



**EASA**  
European Aviation Safety Agency

Cologne, June 2018

# Annual Activity Report

## 2017



An Agency of the European Union





**EASA MB 2018-02**  
WP11c – EASA Consolidated Annual Activity Report 2017

Cologne, 06-07 June 2018

## **EASA MB 2018-02**

Cologne, 6-7 June 2018

### **WP11c: EASA**

## **Consolidated Annual Activity Report 2017**

(Presented by EASA)

### **Summary:**

This document presents the 2017 Annual Activity Report.

### **Actions to be taken:**

The Management Board is invited to adopt the 2017 Annual Activity Report.



## Management Board's analysis and assessment

MB 2018-02

### ANALYSIS AND ASSESSMENT OF THE ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER FOR THE YEAR 2017

THE MANAGEMENT BOARD,

Having regard to the Regulation (EC) No 216/2008 of the European Parliament and of the Council of 20 February 2008,

Having regard to the Financial Regulation of the European Aviation Safety Agency (MB/14/2013) and in particular Article 40 thereof,

Having regard to the Work Programme of the European Aviation Safety Agency for the year 2017 adopted by the Management Board in November 2016,

Having regard to the Annual Activity Report of the Authorising Officer of the European Aviation Safety Agency for the year 2017 as submitted to the Board in June 2018,

1. Welcomes the results presented in the Annual Activity Report of the Authorising Officer as well as the performance achieved in discharging the tasks under EASA's Basic Regulation 216/2008.
2. The activity report is considered by the Management Board to provide a faithful and comprehensive account undertaken by the Agency in 2017. It notes that the actions outlined in the Annual Work Programme 2017 were well achieved.
3. The Management Board also welcomes that the contents of the Annual Activity Report follow those of the Annual Work Programme 2017. The Agency is encouraged to continue this practice in future reporting linking closer the two documents.

Based on the report and close co-operation with the Agency I can see continuous improvement of the performance throughout the organisation. It is also notable that

- EASA continuously develops the SPD;
- actively built up the partnership with the Member States;
- continuously improves the communication with stakeholders; and
- is capable for dynamic reaction, whenever it is needed.

Cologne, 07 June 2018

For the Management Board

**Pekka Henttu**

**Chair of the Management Board**



## Executive Summary

2017 paved the way for a new era for EASA and the entire European system for Aviation Safety. A particular highlight was the milestone achieved at the end of 2017 in the process of adopting the new EASA Basic Regulation, with the conclusion of the negotiations between the representatives of the European Parliament, the Council and the Commission. The final text is expected to be adopted by the European Parliament in the second half of 2018 entering into force before the year's end.

In short, the Agency's key achievements include:

- **European Data Exchange Programme:** the first phase (proof of concept) of the Data4Safety initiative was successfully launched, complementing the current reactive safety occurrence system with proactive data in order to identify the precursors of incidents.
- **Cybersecurity:** launch of the European Strategic Coordination Platform and the European Centre for Cybersecurity in Aviation, cooperating with the Computer emergency response team for the EU institutions, bodies and agencies. Furthermore, adaptations to the certification specifications and complementing rulemaking tasks were initiated.
- **Drones:** publication of a Notice of Proposed Amendment on safe operations of small drones in Europe and review of the comments received in view of the publication of the EASA Opinion on Drones in early 2018.
- **General Aviation:** the General Aviation Roadmap made very significant progress during the year by implementing targeted Safety Promotion campaigns and informing on the implementation of Part-DTO. In parallel, the Agency initiated preparatory works for the phase 2 of the General Aviation Roadmap.
- **Certification:** major certification projects were completed including the Airbus A350-1000, the A321 neo, the Boeing B737Max, the helicopter Bell 505 or the Pilatus PC24.
- **Organisation Approvals:** the Agency strengthened the collaborative approach, increasing the outsourced work volume to its partners. Moreover, internal procedures were harmonised leading to simplifications.
- **Aerodromes:** a major milestone was reached at the end of 2017 when the transition period in the aerodromes domain came to an end. In anticipation of this, the Agency increased the support provided to the Member States and industry via dedicated meetings and workshops.
- **International Cooperation:** EASA continued to support other regions in upgrading their safety systems, and the Agency opened a regional office in Singapore.



- **Efficiency gains:** EASA committed to achieve implement measures to obtain efficiency gains in 2017. The programmed gains were significantly exceeded, mainly through measures implemented across the support functions.
- **Military cooperation:** agreements were signed with France, Germany and Italy, to strengthen links and cooperation between civil and military aviation safety.
- **ICAO Audit:** in 2017, EASA was audited by the International Civil Aviation Organization (ICAO). While the official results pend publication, initial input suggests that EASA is amongst the top aviation authorities in the world. Independently, ICAO decided to base the regional plan on EASA's European Plan for Aviation Safety (EPAS) 2018-2022.



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## 1. Achievements of the year

Derived from the ten key priorities defined by the Juncker's Commission:

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Jobs, Growth and Investment               <ul style="list-style-type: none"> <li>✓ Creating jobs and boosting growth</li> </ul> </li> <li>2. Digital Single Market               <ul style="list-style-type: none"> <li>✓ Bringing down barriers to unlock online opportunities</li> </ul> </li> <li>3. Energy Union and Climate               <ul style="list-style-type: none"> <li>✓ Making energy more secure, affordable and sustainable</li> </ul> </li> <li>4. Internal Market               <ul style="list-style-type: none"> <li>✓ Stronger industry, fewer national trade barriers, stricter business ethics</li> </ul> </li> <li>5. Economic and Monetary Union               <ul style="list-style-type: none"> <li>✓ A deeper and fairer economic and monetary Union</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>6. EU-US Free Trade               <ul style="list-style-type: none"> <li>✓ Reaching a reasonable and balanced trade agreement</li> </ul> </li> <li>7. Justice and Fundamental Rights               <ul style="list-style-type: none"> <li>✓ Upholding shared values, the rule of law and fundamental rights</li> </ul> </li> <li>8. Migration               <ul style="list-style-type: none"> <li>✓ Towards a European agenda on Migration</li> </ul> </li> <li>9. EU as a Global Actor               <ul style="list-style-type: none"> <li>✓ A stronger global actor</li> </ul> </li> <li>10. Democratic Change               <ul style="list-style-type: none"> <li>✓ Making the EU more democratic</li> </ul> </li> </ol> |
|---|---|

Commissioner Bulc identified the following as key priorities for the transport sector:

- Jobs, Growth and Investment
- Internal Market
- EU as a Global Actor
- Democratic Change

Cascading from these priorities, the Transport Agencies of the European Commission were assigned the following objectives:

- Become global leaders
- One-stop shop for all domain-related matters, as defined in the Basic Regulation
- Efficiency effort to be made, in particular on the simplification of processes
- Support to the industry
- Strategic alignment with the Juncker Objectives
- Innovative funding schemes

In turn, EASA applied these priorities to the aviation domain formulating following strategic statements:

1. Our ambition is to be the foremost Aviation Safety Agency in the world  
*(Linked to the Juncker objective: EU as Global Actor)*
2. The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability  
*(Linked to the Juncker objective: EU as Global Actor)*



3. One system based on partners working in an integrated, harmonised and coordinated manner  
*(Linked to the Juncker objective: Jobs, Growth and Investment)*
4. The Agency builds on committed, agile and talented staff  
*(Linked to the Juncker objective: EU as Global Actor)*
5. Rules are smart, proportionate and contribute to the competitiveness of the Industry  
*(Linked to the Juncker objective: Jobs, Growth and Investment)*
6. The Agency will continue to be independent from political or economic influence in all its safety actions  
*(Linked to the Juncker objective: EU as Global Actor)*

These strategic statements were the basis for ranking EASA's activities in 2017. The achievements described in this chapter can be linked to at least one of the above.



## 1.1 Safety Management

### 1.1.1 Objective and scope

In 2017, the processes needed to implement a system of risk-based safety management and were consolidated into a unified pan-European approach to support the needs of the European Aviation Community. This system is built on the historical, reactive approach to safety, whilst also effectively integrating information on emerging risks (such as cybersecurity and RPAS). This effort drives the transition towards an efficient, proactive and evidence-based safety system. It relies on two pillars:

- the strengthening of the safety intelligence and safety performance functions; and
- the development of a top-down and risk-based safety programming function.

### 1.1.2 Main achievements in 2017

#### 1.1.2.1 Safety Intelligence and Performance

Work Programme 2017	
Strategic Objective 1.1	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/Expected output	Develop an integrated, collaborative approach to the exchange and management of safety data at European Level to support the needs of the European Aviation Community. Ability to exploit data sources such as the European Central Repository (ECR), Safety Recommendations Information System and any other identified sources by EASA, Members States.
Indicator (KPI)	Majority of Member States use the European data sources to support their own safety risk management activities.

#### Annual Activity Report 2017: Main Achievements

European Central Repository (ECR)	Data from the ECR was again included in the EASA Annual Safety Review. The Network of Analysts continues to work on improvements to the data quality in the ECR. In 2017, the plan for standardisation of Regulation (EU) 376/2014 on the reporting, analysis and follow-up of occurrences in civil aviation was agreed between the Agency and the European Commission.
Reinforce EASA’s role in coordinating safety analysis in Europe	Network of Analysts (NoA) held 3 meetings during 2017. The meetings developed improvements to the reporting process through the provision of improved guidance to Regulation (EU) 376/2014. To identify the main Safety Issues for the EPAS, the NoA agreed on the content of the 14 Domain Safety Risk Portfolios.
Continue implementing improvements to the safety analysis process: Enhance European Safety Risk Management (SRM)	The role of the Collaborative Groups (NoA and the Collaborative Analysis Groups (CAGs)) were strengthened throughout the Safety Risk Management (SRM) process. In particular, the interaction between the Collaborative Groups and the Advisory Bodies were agreed with the Stakeholder Advisory Body (SAB). The set-up of the Collaborative Groups ensure that systemic Safety Risk Management is performed at the domain level to identify and assess individual Safety Issues. The role of



	<p>the Advisory Bodies<sup>1</sup> in steps three and four were also clarified, to ensure they are able to use the results of the analysis, allowing them to make more informed decisions.</p> <p>This new approach will also ensure a smooth integration into the Data4Safety programme, as it matures. Efforts will continue to further link the Collaborative Groups and Advisory Bodies to ensure systemic Safety Risk Management can be delivered fully at the system/ safety level.</p>
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Work Programme 2017	
Strategic Objective 2.1; 2.2; 1.1; 6.1	Applying an advanced, pro-active and systematic approach to aviation safety
Action/Milestone/ Expected output	To produce Safety Intelligence and Performance information. To have a mature, integrated safety risk management process to include occurrence reporting, data collection and safety analysis which establishes the link between the Annual Safety Review and the EPAS and a systematic analysis of causal and contributory factors to occurrences.
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Timely processing of occurrence reports</li> <li>— Timely execution of committed research projects</li> <li>— Research Resource Engagement</li> </ul>
Annual Activity Report 2017: Main Achievements	
Improvements to the safety analysis process	<p>Linking the Safety Risk Portfolios, the analysis of Safety Issues and EPAS with its subsequent safety actions.</p> <p>Publication of safety analysis reports including those on key risk areas (outcomes) for ‘Loss of Control’ and ‘Mid-Air Collisions’, as well as the first Safety Issue Assessment for ‘Icing on Ground in CAT Aeroplanes’.</p>
Continue supporting the implementation of Regulation 376/2014	<p>Implementation of Occurrence Reporting Regulation (EU) 376/2014:</p> <ul style="list-style-type: none"> <li>— continual improvement to the guidance material for the Regulation;</li> <li>— agreement of the Agency’s role in the standardisation of the Regulation starting in 2018;</li> <li>— development of the European Risk Classification Scheme (ERCS) is completed and its implementation started. Tools were developed to enable NAAs to use the ERCS within the ECCAIRS system.</li> </ul>
Implementation of the Air Traffic Management regulatory framework	<p>The initial proposals for the establishment of an Air Traffic Management (ATM) / Air Navigation Service Providers (ANSP) CAG was completed at the end of 2016. This enable EASA to take the lead on ATM / ANS Safety Risks and to integrate Safety Issues within the ATM Safety Risk Portfolio, so that all the various organisations can collaborate and coordinate under the framework of EPAS. The ATM Safety Risk Portfolio will also allow a flexible approach to ATM Safety Performance Monitoring and will have a clear link to RP3 of the ATM Performance Scheme.</p>

<sup>1</sup> EASA Advisory Bodies consist of: Member State Advisory Body (MAB), Stakeholder Advisory Body (SAB), Member States Technical Bodies (TeBs), Stakeholder Technical Bodies (TECs) and Sectorial Committees (COMs)..



Occurrence Reporting	<p>In 2017, the Agency thoroughly revised the work instructions associated with the implementation of the occurrence reporting. The new document gives clear guidance on the entire process, from data entry up to the occurrence closure and the data integration into the European Central Repository (ECR).</p> <p>This was complemented by the revision of the Key Performance Indicators to more accurately monitor the actual accomplishment of the expected process targets; and the creation of a Suspected Unapproved Parts website page as a useful implementing tool of SIB N. 2017-13.</p>
Confidential Safety Reporting	<p>Throughout 2017, EASA further strengthened its Confidential Safety Reporting procedure, which enables individuals from outside the Agency to voluntarily report alleged malpractices and irregularities in the field of aviation safety, without having to fear that their action may have adverse consequences on their person. In 2017, the Agency received 122 Confidential Safety Reports, with an increase of about 47% with respect to the number of reports processed in 2016.</p>

Work Programme 2017	
Strategic Objective 2.1;	Applying an advanced, pro-active and systematic approach to aviation safety
Action/Milestone/Expected output	Consolidate the implementation of the Research Strategy. Provision of a Research Strategy and delivery of research activities that supports the needs of the EPAS and wider aviation industry. Completion of research tasks to meet the needs of the European Aviation Community and approval of the Research Strategy.
Indicator (KPI)	n/a

Annual Activity Report 2017: Main Achievements	
Continue implementing the Research Strategy	<p>EASA continued implementing its revised Research Strategy. The EASA Research Plan, providing the list of priority research projects as well as the detailed resource engagements, is fully integrated with EPAS and the Agency’s Single Programming Document (SPD). Covering the urgent research needs identified by the Agency, three projects funded by the European Commission (DG MOVE) for a total budget of 5m EUR were launched and are being performed under the technical lead of the Agency’s experts:</p> <ul style="list-style-type: none"> <li>— Cabin Air Quality</li> <li>— Effectiveness of Flight Time Limitations</li> <li>— Safe transport of lithium battery by air.</li> </ul> <p>Additionally, EASA pursued the main objectives of its research strategy along the following lines of actions:</p> <ul style="list-style-type: none"> <li>— cohesive research planning and monitoring at EU level</li> <li>— support to innovation – reducing time to market</li> <li>— enhancement of global safety and environmental protection standards.</li> </ul>



	More details on the research projects launched or followed by the Agency are presented in Annex I, Section 3.
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Work Programme 2017	
Strategic Objective 2.2; 1.1	Using information technology to the benefit of the European Safety Management process
Action/ Milestone/ Expected output	Implement a Safety Data Management IT tool and other safety data tools (text mining) to enhance our safety management capabilities: intelligence needed to support the full range of EASA's activities.
Indicator (KPI)	n/a

Annual Activity Report 2017: Main Achievements	
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Safety Data Management (SDM) IT system	<p>The SDM IT system will replace and extend the current IT toolsets that runs IORS. It will be based on an off-the-shelf configurable SMS software suite.</p> <p>In 2017, the Business Functional specifications were finalised and the necessary configurations were contractually agreed with the service provider. Work on the configurations started in October 2017.</p>
Cybersecurity	<p>EASA focused on following areas to better address cybersecurity risks in aviation:</p> <ol style="list-style-type: none"> <li>1. Coordination of cybersecurity strategy and activities: <ul style="list-style-type: none"> <li>— The European Strategic Coordination Platform was set up in order to coordinate all cybersecurity activities, with technical workstreams being initiated on the 'Regulatory' and 'Charter/Strategy'.</li> </ul> </li> <li>2. Information sharing: <ul style="list-style-type: none"> <li>— An agreement for cooperation (MoC) was signed and implemented between EASA and CERT-EU, leading to the establishment of ECCSA (European Centre for Cybersecurity in Aviation).</li> <li>— The ECCSA Pilot-Phase was launched in order to test the infrastructure and operations for information sharing.</li> </ul> </li> <li>3. Rulemaking and Standards: <ul style="list-style-type: none"> <li>— Work continued on the rulemaking task RMT.0648 to introduce cybersecurity provisions in the different Certification Specifications.</li> <li>— Work on rulemaking task RMT.0720 was initiated, introducing an Information Security Management System for organisations in all aviation domains.</li> </ul> </li> <li>4. Research and Innovation: <ul style="list-style-type: none"> <li>— The project 'Identification and prioritization of threats to critical aircraft systems' reached its final stage.</li> </ul> </li> <li>5. Collaboration and Communication: <ul style="list-style-type: none"> <li>— Regarding international cooperation, different initiatives were established with ICAO, FAA, NATO, ECAC and other EU Agencies,</li> </ul> </li> </ol>



	<p>with the purpose of promoting the EU cybersecurity approach at global level.</p> <ul style="list-style-type: none"> <li>— An EASA representative was appointed to the ICAO Secretariat Study Group on Cybersecurity, to ensure duly consideration of the European approach.</li> </ul> <p>6. The Agency organised in collaboration with the Polish Civil Aviation Authority (CAA) a high level meeting on Cybersecurity in Civil Aviation in Krakow, in November 2017.</p>
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Work Programme 2017	
Strategic Objective 1.1	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/Expected output	<p>Launch the Proof of Concept phase of the European Big Data Programme for Aviation Safety and further deploy the programme.</p> <p>Delivery of a collaborative and voluntary Programme that provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support of the EPAS.</p> <p>40 members have joined the programme by 2020.</p> <p>Programme main data-driven source of European Risk Identification for all relevant bodies.</p>
Indicator (KPI)	n/a

**Annual Activity Report 2017: Main Achievements**

<p>Deploy the first phase of the European Data Exchange Programme</p>	<p>Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to enhance European know-how in Big Data technologies.</p> <p>In this context, the Agency set up a roadmap for a Proof of Concept phase over the next three years that aims at proving at a practical level that the concept will work. In parallel, EASA is engaging some actions to prepare for the operational phase that will take over at the end of the Proof of Cconcept (PoC).</p> <p>In 2017, EASA secured the membership of key founding partners in the D4S programme (LH Group, British Airways, Iberia, Ryanair, EasyJet, Airbus, Boeing, the European Cockpit Association and the NAAs from FR, UK, IR and SP).</p> <p>Part of the PoC implementation EASA conceptualised the making of the D4S programme in terms of its governance resulting in two main platforms which will support the operational tasks: (1) the Analysis Platform and (2) the Big Data platform.</p>
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	In terms of main deliverables in 2017, the Programme Charter was signed by the founding members, a Big Data provider was selected via a public tender procedure and the Use Cases of the PoC were identified and specified with the programme partners.
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**1.1.2.2 Risk-based Safety Programming: the European Plan for Aviation Safety (EPAS) Intelligence and Performance**

In 2017, the EPAS, the Rulemaking Programme (RMP) and the Safety Promotion Programme were further integrated into one comprehensive document, the EPAS 2018-2022. This makes the EPAS the common EU-wide safety planning document and provides EASA stakeholders with a comprehensive and coherent vision for the coming years of how EASA intends to:

- improve the safety and the environmental performance of the aviation sector (safety/environment driver),
- support fair competition and free movement of persons and services (level playing field driver), and
- support business, technological development and competitiveness (efficiency/proportionality driver).

This year’s edition of the EPAS includes also strategic orientations in the areas of International Cooperation and Technical Training, thus emphasising the need to coordinate more than ever safety actions at regional and international levels, and acknowledging the growing role of regional aviation safety oversight organisations (RSOOs).

In addition, the EPAS 2018-2022 includes several new research projects, which illustrates the growing importance of Research in the EU policies as an enabler to enhance safety.

Work Programme 2017	
Strategic Objective 5.2	Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant
Action/Milestone/Expected output	Agency actions engaged to improve safety are fully supported by impact assessments including safety analysis. Safety priorities are based on facts rather than emotion.
Indicator (KPI)	Preliminary Impact Assessment Coverage
Annual Activity Report 2017: Main Achievements	
Increasing evidence base for safety programming	<p>Safety issue analysis and impact assessments drive the decision-making for the EPAS. Priorities are based on facts.</p> <p>During 2017, the evidence base to support the EPAS was made more robust with the development of 14 preliminary impact assessment (PIAs) studies covering several areas of the EPAS as well as the delivery of the first evaluation report proposing a roadmap for common Authority and Organisation Requirements.</p>



	The studies were consulted with the Advisory Bodies and the feedback received was integrated into the EPAS. New tasks were added to the 2018-2022 edition of EPAS in the areas of cybersecurity and provision of aeronautical data by the aerodrome operators. These had undergone a PIA.
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Work Programme 2017	
Strategic Objective 3.1; 2.1	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Action/Milestone/ Expected output	Make the EPAS the reference programming document for the whole EU aviation safety system. Member States see it as they key safety programming document.
Indicator (KPI)	At least 75% of MSs' Safety Plan actions are derived from the EPAS.

Annual Activity Report 2017: Main Achievements	
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Revised process to define the Strategic priorities for safety programmes	<p>The strategy of the EPAS is based on the European Commission's Aviation Strategy, EASA's strategic plan as well as on the performance review published in the Annual Safety Review and the European Aviation Environmental Report.</p> <p>The strategic priorities previously set out in the EPAS, were consulted in 2017 with stakeholders and adjusted based on the feedback received.</p> <p>The EPAS addresses safety issues (55%) as well as efficiency actions (33%). Performance-based regulation (PBR) continues to be a priority. The policy included in the EPAS is being further developed. An initial discussion on the necessary enablers for PBR was organised at the MB meeting in December 2017.</p> <p>A report summarising the implementation of the EPAS in the States was published on the EASA's <a href="#">website</a> after discussing it during a dedicated workshop of the Safety Management Technical Body. Many of the States derive their safety actions at national level from the EPAS. EASA received feedback from 25 States on the implementation of the actions they own in the EPAS.</p>
Increasing efficiency	<p>In 2017, the planned number of Opinions was reduced. This reflects the need to put more focus on supporting the implementation of recently adopted regulations and give priority to other means of improving safety, notably focused oversight and safety promotion. The shift to safety promotion is particularly significant in the field of General Aviation (GA) safety.</p> <p>The rulemaking volume for 2017 was reduced during the summer to 77 opinions, decision, NPAs and ToRs. 79% of this was delivered at the end of 2017.</p> <p>The average duration of the rulemaking tasks that were closed in 2017 is 3,6 years, similar to the duration calculated in 2016. In those cases in which the accelerated procedure was used (articles 15 and 16 of the</p>



	Rulemaking Procedure), the duration of the rulemaking tasks was less than a year.
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## 1.2 Safety Promotion

### 1.2.1 Objective and scope

Safety Promotion is a key enabler to reach the ultimate objectives of the EU Safety Management Strategy and contributes to continuous improvement of our aviation safety system together with regulations and focussed oversight. The Work Programme 2017 identified Safety Promotion as a key activity to support the development of a positive safety culture in Europe and address issues related to human performance and behaviour. Safety Promotion is considered by the whole aviation community as an efficient safety improvement instrument. Involving stakeholders in Safety Promotion development, dissemination and evaluation is key for success.

### 1.2.2 Main achievements in 2017

Safety Promotion contributed to the Work Programme 2017 strategic objectives in Sections 1.1 and 2.1 ‘Facilitating competitiveness, innovation and emerging technologies which generate European success’. Safety Promotion is recognised by authorities and stakeholders as a key pillar of the Safety Risk Management (SRM) system led by the Agency. Safety Promotion actions were launched in Commercial Air Transport (CAT), Rotorcraft and General Aviation (GA). Safety Promotion actions, in particular major safety campaigns, feature a strong dimension of communication and social media that the Agency will further develop in 2018.

