2.403
Interests & charges paid to third parties	(27)	(17)	-	(44)	(188)	(99)	-	(288)	161	83	-	243
Other financial charges	-	-	-	-	-	-	-	-	-	-	-	-
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	2.263	267	-	2.530	(17)	(99)	-	(117)	2.280	366	-	2.647
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	(7.706)	1.063	(0)	(6.643)	(4.098)	(1.035)	0	(5.134)	(3.607)	2.099	(0)	(1.509)
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS												
NET SURPLUS FOR THE PERIOD	(7.706)	1.063	(0)	(6.643)	(4.098)	(1.035)	0	(5.134)	(3.607)	2.099	(0)	(1.509)

IX. List of Acronyms



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

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



End of Document