Work Programme 2017	
Strategic Objective 1.1; 2.1	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/Expected output	Develop safety promotion as a cost-effective tool to manage safety risks based on a risk regulation management process (Commercial Air Transport, Rotorcraft, and General Aviation). Safety Promotion is considered by Aviation actors as a key pillar of safety management, equal to regulations and oversight.
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Implementation Safety Promotion Programme</li> <li>— Safety Promotion Resource Engagement</li> </ul>
Annual Activity Report 2017: Main Achievements	
Increase Safety Promotion visibility	<p>The Safety Promotion programme was adopted as part of EPAS and combined with the Rulemaking programme to address safety risks in a consistent manner.</p> <p>The EASA Safety Promotion webpage was substantially enriched with visual entries, domain-specific deliverables and links to EASA Safety Promotion events and safety initiatives within and outside Europe. The website also contains sections on European Operators Flight Data Monitoring forum (EOFDM), European Authorities Flight Data Monitoring</p>

	<p>forum (EAFDM), Safety Promotion Network (SPN) and European Safety Promotion Network Rotorcraft (ESPN-R).</p> <p>GA Safety Promotion programme implementation is ongoing. Material was published in the <a href="#">EASA Safety Promotion</a> and <a href="#">GA Flying Safely</a> websites. Material and actions developed in the GA Roadmap project were published in the <a href="#">GA Roadmap</a> website.</p>
<p>EASA Safety Promotion material</p>	<p>The proportion of Safety Promotion Tasks (SPTs) raised to 38% in the EPAS 2017-2021.</p> <p>New EASA SP deliverables addressed Management of Hazards Related to New Business Models, Cooperative Oversight, Crew Resource Management (CRM) Training Implementation, Management System Assessment Tool, FDM good practice (three new documents published), GA Loss of Control, GA Roadmap roadshows and ‘Flying in the EU’ leaflets. The Agency organised various Safety Promotion events like the FDM Conference and CRM Workshop and contributed among others to AERO, HELITECH Intl. and EATS.</p> <p>European Strategic Safety Initiative deliverables were transferred to the EASA Safety Promotion webpage and the last European Helicopter Safety Team (EHEST) and European General Aviation Safety Team (EGAST) manual and leaflets were published and translations added thanks to AESA and Airbus Helicopters. European Commercial Aviation Safety Team, EGAST and EHEST functions were successfully transitioned into the CAGs, Advisory Bodies, Safety Promotion Network (SPN) and European Safety Promotion Network Rotorcraft (ESPN-R).</p> <p>Safety promotion activities include dissemination and evaluation aspects, coordinated with MSs through the SPN. EASA and the SPN prepared two European campaigns on Airspace Infringement and Mid Air Collision in GA and on Drones, both scheduled for 2018 in the EPAS.</p>
<p>Creation of the European Safety Promotion Network (SPN) with Member States</p>	<p>Established in 2016, the <a href="#">SPN</a> is a voluntary partnership between EASA and the NAAs to cooperate on Safety Promotion. Its primary role is to disseminate and evaluate Safety Promotion material and actions. SPN can also contribute to development and coordinate European Safety Promotion campaigns.</p> <p>Composition raised from 19 to 21 members, including Serbia and Montenegro. Two meetings were organised in Cologne and London.</p> <p>The <a href="#">European Safety Promotion Network Rotorcraft (ESPN-R)</a> was established in January 2017 by the R.COM. Coordinated by EASA, Airbus Helicopters and EHA, ESPN-R had their first meeting and Safety Workshop at HELITECH Intl. in London. The Safety Workshop is a public event co-organised by ESPN-R and US-based International Helicopter Safety Team (ISHT) for the European Helicopter Association (EHA).</p>



### 1.3 Regulation

#### 1.3.1 Objective and scope

The Agency manages and coordinates the preparation of EU regulation related to the civil aviation safety and environmental compatibility. In this context, EASA produces and submits opinions to the European Commission and adopts supporting certification specifications (CSs), acceptable means of compliance (AMC) and guidance material (GM). In order to produce less, better and timely regulations, the Agency is in the process of streamlining and improving the involvement of key stakeholders in the rulemaking process, introducing progressively a performance-based environment and generalising fact-based decision-making by applying Impact Assessment methodologies at all stages of the process:

- Preliminary Impact Assessment (PIA) at the programming phase
- Regulatory Impact Assessment (RIA) at the Rule Development phase
- Ex post evaluations once the regulations have been implemented

#### 1.3.2 Main achievements in 2017

The majority of the rulemaking deliverables published in 2017 are supported by quantified impact assessments. In addition, the Agency started to deploy ex post evaluation activities by finalising both the evaluation of the horizontal rules as well as the maintenance domain. The evaluation of Aircrew Licensing (FCL) instructors started in 2017 and will follow during 2018.

Furthermore, the activities to make rules transparent and accessible in an efficient and reliable way to stakeholders (eRules) with the migration and publication of electronic book in the domains of Aerodrome, ATM/ANS and Initial Airworthiness. Feedback received during 2017 on the quality of rules published is satisfactory.

Work Programme 2017	
Strategic Objective 1.1; 2.1; 5.1; 5.2	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/ Expected output	EASA Safety Regulations are cost-efficient and performance-based in order to increase the competitiveness, job creation and growth of the EU Industry while maintaining or increasing the level of safety through impact assessment, ex-post evaluation and strategic planning.
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Share of efficiency tasks in the Safety programme</li> <li>— Impact Assessment Coverage</li> </ul>
Annual Activity Report 2017: Main Achievements	
Initial Airworthiness	<p>The Agency issued several decisions adopting amendments to CSs for eight rulemaking tasks (affecting CS-25, CS-23, CS-STAN and AMC-20), as well as one decision adopting amendments to the AMC/GM to Part-21 (affecting the Changed Product Rule and Lead Flight Test Engineers competence and experience).</p> <p>Furthermore, the Agency launched 11 consultations via NPAs (including a proposal for AMC/GM to the proposed amendment of Part-21 on Level of Involvement, as well as a proposal for the regulation of the operation of drones in the open and specific category).</p>



	<p>The Agency consulted as well its stakeholders by using the accelerated or direct publication procedure for three other rulemaking tasks. Five rulemaking activities started in 2017, with the publication of the related ToRs.</p> <p>The Agency assisted the European Commission in the preparation of regulatory proposals related to the opinions it had issued in 2016, namely on Level of Involvement (Part-21), Halon, ageing aircraft, 16g seats and thermal acoustic insulation material (all Part-26).</p> <p>The Agency also assisted the Member States and the industry during the implementation of new rules. It furthermore reviewed 35 requests for exemption and derogation linked to Article 14, and prepared the related recommendations to the European Commission.</p> <p>The Agency assisted the European Commission (DG-Clima) and the industry in their discussion about interpretation and potential consequences of EU Regulation 744/2010 (Halon replacement).</p>
<p>Aircrew &amp; Medical</p>	<p>During the year 2017, the Agency published the following results of their long term activities in the field of Aircrew:</p> <ol style="list-style-type: none"> <li>1. Opinion No 03/2017 on the regular update of regulations regarding pilot training, testing and checking and the related oversight was published on 11 May 2017. This publication proposed amendments to Regulation (EU) No 1178/2011 on automatic validation of flight crew licences.</li> <li>2. With Opinion No 05/2017, the Agency published the amendments to Commission Regulation (EU) No 1178/2011 that resulted from RMT.0188 (FCL.002). With this Opinion, the Agency proposed a full recast of Part-FCL due to the numerous editorial and technical changes. In preparation of the Opinion and related CRD, two meetings for the focused consultation were organised.</li> <li>3. Opinion No 06/2017 on loss of control prevention and recovery training that resulted from RMT.0581 was published on 29 June 2018.</li> <li>4. In order to support the objectives of the Agency's GA Roadmap, the Agency published on 23 October 2017 Opinion No 08/2017 on the modular light aircraft pilot licences.</li> <li>5. The terms of reference (TORs) for RMT.0424 for the regular update of Part-MED were published on 9 October 2017.</li> <li>6. On 8 December 2017, the ED Decision No 2017/022/R was published as a result of RMT.0587 in order to amend AMC/GM to Part-FCL, Part-ARA, and Part-ORA to provide for editorial changes and for clarifications.</li> <li>7. NPA 2017-22 related to RMT.0287 for the update of Part-MED which includes proposed amendments to the medically relevant subparts of Annex VI (Part-ARA) and Annex VII (Part-ORA) of Commission Regulation (EU) No 1178/2011 was published on 20 December 2017 and it is open for comments until 21 March 2018.</li> </ol> <p>Besides that, the Commission requested significant technical support for the preparation of the adoption of the related amending Regulations. These support activities included:</p>



	<ol style="list-style-type: none"> <li>1. a workshop on the oversight activities for declared training organisations (DTOs) which was organised at EASA premises in January 2017; and</li> <li>2. a technical meeting with Member States’ representatives which EASA conducted in September 2017 on behalf of the Commission to clarify post-opinion amendment requests.</li> </ol> <p>Specifically for GA, EASA promoted the upcoming implementation of Part-DTO at the AERO in Friedrichshafen and during several workshops organised by Member States. Furthermore, the Agency participated at ICAO level at the competency-based training and assessment task force (CBTA TF) to prepare for the RMT.0194 and at the EATS conference to promote our RM activities in RMT.0196 (Flight Simulation Training Devices (FSTD) qualification) and RMT.0188 (use of FSTDs in pilot training).</p>
Air Operations	<p>In April 2017, the last big part of the Air operations regulatory package, Part-SPO, addressing specialised operations (aerial work) came into effect, thus completing the regulatory efforts in this domain. The year continued the trend established previously, by changing the focus from rules development to assisting in the implementation of those rules. Regulatory activities were geared towards stabilising the regulatory framework as well as implementing the necessary adjustments in terms of proportionality and adequacy to the latest developments in the sector.</p> <p>Work at EASA level was completed on a number of opinions, among them:</p> <ul style="list-style-type: none"> <li>— Opinion 04/2017 proposing amendments to the Air Operations regulations based on the regulatory and implementation feedback received so far;</li> <li>— Opinion 07/2017 on Air Operations with Sailplanes, proposing simple and proportionate rules, as part of a dedicated ‘sailplane rulebook’; and</li> <li>— Opinion 10/2017 addressing the use of Electronic Flight Bags (EFB).</li> </ul> <p>An important amendment to the Air Operations Regulation was adopted in 2017, allowing commercial air transport operations with specific approval of single-engine turbine aeroplane operations at night or in instrument meteorological condition. This marks the end of an arduous rulemaking effort lasting for more than a decade, which will offer new opportunities while ensuring an adequate level of safety.</p> <p>Following-up on its commitment to the GA community to address the regulatory burden impinging on this sector, the Agency worked closely with the European Commission to enable the swift adoption of the balloon rulebook, a set of dedicated, proportional requirements duly considering and addressing the specificities of balloon operations. The resulting European Commission Regulation, based on EASA Opinion 01/2016, was positively voted by the EASA Committee and subsequently adopted at the beginning of 2018.</p>
Aerodromes	<p>The Agency increased the support provided to the Member States and industry regarding the implementation of Regulation (EU) No 139/ 2014</p>



	<p>via dedicated meetings and workshops, considering that December 2017 marked the end of the transition period in the aerodromes domain.</p> <p>The first edition of the ‘Easy Access Rules for Aerodromes’ was published containing all applicable rules in this domain.</p> <p>The aerodrome rules were updated based on the work conducted both by the ICAO Aerodrome Reference Code Task Force (ARC TF) and EASA under the initiative of accommodating large aircraft at existing aerodromes.</p>
<p>Air Traffic Management &amp; Air Navigation Services</p>	<p>On 8 March 2017, with the publications of Regulation (EU) 2017/373 and ED Decision 2017/001/R the Agency put in place the ATM/ANS regulatory framework.</p> <p>The main change compared to the current state of play is the introduction of certification by EASA as competent authority for the Network Manager (currently being subject to continuous oversight only) and for the providers of data services (DAT), which replaces the current practise on issuing a voluntary Letter of Acceptance (LoA). Furthermore, it enhances the risk-based ‘change management’ approach, and facilitates the uniform implementation of the human factor principles by ATC providers, ICAO Annex 3 meteorological services and the air traffic safety electronics personnel (ATSEP) competence scheme requirements. The EC principles of ‘better regulation’ and ‘performance based rules’ have been followed by simplifying the management system requirements for CNS providers. Regulation (EU) 2017/373 will apply as from 2 January 2020.</p> <p>In addition, and in order to support the regulated organisations, the Agency published on 27 November 2017 the Easy Access Rules for ATM/ANS.</p> <p>During the summer, the Agency managed to launch the RMT that contain the regular updates frameworks of the ATCO, SERA and ATM/ANS Regulations. These are very important to keep the regulations up-to-date with the latest ICAO SARPs amendments and also to improve them based on the feedback from their implementation.</p> <p>On 20 December 2017, the Agency published NPA 2017-21 ‘Technical and operational requirements for remote tower operations’ to amend the existing ED Decisions to address the provision of services remotely to multiple aerodromes and more complex operations.</p> <p>The Agency replied to two European Commissions’ mandates. Regarding the first one on the revision of surveillance performance and interoperability regulation (Regulation (EU) No 1207/2011), the Agency finalised and provided the European Commission with a comprehensive report summarising the result of the Agency’s thorough Cost-Benefit Analysis of the implementation of said regulation and its conclusions and proposed recommendations for improving the mandates therewith.</p> <p>Regarding the second one, the Agency provided the European Commission with a detailed report summarising the assessment of the existing exemption criteria and existing EC Decisions on exemptions from Regulation (EC) No 29/2009 on data link services and making recommendations for a more comprehensive exemption criteria and respective exemption Decisions. These reports also proposed solutions to</p>



	<p>solve some other regulatory inconsistencies found with the implementation of said regulations.</p> <p>Finally, the Agency has been very active in supporting the European Commission and the SESAR Joint Undertaking (SJU) with the development of the Blue Print for U-space and SJU's European Roadmap for the safe integration of drones into all classes of airspace.</p>
<p>Environmental Protection</p>	<p>The Agency addressed climate change in Opinion 9/2017 by proposing an aeroplane CO<sub>2</sub> standard. Likewise, EASA addressed human health issues in Opinion 9/2017 by proposing a new non-volatile Particulate Matter (nvPM) emissions standard.</p> <p>The Agency had a leading role in the ICAO standard setting process within CAEP Working Group 1 (Noise Technical), which currently has a strong focus on supersonic aircraft, Working Group 3 (Emissions Technical) and the Modelling and Forecasting Group. EASA's Certification Directorate' also led work in ICAO on CORSIA, a global aviation market-based measure to combat climate change.</p> <p>The work on the EASA-led <a href="#">European Aviation Environmental Report 2019</a> started off.</p> <p>Technical support was provided to the European Commission and the Member States for the CAEP11 work programme and other policy related issues.</p> <p>Other issues during 2017 were the technical management of the Public European Model Suite for Aviation contract concerning the development of a helicopter noise model and the measurement of aircraft engine non-volatile particulate matter emissions.</p>

<p><b>Work Programme 2017</b></p>	
<p>Strategic Objective 5.1</p>	<p>Redefining and simplifying Rulemaking activities</p>
<p>Action/Milestone/Expected output</p>	<p>Effectively manage the Agency's consultation process on regulations and safety promotion material so safety actions achieve their intended purpose.</p> <p>Deploy activities related to ex-post rulemaking evaluation in order to identify areas of possible improvement and transfer into performance-based environment.</p>
<p>Indicator (KPI)</p>	<ul style="list-style-type: none"> <li>— Rulemaking Process Efficiency</li> <li>— Efficient and robust resource allocation</li> <li>— Rulemaking Resource Engagement</li> <li>— Regulation Quality</li> <li>— Sub-Question of Regulations Quality on Quality of Impact Assessment</li> </ul>
<p><b>Annual Activity Report 2017: Main Achievements</b></p>	
<p>Evaluation of rules</p>	<p>Activities related to ex post rulemaking evaluation started to be deployed in 2017 with the objective of reviewing feedback from implementation</p>



	<p>and assessing the rules’ relevancy, efficiency and effectiveness The planning for the coming years is included in Chapter 7 of EPAS 2018-2022.</p> <p>During 2017, the evaluation of the horizontal rules were completed. The evaluation recommends setting up a long-term strategic roadmap for establishing common, simpler, general authority and organisation requirements across all aviation domains, complemented with domain specific requirements.</p> <p>The evaluation on the impact of the implementation of Part-147 and Part-66 was also finalised in 2017. The report concludes that the system needs further simplifications and adjustments to the new modern licencing system. The results of the report will be presented to the Advisory Bodies in 2018.</p> <p>The evaluation on FCL rules started in 2017 with the topic of FCL instructors. A report was produced and is now under discussion with the Advisory Bodies to assess the recommendations. The pilot training requirements (initial and recurrent) will be evaluated in 2018 to finalise the overview of the potential changes for the FCL domains.</p>
eRules	<p>The EASA eRules project is being developed and implemented in close cooperation with Member States and the aviation industry to ensure that all its capabilities are relevant and effective.</p> <p>The objective of eRules is to make rules transparent and accessible in an efficient and reliable way to stakeholders. eRules will deliver a comprehensive, single system for the drafting, sharing and storing of rules. It will progressively become the single source for all aviation safety rules applicable to European airspace users. eRules offers easy (online) access to all rules and regulations as well as new and innovative applications such as rulemaking process automation, cross-referencing, and comparison with ICAO and third countries’ standards.</p> <p>In 2017, the modules on Aerodromes (Reg (EU) No 139/2014) and Air Traffic Management/Air Navigation Services (Reg. (EU) 2017/373) were completed. Work also started in the domain of Initial Airworthiness with the publication of the book for Part-26 (Reg (EU) 2015/540). It will continue in 2018. The easy access rules books are available on the Agency’s website in pdf format</p> <p>The tool allows to view the historical version of the IAW CS and compare different versions of the same rule. These two new features were added in 2017.</p>
Impact Assessment	<p>The Agency rulemaking deliverables continue to be supported with Regulatory Impact Assessments. 74% of the NPAs delivered in 2017 contained quantified impact assessments. Many other rulemaking deliverables such as focused consultation documents, opinions and decisions were also supported with quantified assessments.</p> <p>In order to ensure a more adequate assessment of the economic impacts, the impact assessment team developed in 2017 a report which contains the estimates for the turnovers or budgets of a large number of types of stakeholders. This report is being consulted in 2018 with the various associations/organisations that are part of the Advisory Bodies to</p>



	<p>improve the accuracy of the estimates. This will have an impact on the quality of the assessments performed in the future.</p> <p>In the field of assessment of social impacts, the Agency worked with the ATM Social Partners Regulatory Task Force to improve the measurement of social impacts. Progressively, a methodology is being put in place. The outcome from this activity will be used as input for other aviation domains.</p>
Quality of rules	<p>During 2017, the quality of published rulemaking deliverables was monitored by consulting stakeholders on a quarterly basis. Specifically, EASA conducted surveys on the technical and linguistic quality of the (draft) legal text and the explanatory note, the quality of the impact assessment and the application of performance-based principles. The level of satisfaction with the quality of deliverables was very high (above 93% of 'satisfactory', 'good' or very good' responses).</p> <p>For 2018, the quality of deliverables will be consulted directly in parallel to their publication. The survey questions will remain the same. A report shall be provided twice a year.</p>

## 1.4 Product Safety / Environment Oversight

### 1.4.1 Objective and scope

The Agency is responsible for the airworthiness and the environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial type certification, 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 design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances throughout their entire operational life. This includes identifying and reacting without undue delay to safety problems and issuing and disseminating the applicable mandatory Airworthiness Directives (ADs).

The Agency also provides services to external stakeholders, such as the approval of Maintenance Review Board (MRB) reports, the Certification Support for Validation of certificates outside the EU as well as Technical Advice Contracts upon request of either the industry, aviation authorities or other public institutions.

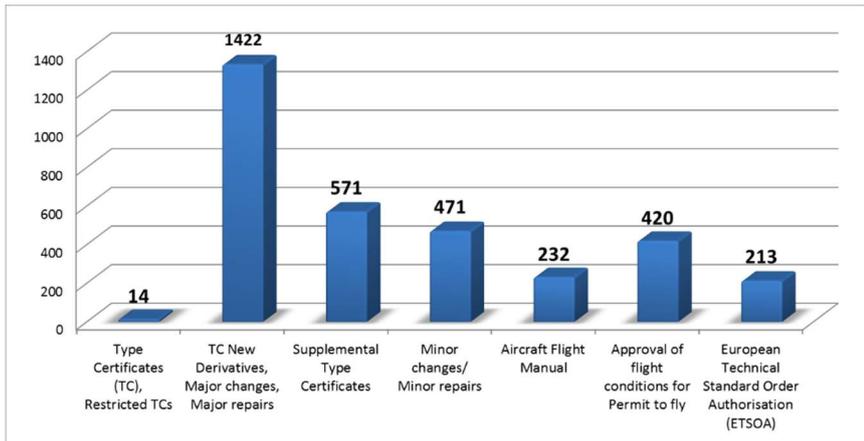
### 1.4.2 Main achievements in 2017

Among the achievements listed below, it is worth mentioning the conclusion of Technical Implementation Procedure (TIP) revision 6 with the FAA; the issue of new certificates such as Airbus A350-1000, Boeing B737-8, the Rolls-Royce XWB-97K and RB211-TRENT 900-972E engines which are state-of-the-art technology in aviation. The launch of the Shared Electronic Platform Initial Airworthiness Certification (SEPIAC) integrated platform (phase one) provided already insights of the new way of collaborating with applicants and national aviation authorities.

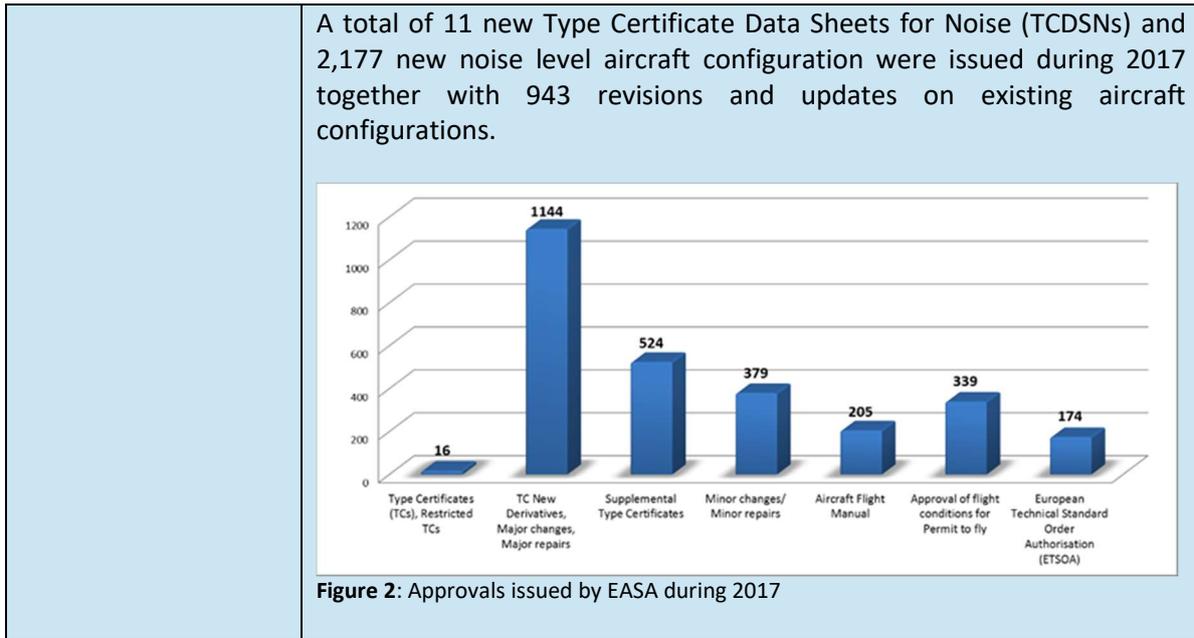


Work Programme 2017	
Strategic Objective 4.3	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Action/Milestone/Expected output	Providing stakeholders with high quality services both in terms of handling applications (e.g. managing incoming applications and issuance of certificates and invoices) and of technical elements of the certification process (e.g. communication and defining the necessary level of involvement). Maintain an acceptable level of positive stakeholders feedback received through regular questionnaires.
Indicator (KPI)	The overall stakeholders' satisfaction rate, measured through surveys addressed to certificate holders after the completion of the certification tasks in the field of Initial Airworthiness, should be 2017: ≥76%; 2018: ≥77%; 2019: ≥78%; 2020: ≥78%

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Applications received	<p>The total amount of applications received throughout 2017 was lower than 2016 levels. This is mainly related to certain project categories such as minor changes and repairs, approval of flight conditions for permit to fly, European Technical Standard Order Authorisation (ETSOA) applications for which the level of workload is usually lower than other project categories. Concerning type certificates, the Agency received mostly applications related to general aviation and small rotorcraft.</p> <p>Among others, it is worth mentioning the Volocopter VC2-1, the Lilium L4 for their impact on new technologies and the Harbin Y12F for being part of the track two project in the framework of the BASA negotiations with China. The number of major changes and derivatives increased slightly (e.g. derivatives: B737-10, Rolls Royce Trent 900 and Pipistrel Virus SW 128)</p>  <p><b>Figure 1:</b> Applications submitted to the Agency for the certification activities in 2017</p>
Approvals issued	<p>The total amount of certificates issued during 2017 (2,781) is slightly below 2016 levels. Type certificates were issued among others for the Pilatus PC-24 business jet, the Blackshape BS 115 small aeroplane, Game Composites GB1 Gamebird aerobatic aircraft, the Bell 505 light helicopter and Safran ARDIDEN 3G engine. Among the major changes, the Agency issued certificates for the Airbus A350-1000, the Boeing B737-8, the Rolls-Royce XWB-97K and RB211-TRENT 900-972E engines.</p>





Work Programme 2017	
Strategic Objective 1.1	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/ Expected output	Enhance the technical support to the industry in the validation of European products in third countries. This will be further improved taking into account the existing Bilateral Agreements and Working Arrangements.
Indicator (KPI)	Certification support for validation timeliness
Annual Activity Report 2017: Main Achievements	
Certification Support for Validation (CSV)	<p>In 2017, the Agency received 551 applications to support the validation of EASA certificates/approvals in third countries. In this context, the Agency provided technical support, taking into account the existing bilateral agreements and working arrangements.</p> <p>In the framework of the EASA-FAA Validation Implementation Roadmap, the Agency received 134 Supplemental Type Certificates applications classified as Basic from the FAA. This implied no technical work from EASA side and a faster validation time.</p>
Maintenance Review Board (MRB)	<p>In 2017, the Agency received 34 applications for approval of Maintenance Review Board Reports (MRBRs) and/or Maintenance Type Board Reports (MTBRs) and issued 76 Approval Letters for Full or Temporary Revisions.</p> <p>On 24 March 2017, the Amendment 1 to Revision 5 of the Technical Implementation Procedures (TIP) for Airworthiness and Environmental Certification between the FAA and EASA was signed and entered into force. This TIP revision implements the Reciprocal Acceptance concept for MRBR/MTBR approvals, meaning that EASA and FAA approvals for their</p>

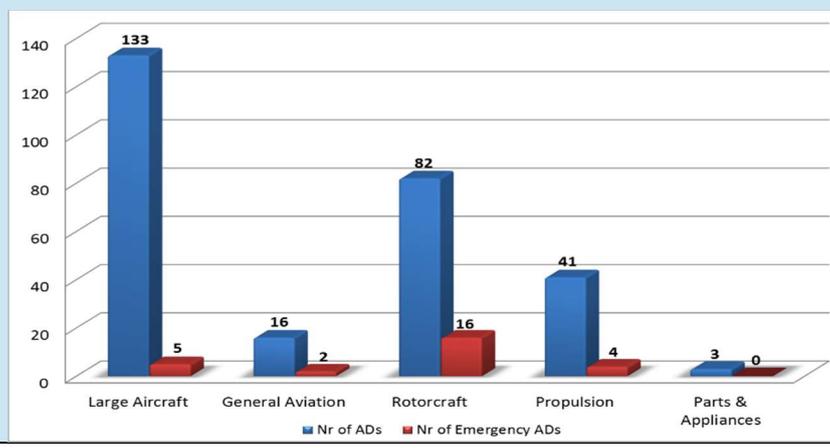
	respective MRBRs/MTBRs will be mutually recognised without any technical involvement in each other’s MRB/MTB processes.
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Work Programme 2017	
Strategic Objective 2.1; 3.1	Applying an advanced, pro-active and systematic approach to aviation safety
Action/Milestone/ Expected output	Maintain the current level of product safety in a changing environment by Assign sufficient resources to process the forecasted increase of incoming safety information and perform the necessary continuing airworthiness monitoring together with the TC Holders
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Occurrences backlog monitoring rate</li> <li>— Technical acceptance of occurrences timeliness</li> </ul>

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Continuing Airworthiness (overall activities)	<p>The Agency dedicated a significant amount of hours to continuing airworthiness oversight, increasing the overall volume of hours, compared with 2016. This is due to the continuous increase in the fleet size, the increase in the available safety information and a direct consequence of specific events.</p> <p>Among other issues, EASA was heavily involved in the investigation and corrective action plan for the high In-flight shutdown (IFSD) rate of the PW1100 engine fitted on the Airbus Single Aisle NEO; in the occurrences of temporary loss of control during flight in high altitude (irrespective of the types/models) and in the Airbus Helicopter EC225 LNOJF accident investigation and return to service efforts.</p>
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Airworthiness Directives (ADs) and Emergency ADs	<p>The Internal Occurrence Reporting System (IORS) collects incoming safety information, supports analysis and allows follow-up by technical staff in a consistent and effective manner. As a result of the continuing airworthiness oversight activities, the Agency issued 275 ADs (including revisions and corrections) and 27 EADs. The detailed list can be found on the AD publication portal at <a href="http://ad.easa.europa.eu/">http://ad.easa.europa.eu/</a>.</p> <p>The following diagram shows an extract per product category.</p>
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	<b>Figure 3: AD and EAD issues by EASA during 2017</b>
Foreign ADs	221 foreign ADs (including revisions and corrections) and 27 foreign Safety Advisory Information publications were uploaded to the AD portal.
Safety Information Bulletins (SIB)	28 Safety Information Bulletins (SIB) were published, relating to airworthiness and operational matters. SIB were issued, among others, on the Slow Rotation Take-off on 4-engine wide-body aeroplanes (also known as the AF A340 Bogota case) and En-route Wake Turbulence Encounters.

Work Programme 2017	
Strategic Objective 2.2;	Using information technology to the benefit of the European Safety Management process
Action/Milestone/Expected output	Implementation of the SEPIAC (Shared Electronic Platform Initial Airworthiness Certification) integrated platform. IT tool supporting the initial airworthiness projects (e.g. receiving, sharing and commenting technical documents with the applicants).
Indicator (KPI)	Expected entry into production by mid-2017 of phase I.
Annual Activity Report 2017: Main Achievements	
SEPIAC	<p>During the second half of 2017, the Agency implemented the phase I of the SEPIAC platform.</p> <p>SEPIAC allows applicants, NAA and EASA staff to work on a centralised platform, exchanging documents and comments, while keeping an overview of ongoing projects and their status.</p> <p>This was the first significant step, as part of the CORAL programme, towards a more integrated and digitalised end-to-end process, with clear efficiency gains for our stakeholders. Further releases, enlarging the scope and functionalities of the platform, are expected to be deployed in 2018.</p>

Work Programme 2017	
Strategic Objective 4.3;	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Action/Milestone/Expected output	Streamline and harmonise as much as possible the Technical Implementation Procedures (TIP) with the bilateral partners so there is more acceptance of technical findings by other parties and less technical involvement compared to previous revision
Indicator (KPI)	Revision of the existing TIPs by end 2017.
Annual Activity Report 2017: Main Achievements	



EASA/FAA BASA Implementation	<p>The EASA/FAA Validation Implementation Roadmap was implemented as planned. Technical Implementation Procedures (TIP) revision 6 for airworthiness and environmental certification was signed in September, and enters into force on 22 March 2018. It establishes a common approval path for all design changes, and removes the last restrictions to the acceptance of ETSO/TSO approvals.</p> <p>The supporting activities linked to the TIP revision 6 (including training for PCMs/experts) are ongoing and will be completed by the entry into force date. The Validation Implementation Roadmap is being further refined (to include UAS) and TIP revision 7 is in the planning stage.</p>
EASA/Transport Canada BASA Implementation	<p>With regard to the Bilateral Agreement between the EU and Canada, an amendment to the TIP was signed in September 2017. This latest revision covers the implementation of a process for the maintenance of confidence between Transport Canada (TCCA) and EASA and strengthens the collaboration on continuing airworthiness oversight.</p>
EASA/ANAC Brazil BASA Implementation	<p>In the context of the bilateral discussions between EASA and ANAC Brazil held in September, the two authorities decided to postpone discussions on the TIP revision to 2018</p>

Work Programme 2017	
Strategic Objective 1.1;	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/Expected output	<p>Develop a risk-based, operation-centric EU regulatory framework for RPAS using performance-based regulation principles. It includes 3 categories: open, specific and certified.</p> <p>Implementing rules (IR) for the 3 categories and associated Certification Specifications, standards and safety promotion actions</p> <p>In accordance with the Rulemaking Programme. IR to be adopted by end 2017.</p>
Indicator (KPI)	Expected entry into production of phase I by mid-2017.

Annual Activity Report 2017: Main Achievements	
Drones - RPA	<p>EASA progressed as planned on the development of the new regulatory framework for RPAS. NPA 2017-05 on the Open and Specific Categories was published on 4 May. The consultation highlighted a great interest of stakeholders, who provided considerable contribution to the new regulation, as well as a general agreement on the risk and performance-based framework proposed by EASA. The comments were discussed with all stakeholders, clearing the way for the publication of the EASA Opinion. Progress on the certified category was performed in the JARUS frame, with significant contribution from EASA, and will directly feed the upcoming rulemaking tasks.</p>



## 1.5 Organisation Approvals

### 1.5.1 Objective and scope

The Agency is responsible for approving design organisations – irrespective of their location – as well as for approving organisations active in production, maintenance, maintenance training, and continued airworthiness management. EASA is also responsible for the oversight of the related certificates and their continued surveillance.

The scope of Organisation Approvals includes also Approved Training Organisations for pilots (ATO), Aero-Medical Centres (AeMC) and Flight Simulation Training Devices (FSTD) for flight crew with principal place of business located outside the territories of Member States.

EASA is responsible for the issue and continued oversight of the approval certificates for the above categories.

In the area of Air Traffic Management and Air Navigation Services (ATM/ANS) the Agency is a competent authority for non-EU organisations providing services in EU airspace; providers of pan-European ATM/ANS; providers of Data Services and for non-EU Air Traffic Controller (ATCO) training organisations.

### 1.5.2 Main achievements in 2017

The main achievements in 2017 are: streamlining of the application procedures for re-current activities, achieving an efficiency gain and facilitating the oversight planning; and an increase in outsourcing hours to service providers in the domains of CAO, FSTD, and POA.

Work Programme 2017									
Strategic Objective 3.1;	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner								
Action/Milestone/Expected output	Implement a Risk Based Oversight approach for the oversight of the Design Organisation Approvals								
Indicator (KPI)	DOA dashboard completed for all surveillance cases by end 2017.								
Annual Activity Report 2017: Main Achievements									
Continuing Airworthiness Organisations Approvals	EASA is responsible for approving maintenance and maintenance training organisations located outside the territory of the Member States (continuous oversight) through initial investigations and continued surveillance, either performed by in-house auditors and experts, or by outsourcing these tasks to accredited NAAs.								
	The number of new applications in the field of maintenance and maintenance training organisation approvals is still slightly increasing, albeit at a rate lower than compared with previous years. Towards the end of 2017, the Agency had a cumulative total of 2,053 such organisations under its oversight, as shown in the table below:								
	<table border="1"> <thead> <tr> <th>Type of Organisation :</th> <th>Active :</th> <th>Suspended :</th> <th>Outsourcing :</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Type of Organisation :	Active :	Suspended :	Outsourcing :				
Type of Organisation :	Active :	Suspended :	Outsourcing :						



	US Part-145 Approvals	1421	8	
	EASA Canada Part-145 Approvals	188		
	EASA Brazil Part-145 Approvals	17	2	
	EASA Foreign Part-145 Approvals	338	6	50%
	EASA Foreign Part-147 Approvals	66		50%
	Organisations in Serbia	5		
	EASA Part M, sub-part G (CAMO)	2		

Table 1: CAO Oversight

Design Organisations Approvals (DOA)	<p>Based upon the AMC and GM published in 2016, most DOAs applied to the Agency for an extension of their scope to include changes to OSD.</p> <p>This activity continued during 2017 especially for small DOAs with the support of the DOA Team Leaders and OSD experts</p> <p>In the framework of the Performance Based Oversight approach, the Agency progressed in the implementation of the Level of Involvement (LOI) concept (pending the new Part 21 regulation approval) in the DOA activities, involving several DOAs in pilot projects on a voluntary basis. The DOA Dashboard was completed, shared with most organisations and systematically used in the certification activities. In addition, two new Senior DOA Team Leaders were nominated, supporting respectively LOI, SMS implementation and Part 21 proportionality.</p> <p>22 new DOAs were approved (compared to 15 in 2016) and 26 applications for new DOAs were received. On 31 December 2017, 350 DOAs were under the oversight of EASA, of which 331 were in EU and 19 were non-EU.</p> <p>The Product Certification and DOA Workshop with industry, organised in November 2017, was a huge success with the involvement of around 440 participants from industry, NAAs and EASA. The experience confirmed it to be a good forum to share experiences and propose ideas in dedicated meetings and/or the plenary session.</p>
Production Organisations Approvals (POA)	<p>At the end of 2017, the number of POAs issued by EASA stood at 38 and one Single POA for Airbus making a total of 39 EASA approvals.</p> <p>The application for an Airbus Helicopter Single POA was accepted by the Agency in January 2017 after the official request from the NAAs to EASA for taking over the national approvals. The initial investigation activity for Airbus Helicopters SPOA was completed during the 2017 which led to the issue of the certificate on 1<sup>st</sup> February 2018. This was a very significant achievement for EASA. Further 9 applications were under initial</p>



	<p>investigation. In Airbus Single POA case, of which the main achievement was the approval of extension for A330 completion and delivery centre in China. As a specific topic in POA activity during 2017, EASA successfully organised a three-day Global Manufacturing meeting, involving representatives from major aviation authorities and industry around the globe.</p>												
<p>Aircrew Training Organisations Approvals (ATO)</p>	<p>The interest of the aviation training industry towards EASA’s regulatory standards is constantly growing abroad as shown by the number of new applications received. This is mainly due to the recognition of the robustness of the EU standards and to their worldwide acceptance by all NAAs.</p> <p>The number of ATOs under the Agency’s oversight is stable with 21 organisations spanning from major airlines to some of the world’s largest business jet training organisations. A small number of non-complex training organisations completes the group.</p> <p>The existing ATOs widely enlarged their scope of activities adding more training courses for type ratings and instructor certificates for new aircraft types.</p> <table border="1" data-bbox="507 898 1385 1113"> <thead> <tr> <th>ATO</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Complex</td> <td>15</td> <td>16</td> </tr> <tr> <td>Non-complex</td> <td>6</td> <td>5</td> </tr> <tr> <td><b>Total</b></td> <td><b>21</b></td> <td><b>21</b></td> </tr> </tbody> </table> <p><b>Table 2:</b> ATO Oversight</p> <p><b>Main achievements:</b></p> <ul style="list-style-type: none"> <li>— continued development of Risk Assessment in Pilot Training tool to support the ATO’s Safety Management System implementation;</li> <li>— extended deployment of a Change Management System for major ATOs, targeted to enhance the efficiency in the application process for changes;</li> <li>— the process for ATO and FSTD approval was audited by ICAO and positively assessed with no findings;</li> <li>— completion of the approval of the first EASA ATO in India with type rating on A320;</li> <li>— completion of the approval of the second Flight Test Pilot Training ATO under Regulation 1178/2011;</li> <li>— completion of the approval of a sea-plane training ATO; and</li> <li>— extension of scope of a newly approved Pilot Training Organisation for business jets to include more training sites and new Type rating courses.</li> </ul>	ATO	2016	2017	Complex	15	16	Non-complex	6	5	<b>Total</b>	<b>21</b>	<b>21</b>
ATO	2016	2017											
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Non-complex	6	5											
<b>Total</b>	<b>21</b>	<b>21</b>											
<p>Flight Simulation Training Devices (FSTD)</p>	<p>The oversight and approval conditions of FSTDs in 2017 were once again very volatile with a high number of new initials and at the same time a high number of de-activations, mainly for Flight Navigation and Procedures Trainers located in Turkey.</p>												

	<p>The Agency received a total of 69 applications for Initial qualifications of FSTD.</p> <p>Part of the activity suffered delays due to contingencies related to travel security issues.</p> <p>The picture, at the end 2017, shows a widespread worldwide distribution of simulator centres under EASA oversight, comprising a total of 74 FSTD operators managing 105 training sites.</p> <p>A total of 446 FSTDs located in 37 countries are qualified by EASA through internal resources or with the support of partnering NAAs and Qualified Entities.</p> <table border="1" data-bbox="507 663 1385 824"> <thead> <tr> <th>Operators/Centres</th> <th>2017</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>FST Operators</td> <td>75</td> <td>74</td> </tr> <tr> <td>Training Centres</td> <td>105</td> <td>101</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Devices</b></p> <table border="1" data-bbox="507 875 1385 1142"> <tbody> <tr> <td>Active</td> <td>446</td> <td>449</td> </tr> <tr> <td>Suspended Devices</td> <td>2</td> <td>2</td> </tr> <tr> <td>Surrendered Devices</td> <td>80</td> <td>71</td> </tr> <tr> <td>De-activated Devices</td> <td>37</td> <td>26</td> </tr> <tr> <td><b>Total</b></td> <td><b>568</b></td> <td><b>548</b></td> </tr> </tbody> </table> <p><b>Table 3:</b> FSTD Oversight</p> <p><b>Main achievements FSTD:</b></p> <ul style="list-style-type: none"> <li>— streamlining of the application procedures for re-current activities, to achieve an efficiency gain and facilitate the oversight planning;</li> <li>— significant increase in outsourcing hours to service providers, due to the increase of new FSTD;</li> <li>— reduction of travel costs to the operators by promoting the clustering of visits and arranging two or three devices per travel;</li> <li>— average outsourcing rate 78%;</li> <li>— issue of 37 new FSTD Qualification certificates.</li> </ul>	Operators/Centres	2017	2016	FST Operators	75	74	Training Centres	105	101	Active	446	449	Suspended Devices	2	2	Surrendered Devices	80	71	De-activated Devices	37	26	<b>Total</b>	<b>568</b>	<b>548</b>
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Aero-Medical Centres	Currently, there are no Aero-medical Centres outside the Member States under EASA oversight. No applications for Aero-Medical Centres were received in 2017.																								
ATM/ANS organisations approvals	<p>In 2017, the Port of Jersey was certified as the first non-European Air Navigation Service Provider providing their services in EU airspace. The certification covers both Air Traffic Services (ATS) as well as Communication, Navigation and Surveillance (CNS).</p> <p>The Port of Jersey was certified also to provide training of air traffic controllers. Another ATCO training organisation – University of North Dakota Aerospace Foundation (UNDAF) – was re-certified in 2017.</p>																								



	<p>Three organisations submitted to EASA applications for certification as Data Service (DAT) Providers (before 2019 such certification is not mandatory, Regulation (EU) 2017/373 enables voluntary applications).</p> <p>The Aireon initial certification process to provide surveillance services using space-based ADS-B started in 2016 and continued in 2017. The certification is fully aligned with development of the Aireon system.</p> <p>These new certification tasks were performed next to the duties related to continued oversight of already certified/overseen organisation, i.e. ESSP, EUROCONTROL, Airways Corporation of New Zealand Limited and the Network Manager.</p> <p>As a response to increasing number of ATM/ANS providers under EASA oversight a new platform for exchange of information between EASA and national supervisory authorities (NSAs) was established in 2017.</p>
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## 1.6 Monitoring of the European Aviation System

### 1.6.1 Objective and scope

The objective of the Agency’s standardisation activities is to monitor the application of the Basic Regulation and its implementing rules (IR) by national competent authorities. These activities consisted of a monitoring part, where information is gathered and analysed to prioritise inspections, and of an inspection part, where inspections are carried out to directly verify the application of the rules. Reports on standardisation activities are provided to the European Commission and to the Member States concerned.

All technical domains within the Agency’s remit are covered. In 2017 there was no change compared to the previous year; the scope of standardisation inspections included:

- Airworthiness (AIR);
- Air Operations (OPS);
- Aircrew Licensing (FCL);
- Aircrew Medical (MED);
- Aircrew Flight Simulation Training Devices (FSTD);
- Air Traffic Management/Air Navigation Services (ATM/ANS); and
- Ramp Inspections (RAMP).

In addition to the domains mentioned above, the Agency also conducted three-test inspections in the domain of Aerodromes (ADR) in order to prepare for the official roll-out of the Agency’s remit into this new domain per 1 January 2018.

The Agency conducts inspections in the following countries:

- the 28 EU Member States, on the basis of the provisions of the Basic Regulation;
- the ‘European Free Trade Area’ (EFTA) States: Iceland, Norway and Switzerland, on the basis of bilateral or multilateral agreements signed between the European Union and these States, which, inter alia, transpose the provisions of the Basic Regulation and its IRs;
- the ‘European Common Aviation Area’ States: Albania, Bosnia Herzegovina, Former Yugoslav Republic of Macedonia, Montenegro and Serbia, based on specific working arrangements between the Agency and the competent authority of each State;



- six European Civil Aviation Conference States: Armenia, Azerbaijan, Georgia, Moldova, Turkey and Ukraine, based on similar specific working arrangements signed between the Agency and the competent authorities of these States; and
- in the domain of the Ramp Inspections: Morocco, the United Arab Emirates, Canada and Singapore are part of the Safety Assessment of Foreign Aircraft Programme, and these countries are therefore part of the scope on the basis of specific working arrangements.

For third-country operators, the activity is related to the coordination of Ramp Inspection Programmes (Safety Assessment of Foreign Aircraft (SAFA) / Safety Assessment of Community Aircraft (SACA)) and the authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation. These activities contribute directly to enhancing the data-driven safety plan for Europe and disseminating EU regulations and products.

## 1.6.2 Main achievements in 2017

### 1.6.2.1 Standardisation Activities

Standardisation activities relate to the obligation of the Agency to conduct standardisation inspections in order to monitor the application by national competent authorities of the Basic Regulation and its implementing rules (IRs).

The working methods for carrying out standardisation activities are described in Regulation (EU) No 628/2013, which relies on a system-oriented Continuous Monitoring Approach (CMA).

To that extent, standardisation activities in 2017 included continuous monitoring as well as inspections of competent authorities. This continuous monitoring encompassed the collection and analysis of data from competent authorities, ICAO, the European Commission and other sources. Inspections were prioritised and planned based on the Agency’s assessment of the competent authorities’ ability to discharge their oversight responsibilities.

In addition, during 2017, the Agency completed the preparation to extend these activities to two new domains: Aerodromes (ADR) and Systemic Enablers for Safety Management (SYS). The latter includes verification of the implementation of Regulation (EU) No 376/2014 on Occurrence Reporting and the assessment of the Management System across technical domains.

Work Programme 2017	
Strategic Objective 3.1;	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Action/Milestone/ Expected output	Complete the Standardisation surveillance cycle in accordance with the Standardisation Inspection Annual Programme: A. Definition of the implementation plan for each new domain and task. B. Adherence to the plan within the established time-frame for all new domains and tasks
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Efficient and robust Standardisation</li> <li>— Active Control of overdue Standardisation findings</li> <li>— Timely issuance of Standardisation findings.</li> </ul>
<b>Annual Activity Report 2017: Main Achievements</b>	



<p>Continuous Monitoring Activities</p>	<p>The Continuous Monitoring Approach (CMA) supports the achievement of a comprehensive risk-based monitoring system of the level of implementation of European Aviation Safety Regulations and of the ability of Member States to discharge their safety oversight responsibilities, in line with Strategic Objective 3.1 of the Agency. To that extent, information and intelligence from CMA are used during the definition of the planning of each inspection to direct on-site activities to the areas of concern or need.</p> <p>With CMA, the Agency gained access to several new sources of information which could have an impact on the capability of a State to discharge its oversight obligations; they include major reorganisations, the variation of the annual budget of the competent authority, or the changes in numbers and turnover of FTEs in each domain.</p> <p>CMA is also a good example for authorities willing to move towards a risk-based approach, as suggested by the Authority Requirements.</p>																																													
<p>Inspections performed</p>	<p>In the course of 2017, the Agency performed 100 standardisation inspections. After the reductions in the previous years, the number of inspections stabilised. The continuous monitoring supports the need to perform less on-site activities and compensates this with the analysis of data.</p> <table border="1" data-bbox="512 987 1374 1227"> <thead> <tr> <th>Inspection type</th> <th>AIR</th> <th>OPS</th> <th>FCL</th> <th>MED</th> <th>FSTD</th> <th>ANS</th> <th>RAMP</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Comprehensive</td> <td>12</td> <td>8</td> <td>10</td> <td>10</td> <td>7</td> <td>12</td> <td>11</td> <td>70</td> </tr> <tr> <td>Focussed</td> <td>4</td> <td>13</td> <td>3</td> <td>2</td> <td>1</td> <td>7</td> <td></td> <td>30</td> </tr> <tr> <td>Ad hoc</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td><b>All types, 2017</b></td> <td><b>16</b></td> <td><b>21</b></td> <td><b>13</b></td> <td><b>12</b></td> <td><b>8</b></td> <td><b>19</b></td> <td><b>11</b></td> <td><b>100</b></td> </tr> </tbody> </table> <p><b>Table 4:</b> Standardisation inspections performed per domain in 2017</p>	Inspection type	AIR	OPS	FCL	MED	FSTD	ANS	RAMP	Total	Comprehensive	12	8	10	10	7	12	11	70	Focussed	4	13	3	2	1	7		30	Ad hoc	-	-	-	-	-	-	-	-	<b>All types, 2017</b>	<b>16</b>	<b>21</b>	<b>13</b>	<b>12</b>	<b>8</b>	<b>19</b>	<b>11</b>	<b>100</b>
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<p>Airworthiness</p>	<p>The Standardisation activities confirm that the implementation of regulations in this domain is generally at an acceptable level, with some authorities having difficulties to maintain the minimum standard. Authorities are, on average, able to manage safety issues, as shown by the increasing number of findings closed. However, some authorities still struggle with implementation and show a reactive attitude.</p>																																													
<p>Air Operations</p>	<p>The uneven level of maturity of competent authorities across the EASA Member States remains a cause of concern. In some States, competent authorities may not be in a position to effectively identify operators that are not in compliance with the applicable requirements and to take appropriate enforcement action.</p> <p>Competent Authorities' inspectors need to develop new competencies to approve and oversee performance-based requirements (such as SMS and FRM), and follow technological advancements in aircraft systems and operation; however, only few authorities are able to invest the necessary resources to acquire those competencies and retain a sufficient number of skilled inspectors.</p> <p>The fact that many competent authorities are struggling with the implementation of a risk-based oversight, which shall also address out-</p>																																													

	<p>based operations, is an indication that safety data is not adequately managed and safety priorities are not clearly identified. There is therefore a risk that 'weak' authorities may attract borderline operators, which are willing to move their principal place of business in exchange for a more lenient oversight regime.</p>
Air Crew	<p>The inspection results from the year 2017 show:</p> <ul style="list-style-type: none"> <li>— in the FCL domain a positive trend compared with the results from the previous years. However, the process of certification and oversight of training organisations and persons continues to be an area of concern, as well as the implementation of Authority Requirements with regard to compliance monitoring, and internal safety risk management;</li> <li>— in the MED domain a generally improved level of implementation of EU Regulations; and</li> <li>— in the FSTD domain there are differences between the performance of authorities with experience and those who are new to this activity. These differences could be addressed through additional training.</li> </ul>
Air Traffic Management (ATM)/ Air Navigation Services (ANS)	<p>The overall implementation of EU Regulations in this domain is robust for those regulations which were in force for several years. The more recent regulations, e.g. Reg. (EU) 2015/340 and Reg. (EU) No 923/2012, still require more time to obtain the same grade of satisfactory implementation. However, the outcome of oversight in these areas is positive.</p>
Aerodromes	<p>In 2017, the preparation for standardisation of Aerodromes was completed, which included: performance of three-test inspections, adaptation of procedures and tools, training and qualification of inspection teams, establishment of communication channels with the competent authorities, organisation of workshops to enable better understanding and implementation of applicable regulations.</p>
RAMP	<p>The inspections carried out in 2017 revealed areas open for further improvement, such as the preparation of an adequate Ramp Inspections Annual Programme and its implementation. The Agency encourages Authorities to increase their mutual cooperation by sharing experience, best practices and common possible solutions, thus ensuring fully adherence with the main objective to target Ramp inspections to operators that are not in compliance with the applicable requirements and to take appropriate enforcement action following SACA or SAFA inspections. Also, the way ramp inspections are conducted could be improved by taking advantage from additional training and a more consistent participation in the inspectors exchange programme as fostered by the Agency.</p>



Work Programme 2017	
Strategic Objective 3.1;	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Action/Milestone/Expected output	Expand the cross-domain assessment capabilities to the domain of airworthiness (initial and continuing). Comprehensive results on cross-domain assessment (no longer restricted to FCL and OPS).
Indicator (KPI)	Availability of a complete set of cross-domain assessment procedures and questionnaires.
Annual Activity Report 2017: Main Achievements	
Introduction of the new standardisation domain (SYS)	<p>In December 2016, the Commission tasked the Agency to extend standardisation activities to Reg. (EU) No 376/2014 on occurrence reporting.</p> <p>Considering the need to avoid excessive burden on the States by duplicating inspections, and to maintain an efficient standardisation process, the focus will be mainly on the elements that cannot be checked through Continuous Monitoring.</p> <p>Occurrence reporting can be seen as one of the systemic enablers for the State safety management process, together with the implementation of a State Safety Programme, as well as the implementation of the actions arising from the EPAS. Therefore, the Agency decided to combine the assessment of all systemic enablers for aviation safety management in a new standardisation domain, which will also include the assessment of the management system of an authority; going beyond FCL and OPS. Inspections in this new domain will start in 2018, after the preparatory activities carried out in 2017.</p>
Training and standardisation courses	The Agency delivered three initial training courses for standardisation team members in 2017. From a total of 47 participants, 9 were Agency staff, 37 were from the competent authorities of the various Member States and one from the Commission. Moreover, the Agency held several workshops to clarify the intent of the rules and to improve compliance by Member States.
ICAO – EASA relationship	<p>The cooperation between the Agency and ICAO continued and improved during 2017, with some of the provisions of the Agency/ICAO working arrangement seeing practical implementation. This entailed working in three areas:</p> <ul style="list-style-type: none"> <li>— participation to ICAO Universal Safety Oversight Audit Programme audits;</li> <li>— exchange of safety information supporting continuous monitoring for the benefit of both ICAO Universal Safety Oversight Audit Programme and Agency standardisation activities; and</li> <li>— coordination of Agency standardisation inspections and Universal Safety Oversight Audit Programme activities to enhance the overall effective implementation (EI) of ICAO standards in EASA States.</li> </ul>



### 1.6.2.2 Third Country Operators

Following the end of the transition period, 2017 was the first year of full implementation of the EU TCO authorisation system. More than 600 authorised air carriers were subject to continuous monitoring, using data and a risk-based approach. Benchmarking shows that the EASA TCO system is already today one of the most advanced approaches to surveillance of foreign air operators.

Work Programme 2017	
Strategic Objective 3.1;	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Action/Milestone/Expected output	Implement the Continuous Monitoring Approach (CMA) for all authorised TCOs in order to react appropriately and timely to aviation safety concerns that may adversely affect the safe operation of TCO authorisation holders: <ul style="list-style-type: none"> <li>— CMA fully documented</li> <li>— All authorised TCOs subject to CMA</li> <li>— 100% CMA implementation rate</li> </ul>
Indicator (KPI)	
Annual Activity Report 2017: Main Achievements	
Continuous Monitoring Approach (CMA)	<p>All commercial air transport flights from/to the EU operate under a TCO authorisation and are being subject to EASA’s TCO continuous monitoring programme. Where so indicated by a decreasing safety performance or confidential safety reports, technical investigations were swiftly initiated with proportionate enforcement action taken where so warranted to contain risks of third country operators.</p> <p>The TCO assessment programme and associated visits was fully implemented as planned.</p> <p>The Agency’s web-based TCO software application proved to support well the authorisation process as a tool to inform all relevant stakeholders about the status of TCO applications and authorisations.</p>

Work Programme 2017	
Strategic Objective 3.1;	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Action/Milestone/Expected output	Assist the Commission in the implementation of Regulation (EC) No 2111/2005, by conducting the necessary evaluations of third country authorities and making appropriate recommendations to the Commission.
Indicator (KPI)	Comparison between the work programme agreed with the Commission with the one actually implemented by the Agency. Measurement of the Commission’s acceptance level of the technical recommendations made by the Agency.



Annual Activity Report 2017: Main Achievements	
TCO authorisation system.	<p>Throughout 2017, close coordination was maintained with the European Commission to ensure the necessary alignment between TCO authorisation decisions and the EU Air Safety List mechanism. EASA participated in all relevant meetings and hearings organised by the Commission in preparation and to conduct the two Air Safety Committee (ASC) meetings in 2017. During the ASC meetings, the Agency delivered technical analyses and updates on the TCO implementation progress.</p> <p>The Agency’s web-based TCO software application proved to support well the authorisation process as a tool to inform all relevant stakeholders about the status of TCO applications and authorisations.</p>

### 1.6.2.3 Ramp Inspection Programmes (SAFA/SACA)

In 2017, the overall number of ramp inspections performed increased further to some 13.000. All data gathered during those inspections was analysed; the results were shared with the participating States and the European Commission in the ambit of the EU Air Safety List process. Moreover, the same results were shared internally, feeding the standardisation process and the TCO authorisation process. Potential safety threats were identified, and actions were proposed to mitigate emerging risks in a timely manner. A system was developed by establishing a risk-based target number of inspections for the major operators, to be performed by the EASA Member States.

Work Programme 2017	
Strategic Objective 2.2;	Using information technology to the benefit of the European Safety Management process
Action/Milestone/ Expected output	<p>Enhance the SAFA database in order to:</p> <ul style="list-style-type: none"> <li>— allow ramp inspectors to make safety driven decisions on which operator to inspect;</li> <li>— allow ramp inspectors to prepare themselves optimally for the inspection in order to get the best results out of the inspections; and</li> <li>— amend the SAFA analysis interface in order to retrieve the required data with minimal manual intervention, to reduce human errors.</li> </ul>
Indicator (KPI)	Enhanced satisfaction rate in the SAFA database user survey to 75% for all stakeholders.
Annual Activity Report 2017: Main Achievements	
Database redevelopment	<p>In 2017, the project to re-develop the SAFA database was kick-started. The business analysis phase of this project described the AS-IS and TO-BE functionalities of the IT application. The new tool implements long standing user requests, caters for the management of the system-wide risk-based coordination of ramp inspections and allows for the performance of digital inspections using tablets. Furthermore, all stakeholders, including the operators, will have</p>



	access to raw data allowing them to analyse their own ramp inspection performance and to take appropriate actions to further improve such performance.
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## 1.7 International Cooperation

### 1.7.1 Objective and scope

The Agency concludes Working Arrangements (WAs) with foreign CAAs and participates in the negotiation and implementation of Bilateral Aviation Safety Agreements (BASA) and other aviation agreements, supporting the European Union efforts. On a multilateral basis, the Agency is strengthening its relations with ICAO, in close coordination with the European Commission and the Member States. As part of its international activities, the Agency supports partner countries in improving their oversight capabilities through technical cooperation and assistance programmes.

These activities are supported by EASA External Representations in China/North Asia, Canada, the US and Singapore/South East Asia.

### 1.7.2 Main achievements in 2017

EASA’s international cooperation activities were further intensified in 2017, through an increased international presence, deeper cooperation with bilateral partners, geographical expansion of its technical cooperation activities and increased contribution to the European presence at ICAO level. A distinct milestone was the very good result of the ICAO USOAP<sup>2</sup> audit, which confirmed EASA’s position amongst the top aviation authorities in the world, as well as endorsing the EASA system as a well-functioning system. Building on these achievements, further consolidating and enhancing EASA’s international cooperation activities, e.g. through the future EU bilateral agreements with China and Japan, will be challenges for 2018 and beyond.

Work Programme 2017	
Strategic Objective 3.2; 1.2	Integrating technical resource management at European level for efficiency, effectiveness and flexibility.
Action/ Milestone/ Expected output	Implement the policy and action plan for an increased influence of EASA and the EU in ICAO.
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Timely provision of ICAO State Letters</li> <li>— Timely delivery of compliance checklists</li> <li>— Timely coordination of European positions and contributions to ICAO assemblies and high level conferences.</li> </ul>
Annual Activity Report 2017: Main Achievements	
USOAP-CMA audit	In November 2017, EASA was audited by ICAO through a full-scope USOAP - CMA <sup>3</sup> audit, focusing on EU safety regulations and the areas where the Agency is the competent authority. The final result of the audit

<sup>2</sup> Universal Safety Oversight Audit Programme

<sup>3</sup> Continuous Monitoring Approach



	confirmed the effective implementation (EI) rate of the critical elements of safety oversight at 96.95%. This very high effective implementation rate puts EASA among the top three aviation regulators in the world.
European coordination	<p>EASA continued to develop draft recommendations to state letters, provide compliance checklists for ICAO Annexes, and contribute to the coordination of European positions in ICAO, in particular through providing secretariat to the ad hoc EU/ECAC Coordination Group for ICAO's 13<sup>th</sup> Air Navigation Conference, planned for 9-19 October 2018.</p> <p>Two events in 2017 laid the foundations for the 13<sup>th</sup> Air Navigation Conference: the 2<sup>nd</sup> Global Air Navigation Industry Symposium (GANIS/2) and the Safety and Air Navigation Implementation Symposium (SANIS/1). EASA's contribution to these events was significant with participation in 11 panels.</p>
Regional Safety Oversight Organisations (RSOO)	Throughout the year, EASA, in close cooperation with ICAO, managed to raise the profile of RSOOs through a jointly organised RSOO Forum (Swaziland, March 2017), the launch of the RSOO Cooperative Platform (Montreal, December 2017) and by providing support to ICAO's RSOO work through a secondee.

**Work Programme 2017**

Strategic Objective 1.1;	Facilitating competitiveness, innovation and emerging technologies which generate European success
Action/Milestone/Expected output	<p>Conclusion by the EU of Bilateral Aviation Safety Agreements (BASAs) with China and Japan.</p> <p>Working Arrangements (WAs) that will reduce administrative barriers for access to foreign markets while improving aviation safety.</p>
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Timely progression on Working Arrangements</li> <li>— Timely progression on Bilateral Agreements</li> <li>— Stakeholder Survey</li> </ul>

**Annual Activity Report 2017: Main Achievements**

United States (FAA – Federal Aviation Administration)	<p>In the context of the EU-US BASA, EASA and the FAA continued to work towards a risk-based approach to reduce the involvement of the validating authority. To this end, EASA supported the European Commission in the negotiation of a new decision of the Bilateral Oversight Board. It also signed, together with the FAA, a revision to the Technical Implementation Procedures for airworthiness and environmental certification (for more information, please see Section 1.4 Product Safety / Environment Oversight).</p> <p>An amendment to the BASA was signed in December 2017, making it possible to include detailed rules also in other safety related domains. Cooperation with the FAA continued in the area of new Annexes: Annex 3 on Pilot Licensing and Annex 4 on Flight Simulation Training Devices. EASA and the FAA also continued their work towards a strategic and more coordinated approach to rulemaking that would allow an earlier identification, exchange of views and alignment of rulemaking initiatives.</p>
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<p>Canada (TCCA – Transport Canada Civil Aviation)</p>	<p>With regard to the Bilateral Agreement between the EU and Canada, an amendment to the Technical Implementation Procedures (TIP) was signed in September 2017 (for more information, please see Section 1.4 Product Safety / Environment Oversight).</p>
<p>China (CAAC – Civil Aviation Administration of China)</p>	<p>The cooperation with the CAAC focused in 2017 on the finalisation of the ‘technical roadmap’, addressing confidence building activities in support of the EU-China BASA negotiation. EASA actively participated in this negotiation, providing technical support to the European Commission during all negotiation rounds. The negotiation process was successfully finalised in September and the agreed text of the EU-China BASA was ‘initialled’ on 8 December 2017.</p> <p>The first EASA – CAAC Safety Conference took place in Shanghai on 27-28 April 2017, supported by the EASA-managed EU-China Aviation Partnership Project, with a large number of participants.</p>
<p>Japan (JCAB – Japanese Civil Aviation Bureau)</p>	<p>The cooperation with JCAB focused in 2017 on the implementation of a confidence building process in support of the EU-Japan BASA negotiations, in particular in assessing the Japanese civil aviation system in the area of airworthiness. In this framework, an EASA team performed an assessment visit of JCAB and the Japanese industry in October 2017. Moreover, EASA actively participated in the EU-Japan BASA negotiation, providing technical support to the European Commission during the first negotiation round in November 2017.</p>
<p>South East Asia</p>	<p>EASA inaugurated its Regional Office for Singapore and South East Asia in October 2017. In addition, EASA and the CAA of Singapore (CAAS) expanded their collaboration with the signature of a new Working Arrangement. The Working Arrangement aims to facilitate the respective validation of certificates issued by CAAS and EASA in the domain of initial airworthiness, thus reducing the cost of regulatory compliance and facilitating business opportunities for companies in Singapore and Europe.</p>
<p>Pan-European partners</p>	<p>EASA maintained its close cooperation with non-EASA European countries under the PANEP platform, and ensured the monitoring of the implementation of EU aviation safety acquis in the EU neighbourhood through EASA standardisation activities.</p> <p>On 1 December 2017, the European Common Aviation Area (ECAA) agreement between the EU, its Members States, Norway, Iceland and Western Balkan partners entered into force. In order to determine the progress of the Western Balkan partners in implementing this agreement, EASA assists the European Commission in the conduct of ECAA assessments. In this framework, an ECAA assessment visit to Serbia was organised on 11-13 December 2017.</p>
<p>Overview of signed Working Arrangements (WAs)</p>	<p>WAs were signed with China, Japan (two modifications to the existing WAs), Singapore and Thailand (Cooperation Arrangement). Furthermore, EASA signed a Memorandum of Understanding with the CAA of Qatar.</p>

### Technical cooperation programmes

In 2017, EASA implemented several technical cooperation and assistance projects supporting:

- The **European Neighbourhood countries**, including the Western Balkans, Eastern Europe and Mediterranean countries. These projects aim to support the enhancement of safety and interoperability with European standards. In 2017, they included the Instrument for Pre-Accession Assistance 3 project (launched in 2015 and completed in 2017, with a follow-up project already prepared for 2018), the EUROMED Aviation Safety project (launched in 2015 and extended until December 2017), the Eastern Partnership / Central Asia project (launched in 2016 for a period of four years), and a new 2-year project supporting Ukraine in the area of airworthiness.
- The **Sub-Saharan Africa region**. These projects support national authorities in complying with their international obligations and the enhancement of RSOOs. In 2017, they included the ATA-AC project ('Amélioration du transport aérien en Afrique centrale, launched in 2013 for a period of three years and extended until December 2017), as well as dedicated projects for Zambia (launched in October 2017 for a period of four years) and Malawi (launched in 2014 and completed in 2017).
- Emerging markets, such as in **China and South Asia**, to support safety and EU industry and environmental interests. In 2017, this included the EU-China Aviation Partnership project, initiated in 2015 for a period of five years, as well as the new EU-South Asia Aviation Partnership Project, launched in the beginning of 2017 for a period of four years.
- The **South East Asian region**, and specifically the 10 countries of the Association of South East Asian Nations (ASEAN). ARISE Plus, a follow-up programme of the former ASEAN Air Transport Integration Project (completed in November 2016) was prepared and initiated in 2017. Furthermore, a new EU-South East Asia Aviation Partnership Project was launched as well in December 2017 (both projects for a period of four years). Finally, EASA launched a dedicated project with CAA Thailand, to foster rulemaking cooperation, facilitate implementation of EU aviation safety rules and assist CAA Thailand with its efforts to further enhance its safety level.
- **Latin America and the Caribbean region**. The new EU-Latin America and Caribbean Aviation Partnership Project was initiated in December 2017 for a period of four years, aiming to enhance the political, economic and environmental partnership between the EU and Latin America and the Caribbean in the field of civil aviation. A dedicated Caribbean – EASA Conference took place in Barbados on 12-13 October 2017.

Furthermore, the Agency implemented projects to develop the safety oversight capacity of specific states (notably Madagascar and Nepal) and RSOOs, notably SRVSOP ('Sistema Regional de Cooperación para la Vigilancia de la Seguridad Operacional') and CASSOA-EAC (Civil Aviation Safety and Security Oversight Agency - East African Community). Finally, the sixth edition of EASA's International Cooperation Forum, a conference exclusively for aviation authorities and regional organisations who adopted or who are interested in EASA rules and the regional approach, took place in Cologne on 19-20 October.

As appropriate, EASA closely cooperates with interested EU Member States, EU industry, ICAO and other relevant stakeholders.



Work Programme 2017	
Strategic Objective 3.2;	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Action/Milestone/Expected output	Support the coordination of technical resource management related to the provision of technical training at EU level through the activities related to the enhancement of expertise of Member State staff by getting the Virtual Academy fully operational, by providing courses to NAA staff and by establishing an authority training expert platform (Common Training Initiative Group). EU's available resources in the field of technical training will be organised with a view to achieving, in the most efficient way, the maximum possible impact on the quality of technical training for NAA staff.
Indicator (KPI)	Course delivery

**Annual Activity Report 2017: Main Achievements**

Technical training	<p>In 2017 EASA adopted a new aviation training strategy including a multi-annual implementation plan. This new strategy focuses on the development of the competencies of EASA staff as well as on the harmonisation of training and assessment standards for aviation inspectors within the EASA system. Furthermore, it is expected that EASA will expand its ECQB-related (European Central Question Bank) services and that EASA's aviation training will contribute to international cooperation with dedicated training services.</p> <p>EASA also adopted a new training policy, emphasizing training as an organisation requirement and EASA's commitment to a competency-based training approach. The policy mandates the use of training programmes for technical staff, requires annual recurrent training plans for technical job profiles and provides for a new on-the-job training (OJT) concept.</p> <p>EASA organised technical trainings (without OJT) in the amount of 3,160 training days, a significant increase compared to previous years. 60% of these trainings were for EASA staff, the remaining 40% for external trainees from aviation authorities, aviation organisations and universities. In total, EASA offered 71 different classroom courses, half of which were developed and delivered by EASA experts/trainers. EASA also offered 46 different online courses, 42 of them developed in-house. In addition, all approved EASA Virtual Academy courses were integrated into the EASA course catalogue for aviation authorities.</p> <p>EASA also re-established the Common Training Initiative Group (CTIG), composed of training managers from the aviation authorities of the 32 EASA States and additional 13 ECAC States. The CTIG adopted new Terms of Reference and transitioned to a group which is developing common training-related standards for aviation inspectors. The groups was also mandated to provide deliverables for the pool-of-experts concept and the new NAA Partnership Agreements.</p>
European Central Question Bank (ECQB)	EASA further developed the ECQB with a new upgraded version #5, containing more than 1,250 new questions and more than 3,000 revised



	<p>existing questions. The new ECQB also provides a complete overhaul and significant improvements of aeronautical charts.</p> <p>Work also continued on rulemaking task RMT.0595, which will significantly upgrade the syllabus and learning objectives for the theoretical training of commercial pilots. EASA already begun to align the ECQB to this new syllabus structure.</p>
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## 1.8 Support Activities

### 1.8.1 Objective and scope

The main focus on the agency was to further implement HR policies focused on leveraging on existing competences, facilitating mobility to support professional growth and gain the necessary insight into the staff's capacity and needs to support top management in making strategic human resources decisions and take purposeful, timely action towards developing their people. The first two concrete pilots of this approach were concluded in Q4 and an extension to all directorates is planned for the first quarters of 2018.

With regard to financial management, EASA worked to refine and make more sustainable and consistent its funding scheme, preparing for the challenges in the years to come (e.g. impact of the new Basic Regulation and Brexit).

Further development of the EASA Applicant portal increased the amount of digital applications by circa 50%, with almost a third of the overall number of application now being submitted through the portal. With reference to digitalization, after a complete review of the mission management guidelines, aimed at simplifying the process, in Q3 the Agency moved to a complete paperless claim management process.

### 1.8.2 Main achievements in 2017

#### 1.8.2.1 Applicant Management

The aim to provide a single point of contact for industry was given a boost with the recruitment of an applicant relations section manager. The team of account managers established initial contact with many of the companies overseen to promote access to tools and information, and to identify opportunities for improvement.

Partnership agreements were signed with 14 European national aviation authorities in a first phase designed to enhance regulatory cooperation and achieve sustainable access to expertise. A second phase in 2018 will see the agreements extended to other EASA member states and areas of cooperation further detailed.



Work Programme 2017	
Strategic Objective 4.3;	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
Action/Milestone/Expected output	Extend the Applicant portal to online applications for all certificates and approvals. Applicants can submit and track applications for organisation approvals 24/7.
Indicator (KPI)	Functional and technical specifications agreed and implementation partner selected.
Annual Activity Report 2017: Main Achievements	
CORAL programme	A second promotion campaign resulted in an increase from 75% (2016) to 90% (2017) of applications for existing categories of minor changes, major changes/derivatives, ETSOA, and supplementary type certificates being submitted through the portal. The associated efficiency gain is estimated at 0.25 FTE.
Applicants' satisfaction	The annual stakeholder satisfaction survey was rescheduled to Q1/2018 to coincide with a wider consultation on a revision to the fees & charges regulation. At the time of writing results are still being compiled.
Application harmonisation	Workshops run under the CORAL Programme resulted in a streamlined set of high level processes for product certification and organisation approvals. These form the basis of a programme blueprint that will be translated into functional and technical specifications for each phase.  The projected workload reduction of 0.75 FTE due to the process redesign for FSTD renewals in 2016 was realised in 2017.

Building on the results of an internal project to harmonise the application management process across all certifications and approvals categories, the Agency reviewed the procedure for FSTD, eliminating the need to apply for renewals and generating workload savings of almost 1 FTE per annum (at the Agency level). Further reviews are planned for 2017 onwards.

### 1.8.2.2 Financial Management

#### 2017 Financial and budgetary performance

Overall the Agency achieved a good budgetary performance of the 2017 €150M budget. The provisional 2017 budget result is positive on both revenue segments, +€92K positive for EU Subsidy & +€2.6M for F&C.

When looking at the 'Fees & Charges' incomes, the Agency received in 2017 significantly more than in 2016, €103.5M versus €93.1M, from Industry for services rendered, reflecting the dynamics of the business but also some catch up of invoices. Simultaneously, a healthy debt recovery standard was maintained with debt outstanding older than 120 days at the end of 2017 of €430K. The 2017 economic outturn was €316K for Fees and Charges activities.

Both budgetary and economic outturn indicate that in 2017 the Agency is in a balance situation as regards the Fees and charges activities.

The detailed financial and budgetary results are reported in section 2.2 and Annex II.



Work Programme 2017	
Strategic Objective 4.3;	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Action/Milestone/Expected output	Implement budget according to EU and EASA rules. High budget implementation rate maintained and in line with sound financial management principles.
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Budget committed</li> <li>— Carried over commitments</li> </ul>
Annual Activity Report 2017: Main Achievements	
Budget execution rate	<p>The Agency achieved a very high budget execution rate (99%), well above the 95% threshold of the European Commission (EC). Furthermore, the cancellation of amounts carried over from 2016 to 2017 remained low at 2.6% compared to 3.7% in 2016, also below the 5% limit set by the EC.</p> <p>All financial indicators confirm the Agency’s ability to identify the areas where financial resources are under-utilized and, reallocate them efficiently to strategic projects and investments.</p>
Budget outcome	<p>From a budgetary perspective the Agency ended the year with a surplus (Budget Result Account) of € +2.7M (€92K related to subsidy activities &amp; €2.6M related to fees &amp; charges activities).</p> <p>The fees and charges positive budgetary result is added to the accumulated surplus bringing it up from €52.3M to €54.9M.</p>
Financial transactions	<p>More than 38,500 financial transactions (commitments, payments, invoices) were issued or verified. Over 40 High Value and Middle Value (&gt;€60k) Procedures (HVPs/MVPs) managed. Approximately 150 Low value (€1-60k) procedures) and 400 Specific Contracts were concluded.</p>
Digitalisation	<p>The Finance and Procurement Department launched a programme to fully automate financial processes by the end of 2019, re-engineering / streamlining processes and minimising the need for paper files.</p> <p>The first year of the programme roadmap was completed successfully. 4 out of the planned 7 modules were launched in line with the programme plan.</p> <p>A number of simplifications were made following the review of financial processes. At the end of 2017, 78% of financial transactions are processed paperless, in particular mission reimbursements. The department also implemented an electronic solution for the submission of the offers following a tender (e-submission).</p>
Earmarked revenues	<p>In 2017, the Finance and Procurement Department further supported the administration of earmarked projects (specific funding projects, in particular for international cooperation). The support centred on the financial part and coordination of external audits on these projects.</p>



### 1.8.2.3 Information Technology

In 2016, the IT strategy 2016-2021 was endorsed by top management. This strategy is fully aligned with EASA’s strategy and provides a framework for IT investments accordingly. In addition, the IT organisation continues to improve its maturity in terms of governance and processes, to increase efficiency and added-value on the one hand and prepare for the future outsourcing of IT activities as full managed services on the other. The 2016-2022/2023 IT outsourcing project was executed as planned, focusing on the preparation of the tender to be launched in 2018, with support of external consultants. Finally, the IT organisation contributes to the Business Continuity Management project, managed by the Strategy & Safety Management Directorate, leading to a mature Disaster Recovery plan.

Work Programme 2017	
Strategic Objective 4.3; 1.1; 2.2; 3.1	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Action/Milestone/ Expected output	Finalise the assessment and the modelling of the ‘as is’ Business and IT architecture and establish the first draft of the ‘to be’ Business and IT architecture. As is’ business and IT architecture formalised. ‘to be’ Business and IT architecture assessed by 2017
Indicator (KPI)	IT expanding services realisation

#### Annual Activity Report 2017: Main Achievements

IT Transformation	<p>To implement the 2016-2021 strategy, a revision of all the processes and governance was performed. Starting point was streamlining the IT landscape architecture, while considering, from the operational perspective, the future outsourcing of its services.</p> <p>The high-level assessment of the as-is business and IT architecture has been completed, and the first version of the to-be business and IT architecture has been established, including a technical roadmap. In addition, the further refinement of the as-is business and IT architecture is in progress. The to-be architecture and related technical roadmap will continue to be aligned and updated from 2018 onwards.</p>
IT Projects accomplished	<p>75% of IT projects were accomplished as forecasted. In accordance to the new governance model, these projects were selected through a prioritisation process, considering both EASA and IT strategies and their foreseeable return on investments. The main projects completed are in the area of Organisational approvals, Rulemaking and Information Management. This achievement is also supported by a shift of expenses towards ‘expanding IT services’ compared to ‘running IT services’, following efficiency measures implemented in the latter.</p>
IT Security	<p>Several activities were performed in order to increase assurance and controls over IT security such as:</p> <ul style="list-style-type: none"> <li>— signature of a Service Level of Agreement with CERT-EU in order to access services, expertise and tools aiming at improving the resilience of the existing applications and systems to potential cybersecurity attacks;</li> </ul>



	<ul style="list-style-type: none"> <li>— set-up of an Information Security Cell, chaired by the Chief Information Management Security Officer within the Executive Directorate;</li> <li>— 8 hours / 7 days IT security surveillance during the whole year, including holidays, which allowed to block cyberattacks immediately; and</li> <li>— stronger involvement of IT security within the definition of the to-be IT architecture.</li> </ul>
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### 1.8.2.4 Human Resources

Work Programme 2017	
Strategic Objective 4.1; 1.1	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Action/Milestone/Expected output	Ensure flexible and efficient staffing process to being able to identify the right person in the right job at the right time.
Indicator (KPI)	<ul style="list-style-type: none"> <li>— Occupancy rate</li> <li>— Vacancy duration</li> <li>— Personnel fluctuation rate</li> <li>— Rate of sick leave</li> </ul>

Annual Activity Report 2017: Main Achievements	
Competency framework	The increased attention to ‘human factor’ issues in aviation, increased the awareness towards ‘human behaviour’ as a crucial element next to technical expertise. Workshops and methodologies to develop a competency framework for CAA inspectors was provided in support to the Policy and Planning Department in the Flight Standards Directorate (FS) and experts of the competent national authorities.
Staff exchange programme	The staff exchange programme intends to facilitate cooperation and knowledge-sharing between stakeholders and the Agency. Two EASA staff members were seconded to hosting organisations.
Work effectiveness	To increase team-work effectiveness, in support of EASA’s evolution, 10 team building workshops took place (involving 260 participants). The main topics covered during the events were primarily focused on establishing a management community culture, common principles and objectives, planning / KPIs, fostering team spirit and collaboration.
Staff appraisal	Lessons learned during the 2017 appraisal exercise were evaluated in preparation for the 2018 exercise.
Occupancy rate	The Agency achieved ‘full house’ for the fourth year in a row, by recruiting and deploying all Temporary Agents (TA) posts allowed by the budgetary Authority in the adopted established plan (at the end of 2017, EASA employed 674 TAs while filling 673 posts. 5 TA posts were linked with the delayed signing of the New Basic Regulation).



	<p>Average occupancy rate against the establishment plan over the year was 99.61%. As the Agency reached a certain level of maturity, the Agency changed to a more proactive approach to recruitment, implementing the first building blocks towards Strategic Workforce Planning, with further development of the database and reporting systems. This approach continues also in 2018/2019.</p>															
<p>Recruitment process efficiencies</p>	<p>The Agency published externally 12 vacancies, targeting to establish reserve lists for 6 Temporary Agents (1 still ongoing in 2018) and 6 Contract Agents (CAs) (5 of which still ongoing in 2018). 757 applications were received and 42 interviews were conducted. Altogether, EASA concluded 25 new contracts of employment (24 TAs and 1 CA) while 16 staff members left the Agency (14 TAs, 2 CAs).</p> <p>The Agency continued its efforts towards streamlining the recruitment/staffing procedure(s), in particular by running simultaneously internal and external selection procedures. In addition, the Agency introduced internally lighter calls for expressions of interest, aiming to foster mobility of its staff, while still looking for efficiency measures in the internal procedures.</p> <table border="1" data-bbox="515 891 1332 1294"> <thead> <tr> <th>Activity</th> <th>Temporary Agents (TA)</th> <th>Contract Agents (CA)</th> </tr> </thead> <tbody> <tr> <td><b>New contracts concluded 2017</b></td> <td>24</td> <td>1</td> </tr> <tr> <td><b>Staff members leaving 2017</b></td> <td>14</td> <td>2</td> </tr> <tr> <td><b>Net staff increase 2017</b></td> <td>10</td> <td>-1</td> </tr> <tr> <td><b>Vacancies published 2017</b></td> <td>6 (5 for establishment of reserve lists)</td> <td>6 (all for establishment of reserve lists)</td> </tr> </tbody> </table> <p><b>Table 5: TA and CA staff changes in 2017</b></p>	Activity	Temporary Agents (TA)	Contract Agents (CA)	<b>New contracts concluded 2017</b>	24	1	<b>Staff members leaving 2017</b>	14	2	<b>Net staff increase 2017</b>	10	-1	<b>Vacancies published 2017</b>	6 (5 for establishment of reserve lists)	6 (all for establishment of reserve lists)
Activity	Temporary Agents (TA)	Contract Agents (CA)														
<b>New contracts concluded 2017</b>	24	1														
<b>Staff members leaving 2017</b>	14	2														
<b>Net staff increase 2017</b>	10	-1														
<b>Vacancies published 2017</b>	6 (5 for establishment of reserve lists)	6 (all for establishment of reserve lists)														
<p>Junior Qualification Programme</p>	<p>Eleven recent graduates underwent a highly selective recruitment procedure and joined the Agency as Junior Aviation Professionals on 1 April 2017. As part of a standard 5-year contract, 7 male and 4 female JQP participants are undergoing a qualification phase of approximately 2 years. The JQP includes one-to-one mentoring by experts on the subject-matter, consecutive assignments in different business areas, intensive on- and off-the-job training as well as involvement in cross-functional projects and exposure to external stakeholders.</p> <p>At the end of the programme, and before being appointed to the target position, participants should receive a thorough introduction to the Agency's core activities and acquired hands-on knowledge on 'what, why and how things are done at EASA'. Tailored work and training programmes navigate the participants through the programme and for each new assignment mentors are identified to ensure solid on-the-job training.</p>															
<p>Assessment centres for selection of managers</p>	<p>The Agency introduced as standard practice the use of assessment centres as one of the selection instruments in managerial selection procedures, acknowledging the crucial role of the its managers in steering</p>															

	the organisation towards fulfilling the EASA mandate. The assessment centre measures the relative strengths and development opportunities of the candidates against the needed competency profile. The assessment centre results serve as basis for determining a development plan for the newly selected managers. In 2017, 6 internal procedures for managerial posts incorporated an Assessment Centre in its selection process.
Development and mobility programme	In September, the Agency piloted a structured approach to staff development and internal mobility with the CT and RS directorates. The pilots led to individual on-the-job development plans, proposals for more challenging assignments, the enlargement of job scope, job-sharing opportunities and, in some cases, rapid mobility within the Directorate. Lessons learned during the pilot will be incorporated before the process is rolled out across all Directorates during the second half of 2018. This will facilitate cross-Directorate development, including mobility.
Management community	Throughout the year, a management community development programme dedicated to all EASA managers was implemented, with the aim of building a strong community of managers that share a leadership culture based on common leadership principles. The programme consisted of off-site events and in-house lunches. The programme will continue throughout 2018.
Staff engagement survey	Around 300 initiatives were identified to address the outcome of the 2016 staff engagement survey. These were consolidated into 65 different actions which were either completed or initiated during 2017.

### 1.9 Efficiency Gains

EASA is addressing the external and internal demands to objectively demonstrate the Agency’s efficiency. For this purpose, the Agency launched coordinated initiatives to improve efficiency. LEAP (Lean Efficiency Agility Programme) as well as a number of individual improvement measures were programmed for 2017.

As set out in the work programme 2017, EASA committed to achieve efficiency gains of at least 7.6 FTEs in 2017. The programmed gains were significantly exceeded, mainly through rationalisation of the Agency’s support functions. In short, the following results were achieved:

#### CT post-convergence and LEAP

62% of the CT post-convergence actions were closed in 2017, 22% is expected to be finalised in 2018 and the remaining were added to projects in other organisational units. Among the actions undertaken, the visibility of project teams and experts per discipline was improved, together with the roles of Chief/Senior Experts and Section Managers in the team composition definition (both activities reduced the time spent in coordination); a number of dormant working groups were formally closed; the Certification Handbook Working Group membership was significantly reduced; a new email policy was issued.



### **SEPIAC implementation**

Phase I of SEPIAC was released, leading to small efficiency gains in 2017, which are anticipated to grow significantly in 2018. Via SEPIAC, experts and project managers reduce their time in managing the exchange of documentation, filing of documents and centralizing comments, using a common sharing platform.

### **Developing of Regulatory Materials and LEAP**

EASA initiated works to define and implement a standardised procedure to efficiently address the questions from NAAs and aviation industry, reducing the involvement of rulemaking officers. Complementing this effort, EASA introduced a revised structure of its advisory bodies, which aims at concentrating and improving the quality of feedback received, leading to some efficiency gains. A follow-up review might lead to further improvements in 2018. Last but not least, the Agency implemented measures to allow accelerated and direct publication. In detail, the development of regulatory material was processed faster across 6 rulemaking tasks in 2017, by applying the accelerated or direct publication procedures.

In parallel, the Agency is step-by-step expanding the eRules IT solution, which is reducing the engagement of rulemaking officers in daily external communication activity; by providing consolidated, easy access to aviation related rules on the EASA web-site. The stakeholders are obtaining much more user-friendly possibilities to familiarise with and learn about the rules, which should hence lead to increased awareness and knowledge of the regulations and consequently reduce the need for addressing queries to EASA.

### **Strategy and Programmes and LEAP**

EASA made some adjustments to its business programming procedures: deploying a cloud-based solution for quarterly reporting and sharing of templates and work instructions. Via collaborative working methods and simplified templates the workload associated with the business programming was reduced.

### **Support functions**

In 2017, the Directorate focused mainly in preparing the terrain for further automation of its processes, following an approach started in 2016 and piloted with the complete revision of the Mission management processes (including the launch of the new paperless reporting environment in Q4/2017).

Several initiatives were launched in order to start preparing the Agency for the implementation of the new Basic Regulation and cope with the effects of 'Brexit'. These new initiatives had, in some instances, the effect of postponing some of the planned efficiency initiatives.

The Directorate generated efficiencies measured of circa 11 FTEs (8%). These efficiency gains led in some instances to a decrease of support levels, as taken into account in the work programme 2018. Efficiency measures introduced led to the following:



**Human Resources**

The introduction of new smart forms and a completely paperless procedure for the Annual declaration of Interest, helped reducing workload both in the Directorate and the Agency. Further efficiency gains are anticipated for the future, based on Sysper (HR – IT tool).

**Information Technology**

Under the CORAL programme EASA initiated the development of a comprehensive Identity and Access management solution. Moreover, automation of processes across various IT processes further contributed to the achievement of efficiency gains. Solutions for e-workflows were approved in 2017, which will lead to additional efficiency gains in 2018.

**Applicant Services**

In June 2017, the Management Board approved funding for the CORAL Programme, consolidating EASA's digitalization initiatives under one programme itself. A full time programme manager was appointed and first benefits were already drawn, via e.g. the simplification of the FSTD renewal process, functional reporting mechanics and the increased use of the applicant portal.



## 2. Management

### 2.1 Management Board and major developments

The Management Board (MB) plays a key role in steering the work of the Agency. It met twice in 2017, was attended by around 70 external participants and was informed of and involved in all major developments, e.g. activities in the areas of drones, standardisation and inspector qualifications, better and performance based regulation, the negotiation of partnership agreements between EASA and NAAs, the ongoing work on the revision of the Basic Regulation or further developing the EASA-Eurocontrol Roadmap. A complete list of decisions taken by the Management Board in 2017 can be found in Annex VIII.3.

The MB adopted the European Plan for Aviation Safety 2018-2022 and the Single Programming Document 2018-2020 (SPD). The latter document includes the Agency's strategy, multi-annual objectives, Work Programme 2018 as well as performance indicators and provides a clear link between activities and resources. For planning and resources related matters, the MB is assisted by the Programming and Resources Advisory Group, allowing the MB to focus on items of strategic nature and directly related to aviation safety.

### 2.2 Budgetary and financial management

Appropriations authorised in the Agency's initial budget for 2017 totalled €188,646K (2016: €176,479K).

Two amending budgets were adopted by the MB to reflect the 2016 result related to certification activities, to cover increased operational expenditure to be financed from the accumulated surplus and to adjust the budget as the new Basic regulation did not enter into force. Final available appropriations totalled €191,612K (2016: €193,398K) and were executed as detailed below:

*(Thousands of euros)*

EXPENDITURES	Initial Budget 2017	Amending Budgets 2017	Transfers	Final Budget 2017	Executed Budget 2017
T1 STAFF	93,136	-911	-196	92,029	91,456
T2 BUILDINGS EQUIPMENT	16,798	0	142	16,940	16,556
T3 OPERATIONAL	35,479	4,407	54	39,940	34,867
T4 SPECIAL PROGRAMMES	p.m.	p.m.	p.m.	p.m.	7,737
T5 RESERVE	43,233	-530	0	42,703	0
<b>TOTAL EXPENDITURES excl. internal assigned</b>	<b>188,646</b>	<b>2,966</b>	<b>0</b>	<b>191,612</b>	<b>150,616</b>

**Table 6:** 2017 Budget: figures included in this table relate to the published 2017 budget and therefore include only current year appropriations, i.e. C1 & R0. Amounts carried over, i.e. C8 & R8 and internal assigned revenues, i.e. C4 & C5 appropriations are not included.

#### Major aspects of the implementation of the budget

As a result of comprehensive in-year-budget monitoring, the final budget implementation rate for 2017 current year appropriations (C1) was very close to full implementation: above 99% (99% in 2016) and well above the Commission's target of 95%.

Furthermore, the cancellation of amounts carried over from 2016 to 2017 remained low at 2.6% compared to 3.7% in 2016, also below the 5% limit set by the EC.



Summary information of budget implementation rates for all funds sources is detailed in Annex II.

**Budget Result**

The 2017 fees and charges budgetary result was +€2.6M (-€ 7.7M in 2016) stemming largely from a €10.4M increase in cashed revenue. On the expenditure side, increased staff costs and operational expenditure were largely balanced out by reductions in administrative expenditure following completion of the Agency’s move in 2016. This is added to the accumulated surplus bringing it up from €52.3M to €54.9M.

On subsidy related activities, staff costs remained comparable to 2016 levels and, whilst the subsidy income reduced by €1.2M, reductions in administrative and operational expenditure enabled the Agency to reach a positive result of €0.92K.

**2.3 Human Resources management**

In the context of the Agency’s strategic goals and efficiency, processes were reviewed to ensure more flexible and efficient staffing processes and to reach out to universities to promote the Agency among young potentials.

Following the methodology provided by the Network of Agencies, based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for the fourth year.

The result showed a transfer of posts from the administration categories (Administration and Support, Coordination and Neutral) to the operational ones.

Job Type (Sub Category)	AGR 2015	AGR 2016	AGR 2017
<b>Administrative Support and Coordination</b>	13.8%	12.5%	12.5%
Administrative Support	10.6%	10.2%	10.3%
Coordination	3.2%	2.3%	2.2%
<b>Operational</b>	79.5%	81.0%	81.5%
Top Level Operational Coordination	2.0%	1.4%	1.4%
Programme Management & Implementation	47.6%	50.3%	52.5%
Evaluation & Impact Assessment	11.6%	11.6%	11.0%
General Operational	18.2%	17.7%	16.7%
<b>Neutral</b>	6.7%	6.4%	6.0%
Finance/Control	6.1%	5.8%	5.4%
Linguistics	0.6%	0.6%	0.6%

**Table 7:** Result of 2017 benchmarking exercise



The table below shows the breakdown of staff (TAs, CAs, and SNEs) by category and sector by source of funding. The remaining 10% comprise jobs occupied by interims or external service providers.

2017	F&C	Subsidy
<b>Administrative Support and Coordination</b>	4.8%	3.4%
Administrative Support	3.8%	2.2%
Coordination	1.0%	1.2%
<b>Operational</b>	49.2%	26.8%
Top Level Operational Coordination	0.8%	0.5%
Programme Management & Implementation	34.1%	14.2%
Evaluation & Impact Assessment	4.9%	6.0%
General Operational	9.3%	6.2%
<b>Neutral</b>	3.9%	1.7%
Finance/Control	3.6%	1.6%
Linguistics	0.2%	0.1%
<b>Total</b>	<b>57.8%</b>	<b>31.9%</b>

Table 8: Result of 2017 benchmarking exercise by category and source of funding

## 2.4 Assessment by management

### Overall budget implementation rate

Comprehensive budget monitoring ensured a final current year (C1) budget implementation rate very close to full implementation at 99% and well above the EC 95% target.

The cancellation of amounts carried over from the previous year (C8) reduced further to 2.6% compared to 3.7% in 2016, also below the 5% limit set by the EC.

Achievement of both targets means that no penalties will be applied to the 2019 EU Subsidy.

### Legality and regularity

Ex ante verification was performed on each of the 22,000 transactions processed by the Agency (18,000 by financial verifying agents and 4,000 by the delegated authorising officer for mission payments). Additionally, in accordance with the ex post control annual programme, 18 ex post controls exercises covering the year 2017 were performed in the areas of: yearly ex post on ticket costs, consultancy costs, completed procurement procedures (quarterly) and mission expenditure reimbursements (monthly).



### **Validation of the accounting system**

In accordance with article 50<sup>4</sup> of the Agency's Financial Regulation, an analysis of the newly deployed integrated Computer Aided Facility Management Tool solution was performed by a consultant. Based on the report conclusions and the accompanying validation report, the Accounting Officer of the Agency officially validated the system in accordance with the guidelines issued by the European Commission (DG BUDG) for evaluation of local accounting systems and of other related support IT systems.

### **Procurement procedures**

In 2017, the Agency managed over 40 high-value and middle-value procedures (>€60k). Additionally, approximately 400 specific contracts (under framework contracts) and 150 low-value (€1-60k) contracts were concluded.

The European Court of Auditors, during its audit visit in January 2018, made comments on the use of Re-opening of Competitions (RoC), which were considered not to be used at all times when appropriate. Also an improvement of the management of Financing Decisions was recommended. No preliminary findings were given on procurement activities by the time this report was drafted. More details can be found in Annex VIII.

### **Registration of exceptions**

In accordance with EASA Management Standard 18, the Agency implemented an exception process to document deviations from established processes and procedures. To ensure traceability, deviations from the rules and/or procedures are documented in an exception request, which is registered in a dedicated exception register. For each request, corrective/preventive actions and risk level are identified prior to approval by the relevant director.

The Quality Section reviewed the exception requests raised in 2017. The results of this review is reported to the directors during the Management Review.

There were no significant exceptions registered in 2017.

## **2.5 Budget implementation tasks entrusted to other services and entities**

Not applicable.

## **2.6 Assessment of audit results during the reporting year**

### **2.6.1 Internal Audit Services (IAS)**

The IAS did not perform an audit engagement in 2017 as 2016 was the end of the 3-year audit cycle. In 2017, the IAS performed a risk assessment exercise to support their development of the next (2018-2020) audit cycle.

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<sup>4</sup> 'The Accounting officer shall be responsible in the Agency for laying down and validating the accounting systems and, where appropriate, validating systems laid down by the authorizing officer to supply or justify accounting information; the accounting officer shall be empowered to verify the respect of validation criteria'



### 2.6.2 Internal Audit Capability (IAC)

The IAC performed four audit assurance engagements across the Agency in 2017, including Design Organisation Approval, International Technical Cooperation, Human Resources Management and Social Committee accounts. The objective of the audits was to assess whether there was reasonable assurance that the relevant regulations and/or requirements were complied with, the process objectives were being met, and the key risks were properly mitigated through a robust internal control system. In each of the reviews, this level of assurance was provided and recommendations were given to further enhance either the control environment or the overall efficiency of the processes.

In addition, four follow-up audits were performed on audits carried out in 2016. The purpose of the follow-up audits was to assess the status of the agreed actions resulting from the audit, the effectiveness of such and the residual risk associated with the objectives of the activity. In the four areas subject to a follow up audit in 2017, the residual risks were considerably reduced to an acceptable level with the implementation of the actions. All open actions were assessed by the IAC as being implemented with the final action scheduled to be closed by mid-2018.

### 2.6.3 European Court of Auditors (ECA)

The preliminary opinion received from the ECA for the EASA 2017 Annual Accounts can be summarised as follows:

With regards to the reliability of the accounts, they noted that in the Court's opinion "the accounts of the Agency for the year ended 31 December 2017 presents fairly, in all material respects, the financial position of the Agency at 31 December 2017, the results of its operations, its cash flows, and the changes in the net assets for the year then ended, in accordance with the its Financial Regulation and with accounting rules adopted by the Commission's accounting officer".

With regards to the legality and regularity of the transactions underlying the accounts, the ECA opinions is that "Revenue underlying the account for the year ended 31 December 2017 is legal and regular in all material respects" as well as "payments underlying the accounts for the year ended 31 December 2017 are legal and regular in all material respects".

## 2.7 Follow-up of audit plans, audits and recommendations

As noted in 2.6.3 above, the ECA preliminary opinion was that the 2017 Annual Accounts were reliable, and the underlying transactions were regular and legal and there were no qualifications. They also noted that one findings resulting from previous years related with the financing of the MOVE project was solved.

The IAS performed a review of Continuing Airworthiness Activities in 2014 and currently four of the seven recommendations were implemented on time. The three remaining actions are currently in the process of being implemented with final due dates in December 2018. The actions relate to enhancements in the IT Risk Management and security frameworks and Business Continuity. The four actions related to the audit of Rulemaking were implemented and the three actions related to the



audit of the EPAS are in process and scheduled for on-time implementation later in 2018. None of these actions were classified in the critical/very important categories.

The main recommendations resulting from IAC audit work in 2017 relate to:

1. Design Organisation Approval (IT Tools Landscape and management of outsourced tasks),
2. International Technical Cooperation (Resource management, Communication & Coordination with the Sponsor, and the Project Risk Register), and
3. Human Resources Management (procedural environment, records management, and performance measurement).

None of the recommendations noted for these audits were classified as 'critical' or 'very important'. These actions are in the process of being completed, will be implemented during 2018 and do not have an impact on the assurance building process.

## 2.8 Follow-up of observations from the discharge authority

The European Parliament (EP) granted EASA the Discharge 2016 and approved the closure of its annual accounts.

Regarding the follow-up of the observations made by the EP in the Discharge 2015, with respect to some aspects of EASA's financial and administrative management, EASA took the following measures:

### **Procurement and recruitment procedures**

As requested by the EP, a breakdown of the EASA staff by category and sector as well as source of funding for their activities (Fees & Charges versus EU subsidy) was already included in the Annual Activity Report 2016 and is now part of the template of the Annual Activity Report.

With respect to the Agency's procurement planning, measures taken by the Agency to improve the overall procurement planning include the signature of Service Level Agreements (SLAs) with operational departments, training of contract managers and awareness on Agency level to reduce any delays as well as unplanned procedures.

### **Prevention and Management of conflicts of interest and transparency**

Regarding its Management Board, EASA explained that the MB composition is subject to continuous changes (Members leaving, new Members/Alternates joining, changes of position, etc.). Hence, the MB website may not always be fully up-to-date. However, EASA is continuously making its best efforts to ensure that the MB webpage is holding up to the highest expectations.

In 2017, the Agency reviewed the process in place concerning its 'Policy on impartiality and independence: prevention and mitigation of Conflict of Interest'. The policy has been reviewed to take into account the recommendation from the EP to extend the completion of declaration of interests to all staff members. The internal process for the completion, review and update of the declarations of interest has been improved and simplified.

As regards EASA transparency policy in its relation with stakeholders and other third parties, EASA — being a technical EU Agency — needs by its nature to have an open dialogue with the aviation stakeholders and take into consideration their views. This interaction with the aviation stakeholders is covered by its legal mandate. All the technical workshops organised by the Agency with its aviation stakeholders are reflected on the Events page of the EASA website.



**Internal audits and controls**

The Business Continuity Management Project (BCM) is under the third year of development, with all Business Impact Assessments (BIAs) performed and with validated Business Continuity Plans (BCPs) for all the critical processes. In addition, a number of exercise tests on all of the BCPs were performed, resulting in a series of findings where an action plan was established in order to solve them.

**Gender balance**

As regards the observation on the gender imbalance in the EASA Management Board, the Agency clarified that the representatives in the EASA MB are nominated directly and independently by the MSs and industry. This process is therefore not under the control of the Agency itself.



### 3. Assessment of the effectiveness of internal control systems

The internal control standards of the Agency include both the 16 internal control standards of the European Commission and the international quality standards (ISO 9001) resulting in 24 EASA Management Standards. These standards were first adopted by the Management Board in 2008. They were revised in 2016 to align with the latest version of the ISO 9001:2015 standards. The updated list of standards was adopted by the Management Board in June 2016.

#### 3.1 Risk Management

Each year, the Agency performs a risk assessment exercise in line with the methodology developed for EU organisations. During this assessment, the criticality of the risks, based on their likelihood of occurrence and potential impact are established. Mitigating actions are developed and agreed with the unambiguous purpose of being implemented prior to or during year *n*. The outcome of the risk assessment exercise acts as an input to the planning exercise on the Single Programming Document, during the subsequent annual risk assessment status of the actions and critical risk is assessed. The following critical risks were identified as specifically linked to 2017:

##### **Crisis management**

Lack of or inappropriate crisis response in aviation.

Action taken: Review of the current crisis response plan completed. The next step is to make the necessary corrections and address identified gaps. In 2018, a simulation exercise will be performed, to test the improved the reviewed procedure.

##### **Information Security**

Failure in protection of information managed by the Agency, including third party information, to an adequate level of security.

Action taken: IT security enhancement of legacy applications; establishment of quarterly reports are communicated; disaster recovery and backup storage in the cloud was initiated. In addition, a commissioned study was delivered, offering a systemic and standardized framework to:

- protect the Agency and third parties information against threats;
- reduce the likelihood and impact of leakage or manipulation; and
- enhance EASA's ability to recover information/services to normal operations.

The implementation of the study recommendations will begin in early 2018.

##### **Management of external expertise (outsourcing)**

Failure of the external experts to provide adequate services to the Agency (on-time, on-cost and on-quality).

Action taken: Outsourcing strategy was reviewed and will be implemented as of 2018; NAA expertise management under review, contract controls are put into place.



**Standardisation - monitor application of regulations and implementing rules**

Failure to establish, and maintain, a uniform level of implementation of EU Safety regulations across Europe and associated MSs.

Action taken: initiated the expansion of risk-based CMA (Reg. (EU) 628/2013) to Aerodromes and organised thematic workshops for NAAs and industry to explain and discuss on implementing rules (i.e. avoid potential implementation issues).

**Business Continuity**

Failure in providing the capability to respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level while protecting welfare and safety.

Actions taken: Business Continuity Plan for critical processes released, IT disaster recovery plan for critical processes released, full business continuity plan released and tested.

No prominent risks materialized in 2017.

**3.2 Compliance and effectiveness of Internal Control Standards**

The Agency performed the annual assessment of EASA management standards. This assessment was based on the newly revised standards in line with the latest version of the ISO standards and the new Internal Control Framework issued in 2017. The conclusion of this assessment was that the Agency's management system complies with the management standards, thanks to the robust monitoring system that were established at both management and process levels.

With regard to the potential improvements identified in 2016, important progress was made: the Business Continuity project which started in 2016, was finalised in 2017, thus providing the Agency with the needed framework for business continuity and Business Continuity Plans for critical processes. Additionally, further progress was made in the field of information and document management. The Information Management Programme, which was launched to develop an Agency-wide Electronic Document Management System, was further rolled out in 2017. The objective is to have the main processes hosted by the system by the end of 2018.

In order to comply with ISO standards, the annual assessment of the Integrated Management System goes beyond the implementation of each standard through the assessment of the level of monitoring. The full monitoring includes checking activities and corrective/improvement actions for continuous improvement purposes.

The integrated management system of the Agency was recertified against ISO 9001:2015 in 2016. During the first surveillance exercise in 2017, no non-conformity was identified by the auditors. The Agency directors reviewed the effectiveness of the management system annually at the Management Review meeting. On this occasion, the results of the integrated management system were presented to the directors and improvement actions were submitted for decision. In 2017, all these activities concluded that the internal control system fully complies with the EASA's management standards.



## 4. Management assurance

### 4.1 Review of the elements supporting assurance

The Agency set up and maintains an ISO certified management system that ensures that resources and processes are managed and controlled. All processes are described and managed according to the objectives, risks and KPIs identified. This includes risks linked to fraud. Continuous assessments and improvements regarding compliance with applicable regulations and performance is ensured. The completeness and effectiveness of the integrated management system 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 assessed. Regular reporting at management level is in place regarding the use of resources, in particular in the fields of human resources and financial activities, as well as part of the Agency's planning and reporting cycle. Controls were implemented through: a robust, internal audit capability, ex post and ex ante controls, exceptions, delegation of power, ethical committee and finally regular audits from ECA and IAS. Related corrective actions are then followed up as part of the management system.

In summary the information reported in Parts II and III stems from the:

- assurance given by the Agency management;
- results of the Internal control self-assessment of EASA management standards;
- audit results from the EASA internal audit capability;
- results of the Commission's services and Court of Auditors' audits and implementation of the measures to address weaknesses identified;
- reporting on exceptions and preventive/corrective actions implemented;
- mitigated actions implemented, following the annual risk assessment exercise;
- ex ante and ex post controls; and
- the annual management review letter signed by the Agency Accounting officer together with the Executive Director.

### 4.2 Reservations

On the basis of the information and the materiality criteria provided above, no reservation is needed.

### 4.3 Overall conclusions on assurance

In conclusion, 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.



## Declaration of Assurance from the Authorising Officer

I, the undersigned, Patrick Ky, Executive Director of the European 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 and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

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

**Patrick Ky**

**Executive Director of the European Aviation Safety Agency**



## Annex I: Core business statistics

### 1. Key Performance Indicators (KPIs)

#### Introduction:

This paper summarises below the performance of EASA's core processes along the indicators pertinent to each process. The summary table is followed by the detailed list of individual KPIs and their outcomes in 2017.

Process	Includes activities	Status	KPI breakdown
<b>Certification</b>	Applicant Management / Outsourcing Initial & Continued Airworthiness Design Organisation Approval Technical aspects of occurrence reporting	Below Target	4 green, 1 yellow, 1 red, 2 grey
<b>International Cooperation</b>	Bilateral Aviation Safety Agreement Working Arrangement Processes linked to ICAO Technical Support and Training	On Track	7 green, 1 red, 1 grey
<b>Organisation Approval</b>	Organisation Approval (POA etc.)	On Track	3 green, 1 red, 1 grey
<b>Safety Intelligence and Performance</b>	Research Data 4 Safety Accident follow-up Occurrence reporting Safety Promotion	Below Target	5 green, 1 yellow, 2 red
<b>Standardisation</b>	Standardisation	Below Target	1 green, 2 yellow
<b>Strategy Programming and Monitoring</b>	Rules Development Safety Programming and Monitoring Business Analysis Strategy Programming	On Track	6 green, 1 yellow, 1 red
<b>Support processes</b>	Audit & Quality Finance Management HR Management Corporate Services Information Technology	On Track	11 green, 1 yellow, 2 grey

The aggregation of individual KPIs to the summary above was based on the following colour coding: **red**>30% of indicators red; **yellow**> 2 indicators red or >30% red/yellow; **grey** >50% not measurable otherwise **green**.

To determine if an individual indicator (c.f. below) is on track, the following colour coding was applied: **red**>15% below target; **yellow**> 5% below target; **grey** if not measurable; otherwise **green**.

Process	KPI	Target	KPI Status Q1-Q4	Comment Q1-Q4
<b>Cert</b>	Initial Airworthiness (IAW) performance rate	2017: 80-120%	Not measured in 2017 in view of technical difficulties	KPI replaced in SPD 2018-2020 by 'Actual time (hours) spent in IAW projects as % of planned hours'
<b>Cert</b>	IAW compliance timeliness with the target certification date	2017: 80-120%	n/a	In the current environment, EASA performance cannot be distinguished from applicant performance. 'stop the clock mechanism' is required, which is envisioned as part of CORAL. EASA encountered significant difficulties in measuring effectively the performance of EASA teams. Several attempts of measuring resulted in biased results.
<b>Cert</b>	Occurrences backlog monitoring rate	2017: 90-110%	On Track: 118%	Below measures lead to a decrease of the backlog: <ul style="list-style-type: none"> <li>— sharing best practices and focalised intervention</li> <li>— reducing the number of individual occurrences by introducing 'multiple occurrences'</li> <li>— eliminating workflows for new occurrences that belong to a 'multiple occurrence'</li> <li>— eliminating the need to review O1 occurrence Closure without actions</li> <li>— introducing better IORS Standard Closure Statements</li> </ul>
<b>Cert</b>	Technical acceptance of occurrences timeliness	≤ 10 days	Below Target: 11.5 days	<b>Reason:</b> High influx of occurrences and resource constraints. <b>Action Taken:</b> Significant drop in days in Q3 (6.3 days on average). The actions taken following the Q2 results seem effective. Despite further improvements during the last quarter, the target was not met.
<b>Cert</b>	Airworthiness Directives deficiency rate	2017: ≤ 5%	On Track: 5%	
<b>Cert</b>	CAW predictability time	2017: ≥84%	On Track: 95%	
<b>Cert</b>	Initial Airworthiness (stakeholders) satisfaction rate	2017: ≥76%	On Track: 78%	

<b>Cert</b>	Certification support for validation timeliness	2017: $\geq 70\%$	Below Target: 53%	<b>Reasons:</b> <b>(1)</b> vast majority of projects are related to validation to the Bilateral Partners. They usually require letters with technical statements, triggering the project closure. <b>(2)</b> several projects have been outsourced. The processing time resulted higher than the projects dealt with internally <b>Proposed action:</b> the 15-day target seems too optimistic, considering that some technical review is involved and that this activity is not priority one.
<b>Int. Coop</b>	Timely progression on working arrangements	2017: $\geq 75\%$	On Track: 100%	
<b>Int. Coop</b>	Timely progression on Bilateral Agreements	2017: $\geq 90\%$	On Track: 100%	
<b>Int. Coop</b>	Timely implementation of Technical support to 3rd countries	2017: 66%	On Track: 81%	
<b>Int. Coop</b>	Timely provision of recommendations on ICAO State Letters for use by MS	2017: $\geq 90\%$	On Track: 97.7%	
<b>Int. Coop</b>	BASA progress: Stakeholder Survey	TBD	not reported in 2017; KPI amended for 2018	

<b>Int. Coop</b>	Timely delivery of compliance check-lists for use by MS	2017: Average delivery time of Compliance Checklists ≤ 6 months after update of the EFOD Database	Heavily delayed	<p><b>Reason:</b> The compliance checklists amended by ICAO in July 2016 should have been amended by EASA by January 2017. This goal was not met due to other priorities by technical Directorates. Parts II and III of Annex 6 have not yet been shared with MS.</p> <p><b>Action taken:</b></p> <ul style="list-style-type: none"> <li>— Now: focused discussions with technical departments on accelerating CC preparation.</li> <li>— Near future: implementation of the new ICAO strategy: creation of the ICAO Committee to reach agreement on priorities, focus available resources on those priorities and ensure management follow-up in Directorates of progress.</li> </ul>
<b>Int. Coop</b>	Timely coordination of European positions and contributions to ICAO assemblies and high level conferences	Timely coordination of GANIS / SANIS in December 2017 (at least 90%)	On Track: 100%	
<b>Int. Coop</b>	Timely answer to exemption requests (as defined by regulation)	2017: ≥ 95%	On Track: 91%	
<b>Int. Coop</b>	Technical Course delivery	2017: 90%	On Track: 134%	
<b>OA</b>	Timely initial approval of Organisation	2017: 80-100%	On Track	
<b>OA</b>	Timely approval of Organisation continuation	2017: 80-100%	On Track	

<p><b>OA</b></p>	<p>Timely validation/completion of Third Country Operator applications</p>	<p>≥ 95%</p>	<p>Below Target: 74%</p>	<p><b>Reason:</b> in 2017, a total of 1,235 Technical Reviews (TRs) were initiated, comprising: TCO-related CSRs, Accident reviews, Ad hoc reviews, CMA activities, as well as Initial Applications, Re-applications, and Change Requests. The KPI however applies only to the last 3 categories, namely Initial Applications, Re-applications and Change Requests. These represent in total 431 TRs. Amongst these 431, 74% were closed within 30 days (308 TR), 14 have not been closed until today due to negative decisions or findings. Out of the 417 closed applications, on average the processing time was 28.3 days. <b>Proposed action:</b> against the formal benchmark, as published in the SPD 2017, the KPI is red. However, given the average processing time and reservations towards the benchmark value, FS will adjust the KPI in the SPD 2019.</p>
<p><b>OA</b></p>	<p>On time closure of Organisation Approvals (OA) findings</p>	<p>≥ 95%</p>	<p>On Track: 93%</p>	
<p><b>OA</b></p>	<p>Feedback on Organisation Approval process</p>	<p>TBD</p>	<p>N/A</p>	<p>For all OA domains: no surveys exist yet. However, there have been no complaints either and the informal feedback received is generally very positive.</p>
<p><b>Safety Int. and Perf.</b></p>	<p>Productivity and Quality of Safety Analysis process</p>	<p>2017: ≥3</p>	<p>On Track: 5%</p>	
<p><b>Safety Int. and Perf.</b></p>	<p>Timely processing of occurrence reports</p>	<p>2017: 90% processed within 5 working days, and additionally 2017: Average processing time ≤ 4 working days</p>	<p>Below Target: 82% / 4.4</p>	<p><b>Reason:</b> disregarding a high number (200+) of older (2014/15/16) occurrences of one reporter, which were submitted towards the end of year, which brought the KPI numbers down. <b>Action taken:</b> there is no structural backlog in the timely processing of incoming reports (2018-Jan numbers are already up to 88% and down to 2,8).</p>

<b>Safety Int. and Perf.</b>	Accuracy of Technical owner allocation	2017: ≥95%	On Track: 98%	
<b>Safety Int. and Perf.</b>	Implementation Safety Promotion Programme	2017: ≥80%	Below Target: 56%	<b>Reason:</b> the Agency was too ambitious and put too many Safety Promotion Tasks in the EPAS 2017-2020. Safety Promotion is a relatively new activity and the process is not fully mature yet. Departments are developing competencies. <b>Action taken:</b> n/a
<b>Safety Int. and Perf.</b>	Research Resource engagement	2017: 0.5 FTE	Below Target: 0,1 FTE	<b>Reason:</b> projects are only being initiated, often outsourced, which does not imply large efforts. <b>Action taken:</b> larger volume of research projects under preparation for 2018.
<b>Safety Int. and Perf.</b>	Timeliness to answer safety recommendations	2017: 97,5% of first replies provided within 90 days	On Track: 100% processed in 90 Days	
<b>Safety Int. and Perf.</b>	Timely execution of committed research projects	2017: 100%	On Track: 100%	
<b>Safety Int. and Perf.</b>	Safety Promotion resource engagement	2017: 3FTE, increasing linearly to 8 FTE in 2021	On Track: > 3 FTEs (estimate).	
<b>Stand.</b>	Efficient and robust Standardisation	5% decrease year on year	On Track: 24% decrease	

<p><b>Stand.</b></p>	<p>Active control of overdue Standardisation findings</p>	<p>0%</p>	<p><b>Below</b> Target: 6.8%</p>	<p><b>Reason:</b> not on track due to efforts to resolve outstanding issues at EASA level.</p> <p><b>Actions taken:</b> EASA decided to take a case-by-case approach, allowing more time for discussion with the Authorities before issuance of the Supplementary Report. All findings are fully under control by EASA, the relevant managers are informed and in some cases, involved in discussions with their peers at the NAA, to solve the identified non-compliances. For non-EASA states, in agreement with the Commission, EASA is changing its policies, which will lead to the closure of some of these findings. For some others, pending the revision of the existing Working Arrangement, it was decided not to escalate the issue. For the future, it is proposed to change the target from 0% to a more realistic goal. The new target might be: 'max 10 findings not subject to supplementary reports after 6 months from the date they became overdue, provided that active control of such findings can be demonstrated'.</p> <p><b>Details:</b> 15 findings overdue for more than 6 months without a Supplementary Report out of a cumulative total of 240 overdue findings (6.52%), as per the breakdown below: AIR: 5, OPS: 8, FCL/MED/FSTD: 0, ATM/ANS: 2.</p>
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<b>Stand.</b>	Timely issuance of Standardisation reports	≥ 95% within 10 weeks	Below Target: 89%	<p><b>Reason:</b> delays in issuing Standardisation reports were largely caused by EASA-internal organisational issues.</p> <p><b>Action taken:</b> the average delay in issuance is 8 days, which does not cause any concerns. Exceptions apply to a few cases, where the delay was caused by very specific issues, such as the need to achieve an internal position on a debated topic or the delayed provision of comments by the authority. For the 2019 SPD, EASA proposes to change the target from 95% to 90% which should allow more flexibility for the cases where discussions preliminary to the issuance of the final report are needed.</p> <p><b>Details:</b> YTD 86% of final reports issued within 10 weeks (100 out of a total of 112 final reports, i.e. not on track).</p>
<b>Strat. Prog. Monit.</b>	Share of efficiency tasks in the Safety Programme	Range 30-50%	On Track: 41%	
<b>Strat. Prog. Monit.</b>	Rulemaking: efficient and robust resource allocation	Planned resource engagement	Deviation from Target	<p><b>Reason:</b> especially AWO and LOI RMTs are consuming more resources than planned.</p> <p><b>Action taken:</b> no actions taken.</p> <p><b>Details:</b> NPA: 32.303 wh (20.2 FTE) actual vs 13.556 wh planned (8.5 FTE); Opinions &amp; Decisions: 19.989 wh (12.5 FTE) actual vs 16.456 wh planned (10.3 FTE) approved by management, driven by Drones, LOI, AWO</p>
<b>Strat. Prog. Monit.</b>	RM Process Efficiency	18 months	Below Target: 3.9 years	<p><b>Reason:</b> overly ambitious rulemaking plan formulated by EASA.</p> <p><b>Action taken:</b> effects of new, lighter rulemaking process are not yet visible in the KPI. In addition, significant reduction of volume of EPAS in 2018 programming will allow continuous work on RMTs, hence reducing multi-tasking and delays. WG was set up and will report to EXCOM in March.</p>



<b>Strat. Prog. Monit.</b>	Regulation Quality	>90%	On Track: 94% of the replies were 'satisfactory' or better
<b>Strat. Prog. Monit.</b>	Realised return on investment (ROI) for IT investments	100%	On Track
<b>Strat. Prog. Monit.</b>	Preliminary Impact Assessments Coverage	2017: 60%	On Track: >90%
<b>Strat. Prog. Monit.</b>	Impact Assessment Coverage	2017: ≥65%	On Track: 74%
<b>Strat. Prog. Monit.</b>	Rulemaking (RM) Resource Engagement	2017: 55 FTE, linearly decreasing to 44 FTE in 2021	On Track: 45
<b>Supp. Proc.</b>	Budget committed	≥ 99%	On Track: 99%
<b>Supp. Proc.</b>	Carry-over committed	≤ 2.5%	On Track: 1%
<b>Supp. Proc.</b>	Occupancy rate	2017: ≥98%	On Track: 100%
<b>Supp. Proc.</b>	Vacancy duration	2017: 4.5 months or less	On Track: 99% of vacancies were filled <4.5 months
<b>Supp. Proc.</b>	Personnel fluctuation rate	2017: p.a. between 2 -10%	On Track: 1.6%
<b>Supp. Proc.</b>	Rate of sick leave	< 9 days	On Track: 7.6 days



<b>Supp. Proc.</b>	Building cost per square-meter	2017: 453	On Track: 415 EUR	
<b>Supp. Proc.</b>	%-variance from anticipated cost by applicant	2017 ≥ 75%	n/a	The solution will be integrated into CORAL programme.
<b>Supp. Proc.</b>	IT expanding services realisation	2017: > 100%	On Track: 108%	
<b>Supp. Proc.</b>	IT achievement of Service Level Agreement (SLA)	2017: > 90%	Below Target: 85%	<p><b>Reasons:</b></p> <ul style="list-style-type: none"> <li>— The lack of contractual tools to force providers to respect their delays. No action here is possible more than current ones by pushing the providers.</li> <li>— Priority was given to security activities which request the same resources.</li> <li>— Priority is always given to projects who share the same resources.</li> </ul> <p><b>Actions taken:</b></p> <ul style="list-style-type: none"> <li>— Closely monitor business response time especially related to BI/BO</li> <li>— Improve prioritisations</li> </ul>
<b>Supp. Proc.</b>	Efficiency gains across RS	2017: 10-15%	On Track: 8.2% projection	
<b>Supp. Proc.</b>	Efficiency gains LEAP Pilot 1 and Pilot 2	2021: 18 FTEs re-deployed	On Track: 3 posts across PCM and RMT, 11 posts across support activities	
<b>Supp. Proc.</b>	Corrective action closure rate of Audit findings	2017: 70%	On Track: 81%	
<b>Supp. Proc.</b>	Number of non-conformity against the ISO standards	0	On Track: 0%	

## 2. Decision, opinions and notices of proposed amendments (NPAs) in 2017

### a) Decisions

Title of official publication	Task number	Task title	Affected stakeholders
ED Decision 2017/001/R	RMT.0148	Requirements on Air Navigation Service Provision	ANSPs, indirectly: competent authorities, operators, pilots
ED Decision 2017/001/R	RMT.0157	Requirements on Competent Authorities in ATM/ANS	Competent authorities, indirectly: ANSPs, operators, pilots
ED Decision 2017/001/R	RMT.0469	Assessment of changes to functional systems by service providers in ATM/ANS and the oversight of these changes by competent authorities	ANSPs, competent authorities
ED Decision 2017/001/R	RMT.0473	Technical requirements and operational procedures for the provision of meteorological services	MET providers, indirectly: competent authorities
ED Decision 2017/001 to 003/R	RMT.0593	Technical requirements and operational procedures for the provision of data for airspace users for the purpose of air navigation	DAT providers, indirectly: competent authorities
ED Decision 2017/004/R	RMT.0232	Commercial air transport operations at night or in IMC using single-engined turbine aeroplane	CAT single engine aeroplane operators
ED Decision 2017/005 to 012/R	RMT.0516	Update of the rules on air operations (Air OPS Regulation - all Annexes & related AMC/GM)	All operators and NAAs
ED Decision 2017/013/R	RMT.0498	Reorganisation of Part-23 and CS-23	GA DAHs
ED Decision 2017/014/R	RMT.0690	Regular update of Certification Specifications for standard changes & standard repairs (CS-STAN) — Phase 2	Operators other than airlines, MOs, and maintenance engineers or mechanics
ED Decision 2017/015/R	RMT.0264	Executive interior accommodation	Manufacturers
ED Decision 2017/015/R	RMT.0673	Regular update of CS-25	DAHs



Title of official publication	Task number	Task title	Affected stakeholders
ED Decision 2017/016/R	RMT.0541	Aircraft Type Ratings for Part-66 Aircraft Maintenance License	Maintenance Engineers / Mechanics / MTOs, MOs / competent authorities
ED Decision 2017/017/R	RMT.0591	Regular update of aerodrome rules	Aerodromes and aerodrome operators
ED Decision 2017/018/R	RMT.0252	Instructions for continuing airworthiness (ICA)	Design Approval holders and manufacturers
ED Decision 2017/019/R	RMT.0369	Prediction of wind shear for aeroplane CAT operations (IRs)	CAT aeroplane operators
ED Decision 2017/020/R	RMT.0643	Regular update of AMC-20	Manufacturers, maintenance organisations and operators
ED Decision 2017/021/R	RMT.0591	Regular update of aerodrome rules	Aerodromes and aerodrome operators
ED Decision 2017/022/R	RMT.0587	Regular update of regulations regarding pilot training, testing and checking and the related oversight	Pilots, instructors, examiners, and ATOs
ED Decision 2017/023/R	RMT.0400	Amendment of requirements for flight recorders and underwater locating devices	Aircraft operators; aircraft manufacturers; flight crew members; safety investigation authorities; national aviation authorities
ED Decision 2017/024/R	RMT.0031	Regular update of AMC/GM to Part-21	Design Approval holders/DOAs/ POAs/NAAs
ED Decision 2017/025/R	RMT.0687	Regular update of CS 23	Design Approval holders



**b) Opinions**

Title of official publication	Task number	Task title	Affected stakeholders
Opinion 01/2017	RMT.0393	Maintenance check flights (MCFs)	Operators, CAMOs, and MOs
Opinion 03/2017	RMT.0587	Regular update of regulations regarding pilot training, testing and checking and the related oversight	Pilots, instructors, examiners, and ATOs
Opinion 04/2017	RMT.0352	Non-commercial operations of aircraft listed in the operations specifications (OpSpecs) by an AOC holder	CAT Operators
Opinion 04/2017	RMT.0516	Update of the rules on air operations (Air OPS Regulation - all Annexes & related AMC/GM)	All operators and NAAs
Opinion 05/2017	RMT.0188	Update of EASA FCL implementing rules	Examiners, instructors, pilots, and ATOs
Opinion 06/2017	RMT.0581	Loss of control prevention and recovery training	Pilots, instructors, examiners, ATOs, and operators
Opinion 07/2017	RMT.0698	Revision of the operational rules for sailplanes	Sailplanes pilots/operators ; operators other than airlines
Opinion 08/2017	RMT.0678	Addressing other FCL GA issues (FCL 'Light')	Pilots, examiners, and NAAs
Opinion 09/2017	RMT.0513	Update CS 36 to refer to the environmental technical manual on noise certification as amended after CAEP/10	Design and production organisations
Opinion 09/2017	RMT.0514	Implementation of the CAEP/10 amendments	Design and production organisations
Opinion 10/2017	RMT.0601	Transposition of provisions on electronic flight bag from ICAO Annex 6	Competent authorities and operators



## c) Notices of Proposed Amendments (NPAs)

Title of official publication	Task number	Task title	Affected stakeholders
NPA 2017-01	RMT.0513	Update CS 36 to refer to the environmental technical manual on noise certification as amended after CAEP/10	Design and production organisations
NPA 2017-01	RMT.0514	Implementation of the CAEP/10 amendments	Design and production organisations
NPA 2017-02	RMT.0643	Regular update of AMC-20	Manufacturers, maintenance organisations and operators
NPA 2017-03	RMT.0271	In-flight recording for light aircraft	Operators (of aircraft not yet required to have flight recorders)
NPA 2017-04	RMT.0591	Regular update of aerodrome rules	Aerodromes and aerodrome operators
NPA 2017-05 (A)	RMT.0230	Introduction of a regulatory framework for the operation of drones	Individuals and organisations using or intending to use RPAS, /NAAs/Manufacturers/manufacturers/Other airspace users (manned aircraft)/ ATM/ANS service providers (ANSPs)/ ATS personnel/aerodromes/ general public/model aircraft associations
NPA 2017-06	RMT.0647	Loss of control or loss of flight path during go-around or climb	DAHs and operators
NPA 2017-07	RMT.0608	Rotorcraft gearbox loss of lubrication	DAHs
NPA 2017-08	RMT.0457	Regular update of EASA TSOs	ETSOA holders
NPA 2017-09	RMT.0561	Update of AMC-20 — 'In-flight entertainment (IFE), lead-free soldering, harmonisation of safety and software criteria'	Manufacturers and operators



Title of official publication	Task number	Task title	Affected stakeholders
NPA 2017-10	RMT.0469	Assessment of changes to functional systems by service providers in ATM/ANS and the oversight of these changes by competent authorities	ANSPs, competent authorities
NPA 2017-11	RMT.0456	Integrated modular avionics (IMA)	ETSOA holders
NPA 2017-12	RMT.0673	Regular update of CS-25	DAHs
NPA 2017-13	RMT.0196	Improve flight simulation training devices (FSTDs) fidelity	Operators, ATOs, pilots, instructors, and examiners
NPA 2017-14	RMT.0638	Certification requirements for VFR heliports located at aerodromes falling under the scope of the Basic Regulation	Aerodrome operators
NPA 2017-15	RMT.0695	Non-ETOPS operations using performance class A aeroplanes with an MOPSC of 19 or less	Operators
NPA 2017-16	RMT.0671	Engine bird ingestion	Manufacturers
NPA 2017-17	RMT.0492	Development of FTL for CAT operations of emergency medical services by aeroplanes and helicopters	Develop harmonised and state of the art rules for EMS.
NPA 2017-17	RMT.0493	Update and harmonisation of FTL for commercial air transport (CAT) by aeroplane for air taxi operations and single-pilot operations taking into account operational experience and recent scientific evidence	CAT aeroplane operators
NPA 2017-18	RMT.0397	Unintended or inappropriate rudder usage — rudder reversals	DAHs
NPA 2017-19	RMT.0018	Installation of parts and appliances that are released without an EASA Form 1 or equivalent	Manufacturers, DAHs, operators, AMOs, and engineers
NPA 2017-20	RMT.0262	Embodiment of level of involvement (LOI) requirements into Part-21	Design Approval holders



Title of official publication	Task number	Task title	Affected stakeholders
NPA 2017-21	RMT.0624	Technical and operational requirements for remote tower operations	ANSPs, operators, and NAAs
NPA 2017-22	RMT.0287	Updating Part-MED and related AMC and GM	Pilots, aero-medical centres (AeMCs), aeromedical examiners (AMEs), and NAAs



### 3. Studies and research projects

The following table provides the list of research projects completed and those initiated by the Agency in 2017.

Title	Main area	Short description	Budget (kEUR)	Duration (months)	Status
<b>High-altitude icing</b>	Commercial Transport	Contribution to the peer-review of raw data during the second HAIC / HIWC international field campaign and evaluation of all data by an agreed methodology	200 (EASA)	12	Completed
<b>Startle Effect Management</b>	Commercial Transport	Identify the main training requirements for mitigating the effect and impact on CAT Pilots of surprise and startle during unexpected in-flight events (potentially leading to loss of control)	320 (EASA)	11	Completed
<b>Disbond of Sandwich Structure</b>	Commercial Transport	Understanding the pressure related Ground-Air-Ground (GAG) cycle behaviour of thin skin sandwich structures	150 (EASA)	12	Completed
<b>Cybersecurity threat impact assessment</b>	Commercial Transport	Establish the impact on safety of flight of several information security threats, taking into account parameters like pilots' awareness, types of operation and Air Traffic Management (ATM).	200 (EASA)	12	Ongoing
<b>Cabin air quality</b>	Commercial Transport	Investigation of the quality level of the air inside the cabin of large transport aeroplanes and its health implication	1950 (EC)	24	Ongoing
<b>Effectiveness of Flight Time Limitations</b>	Commercial Transport	Assess the effectiveness of the provisions concerning flight and duty time limitations and rest requirements contained in Annexes II and III of EU FTL Regulation	1950 (EC)	36	Ongoing
<b>Safe transport of lithium battery by air</b>	Commercial Transport	Study a series of mitigating measures that can be used to enhance safety when transporting lithium metal and lithium ion batteries on board an aircraft	1000 (EC)	26	Ongoing

<b>Pilot Age Limitations</b>	Commercial Transport	Investigate the incapacitation risk of pilots related to a certain age threshold and assess the reinforcement of medical checks	195 (EASA)	13	Ongoing
<b>Crew immersion suits conspicuity</b>	Commercial Transport	Investigate methods to increase the conspicuity of immersion suits worn by the flight crew	100 (EASA)		Ongoing
<b>Drone collision with aircraft</b>	Commercial Transport	Establish the baseline for coordinated and collaborative research on drone collision with manned aircraft	48 (EASA)	7	Completed

In addition, the Agency developed a series of partnerships with the following EU funded projects (Horizon 2020 programme):

Title	Main area	Short description	Budget (kEUR)	Duration (months)	Status
<b>SAFECLOUDS.eu</b>	Commercial Transport	Development of big data analytics to support safety analyses	5576	36	Ongoing
<b>SARAH</b>	Commercial Transport	Increased safety and robust certification for ditching of aircrafts and helicopters	6636	36	Ongoing
<b>EUNADICS-AV</b>	Commercial Transport	Develop coordinated responses by Aviation Stakeholders to natural disasters (e.g. flood, volcanic ash, sandstorm,...)	7442	36	Ongoing
<b>MAHEPA</b>	General Aviation	Modular Approach to Hybrid Electric Propulsion Architecture (General Aviation)	8979	48	Ongoing
<b>RUMBLE</b>	Commercial Transport	New standards for supersonic flight (noise limits)	13200	36	Ongoing
<b>ICARE</b>	Cross-domain	Development of research co-operation platform for aviation with third countries	1791	30	Ongoing
<b>OPTICS2</b>	Cross-domain	Observatory of safety and security research for aviation	1494	48	Ongoing
<b>Engage</b>	Cross-domain	Organisation of networking actions to improve linkage between exploratory research in ATM and operational needs and transport policies	5120	48	Ongoing

## Annex II: Statistics on financial management <sup>5</sup>

### 2017 Budget Implementation - All Fund Sources (thousands of euros)

C1 - Current year appropriations								
Title	Final Budget	Executed Commitment Amount	% Committed	Cancelled Appropriations	Executed Payment Amount	% Paid	Carried over to 2017	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)	
Total Title 1 - STAFF	83,187	82,871	100%	316	82,569	99%	302	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	16,895	16,556	98%	339	13,225	78%	3,331	
Total Title 3 - OPERATIONAL EXPENDITURE	7,829	7,756	99%	73	5,370	69%	2,385	
<b>Grand Total</b>	<b>107,911</b>	<b>107,183</b>	<b>99%</b>	<b>728</b>	<b>101,165</b>	<b>94%</b>	<b>6,018</b>	

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

R0 - External Assigned Revenue Current year appropriations								
Title	Final Budget	Executed Commitment Amount	% Committed	Cancelled Appropriations/Reserve	Executed Payment Amount	% Paid	Carried over to 2017	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)	
Total Title 1 - STAFF	8,842	8,585	97%	257	8,585	97%	-	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	45	0	1%	45	0	1%	-	
Total Title 3 - OPERATIONAL EXPENDITURE	32,111	27,111	84%	5,000	15,654	49%	11,457	
Total Title 4 - SPECIAL OPERATION PROGRAMMES	11,615	7,737	67%	3,878	5,009	43%	2,728	
<b>Grand Total</b>	<b>52,613</b>	<b>43,434</b>	<b>83%</b>	<b>9,180</b>	<b>29,248</b>	<b>56%</b>	<b>14,185</b>	

*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 2016_C4	Executed Commitment Amount	% Committed	Carried Over Appropriations	Executed Payment Amount	% Paid	Carried over to 2017	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)	
Total Title 1 - STAFF	11	2	17%	9	2	17%	-	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	64	57	89%	7	37	59%	19	
Total Title 3 - OPERATIONAL EXPENDITURE	563	4	1%	559	4	1%	-	
<b>Grand Total</b>	<b>638</b>	<b>63</b>	<b>10%</b>	<b>575</b>	<b>44</b>	<b>7%</b>	<b>19</b>	

*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 2016_C5	Executed Commitment Amount	% Committed	Cancelled Appropriations	Executed Payment Amount	% Paid	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	
Total Title 1 - STAFF	19	19	100%	-	19	100%	
Total Title 3 - OPERATIONAL EXPENDITURE	263	248	94%	15	248	94%	
<b>Grand Total</b>	<b>282</b>	<b>267</b>	<b>95%</b>	<b>15</b>	<b>267</b>	<b>95%</b>	

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

C8 - Carried over from previous year						
Title	Carried over Commitment Amount	Executed Payment Amount	% Paid	Carried over to 2018	Cancelled Appropriations	Cancelled Appropriations %
	(1)	(2)	(2)/(1)		(1)-(2)	
Total Title 1 - STAFF	283	279	98%	-	4	2%
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	5,827	4,183	72%	1,526	119	2%
Total Title 3 - OPERATIONAL EXPENDITURE	3,127	3,011	96%	-	117	4%
<b>Grand Total</b>	<b>9,238</b>	<b>7,472</b>	<b>81%</b>	<b>1,526</b>	<b>240</b>	<b>3%</b>

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

R8 - External assigned revenue carried over from previous year				
Title	Carried over amount	Executed Payment Amount	% Paid	Cancelled Appropriations
	(1)	(2)	(2)/(1)	(1)-(2)
Total Title 3 - OPERATIONAL EXPENDITURE	10,884	6,980	64%	3,903
Total Title 4 - SPECIAL OPERATION PROGRAMMES	2,344	1,965	84%	379
<b>Grand Total</b>	<b>13,228</b>	<b>8,945</b>	<b>68%</b>	<b>4,283</b>

*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.*

<sup>5</sup> The final report from the European Court of Auditors on the EASA 2017 accounts is expected to be received in June 2018.



A second amending budget was adopted by the Management Board in December 2017 to reflect the related reduction on the EU Subsidy as the Agency's new Basic Regulation was not approved in 2017 as originally anticipated.

**Late payment interest**

Late payment interest paid in 2017 amounted to a total of €5,931 (2016: €8,841 ).



**Annex III: Organisational chart**

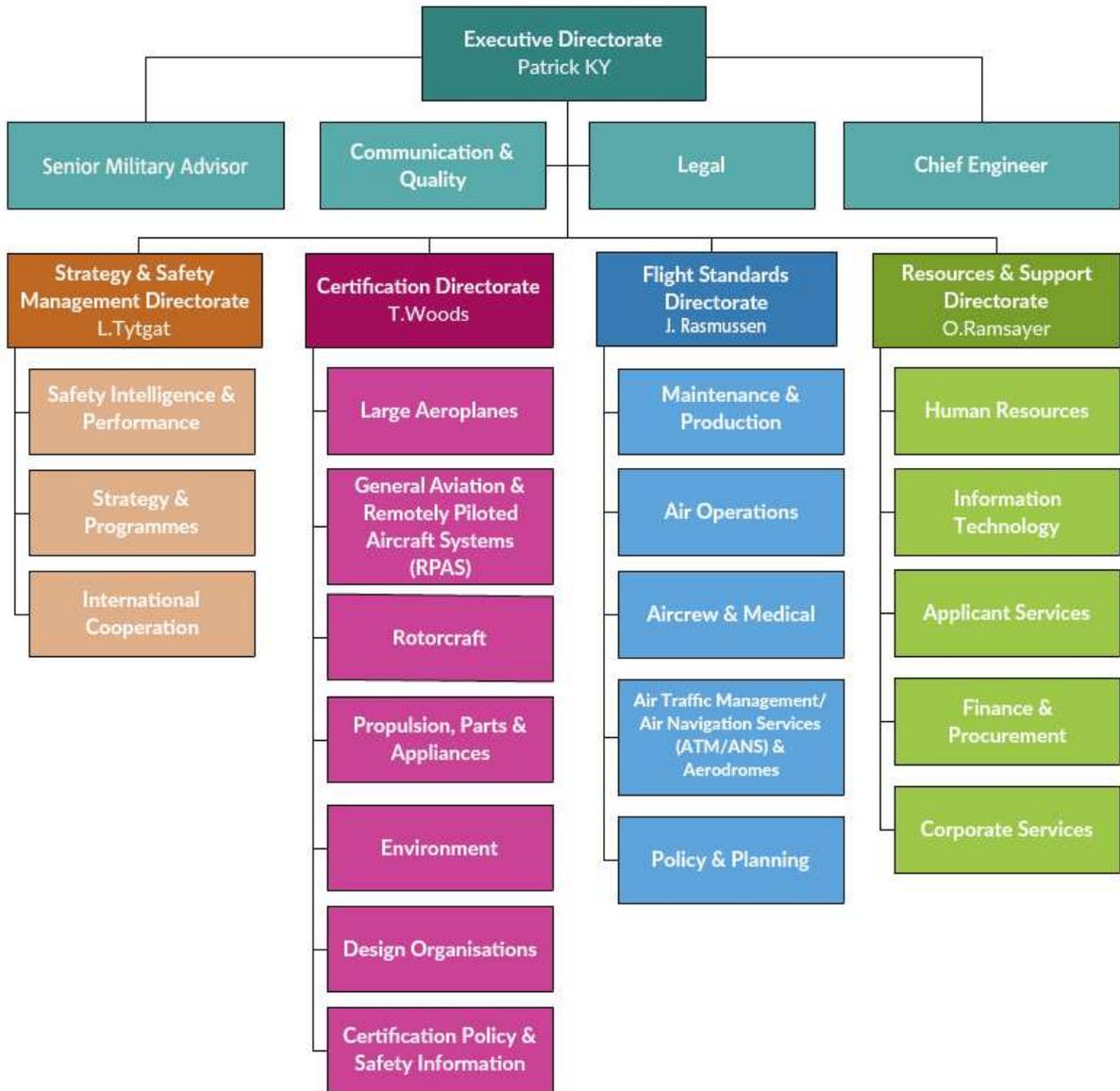


Figure 4: EASA Organisation Chart (31/12/2017)

## Annex IV: Establishment plan and additional information on Human Resources management

Temporary Agents Function group and grade	2017				2018	
	Authorised under the EU Budget		Actually filled as of 31/12/2017		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		25		5		26
AD 13		32		7		33
AD 12		53		22		57
AD 11		76		46		81
AD 10		98		69		103
AD 9		117		104		119
AD 8		77		145		80
AD 7		52		83		44
AD 6		20		47		13
AD 5		1		23		0
<b>AD TOTAL</b>		<b>552</b>		<b>552<sup>6</sup></b>		<b>557</b>
AST 9		1				1
AST 8		4				4
AST 7		14		1		13
AST 6		25		8		27
AST 5		33		30		34
AST 4		24		36		23
AST 3		16		25		17
AST 2		8		18		4
AST 1		1		3		0
<b>AST TOTAL</b>		<b>126</b>		<b>121</b>		<b>123</b>
<b>TOTAL</b>		<b>678<sup>7</sup></b>		<b>673</b>		<b>680</b>

**Table 9:** Establishment Plan

<sup>6</sup> 552 posts occupied, including six offer letters sent. In addition, as of 1 January 2018, three staff members retired and the employment of additional three staff members terminated (at their own request). 552 posts do not include the deduction for part-timers, allowed by the FFR Art 38, part. 2.

<sup>7</sup> 678 posts include 5 Subsidy posts linked with signature of New Basic Regulation (NBR). Recruitment of respective posts was postponed, due to the delay in the NBR signature.

Fees & Charges: Function group and grade	2017				2018	
	Authorised under the EU Budget		Actually filled as of 31/12/2017		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		16		2		16
AD 13		21		5		21
AD 12		33		16		33
AD 11		49		36		53
AD 10		65		45		69
AD 9		82		58		85
AD 8		56		95		59
AD 7		36		62		32
AD 6		13		37		9
AD 5		1		16		
<b>AD TOTAL</b>		<b>373</b>		<b>373</b>		<b>378</b>
AST 11						
AST 10						
AST 9		1				1
AST 8		2				2
AST 7		7		1		7
AST 6		12		3		13
AST 5		20		18		21
AST 4		16		24		15
AST 3		12		17		13
AST 2		7		11		4
AST 1				3		
<b>AST TOTAL</b>		<b>77</b>		<b>77</b>		<b>76</b>
<b>TOTAL</b>		<b>450</b>		<b>450</b>		<b>454</b>

**Table 10:** Establishment– Fees & Charges (Note: the split between funding is just indicative)

Subsidy : Function group and grade	2017				2018	
	Authorised under the EU Budget		Actually filled as of 31/12/2017		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15						
AD 14		9		3		10
AD 13		11		2		12
AD 12		20		6		24
AD 11		27		10		28
AD 10		33		24		34
AD 9		35		46		34
AD 8		21		50		21
AD 7		16		21		12
AD 6		7		10		4
AD 5				7		
<b>AD TOTAL</b>		<b>179</b>		<b>179</b>		<b>179</b>
AST 11						
AST 10						
AST 9						
AST 8		2				2
AST 7		7				6
AST 6		13		5		14
AST 5		13		12		13
AST 4		8		12		8
AST 3		4		8		4
AST 2		1		7		
AST 1		1				
<b>AST TOTAL</b>		<b>49</b>		<b>44</b>		<b>47</b>
<b>TOTAL</b>		<b>228</b>		<b>223</b>		<b>226</b>

Table 11: Establishment Plan – Subsidy (Note: the split between funding is just indicative)

<b>Contract agents</b>	<b>Authorised 2017</b>	<b>Recruited as of 31/12/2017</b>
<b>Function Group IV</b>	36	27
<b>Function Group III</b>	70	53
<b>Function Group II</b>		
<b>Function Group I</b>		
<b>TOTAL</b>	<b>106</b>	<b>80</b>

<b>Seconded National Experts</b>	<b>Authorised 2017</b>	<b>Recruited as of 31/12/2017</b>
<b>TOTAL</b>	<b>24</b>	<b>18</b>



**Annex V: Human and Financial Resources**

		values in Thousand Euro (K)	Actual 2017
<b>Fees and Charges activities</b>	<b>Product Certification</b>	<b>Revenue</b> (incl. interest, Parking and other Rev.)	70,164
		<b>Title 1</b>	- 46,533
		<b>Title 2</b>	- 7,946
		<b>title 3 NAA/QE</b>	- 11,170
		<b>Title 3</b>	- 5,403
		<b>Title 4</b>	p.m.
		<b>Total</b>	<b>- 888</b>
	<b>Organisation Approvals</b>	<b>Revenue</b> (incl. interest, Parking and other Rev.)	33,848
		<b>Title 1</b>	- 16,546
		<b>Title 2</b>	- 2,711
		<b>title 3 NAA/QE</b>	- 8,282
		<b>Title 3</b>	- 2,786
		<b>Title 4</b>	p.m.
		<b>Total</b>	<b>3,523</b>
	<b>Reserve adj.</b>	-	
	<b>Total F&amp;C</b>	<b>2,635</b>	
<b>Subsidy and other contributions</b>		<b>EU Subsidy</b>	34,870
		<b>Third country contribution</b>	2,146
		<b>Other income</b>	11,772
	<b>Third Country Operators</b>	<b>Title 1</b>	- 1,956
		<b>Title 2</b>	- 362
		<b>Title 3</b>	- 120
		<b>Title 4</b>	p.m.
		<b>Total</b>	<b>- 2,438</b>
	<b>Standardisation</b>	<b>Title 1</b>	- 8,364
		<b>Title 2</b>	- 1,543
		<b>Title 3</b>	- 768
		<b>Title 4</b>	p.m.
		<b>Total</b>	<b>- 10,675</b>
	<b>SAFA</b>	<b>Title 1</b>	- 784
		<b>Title 2</b>	- 177
		<b>Title 3</b>	- 84
		<b>Title 4</b>	p.m.
		<b>Total</b>	<b>- 1,045</b>
	<b>Rulemaking</b>	<b>Title 1</b>	- 9,683
		<b>Title 2</b>	- 1,786
		<b>Title 3</b>	- 548
		<b>Title 4</b>	p.m.
		<b>Total</b>	<b>- 12,017</b>
	<b>Int'l Cooperation</b>	<b>Title 1</b>	- 3,767
		<b>Title 2</b>	- 989
		<b>Title 3</b>	- 662
		<b>Title 4</b>	- 11,329
	<b>Total</b>	<b>- 16,747</b>	
<b>Safety Intelligence &amp; Performance</b>	<b>Title 1</b>	- 3,839	
	<b>Title 2</b>	- 952	
	<b>Title 3</b>	- 982	
	<b>Title 4</b>	p.m.	
	<b>Total</b>	<b>- 5,773</b>	
	<b>Total Subsidy and other contr.</b>	<b>92</b>	
	<b>Grand total</b>	<b>2,727</b>	

<b>Activity</b>	<b>2017 Staff*</b>
Product Safety/ Environmental Oversight	381.4
Organisation Approvals	114.4
Third Country Operators	17.6
Inspection of Member States	66.1
Ramp Inspection Programmes (SAFA/ SACA)	9.4
Regulation	89.0
International Cooperation	45.9
Safety Management	47.2
<b>Total</b>	<b>771.0</b>

\* Temporary Agents, Contract Agents and SNEs by 31/12/2017



**Annex VI: Key functions**

<b>Key functions (examples)</b>	<b>Type of contract (official, Temporary Agent or Contract Agent)</b>	<b>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</b>	<b>Indication whether the function is dedicated to administration support or policy (operational)</b>
<b>CORE FUNCTIONS</b>			
Director	Temporary Agent  Level 2	AD14	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)
<i>Head of Department (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	Temporary Agent  Level 3	AD 9 – AD12 (depending on complexity, size, 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)
<i>Head of Unit (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	n/a	n/a	n/a
<i>Head of Section (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	Temporary Agent  'Section Manager'  Level 4 (excluded from management allowance)	AD 7 – AD 10 (depending on complexity, size, responsibilities of the section)	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Senior Officer</i>	Temporary Agent	AD 9	Depending on the Section (operational in the Aviation

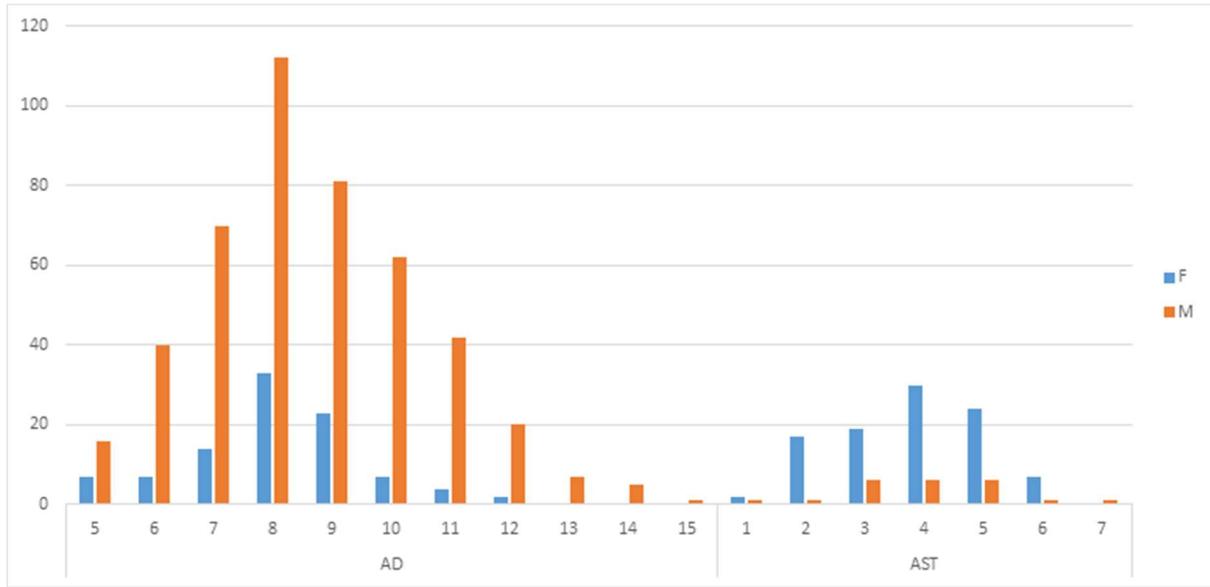
			area, support in the Administrative area)
<i>Officer</i>	Temporary Agent or CA IV	AD6/7	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Junior Officer</i>	Temporary Agent or CA IV	AD5	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Senior Assistant</i>	Temporary Agent or CA III	AST3	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Junior Assistant</i>	Temporary Agent or CA III	AST1	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<b>SUPPORT FUNCTIONS</b>			
<i>Head of Administration</i>	Temporary Agent	<i>n/a</i>	
<i>Head of Human Resources</i>	Temporary Agent	AD 9	
<i>Head of Finance</i>	Temporary Agent	AD 11	
<i>Head of Communication</i>	Temporary Agent	AD 9	
<i>Head of IT</i>	Temporary Agent	AD 10	
<i>Senior Officer</i>	Temporary Agent	AD 8/9	
<i>Officer</i>	Temporary Agent	AD 6/7	
<i>Junior Officer</i>	Temporary Agent	AD 5	
<i>Webmaster-Editor</i>	Temporary Agent	AD 5 (‘Web Content Officer’/‘Web Master’)	
<i>Secretary</i>	Temporary Agent	AST 1	



<i>Mail Clerk</i>	n/a	n/a	
<b>SPECIAL FUNCTIONS</b>			
<i>Data Protection Officer</i>	Temporary Agent	AD 5	
<i>Accounting Officer</i>	Temporary Agent	AD 9	
<i>Internal Auditor</i>	Temporary Agent	AD 7	



**Annex VII: Staffing**



**Figure 5:** Gender distribution among grade in 2017



## Annex VIII: related to part 2

### 1. Procurement procedures launched and/or finalised in 2017

TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
OPEN	EASA.2016.HV P.08	Assessment Centres and Development Centres	FRAMEWORK	4	€ 1,655,000.00	(i) Hudson Belgium NV	05/05/2017	04/05/2021
						(ii) Institut für Managementdiagnostik, Will und Partner GmbH & Co. KG (ii)	05/05/2017	04/05/2021
OPEN	EASA.2016.HV P.17	Lot 1 - Legal advice on EASA premises & related services	FRAMEWORK	4	€ 450,000.00	Beiten Burkhardt Rechtsanwaltsgesellschaft mbH (i)	01/03/2017	28/02/2021
						CMS Hasche Sigle Partnerschaft von Rechtsanwälten und Steuerberatern mbB (ii)	01/03/2017	28/02/2021
		Lot 2 - Legal advice on EASA premises & related services	FRAMEWORK	4	€ 70,000.00	CMS Hasche Sigle Partnerschaft von Rechtsanwälten und Steuerberatern mbB (i)	01/03/2017	28/02/2021
						KPMG Rechtsanwaltsgesellschaft mbH (ii)	01/03/2017	28/02/2021
OPEN	EASA.2017.HV P.02	Caretaking, Removal and Transport services	FRAMEWORK	4	€ 1,670,000.00	Gepe Gebäudedienste Peterhoff GmbH	07/06/2017	06/06/2021
OPEN	EASA.2017.HV P.07	Drupal Content Management System (CMS)	FRAMEWORK	4	€ 550,000.00	(i) Eworx SA	26/06/2017	25/06/2021
						(ii) Consortium FFW Deutschland GmbH, FFW Danmark ApS	26/06/2017	25/06/2021
						(iii) Consortium Core Consulting SPA, Sparkfabrik SRL	26/06/2017	25/06/2021
		Video Productions Services	FRAMEWORK	4	€ 280,000.00	(i) Visavis Filmproduktion GmbH	26/06/2017	25/06/2021
						(ii) Indigo View Productions Ltd	26/06/2017	25/06/2021
						DoubleDouble sprl	18/07/2017	17/07/2021
Web Streaming Services	FRAMEWORK	4	€ 200,000.00	Institut für Bildbewegung IFBBW - Inhaber Mark Rump	26/06/2017	25/06/2021		
OPEN	EASA.2017.HV P.01	Lot 1: Communication Services - Event Management	FRAMEWORK	4	€ 2,000,000.00	(i) Consortium CECOFORMA SA; C-DEV S.A.	07/07/2017	06/07/2021
						(ii) TEAM WORK S.A.S.	07/07/2017	06/07/2021
		Lot 2: Communication Services - Communication strategy advice & crisis	FRAMEWORK	4	€ 760,000.00	Media Consulta International Holding AG	07/07/2017	06/07/2021
						Mostra SA	07/07/2017	06/07/2021

TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
		communication						
		Lot 3: Communication Services - Supply of promotional material	FRAMEWORK	4	€ 360,000.00	mcs Kick & Rush SA	07/07/2017	06/07/2021
OPEN	EASA.2017.HV P.04	Lot 1: Mail Services	FRAMEWORK	4	€ 507,000.00	Rhenus Mailroom Services	21/07/2017	20/07/2021
OPEN	EASA.2017.HV P.03	Temporary Workers for the European Aviation Safety Agency	FRAMEWORK	4	€ 5,610,528.00	Bishop GmbH	10/07/2017	09/07/2021
OPEN	EASA.2017.HV P.06	Assistance for Maintenance & Extension of capabilities for Business-IT Architecture and Process Management with ARIS	FRAMEWORK	4	€ 535,000.00	Consortium Latona Development EOOD; Vivansa OOD	24/08/2017	30/09/2021
						Deloitte Tax & Consulting Société à responsabilité limitée	24/08/2017	30/09/2021
OPEN	EASA.2017.HV P.11	Provision of Medical Services - Occupational Medicine	FRAMEWORK	4	€ 1,000,000.00	Dr. Walter Heimbach	24/08/2017	23/08/2021
		Provision of Medical Services	FRAMEWORK	4	€ 400,000.00	Christian Heimbach	24/08/2017	23/08/2021
OPEN	EASA.2017.HV P.08	Provision of support for IT Application & Infrastructure Management Services (ITAIMS)	FRAMEWORK	4	€ 22,100,000.00	(i) Icarus Consortium (everis Spain S.L.U., succursale en Belgique, NTT DATA Deutschland GmbH, ARHS Developments S.A., SWORD Technologies S.A.)	08/09/2017	07/09/2021
						(ii) Consortium Atos - C-dev - CRI ( Atos Belgium S.A., C-dev S.A., Computer Resources International S.A. (CRI))	08/09/2017	07/09/2021
						(iii) UniSystems' Consortium (UniSystems Systèmes Informatiques SA, succursale en Belgique, HELLENIC TELECOMMUNICATIONS ORGANISATION S.A. (OTE S.A.))	08/09/2017	07/09/2021
OPEN	EASA.2017.HV P.05	Data4Safety - Big Data Platform	FRAMEWORK	4	€ 15,000,000.00	Palantir Technologies UK Ltd.	10/11/2017	09/11/2021



TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
OPEN	EASA.2017.HV P.12	Research Study: Age Limitations Commercial Air Transport Pilots	DC	1	€ 195,000.00	Consortium TNO, Netherlands Organisation for applied scientific research & NLR, Netherlands Aerospace center, Stichting Nationaal Lucht- en Ruimtevaartlaboratorium	24/10/2017	23/11/2018
OPEN	EASA.2017.HV P.19	Support to review the pricing system	DC	1	€ 1,350,000.00	MCKINSEY SOLUTIONS SPRL	20/12/2017	19/12/2018
OPEN	EASA.2017.HV P.13	Language Training services and TELC testing	FRAMEWORK	4	€ 400,000.00	(i) MODOLINGO INTERNATIONAL LANGUAGE CENTRE	08/01/2018	07/01/2022
						(ii) KERN AG IKL BUSINESS LANGUAGE TRAINING	08/01/2018	07/01/2022
						(iii) CARL DUISBERG CENTREN GEMEINNÜTZIGE GMBH	08/01/2018	07/01/2022
OPEN	EASA.2017.HV P.14	Flight Test Refresher Training	FRAMEWORK	4	€ 240,000.00	QinetiQ Limited	20/12/2017	19/12/2021
NEGOTIATED	EASA.2017.LVP .01	Reprographische Dienstleistungen	FRAMEWORK	4	€ 15,000.00	Reprografie Eichler GmbH	21/03/2017	20/03/2021
NEGOTIATED	EASA.2017.LVP .47	Insurance Consultancy Services	FRAMEWORK	4	€ 60,000.00	IRM Versicherungsberatung GmbH	02/11/2017	01/11/2021
NEGOTIATED	EASA.2017.LVP .82	Confidential waste disposal	FRAMEWORK	4	€ 35,000.00	A. & P. DREKOPF GmbH & Co.KG	12/12/2017	11/12/2021
NEGOTIATED	EASA.2017.MV P.02	Crew Immersion Suits Conspicuity (CIMSCY)	DC		€ 100,000.00	Cranfield University	30/08/2017	31/08/2017
NEGOTIATED	EASA.2017.MV P.05	Postage Services	FRAMEWORK	1.5	€ 135,000.00	Rhenus Mailroom Services GmbH	10/10/2017	15/04/2019
NEGOTIATED	EASA.2017.MV P.07	Aviation Security Alerting System	FRAMEWORK	4	€ 131,500.00	Osprey Flight Solutions Ltd.	07/12/2017	06/12/2021
OPEN	EASA.2017.HV P.09	Technical Training Services - Cross domain	FRAMEWORK (RoC)	4	€ 400,000.00	Baines Simmons Limited Bureau Veritas & Ciconia Aviation Services & CGX Aero (Consortium) CAA International Limited ENAC & GIE DSNA Services & Osac (Consortium)	Pending countersignature	



TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
						Stichting Beheer JAA Training Organisation		
OPEN	EASA.2017.HV P.09	Technical Training Services - Airworthiness & Env. Protection	FRAMEWORK (RoC)	4	€ 300,000.00	Baines Simmons Limited	Pending countersignature	
						Bureau Veritas & Ciconia Aviation Services & CGX Aero (Consortium)		
						CAA International Limited		
						ENAC & GIE DSNA Services & OSAC (Consortium)		
						Stichting Beheer JAA Training Organisation		
		Technical Training Services - Medicals and OPS			€ 100,000.00	Aircraft Development & Systems Engineering Bv & Mckechnie Aviation Limited & Aerossurance Limited (Consortium)	Pending countersignature	
						Baines Simmons Limited		
						CAA International Limited		
						Senasa		
		Technical Training Services - ATM/ANS			€ 200,000.00	Bureau Veritas & Ciconia Aviation Services & Cgx Aero (Consortium)	29/01/2018	28/01/2022
						CAA International Limited		
						ENAC & GIE DSNA Services & OSAC (Consortium)		
Enginav								
Senasa								

## 2. Waivers of recoveries

According to article 60 ‘Waiving of recovery of an established amount receivable’ of the current EASA Financial Implementing Rules, waivers involving €100k or more shall be annexed to the Annual Activity Report. All cases which took place in 2016 were below this threshold.

## 3. Summary of MB Decisions taken in 2017

During 2017, the Management Board:

- adopted the Annual Activity Report (AAR) 2016;
- approved the new approach of EASA to conclude Partnership Agreements with Member-State NAAs to formalise the pertinent fields of cooperation and repealed MB Decision 01-2011 (No. 01-2017);
- adopted the 2017 First Amending Budget;



- adopted its Opinion on the 2016 Annual Accounts;
- adopting Revised Terms of Reference of the Programming And Resources Advisory Group (PAR AG), repealing MB Decision 12-2015;
- appointed Mr. Piotr Samson as Chair of the PAR AG;
- adopted the Single Programming Document (SPD) 2018-2020 including the Work Programme 2018;
- adopted the European Plan For Aviation Safety (EPAS) 2018-2022 Including the Rulemaking Programme;
- renewed the term of the current Chair of the Management Board, Mr. Pekka Henttu;
- adopted the Budget 2018;
- adopted the Draft Single Programming Document (SPD) 2019-2021 including the Draft Budget 2019;
- adopted the revised EASA Management Standards;
- adopted the 2017 Second Amending Budget;
- appointed the Reporting Officers for the Purpose of the Annual Appraisal Exercise of the Executive Director;
- endorsed the EASA Audit Programme; and
- decided to launch an evaluation according to art. 62 BR.



## Annex IX: related to part 3

### 1. Agency actions to prevent and manage Conflict of Interest

With a view of continuous improvement in the management and mitigation of Conflict of Interest, in Q3/2017, EASA reviewed the Annex I 'Prevention and mitigation of Conflict of Interest' of the Code of Conduct. Following a recommendation from the European Parliament, in Q4/2017 EASA extended the scope of the Declaration of Interest exercise to all EASA staff (not only the managers and sensitive functions), including long term consultants, interims and trainees. Following the review of the Annex I of the Code of Conduct, the training material was updated and dedicated information sessions about the changes brought by this review were available to all staff members.

### 2. Agency actions to prevent Fraud

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

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

The Agency's Anti-Fraud Strategy was endorsed by the Management Board in 2014. The Agency's Anti-Fraud Strategy foresees 8 lines of actions that relate to 3 objectives:

- to enhance the effective prevention and detection of fraud;
- to establish appropriate internal procedures for reporting and handling potential fraud cases and their outcomes; and
- to develop procedures for the reporting and handling of potential fraud cases to external bodies.

By the end of 2017 all actions, in particular to deliver a training course to at least 80% of the staff, had been completed.



## Annex X: final annual accounts (k€)

### 1. Balance Sheet

(Thousands of euros)

<u>ASSETS</u>	<u>31-Dec-2017</u>	<u>31-Dec-2016</u>
<b>NON-CURRENT ASSETS</b>		
<i>Intangible fixed assets</i>		
Computer Software	1,502	1,335
Intangible under construction	2,321	702
<i>Tangible fixed assets</i>		
Computer Hardware	1,587	1,345
Furniture	8,570	9,059
Other fixture and fittings	30	9
<b>Total</b>	<b>14,010</b>	<b>12,450</b>
<b>CURRENT ASSETS</b>		
Current receivables	5,842	3,835
Sundry receivables	251	62
Accrued revenues	8,653	11,895
Prepaid expenses	2,591	2,595
EU entities	1,250	252
Cash and equivalents	84,943	78,303
<b>Total</b>	<b>103,529</b>	<b>96,942</b>
<b>TOTAL ASSETS</b>	<b>117,539</b>	<b>109,393</b>
<u>LIABILITIES</u>		
<b>NON-CURRENT LIABILITIES</b>		
EU entities-long term	-	2,346
Dilapidation	-	142
<b>Total</b>	<b>-</b>	<b>2,488</b>
<b>CURRENT LIABILITIES</b>		
Deferred revenues	35,502	31,530
Current payables	16,003	13,156
EU entities-short term	11,815	6,702
<b>Total</b>	<b>63,319</b>	<b>51,389</b>
<b>TOTAL LIABILITIES</b>	<b>63,319</b>	<b>53,877</b>
<b>NET ASSETS</b>		
Surplus (deficit) forwarded from previous years	55,516	56,231
Net surplus(deficit) for the period	(1,296)	(715)
<b>TOTAL NET ASSETS</b>	<b>54,220</b>	<b>55,516</b>

## 2. Statement of financial performance (SFP)

(Thousands of euros)

	2017	2016
<b>OPERATING REVENUE</b>		
Fees and Charges	100,278	97,061
Contribution from EU entities	44,324	42,739
Recovery of expenses	1,248	951
Contribution from EFTA countries	1,301	1,103
<b>TOTAL OPERATING REVENUE</b>	<b>147,151</b>	<b>141,854</b>
<b>OPERATING EXPENSES</b>		
Staff expenses	(90,007)	(86,851)
Buildings and related expenses	(10,486)	(11,588)
Other expenses	(8,161)	(9,706)
Depreciation and write offs	(2,518)	(1,919)
Outsourcing and contracting activities	(37,368)	(32,589)
<b>TOTAL OPERATING EXPENSES</b>	<b>(148,539)</b>	<b>(142,654)</b>
<b>SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES</b>	<b>(1,387)</b>	<b>(800)</b>
<b>NON OPERATING REVENUES(EXPENSES)</b>		
Interests received from third parties	153	120
Interests & charges paid to third parties	(62)	(35)
<b>SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES</b>	<b>91</b>	<b>85</b>
<b>SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES</b>	<b>(1,296)</b>	<b>(715)</b>
<b>SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS</b>		
<b>NET SURPLUS FOR THE PERIOD</b>	<b>(1,296)</b>	<b>(715)</b>

## Annex XI: EASA Management Board Members

The EASA Management Board brings together representatives of the Member States and the EC. The Management Board is responsible for the definition of the Agency's priorities, the establishment of the budget and for monitoring the Agency's operation.

The Board met two times in 2017.

### Composition<sup>8</sup>

<b>Members with voting rights</b>	European Commission and European Member States (28)
<b>Members without voting rights</b>	Norway, Liechtenstein, Iceland, Switzerland
<b>Observers</b>	Albania, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Montenegro, Serbia, Georgia and Moldova

**Table 12:** Composition of the (Management) Board in 2017

Also, the Stakeholder Advisory Body (SAB) participates in the Management Board meetings as observer.

<b>Chair of the Management Board</b>	<b>Deputy Chair of the Management Board</b>
Mr Pekka Henttu (Finland)	Mr Rob Huyser (the Netherlands)

**Table 13:** Chair of the Management Board

The members of the Management Board are:

Country	Member
Austria	<b>Ms Silvia GEHRER</b> Bundesministerium für Verkehr, Innovation und Technologie
Belgium	<b>Mr Patrick VANHEYSTE</b> Directeur Général a.i. Service Public Fédéral Mobilité et Transport Direction Générale Transport Aérien
Bulgaria	<b>Mr Stanimir LESHEV</b> Director General Civil Aviation Administration

<sup>8</sup> EASA MB Members as of December 2017. A detailed list of EASA MB Members is available on the EASA website: <http://www.easa.europa.eu/the-agency/management-board/members>.

Country	Member
Croatia	<b>Mr Jure ŠARIĆ</b> Assistant Minister for Civil Aviation Electronic Communications and Postal Services Ministry of Maritime Affairs, Transport and Infrastructure
Cyprus	<b>Ms Panayiota GEORGIU-DEMETRIOU</b> Director Department of Civil Aviation Ministry of Communications and Works
Czech Republic	<b>Mr Josef RADA</b> General Director Civil Aviation Authority of the Czech Republic
Denmark	<b>Mr Kåre CLEMMESSEN</b> Deputy Director General Danish Transport and Construction Agency
Estonia	<b>Mr Kristjan TELVE</b> Director General Civil Aviation Administration
Finland	<b>Mr Pekka HENTTU</b> Director General Civil Aviation, Finnish Transport Agency (TraFi)
France	<b>Mr Patrick CIPRIANI</b> Directeur de la sécurité de l'aviation civile (DGAC/DSAC)
Germany	<b>Mr Josef SCHILLER</b> Director Airworthiness, Operations, Licencing Bundesministerium für Verkehr, Bau und Stadtentwicklung

Country	Member
Greece	<b>Mr Konstantinos LINTZERAKOS</b> Governor of Hellenic Civil Aviation Authority
Hungary	<b>Ms Erika DÉR</b> Head of Civil Aviation, Maritime and Inland Navigation Department Ministry of National Development
Iceland	<b>Mr Einar Orn HEDINSSON</b> Director of Operation and Certificates, Deputy Director General of Civil Aviation The Icelandic Transport Authority
Ireland	<b>Ms Monica WALLACE</b> Deputy Director General for Civil Aviation Department of Transport
Italy	<b>Dott. Alessio QUARANTA</b> Director General Ente Nazionale per l'Aviazione Civile (ENAC)
Latvia	<b>Mr Maris GORODCOVS</b> Director General of Civil Aviation Civil Aviation Agency, Ministry of Transport
Liechtenstein	<b>Mr Manfred BISCHOF</b> Head Department Civil Aviation Office of Building and Infrastructure Division Civil Aviation
Lithuania	<b>Mr Joris GINTILAS</b> Director of Civil Aviation Administration
Luxembourg	<b>Mr Pierre JAEGER</b> Directeur de l'Aviation Civile Direction de l'Aviation Civile

Country	Member
Malta	<b>Capt. Charles PACE</b> Director General for Civil Aviation Transport Malta Civil Aviation Directorate
The Netherlands	<b>Mr Rob HUYSER</b> Director and Acting Director General Directorate of Civil Aviation Ministry of Infrastructure and Environment
Norway	<b>Mr Lars KOBBERSTAD</b> Director General Civil Aviation Authority
Poland	<b>Mr Piotr SAMSON</b> President of the Civil Aviation Authority
Portugal	<b>Mr Luís Miguel RIBEIRO</b> Chairman of the Board of Directors Agência Nacional de Aviação Civil (ANAC)
Romania	<b>Mr Armand PETRESCU</b> Director General Romanian Civil Aeronautical Authority (RCAA)
Slovak Republic	<b>Mr Ján BREJA</b> Director Civil Aviation Authority
Slovenia	<b>Mr Alojz KRAPEZ</b> Head of Aviation Division Directorate of Civil Aviation Ministry of Infrastructure and Spatial Planning

Country	Member
Spain	<b>Ms Isabel MAESTRE</b> Director of AESA Agencia Estatal de Seguridad Aérea (AESA)
Sweden	<b>Mr Gunnar LJUNGBERG</b> Civil Aviation and Maritime Director Swedish Transport Agency
Switzerland	<b>Mr Christian HEGNER</b> Director General Federal Office for Civil Aviation (FOCA)
United Kingdom	<b>Mr Mark SWAN</b> Group Director Safety and Airspace Regulation Civil Aviation Authority
European Commission	<b>Mr. Henrik HOLOLEI</b> Director-General Directorate-General for Mobility and Transport

**Table 14:** Members of the Management Board

## Annex XII: List of Acronyms

Acronym	Meaning
AD	Airworthiness Directive
AIR	Airworthiness
AMC	Acceptable means of compliance
ANAC	Agência Nacional de Aviação Civil
ANS	Air Navigation Services
ANSP	Air Navigation Services Provider
ASEAN	Association of South East Asian Nations
ATA-AC	Amélioration du transport aérien en Afrique centrale
ATM	Air Traffic Management
ATO	Approved Training Organisations
AWO	All-weather operations
BASA	Bilateral Aviation Safety Agreement
CAA	Civil Aviation Authority
CAAC	Civil Aviation Administration of China
CAGs	Collaborative Analysis Groups
CASA	Civil Aviation Safety Authority of Australia
CASSOA-EAC	Civil Aviation Safety and Security Oversight Agency - East African Community
CAT	Commercial Air Transport
CERT-EU	Computer emergency response team for the EU institutions, bodies and agencies
CMA	Continuous Monitoring Approach
CS	Certification Specification
DOA	Design Organisation Approval
EAD	Emergency Airworthiness Directive
ECAC	European Civil Aviation Conference
ECCAIRS	European Co-ordination Centre for Accident and Incident Reporting Systems
ECQB	European Central Question Bank
ECR	European Central Repository
EGAST	European General Aviation Safety Team
EHEST	European Helicopter Safety Team
EPAS	European Plan for Aviation Safety
ETSOA	European Technical Standards Order Authorisation
ESSI	European Strategic Safety Initiative
FAA	Federal Aviation Administration
FCL	Aircrew Licensing
FDM	Flight data monitoring
FSTD	Flight Simulation Training Devices
GA	General Aviation
GM	Guidance Material

ICAO	International Civil Aviation Organisation
IFACI	Institut Français de l'Audit et du Contrôle Interne
IR	Implementing Rule
LOI	Level of Involvement
MAB	Member State Advisory Body
MED	Aircrew Medical
MRB	Maintenance Review Board
NAA	National Aviation Authority
NoA	Network of Analysts
NPA	Notice of proposed amendment
OPS	Air Operations
OSD	Operational Suitability Data
RAMP	Ramp Inspections
RPAS	Remotely Piloted Aircraft System
RSOO	Regional Safety Oversight Organisations
RMT	Rulemaking Task
SAB	Stakeholder Advisory Body
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft
SESAR	Single European Sky ATM Research programme
SIB	Safety Information Bulletins
SMS	Safety Management System
SNE	Seconded National Expert
SRM	Safety Risk Management
SSD	Significant Standards Differences
SPD	Single Programming Document
SSP	State Safety Programme
STeB	Stakeholder Technical Bodies
TCCA	Transport Canada Civil Aviation
TeB	Technical Body
TIP	Technical Implementation Procedure
ToR	Terms of reference
TSO	Technical Standards Order
TSOA	Technical Standards Order Authorisation
UAS	Unmanned Aircraft Systems
USOAP-CMA	Universal Safety Oversight Audit Programme - Continuous Monitoring Approach
WA	Working Arrangement

**Table 15:** List of Acronyms found in the AAR 2017

